



HAIL

Housing Association for Integrated Living

Tenant Engagement Strategy

2022 - 2024

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Next Review: Q4 2022

Contents

1. Introduction

1.1 HAIL's Strategic Priorities

1.2 Statement of Purpose

1.3 Context

2. HAIL's Tenant Engagement Strategy

2.1 HAIL's Vision for this Strategy

2.2 HAIL's Tenant Engagement Opportunities

2.3 Training & Support

2.4 HAIL's Tenant Rewards Scheme

3. Accessibility of this Strategy

3.1 Tenant Engagement Structure

4. Review & Risk of this Strategy

4.1 Review

4.2 Risk

5. Action Plan 2022

1. Introduction

Housing Association for Integrated Living (HAIL) was founded in 1985 as a not-for-profit, approved voluntary housing association. HAIL provides exceptional quality social and affordable rented accommodation for people registered on local authority waiting lists, primarily those with mental health difficulties while supporting them to live in their homes.

HAIL owns and manages over 400 tenancies and in 2020 we provided mental health tenancy sustainment support to 527 people both in HAIL tenancies and other tenancies.

HAILs vision, mission and values will underpin our engagement with our tenants and clients in this Strategy.

Our Vision

HAIL's vision is to be the provider of choice for housing and support for people with mental health difficulties, enabling them to achieve and sustain independent living in the community by having secure, quality, affordable accommodation with appropriate support services tailored to their needs.

Our Mission

HAIL's mission is to provide housing and individually tailored support services to support tenants and clients, primarily those with mental health difficulties, to integrate and live independent lives in the community.

Our Values

- Equality of access to good quality housing
- Empowerment of people with mental health difficulties to achieve independence and integrated living
- Relationships built on respect and trust with our tenants, clients, partners and staff
- Outstanding service with innovation, passion and integrity
- Highest standards of organisational governance

1.1 HAIL's Strategic Priorities

Our Strategic Priorities

1. Customers

- Continue to provide high quality homes for all our tenants
- Continue to provide specialist tenancy sustainment service to our tenants and clients with mental health issues, enabling mental health recovery and integration into the community.

2. Growth

- Expand our model of housing and mental health tenancy sustainment services.

3. Profile

- Be the recognised leading expert provider of housing with mental health tenancy sustainment services in Ireland.

Organisation

- Continue to be an exceptionally well governed and managed organisation.

HAIL's Strategic Plan 2020 - 2022 identifies key strategic priorities and a commitment to actively engage with our customers in all parts of our work. As set out in our Strategic Plan this includes ensuring that we listen to and involve our tenants and clients in the delivery, management and improvement of our services.

1.2 Statement of Purpose

This strategy has been shaped to ensure that HAIL's tenants are at the heart of what we do and highlights the important roles which they play currently and into the future.

The strategy details the structures we have and are planning to put in place; it highlights the opportunities for tenants to engage with HAIL to enable them to participate and ensures that HAIL delivers the high quality services to its tenants and clients.

This Strategy is closely linked to HAIL's Communication Strategy and both strategies will work in conjunction to ensure that HAIL delivers on the key strategic objectives as highlighted in section 1.1 above.

HAIL seeks to maximise the opportunities to ensure that our tenants are at the heart of everything we do. HAIL understands that meaningful tenant engagement can bring greater benefits for both the tenants and the organisation.

Tenant engagement also ensures that HAIL's tenants have an opportunity to influence decisions, increase levels of satisfaction, feel valued and ultimately feel respected as part of the HAIL community. This will lead to HAIL's staff having a better working relationship with tenants and a clearer pathway of communication directly with the tenants.

It is widely acknowledged that tenants can make a genuine difference through engagement and HAIL wants to ensure that these pathways are clearly signposted for all its tenants and stakeholders.

1.3 What we hope to achieve with this Strategy

With better tenants' engagement and participation, we aim for an improved quality of life for our tenants; with outcomes such as:

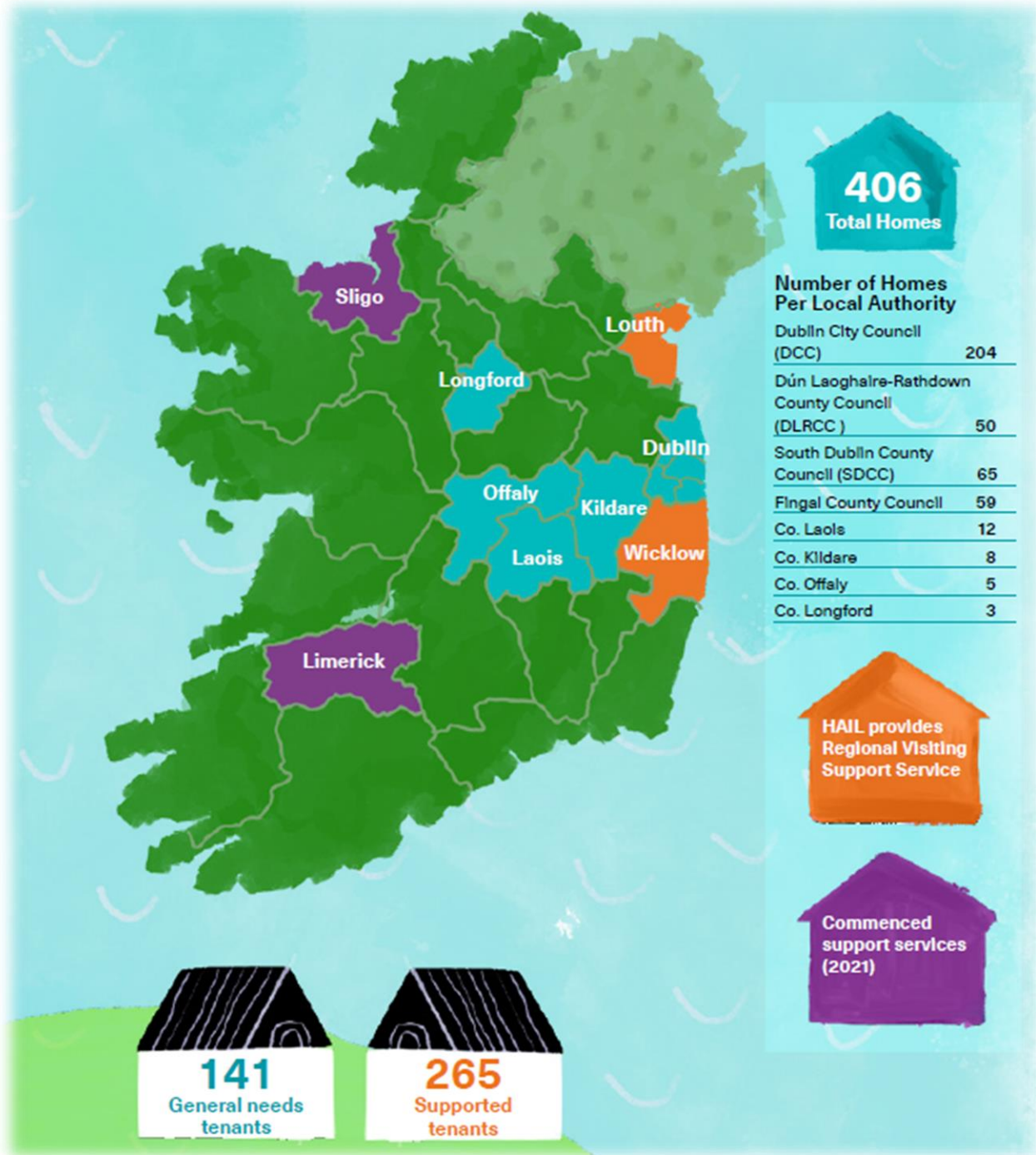
- Improved tenant satisfaction and wellbeing
- Increased tenant participation; inclusive of participation in work and education
- Improved health and community relationships
- Decreased isolation within our tenant cohort
- Improved information for our tenants about our services and their community
- Overall increase in inclusiveness within HAIL and our tenants surrounding neighbourhood

By implementing this Strategy we aim to have improved performance, leading to:

- Better services for our tenants
- Improvements in our support models and early interventions for our tenants
- Better living environment on our estates
- Improvement in our policies and procedures
- Decreased level of complaints
- Increased level of tenancy sustainment
- Reduced rent arrears
- Reduced anti-social behaviour

1.4 Context

At the end of 2020 HAIL had 406 tenancies; primarily located in the greater Dublin area, with some tenancies also in Kildare, Offaly, Longford and Laois, please see the geographical profile of tenancies below at the end of 2020:

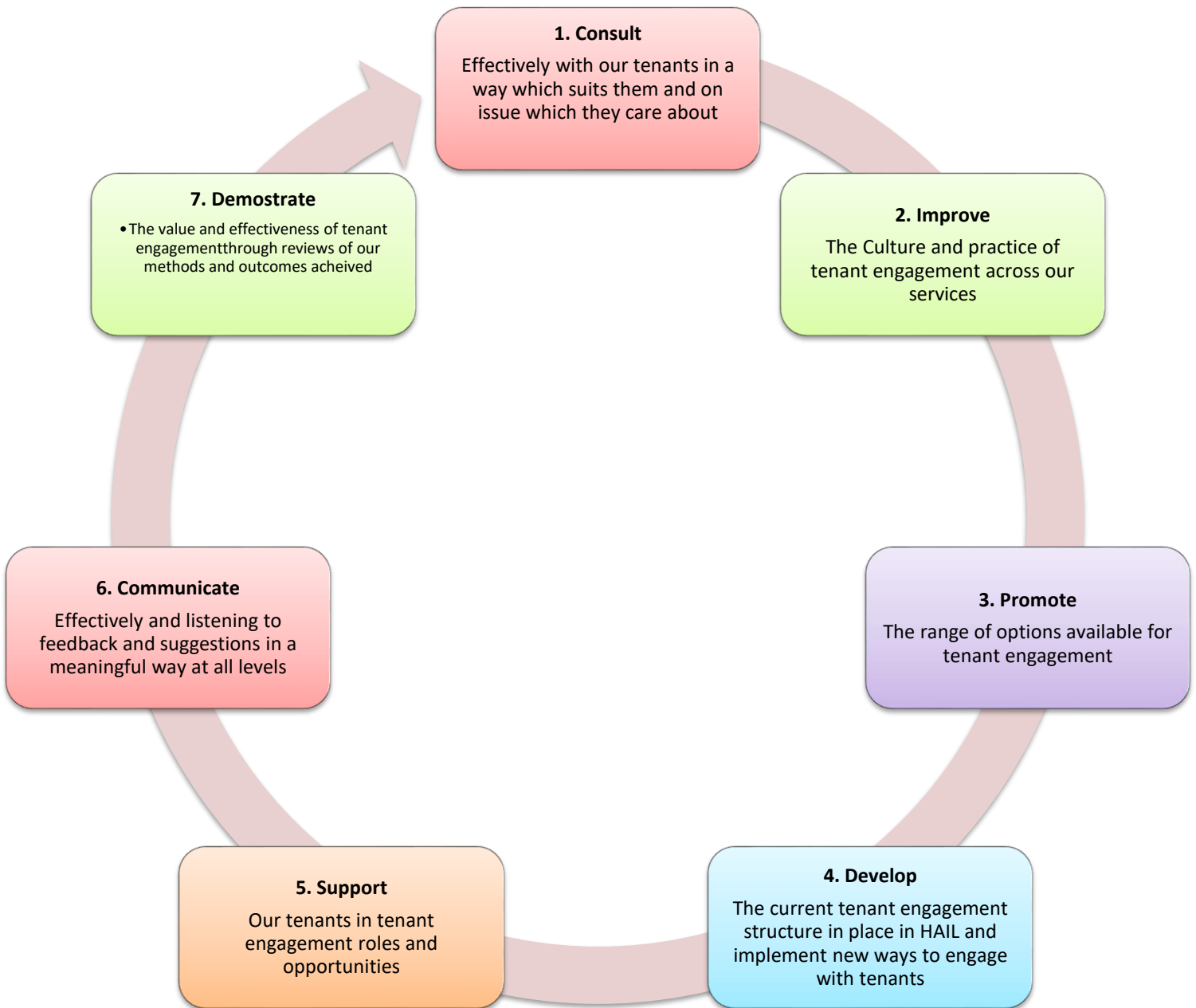


2. HAIL's Tenant Engagement Strategy

2.1 HAIL's Vision for this Strategy

To ensure that HAIL's tenants 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 HAIL and our tenants.

To achieve this HAIL will:



By completing the seven key steps above, for our tenants, Peer Support Volunteers and the organisation, HAIL would like to see an increase in:

- Inclusiveness
- Partnership working
- A Joint Solution Approach
- Safety & Respect
- Voluntary Participation
- Commitment & Fairness

2.2 Tenant Engagement Opportunities

Below sets out our tenant engagement opportunities which will be introduced and developed over the lifetime of this Strategy:

- **Tenant Engagement Register**

This is a register of tenants who have expressed an interest in engaging with HAIL to shape the service they receive. This is normally the beginning of the process for all tenants.

- **Tenant Champions**

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

- **Estate Walkabouts**

This is dedicated time to a HAIL estate (usually 1 hour) during which tenants can meet with their Housing Officer, Tenancy Sustainment Officer and Maintenance Operative on site to discuss the area and encourage tenant engagement and to discuss issues on the estate.

- **Satisfaction Surveys**

HAIL will continue to carry out tenant satisfaction surveys to establish the satisfaction of our tenants with HAIL and with specific services. These are issued to our tenants, staff and stakeholders and the results will be published.

- **Tenant Forum**

HAIL's Tenant Forum has been established with Terms of Reference to ensure vital topics are discussed throughout the forum's monthly meeting. Likewise, focus groups fall out of this forum. For example; a gardening project or a review of the HAIL Customer Charter and will have other responsibilities outlined in section 4.1 below.

- **Tenant Mystery Shoppers**

This is a panel of tenants to act critically at the services received by our tenants with a view to suggesting improvement and feedback.

- **Tenant Journey Mapping**

HAIL 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.

- **Communications Panel - Readers Panel & Email group**

The Readers Panel reviews relevant HAIL documents before being published to the general tenant body with the view of issuing recommendations to HAIL staff.

The Email group is for tenants and residents who wish to receive regular communication and updates by email from HAIL rather than in letter format.

- **Tenant Translator**

This allows all tenants to be able to translate any documents to any other tenant should the need be there. This ensures that our correspondence is clear and concise and is fully understood by all parties. Likewise, should HAIL's communication need to be translated, this can be completed via this route.

2.3 Training & Support

HAIL will support and encourage our tenants in their engagement journey to shape the services they receive. It is important to build on skills and knowledge to ensure effective participation.

This support includes:

- Supporting members of the Tenant's Forum in their role.
- Tailored guides and handbooks for Tenant Representatives and the Tenant Forum.
- Support and advice for tenants 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.

2.4 Tenant Reward Scheme

The HAIL Tenant Reward Scheme is an incentive which rewards and encourages good conduct of tenancy by offering a range of benefits to those who meet the eligibility criteria. This exciting new scheme, which will be launched in 2022, has been developed in response to feedback from our tenants who believe that good tenants should be recognised and rewarded.

This scheme is about putting people at the heart of what we do, offering financial rewards and a range of other benefits to those who pay their rent on time, adhere to the terms of their Tenancy Agreement and contribute positively to their community.

Types of Rewards:

Good Neighbour Award

- This annual award will be announced at the HAIL Christmas Party and all tenants within HAIL can nominate who they feel has been their best neighbour, giving an example for this award.
- It is judged by HAIL's CEO and a trophy and One for All voucher is issued to the winner & 2 runner ups.

Gardening & Balcony Competition

- 2 x competitions - Garden & Balcony
- Judged by HAIL's Tenant's Forum in August each year
- Each HAIL tenant nominee will be judged and the 2 x overall winners & 2 x runner up's in each category will be issued a Woddies Voucher.

Tenant Satisfaction Survey

- This reward is for all the tenants who complete the survey and a draw takes place.
- A One for All voucher is issued to the first 3 names of tenants drawn.

Clear Rent Account

- This reward is for all HAIL tenants who have a clear rent account on 31st December each year.
- Again a draw is completed for all clear rent accounts and a One for All voucher issued to 3 x tenants with clear rent accounts.

Farewell Reward

- This reward is issued to outgoing tenants who give HAIL a minimum 4 weeks notice and leave the property in an acceptable standard (after checks by the Housing Officer).
- A One for All voucher is issued as a parting gift and a 'Good Luck' gesture.

Educational & Career Advancement Bursary

- This reward is for Tenants who apply to HAIL for the Bursary as a once off payment for either career advancement or educational purposes.
- Tenants can only apply once every 5 x years.
- There are 2 rounds per annum for the bursary in which HAIL tenants (with a clear rent account and who have been a tenant for a minimum of 1 year) can apply.

Tenant & Estate Awards

- HAIL would like to celebrate the success of our communities through our annual tenant and estate awards. Acknowledging all the great work, engagement and neighbours we have within HAIL.
- Awards are judged by HAIL Board Members to promote links between HAIL's Board and our tenants.
- Winners will be announced at the annual Tenants Christmas Party.

Community Enhancement Fund

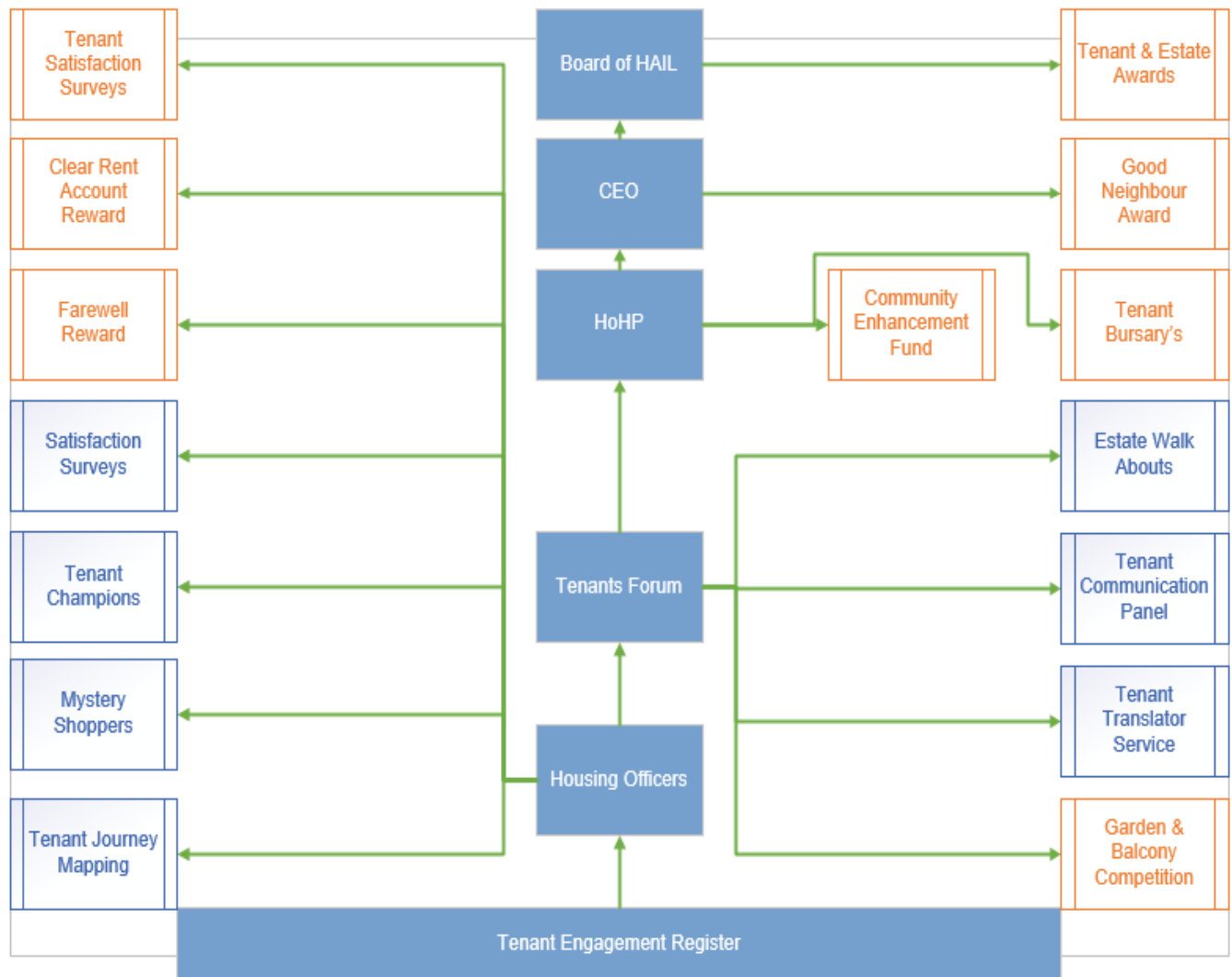
- HAIL offers small grants from €50 - €200 to fund local community projects. This grant supports a wide range of projects contributing to the wellbeing and development of HAIL's communities.
- It can be applied to via your Housing Officer and your Housing Officer will help manage the initiative (eg. annual skip for the estate, hanging baskets etc...).

3. Accessibility

HAIL aims to make all engagement opportunities available to all our tenants in a way which works for them. Through our engagement structure below we aim to have an opportunity suitable for all.

HAIL 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.

3.1 Tenant Engagement Structure in HAIL:



*** Blue Box's are Tenant Engagement Opportunities & Orange Box's are the Tenant Reward Scheme**

As you can see with the above structure all stakeholders have a part to play and to manage ensuring that everyone is involved, the overall management of the strategy will lie with the Head of Housing & Property Management who has the responsibility of ensuring the above strategy is implemented and delivered.

3.2 HAIL's Peer Support Volunteers

While the structure of this strategy has not included our Peer Support Volunteers it is evident that there will be opportunities to draw on their lived experience and their expertise. They will have an integral part of this strategy in the form of consultation, information giving and advice as well as potential co-production of online and in person activities, which has formed part of the Action Plan below for 2022.

4. Review & Risk of the Tenant Engagement Strategy

4.1 Review

HAIL will continue to report progress to our tenants, staff and Board through regular updates and the development of a performance scorecard to show the overall effectiveness of the strategy.

This three-year strategy is to compliment HAIL's Strategic Plan which is due to be reviewed in 2023.

This Strategy will be reviewed via annual action planning to ensure that it is in line with HAIL's overall Strategic Plan post review.

4.2 Risk

As with any strategy within HAIL it is to be managed in line with HAIL's Risk Management Strategy and Corporate Risk Register, in which the main risks identified are:

- **Ownership of the Strategy**

As mentioned in section 3.1 above, the overall responsibility lies with the Head of Housing & Property Management, however there are various key personnel which have responsibilities of the strategy which will have to be managed. To ensure that the strategy is delivered these personnel will have to be fully consulted and understand their role within this strategy to ensure it's success; in which the annual action plan will ensure that the key objectives are delivered by year end and reviewed for the upcoming year.

- **Financial Impact of the Strategy on HAIL**

It is anticipated that the strategy will cost HAIL a maximum of €15,000 per annum to deliver this strategy (in entirety). However, as with any strategy it takes at least a year for the strategy to take effect, therefore it is envisaged that year one will cost approx. €8,000 and year two €12,500 and should reach full capacity by year three.

It is also worth noting that the if and when suitable grant aid can be applied for to compliment the strategy; HAIL will ensure that this grant aid is applied for.

- **HAIL not having a Tenant Engagement Strategy**

As part of the Performance Standard it is a requirement to have a Tenant Engagement Policy for a Tier three organisations. Therefore; HAIL anticipate that AHBRA will be seeking this requirement from 2022 onwards as part of Regulatory Standards for AHB's. Therefore, by not completing a Tenant Engagement Strategy HAIL run the risk of non-compliance with the new regulations.

- **Covid**

It is worth noting that due to the pandemic and as a result of same it has been extremely difficult for both staff and tenants to meet in person. As this strategy lies within this pandemic and the aim of this strategy is for engagement (in person), the fact that tenants and staff may not be able to meet face to face may hinder some of the above tenant opportunities and possible rewards. HAIL will endeavour to the best of their ability and within government guidelines will try to ensure that all of the above opportunities and rewards can be carried out whether it be virtually or in person.

This strategy is also linked to the below sections of the Corporate Risk Register:

- Poor performance with the organisation.
- Non compliance with relevant laws, regulations or Health and Safety Regulations
- Insufficient capacity and resources to deliver on the Strategic Plan
- HAIL receives an 'Unsatisfactory' Regulatory Assessment Report

5. Action Plan 2022

HAIL 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, however it will be reviewed annually.

Our tenants, staff and stakeholders are central to the development, implementation and review of this Strategy. We aim for full consultation of this strategy with both the Tenant's Forum and other tenants, to ensure we receive meaningful feedback and to ensure the effective implementation of same.

Therefore, while we only have an action plan included in this Strategy for 2022, we will aim to review this action plan bi-annually to ensure that it is effective and furthermore enact a further action plan for year 2 and 3 of this Strategy towards the end of each year.

Tenant Engagement Action Plan 2022

Vision	Details	When in 2022
Consult	By continuing with our annual Tenant Satisfaction Survey	Q3
	By enabling a tenant Mystery Shopper	Q3
	By updating our Tenant Engagement register & ensuring that it is up to date on relevant topics	Q1
	By ensuring that our tenant journey mapping commences and continues to receive feedback on HAIL's services	Q2
	Further consultation with tenants to receive feedback to ensure that the strategy is tenant focused	Q3
Improve	Staff training around Tenant Engagement	Q1
	Tenant Participation at the Tenant's Forum	Q1
	Awareness of the Strategy within HAIL	Q1
	The Tenant's Charter via the Tenant's Forum	Q1
Promote	Digital Awareness of the Strategy	Q3
	The Tenant Reward Scheme	Q3
	The Strategy in HAIL Happenings newsletter	Q1
Develop	The menu of tenant opportunities for our tenants	Q1
	The Tenant Engagement Register	Q1
	The Tenant & Estate Awards	Q3
	The Education & Career Advancement Bursary	Q2
	The Tenants Rewards Terms & Conditions & communicate them effectively	Q1
Support	HAIL will ensure that all tenants involved in this strategy is supported to the best of our ability	2022
	HAIL will endeavour to keep up the momentum throughout the year	2022
	HAIL will ensure that the tenants work together via the engagement structure	2022
	HAIL will ensure that the Terms of Reference is up to date for the Tenants Forum	2022
	HAIL will ensure a consultation with the Peer Support Volunteers to ensure that their lived experiences are integral to the workings of this strategy	2022
	HAIL will ensure that all relevant supporting documents, materials and transport is available to all tenant who partake	2022
Communicate	HAIL will ensure that the performance of the strategy is communicated as per the Communication Strategy and is accessible for everyone	Q2
	HAIL will ensure that senior members of staff participate in events	Q1
	HAIL will dedicate a full page to tenant engagement in HAIL Happenings twice per year	Q3
	HAIL will ensure this strategy is communicated across all departments within HAIL	Q1
	HAIL will work with the Peer Support Volunteers and the Tenants Forum to develop and communicate a calendar of activities in order to communicate this with the wider tenants and public	Q2
	HAIL will endeavour to utilise its digital platform to communicate this strategy	Q1
Demonstrate	HAIL will keep to its promises within this strategy	2022
	HAIL will develop performance indicators against this strategy	Q3
	HAIL will dedicate a scoreboard against this strategy	Q3
	HAIL will provide an annual action plan around this strategy to ensure the strategy does not remain static and is in line with our strategic priorities	Q4