



# Tenant Engagement Strategy 2022-25

Improving lives and communities through  
our homes, care and support



Introduction	02
Background	04
Reflecting on our Last Strategy	10
Shaping our New Strategy	12
Our Approach to Tenant Engagement	16
Support & Resources	27
Everyone has a Place	29
Monitoring & Evaluation	30
Action Plan	32
Appendix	34

# Charting improvements and an expansion in our support systems



Martin Pitt, Board Chairperson



John McLean, CEO

Welcome to our latest Tenant Engagement Strategy which seeks to enhance services and the lived experiences of all our tenants.

This strategy for 2022-2025 comes at a pivotal time as Radius launches its new Corporate Plan. Amidst the many challenges facing us all, we have engaged with tenants, staff, business partners, suppliers and statutory partners to determine how we can best support our customers and deliver great places, through empowered staff and an assured business. Our priorities are on:

- Providing the best possible quality services
- Protecting the condition of our homes
- Building new and sustainable homes and thriving communities

With your guidance and valued input we can ensure we create the biggest impact through our relevant and effective services.

Together we have made great strides in recent years to improve our repairs and landscaping tenders, expand our community investment and refine complaints handling. And together we achieved Tenant Participation Accreditation through Supporting Communities, the first such award to a local housing association. From our previous strategy to the latest one, we can chart improvements and an expansion in support systems which came about through tenants and staff working together and being creative.

We jointly delivered our previous strategy amidst a reasonably favourable tail wind with Radius obtaining significant additional funding which will spearhead many tenant programmes across all our shared communities and beyond in the coming years. We now face a head wind, of rising costs and inflation, which will test our resolve even more, to be as creative and collaborative as we possibly can. Our new strategy provides an excellent platform for working together and supporting all our communities in these difficult times.

Please take time to read this strategy and to see how all our communities are striving to pull together and become more resilient. We would encourage you to get involved in any way you can and bring your energy and great ideas to the fore.

We are justifiably proud of our achievements to date. However this is just the beginning and we are confident that by working together we will further improve lives and all our communities with even better housing, care and support.

Martin Pitt, Chairperson

John McLean OBE, Chief Executive

# A message of welcome from our Director of Communities

Loma Wilson, Director of Communities - Radius Housing



Our new Tenant Engagement Strategy enables us to build on our strong commitment to put tenants and communities at the heart of everything that we do. It is our commitment to listen to what is important to you and encourage you to become involved in helping us lead out our vision; To provide homes that build a better place for all.

Since our last Strategy was implemented, we have delivered some very positive outcomes together with tenants, residents and staff. This included achieving the Tenant Participation accreditation after a robust assessment of how we engage and involve our tenants.

Our new strategy, co-designed with our tenants, reflects our values and sets out how we are working with you to shape services that take account of your views. We have created a flexible action plan, drawing on the feedback that we have received from our consultations and surveys, which outlines a range of outcomes we hope to achieve and how we will achieve them over the life of this new Strategy.

We want all of our residents to find it easy to participate in and influence our decisions, at whatever level they feel comfortable, so I hope you enjoy reading the strategy and you choose to become involved in one of our engagement options.

  
Loma Wilson,  
Director of Communities

# Our vision...

To provide homes that build a better place for all



## Our Values define who we are.

Radius is the largest social enterprise and housing association on the island of Ireland managing over 13,500 homes and supporting close to 33,000 households.

Radius uniquely offers a range of housing support for general needs families, older people and those with disabilities and complex needs. We work with voluntary and charitable partners and Health and Social Care Trusts supporting homeless people and other marginalised groups.

We directly manage Housing-with-Care schemes for people with dementia. Meanwhile our sector-leading Connect 24 business supports vulnerable people with a responsive 24 hour 365 day telecare service in 20,000 homes.

Ultimately through our work we seek to enable people to maximise their potential, live with dignity and contribute to their communities.

We believe that everyone is entitled to a place they can call home that is safe, secure and affordable. From this firm foundation, their education, employment, health and quality-of-life prospects will be greatly enhanced, enabling communities to thrive.

Everything we do is underpinned by our values. These are our guiding principles and beliefs, defining the caring, supportive and accountable organisation we aspire to be.

### Making a Difference Daily

Every day our people aim to improve people's lives through hard work, creativity, and collaboration.

### Positively Open

We are solution focussed, open and transparent, acting ethically and with integrity.

### Together as One

In partnership we are stronger together, taking joint ownership and sharing in success.

### Driving Sustainable Progress

We lead in the creation of considered and robust solutions to protect the environment and stand the test of time.

## Our commitment to Tenant Engagement.

Radius is committed to maximising opportunities available to keep our tenants and residents at the heart of everything we do. Our "stronger together" approach to tenant engagement brings together tenants, residents, stakeholders, and staff, with genuine opportunities for them to influence decisions and improve satisfaction. This ensures that we develop policies and services that meet the needs of our tenants and residents.



# Tenant engagement...

In Northern Ireland



## The Department for Communities NI.

The Department for Communities NI sets out the 10 key principles for tenant engagement in Northern Ireland through "A Tenant Participation Strategy for Northern Ireland: 2015-2020".

This includes what social landlords should do to give tenants the opportunity and choice to participate in decisions that affect them. The principles are:

1. Trust, respect and partnership
2. Sharing information, ideas and power
3. Setting the agenda together
4. Openness and accountability in decision making
5. Allowing enough time for consideration
6. Recognition for tenant organisations
7. Flexible working relationships
8. Providing resources for tenant and resident groups
9. Encouraging engagement in rural areas
10. Ensuring equality

The Department for Communities Tenant Participation Strategy is currently under review. Our Strategy will be reviewed when the Department for Communities Strategy is published.

### Tenant Participation Standards

In 2017, Supporting Communities was appointed Independent Tenant Organisation for Northern Ireland (NI) by the Department for Communities. Supporting Communities has 40 years' experience in raising tenant engagement standards across NI and in 2019 announced the launch of a new Tenant Participation Standards for social housing providers in Northern Ireland.

The accreditation process sets out 10 criteria to measure the effectiveness of how landlords engage with their tenants:

1. The landlord has a tenant participation strategy
2. The landlord provides good information to tenants
3. There are effective tenant involvement structures and engagement methods
4. Tenants are involved in decision making
5. The landlord works in partnership with tenants
6. Tenants are involved in monitoring their landlord's performance
7. There are sufficient resources and support to enable tenant participation
8. Staff have good awareness of tenant participation
9. The landlord has realistic timescales for tenant participation
10. The landlord is committed to promoting equal opportunities

## We learn so much from our Tenants.

"It is paramount that tenants have a meaningful say in how we prioritise and deliver our services. Right from the outset at the planning stage of new homes through handover to the creation of diverse and shared neighbourhoods, we learn so much from our tenants and welcome their input."

*John McLean, Chief Executive*





# Reflecting on our last strategy

## Continual improvement is at the heart of everything we do

We are very proud of all the hard work and achievements we have delivered together with tenants, residents, staff and stakeholders over the last 3 years through Radius' first Tenant Engagement Strategy. Here are some of the great things we achieved together:

### IMPROVE

Improved our culture and practice of tenant engagement across our services.



Delivered bespoke tenant engagement and digital training to support our tenants and staff.



Tenant engagement is integrated within a job description of relevant Communities and Assets staff.

*"You must remember Radius must be doing something right when you get the Housing Association of the Year, you do try and engage with people, some people respect their privacy and like to keep themselves to themselves. You are Open and Transparent, you are willing to take people in, you try"*  
Bobby, Radius Tenant, Belfast

### PROMOTE

Promoted the range of options available for tenant engagement to ensure our tenants and residents know how they can get involved.



Introduced new ways to increase our Register of Interest e.g. surveys.



Awarded £66,408.17 in Community Chest funding to support 107 projects in our communities across NI.



Welcomed 503 tenants to our Tenant Forums and Conference to promote tenant engagement and build communities.



Received 242 nominations for our annual Tenant Awards to celebrate the great people and projects in our communities.

### DEVELOP

Developed our tenant engagement structure to ensure that resident and tenant voices can be heard at all levels.



Tenant representation achieved at all levels of our tenant engagement structure.



Increased number of Tenant Representatives by 102 with an overall total of 155 Tenant Representatives.



Carried out 100 Estate Walkabouts, raising 397 actions for our Communities and Assets Teams.



305 tenants joined our Register of Interest bringing our total to 542 for 2021/22.

## Making a REAL difference

"Radius Housing has made significant strides in engaging tenants over the last four years since the merger in 2017, there are excellent examples of good practice throughout the submission that can be described as sector leading".

Sheenagh McNally, Supporting Communities



### CONSULT

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



Successfully delivered 10 Service Improvement Groups together with tenants and staff taking on their ideas, suggestions and feedback including:

- Contractor Code of Conduct
- Grounds Maintenance Contract
- Measured Term Contract
- Reporting a Repair
- Planned Works Tenant Consultation
- Estate Walkabouts
- Customer Service Standards
- Radius Website
- Tenant Awards & Events
- Rebranding

### SUPPORT

Supported our tenants and residents to participate in tenant engagement roles and opportunities.



Supported 135 tenants to engage with us digitally including the loan of 40 tablets so they could take part.



Trained 17 Digital Champions who supported 75 tenants in building their digital skills and confidence.

*The support to be able to be part of the groups has been unreal and credit to Radius and their staff. I would not have been able to be part of the group but for the help from Radius letting me borrow a tablet to join the Zoom meetings..."*

Jamie, Radius Tenant, Dunmurry

### COMMUNICATE

Communicated in a way that suits our tenants and listened to their feedback and suggestions on how we engage with them and took on board their suggestions for improvement.



Established Easy Read Scorecards so we can communicate how we are performing.



Launched Radius Mail, our monthly tenant newsletter to promote tenant engagement and keep tenants up to date.

### DEMONSTRATE

We continually reviewed the effectiveness and monitored the outcome of our approach.



Provided quarterly tenant engagement performance updates to our Panels and Committees.



First Housing Association in NI to achieve Tenant Participation Accreditation, scoring a Higher Silver award.



# Shaping our new strategy

*“We are only a small voice  
the more people that get involved the  
bigger the voice”*

*Vincenzo, Radius Tenant, Limavady*

## Consultation

Radius has built good relationships with tenants, residents, staff and stakeholders throughout the last three years and aims to build upon what we have achieved together.

We invited tenants, residents, staff and stakeholders providing various ways for them to have their say throughout our consultation period.

Consultation was open to all and took place from November 2021 to January 2022 via meetings (morning, afternoon and evening), surveys and one to one conversations. Desktop research was also undertaken to establish best practice in the sector in the UK and Ireland.



## Recommendations

38 tenants, 16 staff and 3 stakeholders participated in our November consultation week. The recommendations from our consultation were:

- Current structure is effective; we need to look at how to improve it, not change it.
- Need to ensure all tenants, residents, staff, and stakeholders are aware of the opportunities for tenant engagement.
- Meetings should focus on the agenda and reduce individual issues such as reporting a new repair.
- Ensure clear communication to staff on outcomes and actions required.
- Provide more information on our Area Panels such as, the areas covered.
- Review Tenant Associations and Groups if they are strong, they can clearly feed into our structure.
- Maintain Reader Membership Level with efficient updates.
- Encourage those participating in our tenant engagement structure to feed back to their neighbours and promote tenant engagement activities.
- Comments suggested that Radius review how we:

Engage young people  
Support Tenant Associations/Groups  
Build on community pride

## Survey Results

230 responses were received in our consultation survey of which 77% tenants, 21% Radius staff and 2% Leaseholders. From this survey we found that:

**230**  
responses



**87%**

tenants recognised the benefits of tenant engagement



**79%**

felt the relationship between Radius and our tenants has improved



**57%**

are interested in engaging with Radius



**66%**

wanted to join our Register of Interest



**51%**

face more than one barrier to tenant engagement



**48%**

prefer to meet in the morning

**46%**

prefer to meet in the afternoon

**34%**

prefer to meet in the evening

The top barriers for tenants are:

Health reasons (37%)

Work (24%)

Confidence (22%)

Caring responsibilities (18%)



# Working with our tenants

Strategy Design

**“The group co-designed this Strategy and Action Plan to ensure that our tenants continue to be at the heart of all we do”**

*Loma Wilson, Radius Director of Communities*

## Tenant Engagement Strategy Working Group

The Working Group was made up of 12 tenants and 10 Radius staff who were dedicated to ensuring this Strategy is delivered for all. The Strategy and Action Plan has been co-designed:

- Taking into consideration what we have achieved and learnt over the last 3 years.
- Reviewing the feedback, comments and suggestions made by our tenants, staff and stakeholders through the consultation and beyond.
- Taking on board the recommendations received through the Tenant Participation Accreditation process.

## Co-Designing our Strategy in partnership with our tenants.

The group co-designed this Strategy and Action Plan and together we:

- Shaped and “Tenant Approved” our new Tenant Engagement Structure.
- Designed and Tenant Approved our Menu of Involvement to ensure that:
  - It is clear on how to get involved.
  - Shows the level of commitment required in tenant engagement opportunities.
  - Tenants will know we can support them when engaging with us.
  - It is available on paper, online, noticeboards and promoted at events.
- Reviewed how we can support tenants to overcome barriers to engagement when they want to engage with us.
- Reflected on how we can ensure our tenants and staff have the right training, support and resources to be actively involved.
- Evaluated how Radius can be more open and accountable in all that we do. This includes:
  - Reporting on how we are performing.
  - Giving information on any low performance areas.
  - Sharing our achievements and successes.
  - Being transparent as to how decisions are made.
  - Informing how and where Radius spends money.
- Highlighted importance of Radius’ commitment to tenant engagement.







# Our approach to Tenant engagement...

In Northern Ireland

## Looking ahead for the next 3 years.

Radius' approach to tenant engagement has been shaped by the input from our tenants, staff and stakeholders. It compliments and builds upon our tenant engagement activities to date and looks ahead at what we would like to achieve together in the next 3 years, ensuring that our tenants remain central to service provision and decision making.

### Our Aims

This strategy is designed to complement and reflect on Radius' strategic objectives:

#### 1. Customer First

Delivering person-centred tenant engagement, ensuring everyone's voice is heard:

- Build on our established tenant engagement structure.
- Ensure tenant engagement is embedded across our services.
- Provide a variety of options for tenant engagement.
- Be flexible and accessible for tenants who face barriers to engage with us.

#### 2. Great Places

Supporting our communities and keeping them at the heart of all we do:

- "One Team Approach" with tenants and staff working together at all levels in our tenant engagement structure.
- Co-design publications and information to ensure they are clear, concise, and relevant.
- Build links between our communities to establish strong engagement networks.

#### 3. Empowered People

Recognising that we are stronger together through partnership working, helping and supporting people:

- Support our tenants to engage with us and in their community.
- Ensure tenants and staff have the right resources, training, and support to engage.
- Recognise best practice taking place in our communities to promote tenant engagement.

#### 4. Assured Business

Delivering high-quality services:

- Provide a clear calendar of tenant engagement opportunities.
- Be open and transparent on performance, budget, and outcomes.
- Decision making will be clear and accountable.

## All Embedded in our Strategic Themes.

Providing the best possible services with our partners for the benefit of our customers.

Build and maintain safe and sustainable homes within thriving communities.



Being compliant, resilient, vigilant and innovative.

Great and agile places for our staff to develop, innovate and collaborate.



# Why it's important for us to listen to tenants

## Listening to our tenants is vital.

This is what our tenants had to say about their experience in engaging with Radius:

### Why I got involved...

- "I wanted to help make Radius better, felt that any interaction from residents can only be a good thing."
- "I choose to get involved in tenant engagement because I wanted to have an input in how the estate in which I live was improved and managed by Radius, there is no point complaining after improvements are done if you do not bother taking the time to be part of the decision making."
- "I joined the group as I think it's a great way to find out what services are available and it's great to be able to have a voice and a chance to get any problems resolved and it's also great to connect with other tenants from all across the community"

### Support from Radius...

- "When I was laid off from work and 'Covid' struck I received a Tenant email from Radius asking if I was interested in attending Zoom meetings. I was delighted but had no laptop or PC. I received a Samsung tablet from Radius which I just use for the meetings. I was asked if I needed training but I'm pretty tech savvy. Such a wonderful gesture to ask if you need help!"
- "I know many of the other people I have interacted with have received equipment and help with the process. Great idea to help people get involved."

### Shaping our services...

- "I feel my voice is being heard and some suggestions I have made have been taken on board and incorporated into how Radius conduct their business."

- "I feel my input is being listened to and respected, as all the people involved have been. I think that some of the processes that Radius have been streamlined and also made more user friendly."

• "Yes, but these things take time hopefully all services will get better."

### Benefits...

- "Yes, there are benefits and more knowledge of how things work in your area and other places."
- "Getting to know how Radius works and where Radius can improve services."
- "Yes, for everyone in the Radius Family, from gardens to repairs, I see improvement also in handling of your call to Radius."

### Give it a go...

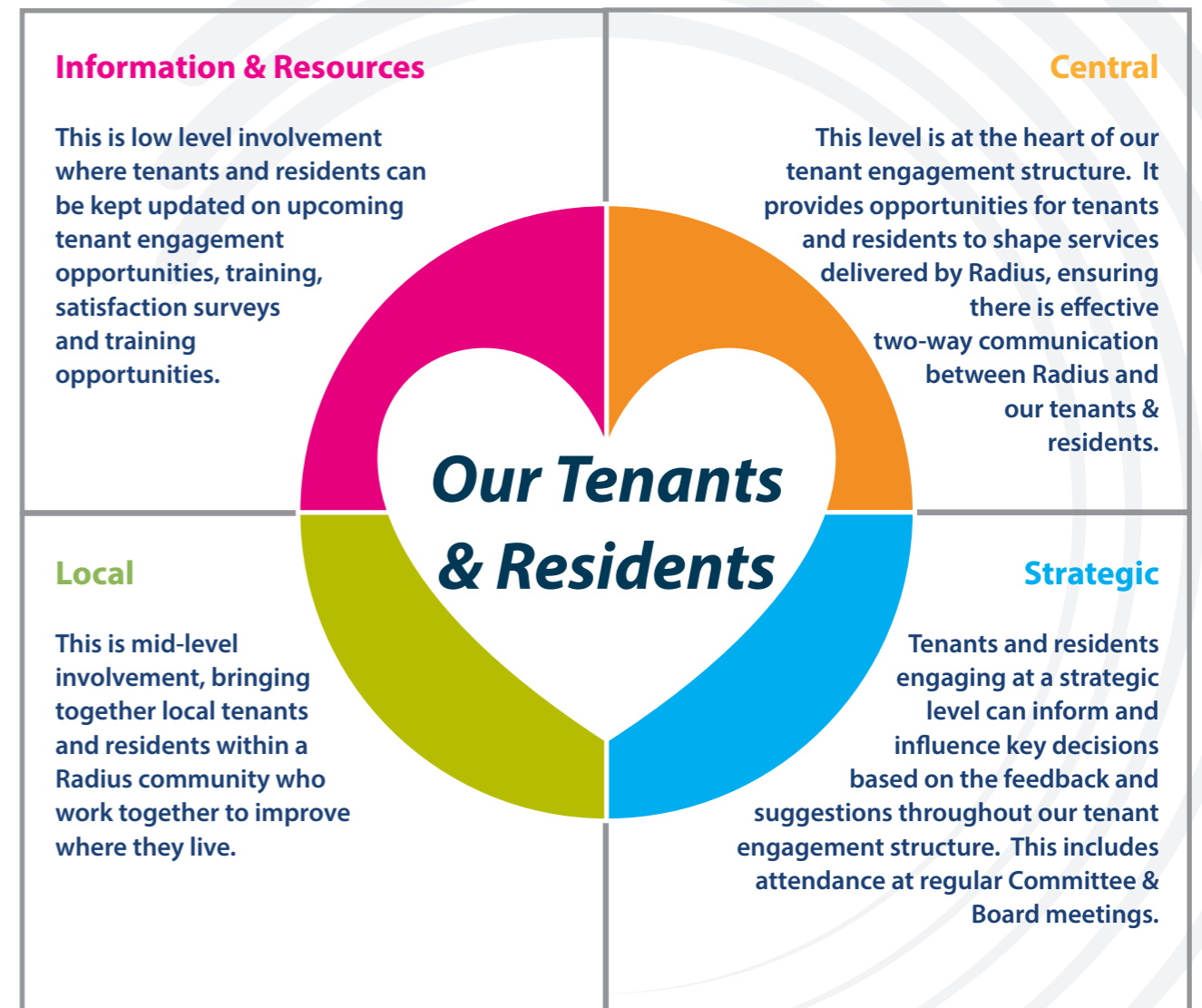
- "Give It a go...there is no them and us! Just everyone working together for the same end goal!"
- "I would say to anyone who is unsure, to join even for one meeting to see what you think as it's a great way to put any complaints or recommendations forward and also a great way to connect with other residents from all Radius properties so yes, I would highly recommend joining."
- "Stand with others & Change what happens in your community. Radius offer us all a chance, & you will be helped to join in. Strength in Unity!"

## With our Tenants

## There are many ways in which to engage.

We understand that our tenants and residents have varying personal commitments and different levels of interest when it comes to engaging with us.

Radius tenant engagement levels ensure that our tenants and residents stay at the heart of all we do in a way that suits them.





# Everything we do must have a structure

## Information and Resources.

Keeping our tenants and residents informed on what matters to them by keeping them up to date with relevant information and resources to engage through:

### Register of Interest

This is a list of tenants and residents who have expressed an interest in tenant engagement opportunities at all levels. They are kept informed on Radius publications, information, events, grants, and training.

### Radius Mail

Our monthly newsletter "Radius Mail" is distributed each month to those on our Register of Interest, all those living in our housing for over 55s, shared on social media and available on our website. Radius Mail is also translated into identified languages/formats each month.

### Training, Events & Conferences

We provide training, events and conferences to encourage relationship building, sharing information, building skills & knowledge and to promote engagement opportunities. Training has included digital skills training to support our tenants and residents to engage with us online.



### Community Chest

The Community Chest provides grants from £250 to £1,000 to support projects in Radius communities. These projects are carried out at a local level following consultation with the local community.

**Ligoneil Improvement Association was awarded Community Chest funding to support their project for elderly residents in their local community to enhance physical and emotional well-being. Maria Burke from the Association told us that "this project couldn't have been executed without the funding from Radius".**

### Radius Heroes Awards



Our annual tenant and community awards celebrate the great things taking place in our communities. The categories for our awards were developed and agreed by the Tenant Executive Committee. This Committee also judges nominations alongside Radius Board Members, Directors and staff.

### Surveys

Various surveys to measure tenant satisfaction levels so we can look at the areas for improvement and where we have done well. Taking part in our surveys help us shape services around you. Results are brought to relevant Service Improvement Groups of tenants, residents and staff scrutinising those service areas.

### Mystery Shopping

Tenants and residents can participate in identified mystery shopping exercises to check the quality of service that is being delivered. These exercises help us to identify areas for improvement and what we are doing well. Information from mystery shopping is brought back to our engagement structure for action.

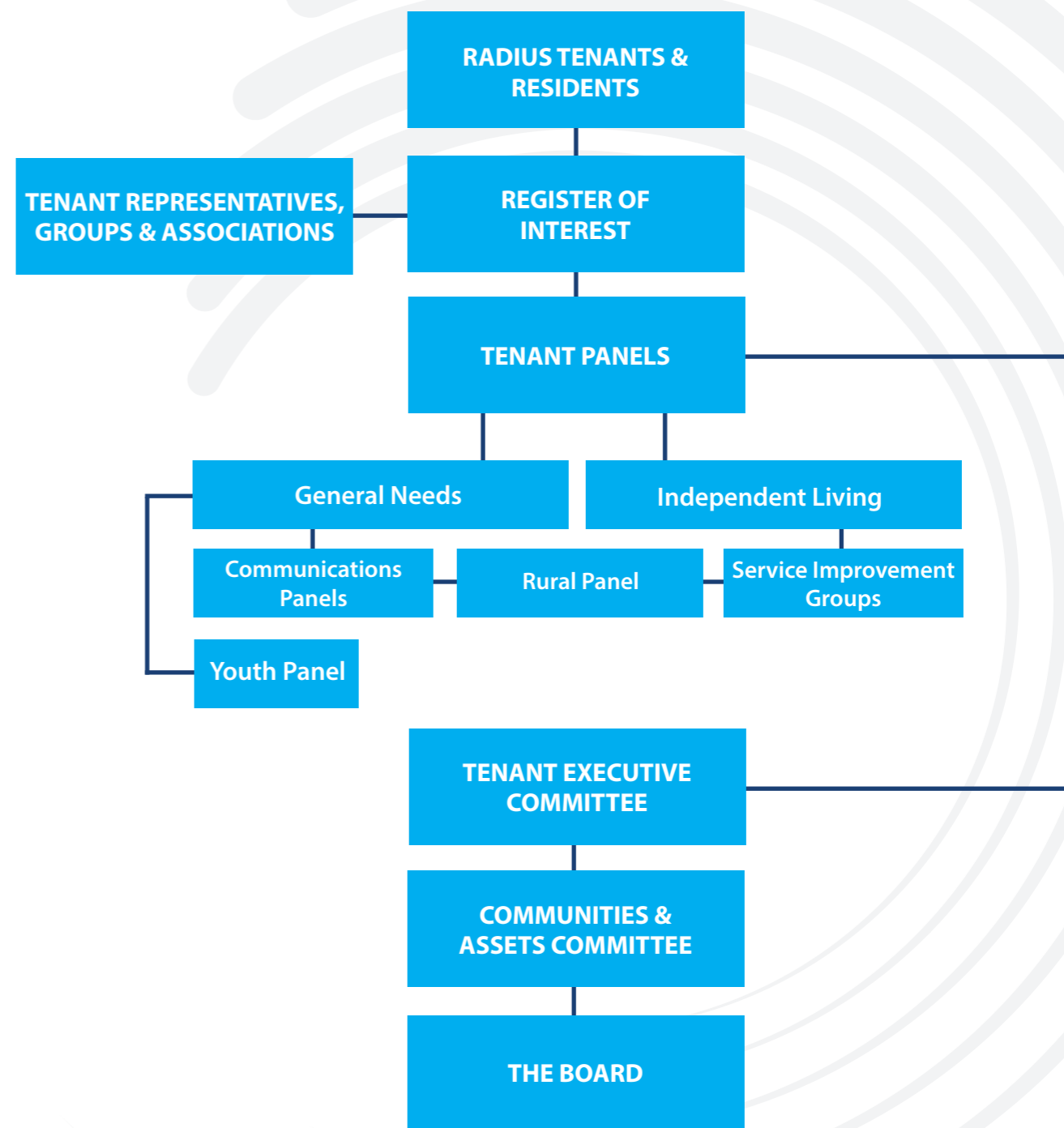
### Performance

Radius Annual Review keeps tenants, residents, staff and stakeholders informed on how we have performed, and Easy Read Scorecards are presented quarterly to the engagement structure. Service Improvement Groups also review the performance and customer satisfaction levels for the area of review.

## Doorstep to Boardroom

## The Tenant Engagement Structure.

Our Tenant Engagement Structure was co-designed to ensure that the tenant voice can be heard from doorstep to boardroom.





# Supporting the engagement options

## Localised initiatives deliver results

Supporting local options for engagement through:

### Estate Walkabouts

Estate Walkabouts allow dedicated time in a Radius Estate where tenants and residents can meet with their Housing Officer, Assets Officer and other relevant people in their own community and discuss what matters to them. The Radius Estate Walkabout process was reviewed and "Tenant Approved" in 2021.

### Tenant Representatives

Tenant Representatives are Radius tenants who represent the area they live in. This can include being part of a local community group or being a Member of a Radius Tenant Panel.

### Tenant Associations & Groups

Both formal and informal groups and associations in Radius communities who represent their local area and its interests.

### Consultations

Are carried out within communities when we need to discuss and get views on upcoming change. This could be to consult with you about upcoming planned works to where you live. Radius Planned Works Tenant Consultation Procedure was "Tenant Approved" in 2021.

### Community Events

We host frequent community events to engage with our tenants and residents. In our Independent Living accommodation, this includes coffee mornings, lunch clubs, and social events/clubs. Community event programmes are also delivered through the Radius Community Investment Strategy covering the themes of:

- Employment & education,
- Financial & digital inclusion,
- Health & wellbeing and,
- Community empowerment



Estate Walkabout at Galway & College

## What matters to them

## Central initiatives.

At the heart of the Radius Tenant Engagement Structure, our central level of engagement ensures that tenants and staff can work together to shape services. Bringing together their experiences, ideas and suggestions that highlight what we are doing well and identify gaps to improve service provision.

### Panels

Panels include tenants within our General Needs and Independent Living properties coming together 4 times a year to meet with Housing and Assets Management Teams to discuss matters of importance.



*"I feel, for me personally, the biggest benefit from being involved is that I feel part of a family and not a faceless organisation. Everyone is so friendly and working towards the same goal of resolving and improving operations."*  
**Julia, Area Panel Member**



# Bringing together experiences and ideas

## Creating groups to provide a voice

### Service Improvement Groups

Areas for service improvement are identified by our tenants and residents through our Panels/ Groups, satisfaction surveys and complaints. Radius also highlights areas for service improvement when there is a policy, procedure or contract that requires review. The Group involves tenants, residents, and Radius staff in a "one team approach" to develop an action plan based on their feedback and suggestions on how to improve the service.

### Youth Panel

Radius aims to develop a Youth Panel for young people who live in a Radius property and are passionate about their home and community. The Panel will ensure that young people's voices are heard and give the opportunity to shape the future of housing provision in their area.

### Communication Panel

Radius aims to develop a Communication Panel. This Panel will ensure that we keep our tenants up to date and informed through leaflets, newsletters and other publications. They review publications that have been developed ensuring information is relevant and easy to understand. They will be able to "Tenant Approve" publications and shape the content for publications they feel are of interest to Radius tenants and residents. Embed equality & diversity.

### Rural Panel

Radius aims to develop a Rural Panel for tenants living within rural areas as a response to feedback received, helping us focus on matters which are more specific to those areas.

### STRATEGIC

#### Tenant Executive Committee

The Tenant Executive committee is made up of Radius Tenant Board Member and tenants who have been elected as Chair/Vice Chair for their Area Panel. They bring together the outcomes of their Area Panels, steer the direction of our Service Improvement Groups and meet quarterly with Radius staff.

*"After joining the Zoom meetings, I certainly noticed a change in the attitude of Radius. I was rather apprehensive when I joined but have truly witnessed a shift in the way Radius look at the treatment of its customers."*

**Chris, Radius Tenant, Hillsborough**

## Creating Partnerships



*"As a tenant team we discuss how any problems with the service could be resolved and ways that they could be improved. The outcome of these discussions is brought to the attention of the board and senior staff members of Radius Housing Association and any problems or ideas on improving the service can then be brought to the attention of the contractor/s who are responsible for providing the service."*

**Patrick Campbell,  
Tenant Executive Committee  
Member**



*"The most notable changes are that Radius has taken on board suggestions from Tenants' Participation and are now more involved in hearing their views and trying to implement them into their policies. John McLean has such a keen interest in the process and that all the top management are now involved in the process. This helps tenants to get their point-of-view and ideas across in respect of what could be better implemented."*

**Danny O'Neill,  
Tenant Executive Committee  
Member**



*"It is a fantastic way of putting forward any suggestions, new ideas, complaints, and generally, any thoughts one might have, in relation to the complex they live in. Through this conduit, any tenant can get it touch with their HA. I would recommend any tenant to engage in this facility, as you will definitely be heard and replied to in kind..."*

**Gerry Turnbull,  
Tenant Executive Committee  
Member**





# Tenant Board

## Creating a voice at Board level

### Communities & Assets Committee

The Radius Tenant Board Member sits on our Communities and Assets Committee to represent and be the voice of Radius tenants on things that affect them to keep tenants at the heart of all we do.

### Radius Board

The Radius Tenant Board Member is involved in decision making at the highest level. They also sit on our Tenant Executive Committee to ensure tenants voices are represented at the highest level.

*Below: Mary Smith, Tenant Board Member*

### John McLean, CEO Radius Housing On involvement at Radius Board level

*"Mary Smith is the current Radius Tenant Board Representative and sits on the Board of Management, the Customer Experience Committee and the Tenant Executive.*

*She also participates from time to time on forums and focus groups. Radius provides housing, care and support for around 30,000 households. Mary provides a vital link between the Board and the service users with her unique customer insight. In real time, she offers a sounding board for the impact of policy decisions and relays the lived experience of people accessing Radius services. This supplements the many surveys and touch points which Board Members regularly avail of. We believe our debates and discussions and ultimately Radius decision making is all the more robust and balanced for these valued perspectives."*

# Support & resources

## Supporting our tenants

Radius is committed to encouraging our tenants, residents, staff and stakeholders to take part in our tenant engagement opportunities. In developing the strategy, we recognise that the right training, support and resources are essential to effective and meaningful tenant engagement.

### Digital Inclusion

Provide digital training and resources for those who engage with us in line with our Digital Inclusion Strategy with a view to build digital confidence and overcome digital resource barriers. This includes loan tablets with built in data, one to one and group training and support from Digital Champions.

*"I feel more confident as regards to being safe online, this was a worry for me but the support from the team was excellent and I really enjoyed the experience."  
Tenant, Newtownabbey  
On support from a Digital Champion*

### Training

We provide support training for tenants to help them engage and participate with confidence. Training will be developed based on the needs and requirements of our tenants.

Service Improvement Groups will continue to receive bespoke training based on the service they review. This is to ensure that the scope of the service is clear, expectations are managed and that those engaged can learn about the service to ensure that informed decisions can be made.

### Tenant Associations/Groups

We want to support Tenant Associations/Groups in local communities and deliver any identified training and resources to support them. For example, effective meetings, office bearers roles training etc. Together we will review our Tenant Association Guidebook and strive to build a support network where ideas, experiences and advice can be shared.

### Tenant Representative Packs

Those who are a registered Tenant Representative will receive an information pack of resources and stationery to support them in their role.

### Supporting your Voice

Radius encourages tenants to have their say, share their ideas and ask questions if they need clarity. We aim to keep our information clear and concise with no jargon and acronyms. Staff will be happy to explain or run through with our tenants anything they would like more information on to support them and build confidence when they engage with us.

*"I have been attending Zoom meetings for over a year now with other Tenants from all over the land. We have been listened to and improvements have been made in many areas such as; reporting maintenance problems, involving tenants in surveys and rewarding communities with grants. No voice is unheard."*

*Julia, Area Panel Member*





# Staff support

## Finance & Performance

### RADIUS STAFF

#### Tenant Engagement Team

Radius has two dedicated Tenant Engagement Officers who are responsible for delivering and supporting tenant engagement across Radius' 13,500 households in line with this strategy. They are part of a Community Investment Team dedicated to supporting and empowering our communities.

#### Communities Staff

Supporting and encouraging our tenants to engage with us is within the job description of all our Communities Staff. This can range from a Scheme Coordinator arranging an event at an Independent Living scheme, a Housing Officer attending an Estate Walkabout right through to your Area Housing Managers attending Panel meetings.

#### Assets Staff

How we maintain our homes is a core area for discussion throughout our engagement structure. Our Assets team participate in a range of tenant engagement activities including Estate Walkabouts, the Service Improvement Group and regular presentations at our Tenant Executive Committee.

#### Staff Training & Resources

To ensure our staff are fully trained on tenant engagement and the opportunities available we will launch our new mandatory tenant engagement training module for staff, keep our internal Intranet up to date and keep tenant engagement on the induction for all new staff. We will also encourage new staff Digital Champions to support our tenants to engage with us online. We will review training needs annually and strive for joint staff and tenant training for those working together on projects.

### FINANCIAL RESOURCES

#### Funding

Radius will continue to support tenant engagement activities and projects in our communities through our Community Chest small grants scheme. Support will also be provided to newly-formed Tenant Associations with a £100 set-up grant. Radius will also inform tenants of any other relevant internal or external funding opportunities available and support the application process.

#### Budget

We provide an annual budget for the delivery of tenant engagement opportunities. This budget will be set based on the anticipated tenant engagement activities and resources required each year e.g., training costs. We will be open and accountable on how this budget is spent in our annual Tenant Engagement Report.

#### Travel & Expenses

Reimbursement of travel costs and other relevant "out of pocket" expenses for those who travel to attend our meetings. We will also support those without a means of transport to attend, where possible.

### PERFORMANCE

To ensure we are open and accountable we will provide information on how we are performing we will:

- Include this in the annual review.
- Report to our Tenant Panels, Committees and Board on performance quarterly.
- Make our performance information available on our website.

# Everyone has a place

## Equal Opportunity

Radius Housing is committed to promoting equality of opportunity and good relations with an overall objective of creating an environment of equality and embracing diversity for all.

Radius has set out within our Equality Scheme how we propose to fulfil Section 75 of the Northern Ireland Act 1998 statutory duties. Radius has committed the necessary resources in terms of people, time, and money to ensure that Section 75 statutory obligations are fulfilled and that the Equality Scheme is implemented effectively and on time.

When carrying out Tenant Engagement we are committed to fulfilling our obligations to promote equality of opportunity between:



To support tenant engagement and reduce barriers, we will:

- Provide support based on the individual needs of each person.
- Welcome participants from all cultures and communities, embracing the diversity of our community.
- Provide alternative formats which include, but are not limited to, language translation/ interpretation, audio, large print, sign language interpretation and support to remove/ reduce barriers.
- Give specific consideration to communication with children, young people, people with disabilities and in particular people with learning disabilities.
- Provide venues that have easy wheelchair access and good parking for those with mobility issues to ensure accessibility in attending meetings.
- Ensure barriers to engage are reduced by considering the times of meetings.
- Ensure Information is clear and easy to understand without jargon.



# Monitoring & Evaluation

## Delivering on our promises

Together, we want to measure the impact and outcomes to ensure that we deliver on our promises contained in this strategy.

### Annual Tenant Engagement Report

At the end of each financial year, together with tenants, staff and stakeholders we will design an Annual Tenant Engagement Report to update on:

- Outcomes and achievements
- Plans for the next financial year
- Spending against budget

### Action Plan

We have co-designed our Action Plan based on the feedback, comments and suggestions from the tenant, staff and stakeholder consultation and recommendations received via our recent Tenant Participation Accreditation Assessment. Tenants will be updated annually on the progress of this action plan in an annual Tenant Engagement Report.

### Tenant Engagement Scorecard

Monitor monthly performance through our Tenant Engagement and Community Investment Scorecards.

# Our Commitment

## Working Together

We wish to continue working together to shape our services and keep our tenants at the heart of all we do. In addition to our Tenant Engagement Action Plan, for our tenants, residents, staff and stakeholders we are committed to:

### Strengthen & Build

- Links in our structure ensuring clear representation at all levels.
- Positive relationships between tenants, staff & stakeholders.
- Partnerships and networks for community and tenant groups.
- Encourage those participating in our structure to feedback to their community and promote tenant engagement activities.
- Networking and informal opportunities for tenants and staff in Radius communities to share best practice and build relationships.

### Promote Opportunities

- Raise awareness of the opportunities available to engage with us.
- Encourage and promote tenant engagement with those identified as Hard to Reach.
- Promote tenant engagement across our communication platforms and surveys.
- Keep our website up to date with upcoming engagement activities/dates.
- Keep staff up to date on engagement opportunities during team meetings and internal platforms.

### Improve our Services

- Listen to our tenants to establish areas for improvement, developing Service Improvement Groups to improve satisfaction.
- Carry out surveys to measure tenant satisfaction levels and identify areas for service improvement.
- Work together on issues that affect tenants individually and as a community.

### Communicate

- Provide clear and accessible options for two-way communication between tenants and Radius.
- Manage expectations through clear communication, structure and services.
- Promote good practice by ensuring the correct member of staff is involved in tenant engagement activities.
- Allow reasonable time for consideration to ensure meaningful participation before a decision is made.

### Open & Accountable

- Providing minutes & outcomes from our Panels, Committees and Groups on our website and internal platforms.
- Ensuring we communicate on our performance.





# Action Planning for the future

## Recognising best practice

WHAT	HOW	WHEN
<p><b>Customer First</b></p> <p>Build upon our established tenant engagement structure.</p> <p>Ensure tenant engagement is embedded across our services.</p> <p>Provide a variety of options for tenant engagement.</p> <p>Be flexible and accessible for tenants who face barriers to engage with us.</p>	<p>Increase the number of tenants actively involved in tenant engagement.</p> <p>Establish a Youth Panel to encourage young people to engage with us, so they are heard and listened to.</p> <p>Be more visible in our communities to promote tenant engagement opportunities.</p> <p>Launch and promote our updated Menu of Involvement showing different levels of engagement to suit the needs and aspirations of our tenants.</p> <p>Identify under-represented groups and address any gaps to ensure diversity in our tenant engagement activities.</p> <p>Annually review how we reach out to those who are identified as hard to reach in our surveys and research to ensure they are aware of the engagement opportunities and support available.</p>	<p>Quarterly Monitoring</p> <p>23/24</p> <p>Quarterly Monitoring</p> <p>Q1 (22/23)</p> <p>23/24</p> <p>Annually</p>
<p><b>Great Places</b></p> <p>Build links between our communities to establish strong engagement networks.</p> <p>“One Team Approach” with tenants and staff working together at all levels in our tenant engagement structure.</p> <p>Co-design publications and information to ensure they are clear, concise, and relevant.</p>	<p>Host events to build networking opportunities in our communities.</p> <p>Carry out biannual Tenant Satisfaction Surveys to identify what we have done well and where we can improve.</p> <p>Report quarterly to Tenant Structure on Action Plan progress</p> <p>Agree priority areas for Service Improvement with our Tenant Executive Committee.</p> <p>Establish a Communications Panel to review and develop publications.</p> <p>Review how we engage with all Radius Service Users across all directorates.</p>	<p>Annually</p> <p>22/23 &amp; 24/25</p> <p>Quarterly</p> <p>Annually</p> <p>22/23</p> <p>23/24</p>

WHAT	HOW	WHEN
<p><b>Empowered People</b></p> <p>Support our tenants to engage with us and in their community.</p>	<p>Aim to carry out Estate Walkabouts across at least 10% of our housing stock.</p> <p>Promote and provide Community Chest grants each year, between £250-£1000, in Radius Communities to work together to fund local community projects.</p> <p>Report on Community Chest funded projects.</p>	<p>Annually</p> <p>Annually</p> <p>Annually</p>
<p><b>Tenant Associations</b></p>	<p>Review our template Tenant Association Constitution to ensure good governance.</p> <p>Develop Tenant Association training to include:</p> <ul style="list-style-type: none"> <li>• Registering with the Charities Commission</li> <li>• Role of Office Bearers</li> <li>• Applying for and managing funding.</li> </ul> <p>Establish a Tenant Association Network to build relationships and share ideas.</p>	<p>22/23</p> <p>22/23</p> <p>23/24</p>
<p>Ensure tenants and staff have the right resources, training and support to engage.</p>	<p><b>Tenants</b> Develop further support and training for Tenant Associations/Groups in our communities. Co-design tenant training modules with tenants, staff and stakeholders. Co-design relevant training and resources as identified during consultation.</p> <p><b>Staff</b> Launch mandatory staff Tenant Engagement Training Module.</p> <p>Review how tenant engagement fits within departmental key performance areas to ensure it is embedded into all roles.</p> <p>Review the induction process for Assets and Communities Staff to ensure they are aware of tenant engagement and community investment opportunities.</p>	<p>23/24</p> <p>22/23 23/24 23/24</p> <p>22/23 23/24</p> <p>23/24</p>
<p>Recognise best practice taking place in our communities to promote tenant engagement.</p>	<p>Host Radius Heroes Awards to recognise the great things taking place in our communities.</p>	<p>Annually</p>
<p><b>Assured Business</b></p> <p>Provide a clear calendar of tenant engagement opportunities. Be open and transparent on performance, budget and outcomes.</p>	<p>By reviewing our website with our Tenant Executive Committee to ensure we have the most up to date information.</p> <p><b>Performance &amp; Outcomes</b> Demonstrate how tenants and staff have shaped our services through our tenant engagement structure.</p> <p>Monitor Tenant Engagement and Community Investment performance through monthly scorecards.</p> <p>Produce an Annual Report on our performance in line with the standards set out by the Department for Communities and Tenant Participation Accreditation Standards.</p> <p><b>Budget</b> Provide clear breakdown on tenant engagement spend.</p> <p>Review memberships and Terms of Reference of Tenant Panels, Groups and Committees.</p>	<p>Quarterly</p> <p>Annually</p> <p>Monthly</p> <p>Annually</p> <p>Annually</p>
<p>Decision making will be clear and accountable.</p>	<p>Develop flow chart to reflect decision making process for Tenant Approved publications, policies and procedures.</p>	<p>23/24</p>



# Appendix

## Property types

Together, with the other housing associations in Northern Ireland, we provide a number of different types of social housing properties.

### Independent Living (formerly Sheltered Housing)

Independent Living Schemes are apartments or bungalows designed for tenants aged 55+ to help to older people maintain an independent lifestyle. Each scheme has a Scheme Coordinator whose primary role is to provide person-centred housing support to each tenant in a way that respects their dignity and confidentiality while promoting independent living.

### Category 1 - Over 55 Housing

These are 1-bedroom and 2-bedroom flats or bungalows with Radius Connect 24 assistance which provides support in case of an accident or emergency. Additional support is provided by Radius Floating Support Coordinators.

### General Needs

These apartments, bungalows and houses are for families, couples, and single adults of all ages across Northern Ireland. As a tenant, you will have a dedicated Housing Officer who will be able to advise on any tenancy issues and an Asset Officer who will advise on any property maintenance queries.





**Head Office:** 3-7 Redburn Square,  
Holywood BT18 9HZ  
**t:** 0330 123 0888  
**e:** [info@radiushousing.org](mailto:info@radiushousing.org)  
**w:** [radiushousing.org](http://radiushousing.org)

**Everyone has a place**