Regulator of Social Housing

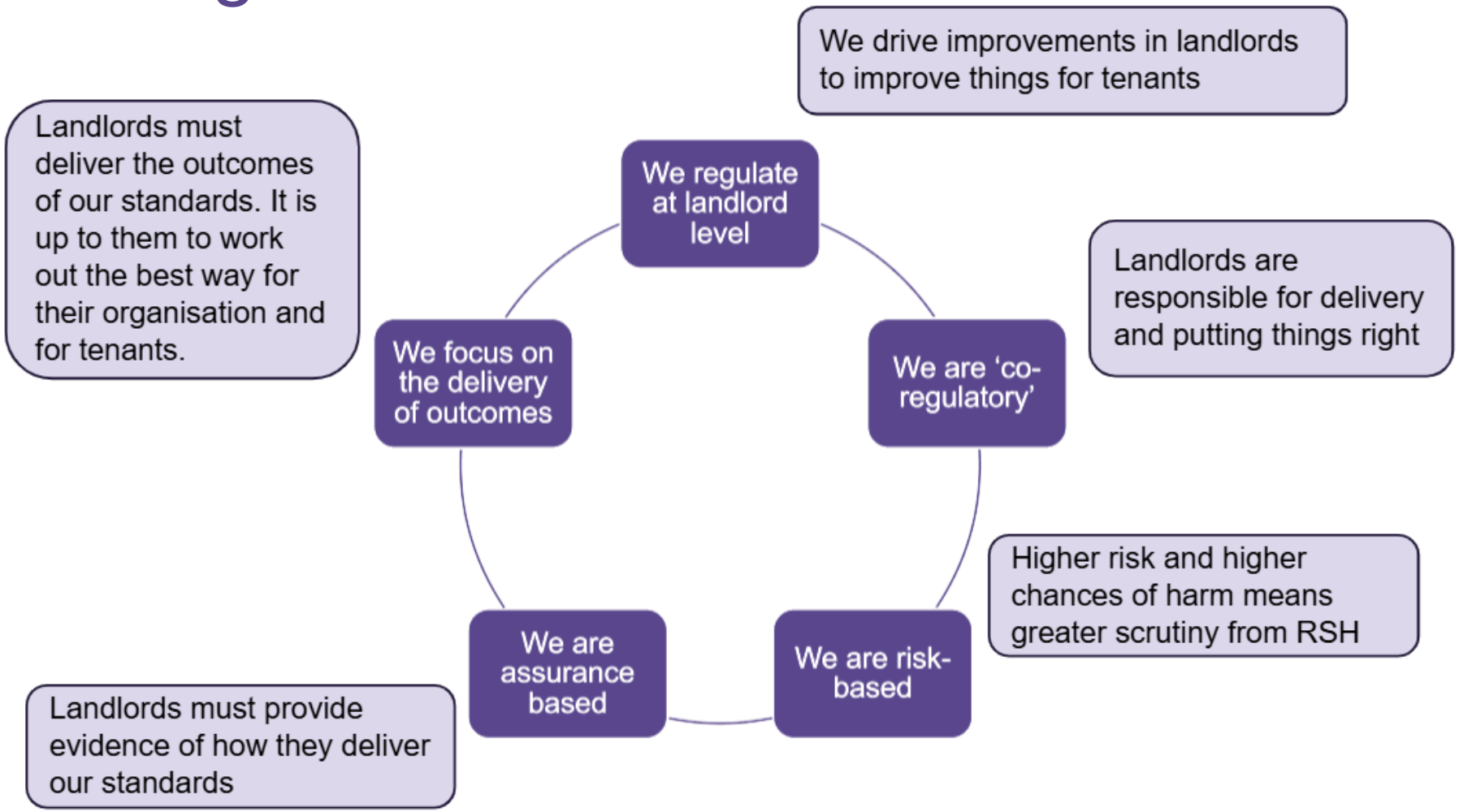
RSH Perspective: “What does good involvement look like?”

Fleur Priest- Stephens, Head of Tenant Engagement

November 2026



How RSH regulates



Our approach and standards

Our regulatory approach can change depending on the size and type of landlord. We consider large landlords those with more than 1,000 homes.

The **Consumer Standards** apply to all social landlords including local authorities:

- Neighbourhood and Community Standard
- Safety and Quality Standard
- Tenancy Standard
- Transparency, Influence and Accountability (including Tenant Satisfaction Measures)
- Competence and conduct (from October!)



- The **Economic Standards** only apply to private registered providers (PRPs):
  - Governance and Financial Viability Standard
  - Value for Money Standard
  - Rent Standard - also applies to local authorities

Our approach and standards

- We set regulatory standards that define the outcomes that landlords must deliver using our powers under the Housing and Regeneration Act 2008.
- We expect all landlords to deliver the outcomes of our standards that apply to them. These include both the required outcomes and specific expectations we set within each standard.
- As the regulator, we do not talk about what ‘good looks like’…

Regulator of Social Housing

RSH Perspective: “What does delivering the outcomes of the tenant engagement aspects of our standards look like”

Fleur Priest- Stephens, Head of Tenant Engagement

November 2026



Consumer gradings and judgements

Grading	Description
C1	Our judgement is that overall the landlord is delivering the outcomes of the consumer standards. The landlord has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence.
C2	Our judgement is that there are some weaknesses in the landlord delivering the outcomes of the consumer standards and improvement is needed.
C3	Our judgement is that there are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed.
C4	Our judgement is that there are very serious failings in the landlord delivering the outcomes of the consumer standards. The landlord must make fundamental changes so that improved outcomes are delivered.

Every landlord should aim for a Consumer Grade of C1

What do the standards say about tenant engagement?



2.2.1 Registered providers must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.



2.2.2 Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.



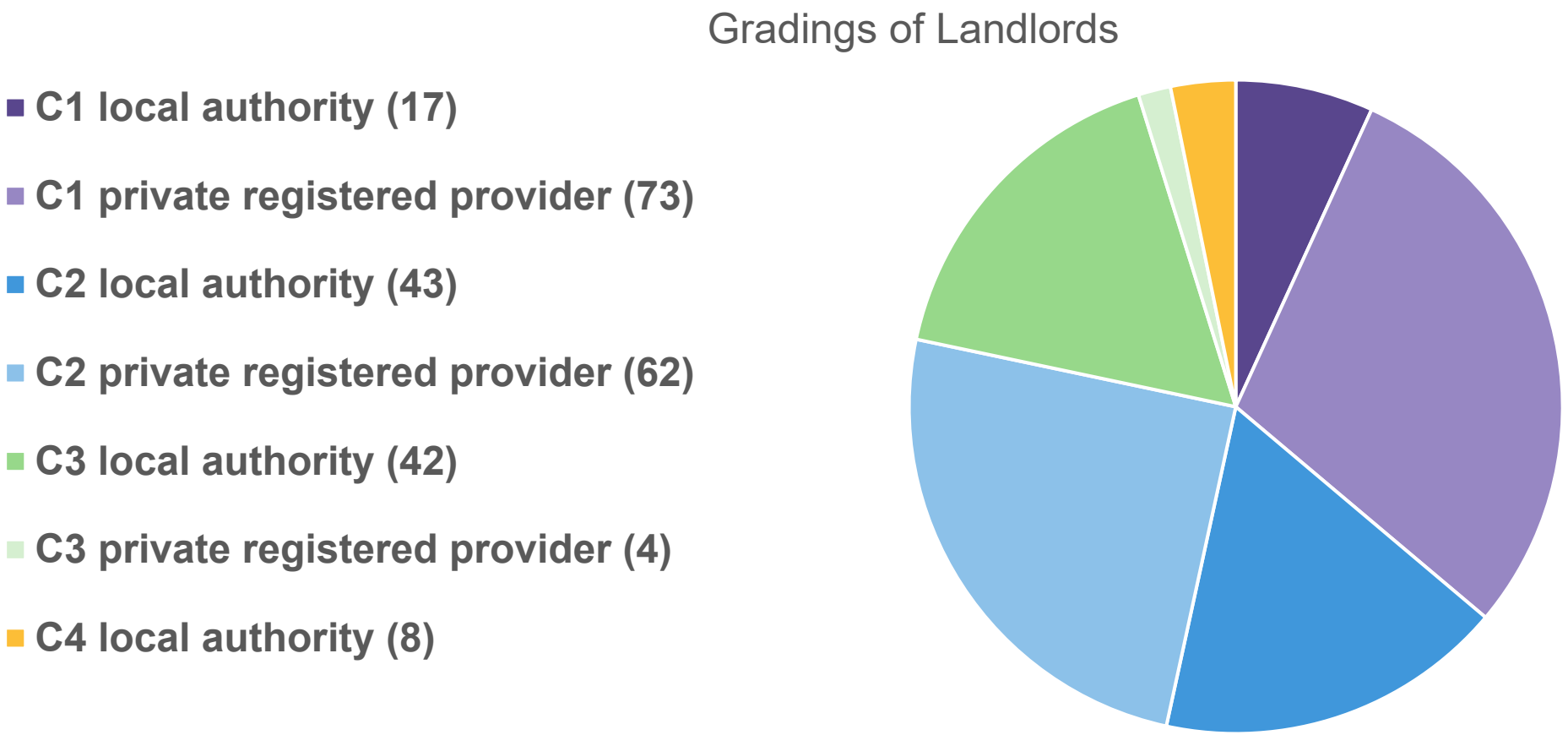
2.2.3 Registered providers must provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities in 2.2.1 and 2.2.2.



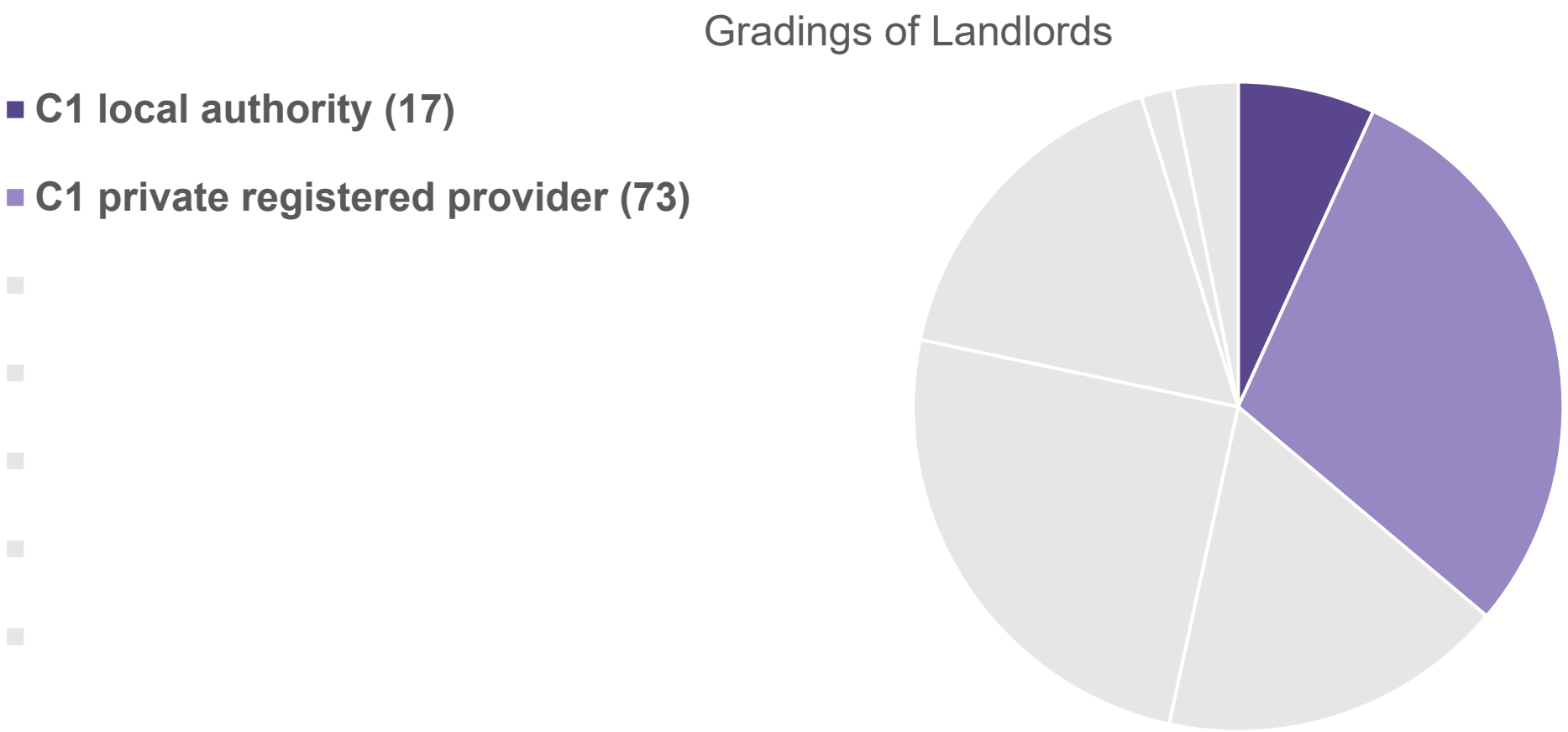
2.2.5 Registered providers, working with tenants, must regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims.

What we have learned from our inspections so far?

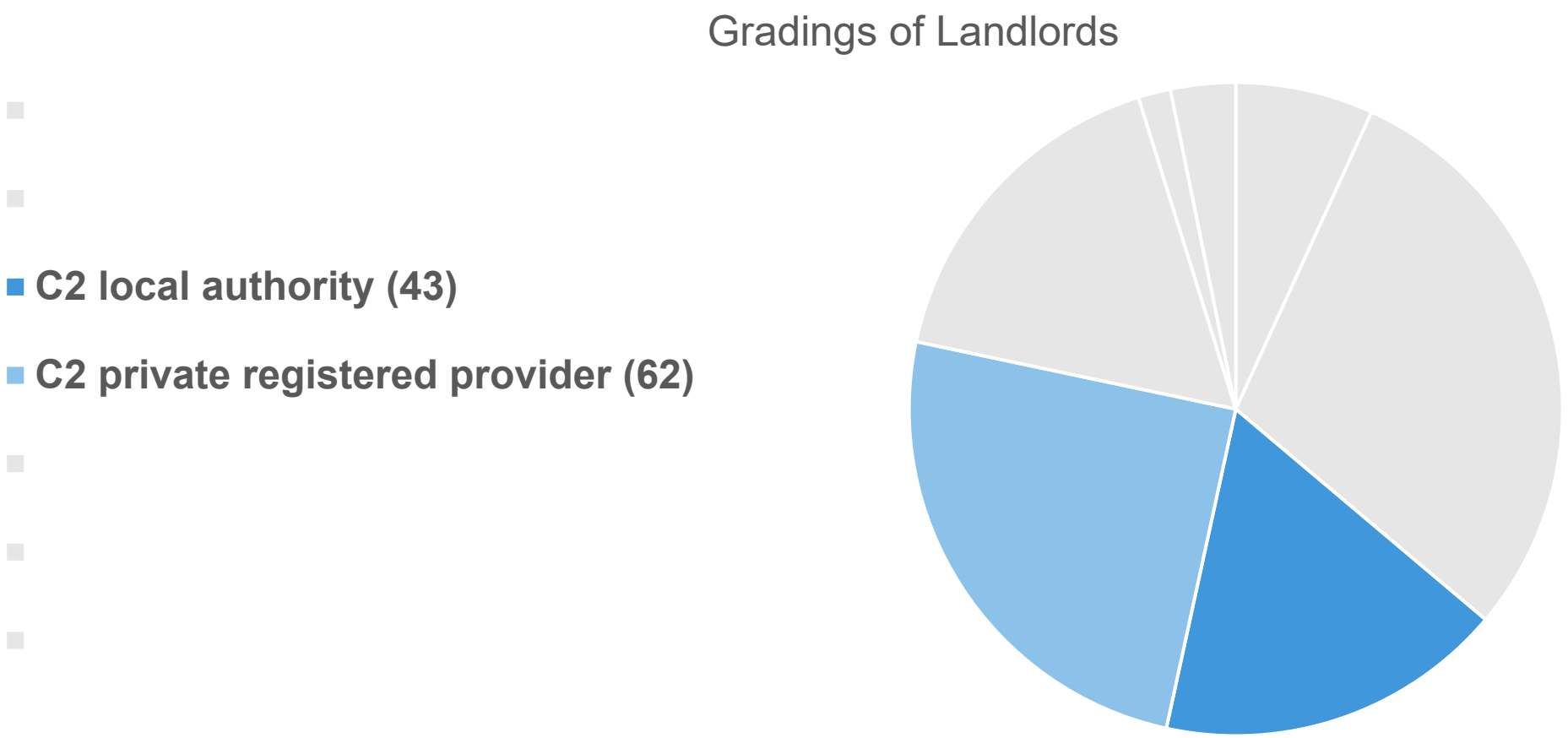
Gradings of landlords by type



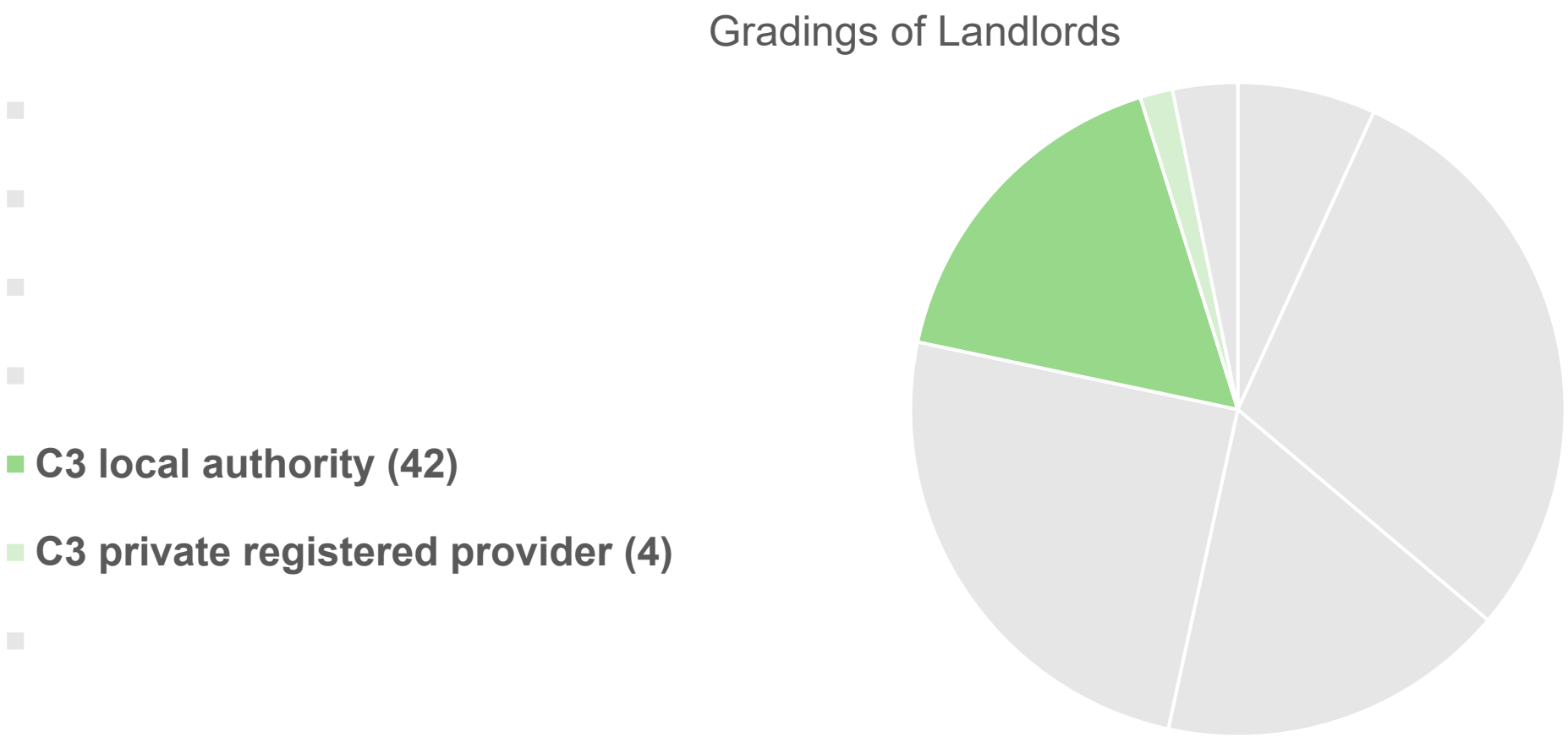
Gradings of landlords by type: C1s



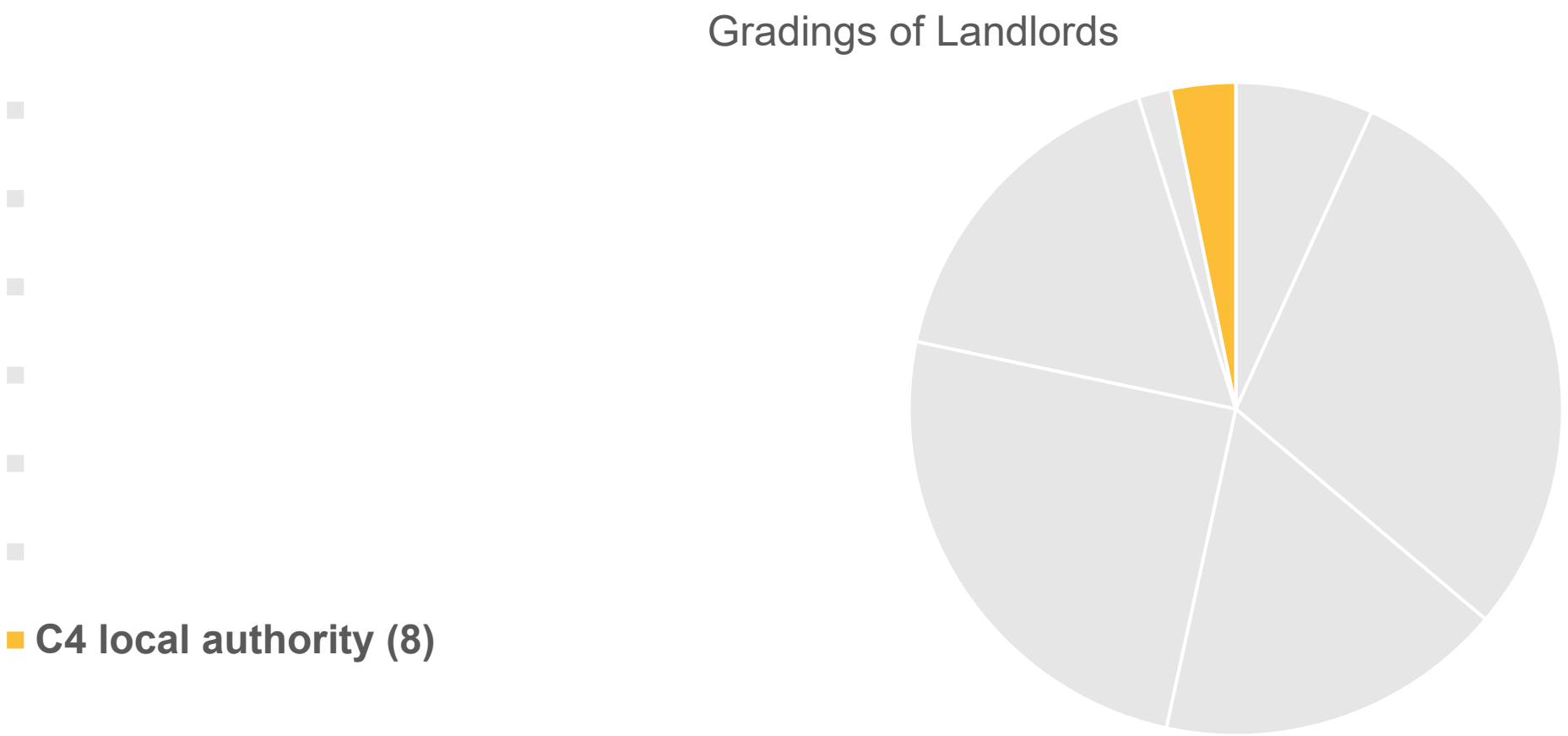
Gradings of landlords by type: C2s



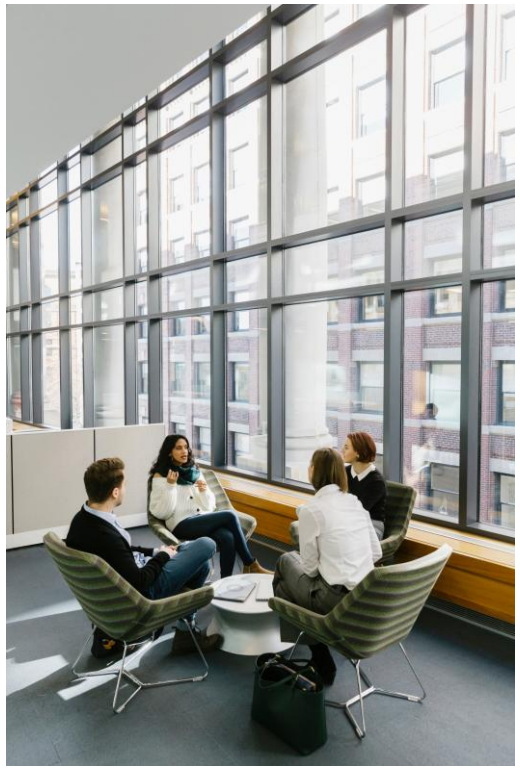
Gradings of landlords by type: C3



Gradings of landlords by type: C4



Note on how we make our judgements



- For a C1 landlord, we are looking for ‘overall meeting the outcomes of our standards’
- ‘Overall’ does not require a perfect score across every specific expectation in our standards
- We reach balanced judgements on a range of evidence from different sources across all of the standards that apply

Serious Failings could look like:

- Engagement opportunities may exist but are ineffective
- No or limited effective scrutiny
- Lack of consideration of whether accountability structures are correct
- Support for engaged tenants is limited – often only practical rather than developmental
- Tenant have no meaningful influence
- Feedback isn't gathered, or is ignored, or we can't see evidence of it

Weaknesses could look like:

- Some engagement opportunities exist
- Some evidence of tenants being influential
- Weak feedback loops
- Engagement concentrated in small groups
- Support for influence and scrutiny is inconsistent or ad-hoc
- Generally, influence and scrutiny is under-developed
- May often be that systems are in place, but haven't 'bedded in' yet

Delivering the outcomes could look like:

- Tenant influence and scrutiny structures are demonstrably the right choice
- Boards/ Cabinet/ Leaders are curious about tenant priorities and input
- There are a range of ways to understand tenant priorities and they are used well
- Evidence of influence and closed feedback loops
- Tenant input supports effective challenge and oversight

Regulatory Casework Review

- Examines key themes from the regulation of social landlords over the past year
- Covers governance, financial viability and consumer standards
- Identifies key lessons for landlords and tenants
- Provides some short case studies/examples from the themes
- Case studies identify where landlords are meeting the outcomes of our standards – and where they are not
- Publication can be found here: Regulatory Casework Review 2026 - GOV.



Lessons for landlords

- Know tenants are safe
- Deliver value for money
- Use data to make changes
- Effective risk management culture
- Work with us
- Strong financial governance
- Listen to tenants

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Questions



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Regulator of Social Housing
0300 124 5225
enquiries@rsh.gov.uk
www.gov.uk/rsh

twitter.com/rshengland
www.linkedin.com/company/regulator-of-social-housing

The Regulator of Social Housing regulates for a viable, efficient, and well governed social housing sector able to deliver quality homes and services for current and future tenants.