



TENANT ENGAGEMENT STRATEGY

2019-2022

EVERYONE
HAS A
PLACE

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1. FOREWORD

When Radius was formed in 2017 we made a commitment to improving services, saving money and creating sustainable communities for all. Our Tenant Engagement Strategy creates a roadmap for delivering on this commitment, bringing together tenants, Radius, contractors and a whole host of partners. Our challenge is not only to encourage and support as many tenants and partners to reach and exceed the expectations of our strategy but that we listen to you and continually adapt in the face of a changing living and business environment.

We are keen to gain new insights, listen to your ideas and work together to develop new solutions. We developed our underpinning purpose, vision and values through consultation with you, our staff and the many businesses and partners who help Radius to achieve its goals. These provide a firm foundation and direction in these uncertain times.

We all have a part to play in successful and effective engagement and we encourage you all to become involved in building stronger neighbourhoods and empowering communities.

Diana Fitzsimons
Chairperson

John McLean OBE
Chief Executive



2. INTRODUCTION

Welcome to the first Radius Tenant Engagement Strategy which sets out what we hope to achieve, in partnership with our tenants, over the next three years. This strategy has been shaped through consultation, feedback and suggestions from our tenants and I believe that has set the scene for the important role our tenants should have in determining how we do business.

The strategy details the structures we have put in place, the opportunities for tenants to engage with us that we have developed and the support and training we will provide to enable our tenants to participate. We have a dedicated Tenant Engagement Team who are committed to listening to our tenants and to considering new and innovative approaches for more effective communication. Any feedback on how we are doing or how we can improve is always welcome.

Put simply, we want to give our tenants a real voice on what services we deliver and how we deliver them and I hope this Strategy will help us to achieve that together.

Eileen Patterson
Director of Communities



2.1. About Radius

Radius Housing provides housing, care and support to over 33,000 homes. We are a social enterprise employing over 1,000 people and managing 12,500 properties in 80 towns across Northern Ireland.

Radius has a social housing presence in all 11 council areas, serviced by a regional office network spanning Belfast, Holywood, Ballymena, Newry and Londonderry.

Radius Factfile

- Providing housing, care and support to 33,000 homes
- Managing 12,500 apartments and houses
- Located in 80 towns across Northern Ireland
- TeleCare supports 21,000 customers
- 11,000 day care placements
- 450 Staying Put home adaptations completed each year
- Over 1,000 staff employed in housing, care and support
- Spending £66m per annum on development and maintenance.

Radius Housing was established in 2017 following merger and combines over 80 years' experience to make a positive impact on housing and communities into the future.

2.2. Our Mission & Values

“To make a positive difference by providing homes, support and care for people, building neighbourhoods and empowering communities.”

Our values are:

- We will strive for excellence.
- We will make every penny count.
- We will be accountable for our decisions.
- We will focus on the outcomes not the processes.
- We will be good to work for and with.
- We will keep our promises.
- We will be fair, polite and respectful.
- We will be creative and innovative.

2.3. Our Commitment to Tenant Engagement

Radius Housing seeks to maximise the opportunities to ensure that our tenants and residents are at the heart of everything we do.

We recognise that good tenant engagement can bring benefits not only to our tenants and residents but also to our organisation. Tenant engagement ensures that we develop policies and services that meet the needs and aspirations of our tenants and residents, creating genuine opportunities for them to influence decisions and increase levels of satisfaction.

It is widely acknowledged that when tenants and residents know that they can genuinely make a difference, influence decisions and feel listened to that they feel valued and more willing to be involved. This in turn leads to better working relationships between staff and tenants helping to promote positive two way communication and respect between Radius and our tenants and residents.

2.4. Principles for Tenant Engagement

Our principles reflect the principles set out by the Department for Communities (DfC) consultation “A Tenant Participation Strategy for Northern Ireland 2015-2020” (January 2015):

- Trust, respect & partnership
- Sharing information, ideas and power
- Setting the agenda together
- Openness and accountability in decision making
- Allowing full time for consideration
- Recognition for Tenant Organisations
- Good working relationships
- Providing resources for Tenant and Resident Groups
- Encouraging engagement in rural areas
- Including People

Radius Housing is committed to promoting meaningful tenant engagement and improving the service our customers receive.

2.5. Benefits of Tenant Engagement

Tenant engagement is a way for Radius and our tenants to share information, ideas and work together to improve our services. There are many benefits to getting involved with shaping the service you receive e.g.

- Influencing decisions that affect your housing services;
- Promoting better communication between tenants/residents and staff;
- Developing your skills and knowledge of the services you can expect to receive;
- Meet new people, share ideas; and
- Increase satisfaction levels within your home and community.

3. TENANT ENGAGEMENT STRATEGY

3.1. Consultation

Radius Housing is keen to build upon the strong and successful tenant participation evidenced in both Fold and Helm Housing Associations.

Supporting Communities NI had carried out reviews for both Fold and Helm Housing Associations which has guided the development of the proposed structure in March 2017. This involved combining and developing a successful structure to ensure that our tenants are at the heart of our business. Further to this review we consulted with tenants from both legacy organisations to share their tenant engagement experience, discuss and develop the new structure and understand the issues which matter to our tenants most.

Consultation with our tenants took place between June and August 2017 province wide, inviting all tenants on our Register of Interest to have their say. This extensive consultation has shaped this Tenant Engagement Strategy.

3.2. Key Feedback

Key feedback from our consultation

- **Monitoring Radius Performance** is important to our tenants who like to see how Radius is performing and are interested in creating a new and improved Radius Easy Read Scorecard.
- **Their needs are different** and they would like us to explore if separate sheltered and general needs Panels would be effective.
- **Accountability** is essential. Tenants requested commitment that a senior member of staff attends each Panel meeting.
- **Keeping up momentum** is essential and that those who get involved stay involved.
- **Tenant Representatives** are essential in our communities and we should work to recruit more.
- **Tenants want to be prepared** by knowing dates of meetings a few months in advance.
- **Rotating and Changing locations** of meetings would be beneficial for those who attend as they would experience a wider scope of Radius developments.
- **Communication** is important and they would like more information on scheme noticeboards.
- **Working together** and linking with other Panels to ensure that what they are doing connects through the structure.
- **Scrutiny** of Radius services is important and tenants would like to begin this.
- **The Social aspect** has been beneficial to meet with others, groups and share best practice. They want more opportunities to get to know their fellow panel members.
- **Keep promises** and ensure that actions agreed at meetings are completed.
- **Gardening** is important to them and they would like to keep this on the agenda and scrutinise.

3.3. Our Vision for Tenant Engagement

To ensure that Radius Housing tenants and residents are at the heart of everything we do. Improving services by developing and influencing how our services are provided in a meaningful two way process between Radius and our tenants/residents.

To achieve this Radius will:

Improve

The culture and practice of tenant engagement across our services.

Promote

The range of options available for engagement ensuring our tenants and residents know how they can get involved.

Develop

The current tenant engagement structure already in place and implement new ways to engage with one another.

Consult

Effectively with our tenants and residents in a way that suits them and on issues they care about.

Support

Our tenants to participate in tenant engagement roles and opportunities.

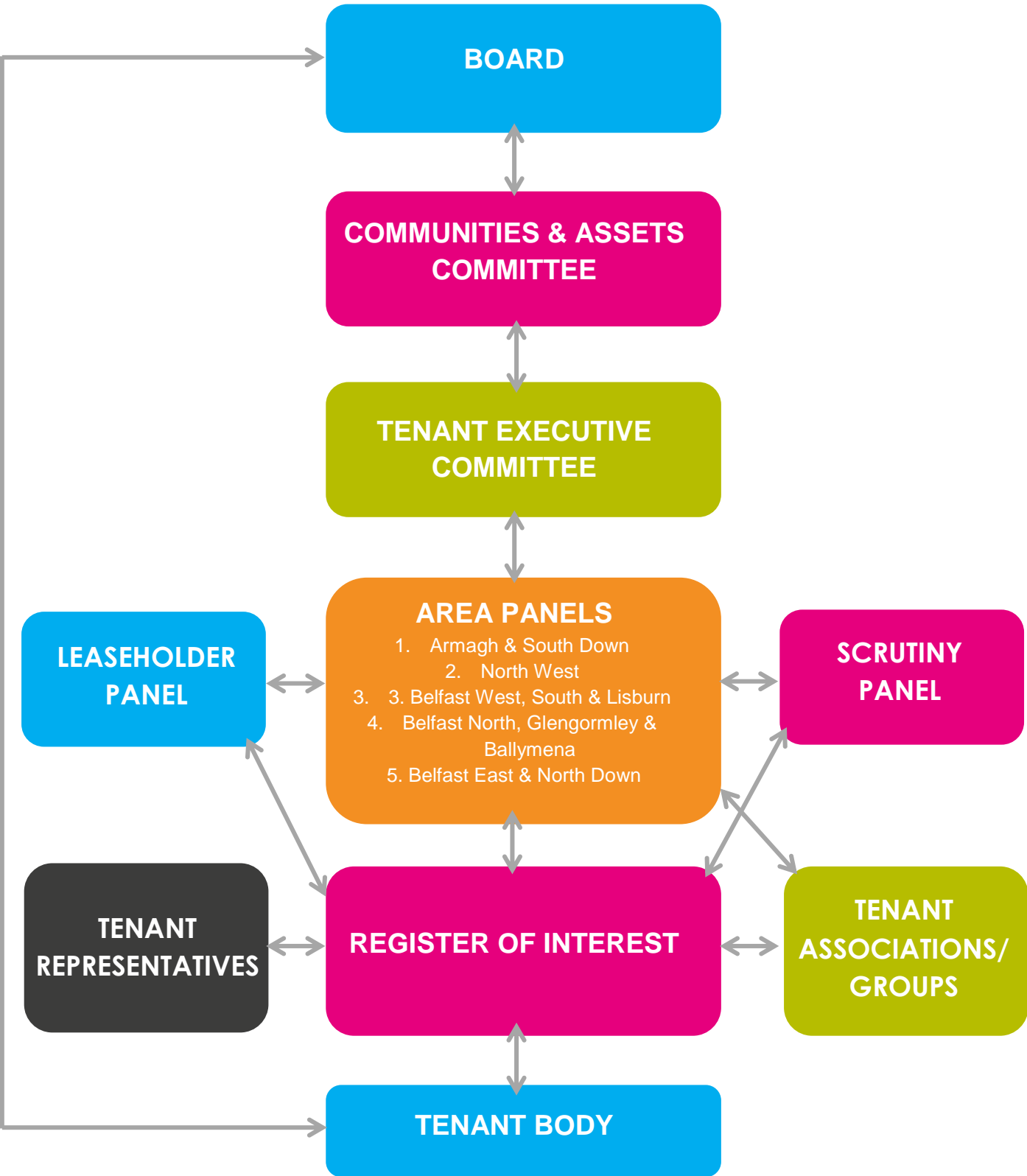
Communicate

Effectively in a way which suits our tenants and residents. Listening to their feedback and suggestions to improve services and how we engage with them at all levels.

Demonstrate

The value of tenant engagement and the effectiveness of our approach through periodic reviews of our methods and outcomes achieved.

3.4. Tenant Engagement Structure



3.5. Engagement Opportunities

Below displays our current tenant engagement opportunities which will be maintained and developed over the period of this Strategy:

- **Tenant Engagement Register**

This is a register of tenants who have expressed an interest in engaging with Radius to shape the service they receive.

- **Tenant Representatives**

These are tenants in our communities who have been identified to represent their community. They are an essential link between Radius and our developments keeping us informed on issues that matter to their community and striving to improve the service they receive.

- **Estate Walkabouts**

Dedicated time to a Radius estate (usually 2 hours) during which tenants can meet with their Housing Officer, Assets Officer and Tenant Engagement Officer on site to discuss their area and encourage tenant engagement.

- **Community Chest**

Radius offers small grants from £250 to £1,000 to fund local community projects. This grant supports a wide range of projects contributing to the wellbeing and development of our communities.

- **Satisfaction Surveys**

Radius continuously carries out tenant satisfaction surveys to establish the satisfaction of our customers on Radius and specific services. These are published to our tenants, staff and stakeholders.

- **Tenant/Resident Associations & Groups**

These are both formal and informal groups and associations in Radius developments. They represent their local area and its interests. Those setting up a group or association are eligible to apply for a £50 set-up grant from Radius alongside support from our staff.

- **Tenant Forums**

Our sheltered tenants and residents engage with Radius staff, Board and stakeholders at our annual tenants forums. Four are held province wide and encourage building relationships, gaining skills & knowledge and promoting engagement opportunities.

- **Scheme Awards**

We celebrate the success of our sheltered housing through our annual scheme awards. Acknowledging all the great work, engagement and neighbours we have in our sheltered accommodation. Awards are judged by Radius Board Members to promote links between Radius Board and tenants. Winners are announced at the annual Tenant Forums

- **Tenant Engagement Conference**

Further to the success of our Tenant Forums, Radius wishes to engage with our tenants in general family accommodation through a Tenant Engagement Conference including speakers and workshops relevant to our tenants. The aim is to promote engagement opportunities, building relationships, gaining skills & knowledge and providing support.

- **Scrutiny Panels**

A panel of tenants to act as critical friends looking at the services received by our tenants with a view to suggesting improvement. Areas for scrutiny are discussed and prioritised by the Area Panels.

- **Touch Point Surveys**

These touch point surveys will scrutinise specific areas of service through online polls, text surveys, telephone, face to face and post. Areas of service to be discussed and agreed with tenants and staff. Results will be used to establish satisfaction levels, bring about recommendations for improvement and be published to tenants, staff and stakeholders.

- **Customer Journey Mapping**
 Radius Customer journey mapping will monitor the satisfaction and experiences of tenants throughout their tenancy to give a real insight into our interactions with them on various issues. Results will be published annually and incentives provided for those tenants who get involved.
- **Readers Panel**
 The Readers Panel reviews relevant Radius documents before being published to the general tenant body.
- **Email Group**
 For tenants and residents who wish to receive regular communication and updates by email from Radius.
- **Leaseholder Panels**
 A dedicated Panel for residents to discuss their lease, general management of the property and their community.
- **Area Panels**
 Meet with tenants in their housing management area with senior members of the Communities and Asset Management Teams. They discuss strategic issues in their areas. These Panels also contains Reader Members who are kept informed and able to make comments/suggestions without attending meetings.
- **Tenant Executive Committee**
 Representatives from each Area Panel discuss the service received by Radius in a strategic way. This Committee prioritises areas for scrutiny and the key link between Area Panels, Committee & Board.
- **Committee & Board**
 Radius has a tenant representative at Committee and Board Level to ensure the link of engagement between Radius and our tenants from their front door to our Boardroom.

3.6. Training & Support

We will support and encourage our tenants in their journey with Radius to shape the services they receive. It is important to build on skills and knowledge to ensure effective participation. This support includes:

- Bespoke training for Tenant Panel, Committee and Board Members.
- Supporting Chairpersons, Vice Chairs, Secretaries and Treasurers in their role.
- Tailored guides and handbooks for Panel Members, Tenant Representatives and Tenant Groups/Associations.
- Support and advice for tenants and residents who want to form or maintain a group or association.
- Enabling networking and support between tenants, staff, stakeholders and external agencies.
- Independent and one to one advice.

3.7. Accessibility

Radius aims to make all engagement opportunities available to all our tenants in a way which works for them. Through our engagement structure we aim to have an opportunity suitable for all. Radius will also assist with transport for tenant engagement events, provide refreshments when required and ensure that all our tenants are able to shape the service they receive should it be as a Board Member or at home completing a survey.

3.8. Dedicated Staff

Radius currently has two dedicated Tenant Engagement Officers within the Communities Department to monitor and ensure the actions required are completed in this Strategy. Radius aims to continue to develop their role providing opportunities to network, promote tenant engagement with tenants & colleagues, share ideas, attend relevant training & conferences and link with external agencies to support their role.

Tenant Engagement is core to improving the services we deliver to our tenants and residents. We will continue to promote this among Radius staff to ensure a consistent culture of engagement between staff and tenants. We will ensure good links between Radius departments to ensure that engagement is effective alongside support from the Tenant Engagement Team. Staff will be provided with relevant training & support, be kept informed and be given opportunities to give their comments and suggestions on business improvement in correlation with tenant engagement opportunities.

4. EVALUATION & MONITORING

4.1. Action Plan

Radius will continually monitor and review the progress and content of our Tenant Engagement Strategy and put in place a realistic and measurable Action Plan which is effective, relevant and achievable. The needs of our tenants, staff and stakeholders may change within the period, therefore the Action Plan may also change.

Our tenants, staff and stakeholders are central to the development, implementation and review of this Strategy.

4.2. Monitoring Results

We will continue to report progress to our tenants, staff and Board through regular updates and the development of a performance scorecard.

5. ACTION PLAN 2019-2022

This Action Plan has been created in line with Radius' Vision and aims to achieve meaningful and effective Tenant Engagement for the period 2019-2022.

WHAT	HOW	WHEN
Improve the culture and practice of tenant engagement across our services.	Staff Training Radius will train its current staff on tenant engagement and ensure a key element of new staff induction within the Communities and Assets Departments.	Ongoing
	Tenant Training We provide bespoke training for our tenants in their journey to shape the service they receive. Building on their skills and knowledge .	When Required
	Area Panels We will maintain our Area Panels within our Housing Management Areas making both members and reader members able to forward their comments and suggestions for improvements and feedback the outcome to them.	Ongoing
	Leaseholder Panel Maintain our dedicated Leaseholder Panel for interested residents.	Ongoing
	Tenant Executive Committee Maintain the Tenant Executive Committee from elected members from each Area Panel to discuss the service provided in a strategic way strengthening links within the tenant engagement structure.	Ongoing
	Committee & Board Representation We will maintain tenant representation at Communities and Assets Committee and Board level ensuring our tenants voices are heard throughout our engagement structure.	Ongoing

WHAT	HOW	WHEN
<p>Promote the range of options available for engagement ensuring our tenants and residents know how they can get involved.</p>	<p>Digital Engagement We will promote digital tenant engagement via our website, email groups, online surveys and social media and through partnerships with external organisations e.g. BITC and Advice NI.</p>	Ongoing
	<p>Menu of Involvement We will make our Menu of Involvement available through various avenues online, leaflet, by telephone, face to face, noticeboards and newsletter. We will continue to review the most effective way to promote and review this menu with our tenants.</p>	Ongoing Annually Review
	<p>Tenant Forums We will hold annual Tenant Forums for our Sheltered & Category 1 tenants and residents to promote tenant engagement, building relationships and gaining skills & knowledge.</p>	Q1 Annually
	<p>Sheltered & Category 1 Scheme Awards We will celebrate the success of our tenants through annual scheme awards for our Sheltered & Category 1 tenants and residents.</p>	Q4 Annually
	<p>Tenant Conference Following the success of our first Tenant Conference in October 2018 we will hold three Tenant Conferences for our tenants in general housing. Promoting engagement opportunities, building relationships, gaining skills & knowledge and providing support.</p>	Q3 2019/20
	<p>Tenant Awards Establish Tenant Awards for our general housing schemes encouraging good neighbours, community pride and tenant engagement.</p>	Q3 2019/20

WHAT	HOW	WHEN
	<p>Community Chest Encouraging our communities to work together through our Community Chest small grants scheme from £250 to £1,000. Supporting a wide range of projects contributing to the wellbeing and development of our communities.</p>	Ongoing
<p>Develop the current tenant engagement structure already in place and implement new ways to engage with one another.</p>	<p>Separate Area Panels We will explore the possibility of separate sheltered and general family panels further to their feedback at consultation in 2017.</p>	Q4 2018/19
	<p>Changing Locations We will hold our Area Panel and Tenant Executive Committee meetings in different areas to encourage engagement between tenant members across the housing management areas.</p>	Ongoing
	<p>Tenant Representatives We will consult with our tenants on the role of a Tenant Representative. Creating a clear guidebook to support those nominated in their area along with Radius support.</p>	Q4 2018/19
	<p>Estate Walkabouts Continue to carry out Estate Walkabouts in identified areas continuously looking at ways to develop this engagement opportunity.</p>	Ongoing
	<p>Tenant Associations & Groups We will continue to support and encourage both formal and informal tenant groups.</p>	Ongoing

WHAT	HOW	WHEN
Consult effectively with our tenants and residents in a way that suits them and on issues they care about.	Scrutiny We will establish areas of scrutiny following feedback from Area Panels. These areas will be prioritised by the Tenant Executive Committee with the outcome and recommendations made available to all tenants and relevant Radius departments.	Ongoing
	Engagement at Home We will enable our tenants to be consulted in their own home by keeping them informed on tenant engagement activities that they are interested in. Providing opportunities for them to put forward their comments and suggestions without leaving their home in a way that suits them.	Ongoing
	Gardening We will continue to keep landscaping and gardening on our Agenda and arrange scrutiny.	Ongoing
	Tenant Engagement Register Will maintain the information held on our Tenant Engagement Register ensuring information on areas they would like to be involved in is up to date and accurate.	Ongoing
	Tenant Satisfaction Aim to complete tenant satisfaction surveys as agreed to establish the satisfaction levels of our customers in general and on specific services ensuring any actions required are made, monitored and evaluated.	Q4 2018/19 Ongoing
	Radius Experience Continue collecting information for our Customer Journey Map which commenced Q3 2018/19 on the experiences of new tenants monitoring their satisfaction throughout their tenancy.	Q3 2018/19 Ongoing

WHAT	HOW	WHEN
	<p>Touch Point Surveys We will carry out relevant touch point surveys on our services with those customers who have recently used them. Taking their feedback and suggestions back to shape future service delivery.</p>	Q4 2018/19
<p>Support our tenants to participate in tenant engagement roles and opportunities.</p>	<p>Keeping up Momentum We will aim to maintain and demonstrate a strong representation of tenants and residents on our Register of Interest encouraging and supporting both new & current tenants involved.</p>	Ongoing
	<p>Working Together We will encourage tenants involved to support one another to keep a clear connection through the tenant engagement structure.</p>	Ongoing
	<p>Terms of Reference We will continue to use and evaluate our Terms of Reference for Panels to ensure all tenants are supported in their tenant engagement role.</p>	Ongoing
	<p>Tenant Support We will provide our tenants with relevant supporting documents, travel expenses, stationary and training to support their role within the tenant engagement structure.</p>	Ongoing

WHAT	HOW	WHEN
<p>Communicate effectively in ways which suit our residents. Listening to their feedback and suggestions to improve services and engagement with them on all levels.</p>	<p>Monitoring Performance We will continue to communicate our performance with our tenants and create a new Easy Read Scorecard with feedback and suggestions from our tenants.</p>	Ongoing
	<p>Accountability Ensure that senior staff members attend Area Panels and relevant tenant engagement events/opportunities.</p>	Ongoing
	<p>Interdepartmental Communication We will continue to encourage effective communication between all Radius Departments which affect the service our tenants and residents receive. Keeping each other informed on upcoming relevant areas for scrutiny & consultation working together to improve customer service.</p>	Ongoing
	<p>Be Prepared We will aim to provide a clear schedule of upcoming tenant engagement events and meetings in advance where possible.</p>	Ongoing
	<p>Noticeboards We will ensure that relevant tenant engagement information is displayed on scheme noticeboards where available.</p>	Ongoing
	<p>The Update We will publish a Tenant Engagement Newsletter twice a year in consultation with our tenants.</p>	Q4 2018/19 6 monthly
	<p>Networking We will continue to encourage the social networking of our tenants to enable them to share best practice and create future opportunities for this.</p>	Ongoing

WHAT	HOW	WHEN
	<p>Digital Communication We will explore opportunities to engage with our tenants digitally.</p>	Ongoing
<p>Demonstrate the value of tenant engagement and the effectiveness of our approach through periodic reviews of our methods and outcomes achieved.</p>	<p>Keep Promises We will aim to keep our promises and demonstrate this.</p>	Ongoing
	<p>Establish Key Performance Indicators We will establish a measured way to show performance of the tenant engagement structure and opportunities through the creation of new Key Performance Indicators in consultation with our tenants.</p>	Q4 2018/19
	<p>Dedicated Scorecard We will create a dedicated scorecard based on the activities and results achieved in 2018/19 to maintain our performance standards and aim to enhance throughout this strategy period.</p>	Q1 2019/20
	<p>Value Keep tenants, residents and stakeholders informed by demonstrating the value and effectiveness of tenant engagement giving opportunities for them to forward their recommendations.</p>	Ongoing