Tenant & Resident Engagement Strategy 2026-2029

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Foreword

by Liam Hannaway Chairperson, and Sheena McCallion Chief Executive

We are pleased to introduce Apex's Tenant and Resident Engagement Strategy for 2026–2029. This strategy represents a significant step forward in how we work with our tenants and residents, ensuring that their voices are not only heard but actively shape the services we deliver.

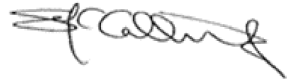
At Apex, we believe that strong engagement is the foundation of thriving communities. Tenants and residents can connect with us in a range of ways, face to face or using digital platforms. These varied channels allow us to reach, listen to and involve more people than ever before.

This strategy has been developed in close consultation with tenants, residents, board members, and staff. It sets out clear priorities: empowering tenants, promoting inclusion, strengthening communication and building sustainable communities. By collaborating with community partners, voluntary agencies and elected representatives, we will continue to foster positive relationships and deliver services that reflect the needs and aspirations of those we serve.

We are proud of the commitment shown across Apex to place tenants and residents at the heart of our work. This strategy is not simply a document - it is a pledge to ensure that engagement drives improvement, equality and excellence in everything we do.

Together, we will build stronger connections, deliver better services, and create communities that flourish.

Liam Hannaway
Chairperson



Sheena McCallion
Chief Executive

Foreword

by Elaine Smith, Apex tenant

As a tenant, I know first-hand how important it is to feel listened to, respected, and involved in the decisions that shape our homes and communities.

For many of us, our home is more than the place we live; it is the foundation for our wellbeing, our families, and our future. That is why it matters that Apex continues to listen to tenants, involve us in shaping services, and give us meaningful opportunities to influence decisions that affect our everyday lives.

Over the years, I have seen how much stronger our communities become when tenants and Apex work together. When our voices are heard, services improve. When we are invited to help shape decisions, trust grows. And when we are given real opportunities to get involved, we can help create homes and places that reflect what matters to us.

This strategy shows a clear commitment to doing exactly that. It sets out how Apex will work with us - not just consult us, but involve us meaningfully, regularly, and respectfully. It recognises that every tenant's voice is valuable, whether we take part online, attend meetings, complete surveys, or simply share our thoughts when something needs to be improved.

Most importantly, this strategy reminds us that tenant engagement is not a tick-box exercise. It is a partnership. A conversation. A shared responsibility. And it works best when all of us - tenants, staff, and community partners - play our part.

I am proud to support this strategy because it demonstrates a genuine commitment to working with tenants, not just for them. It encourages open dialogue, transparency, and a shared responsibility for building strong, connected, and thriving communities across Northern Ireland.

My hope is that more tenants will feel encouraged to take part, in a small way or a big way, and help shape the direction of our homes and services for years to come. When tenants and Apex work together, we can achieve so much more.

Elaine Smith
Apex tenant

About Apex

We provide and maintain more than 7,000 high-quality homes and provide support to more than 18,000 tenants and residents across Northern Ireland.

As a not-for-profit housing association, we work to social enterprise principles and employ more than 650 staff. Over the next three years, the number of Apex homes is expected to grow to around 8,500.

We provide:

- *General needs housing for families and single people*
- *Purpose-built accommodation for older people and families with complex needs*
- *Supported housing for people with mental ill health, learning disabilities, or alcohol/drug addictions; young people in need of support; and older people*
- *Housing support for vulnerable groups under the Supporting People programme*
- *Support services for tenants and the wider community through our community investment programme*
- *Community buildings managed by local community groups*

We work with others

Apex works with Newington Housing Association, using our joint resources for mutual benefit. We also provide services on behalf of Apex Housing Association (Ireland).

High-quality homes

more than **7,000**
high-quality homes provided and maintained by Apex

Tenants and residents

over **18,000**
tenants and residents live in Apex accommodation

Apex staff

more than **650**
staff are employed by Apex

Our engagement achievements during 2023-2026

Between 2023 and 2026, we made significant changes in how we connect with tenants and residents. We were awarded the Silver Tenant Participation Accreditation by Supporting Communities in May 2024, recognising the depth and effectiveness of our engagement with tenants.

In response to community feedback, we also introduced a new regional model for our Tenant Network - Northwest, Eastern and Southern - designed to give tenants a stronger voice locally.

Tenant Feedback

89%

service satisfaction reported by tenants as part of Quality Assurance process

Community Events

more than **12,000**

people have engaged through events and activities

Connected Tenants

125

tenants registered as a 'Connected Tenant' helping to organise local community events

Tenant Panel

Panel members trained in basic scrutiny and quarterly monitoring of business KPIs introduced

Investment

£103,000

invested in tenant and resident engagement

Accreditation

May 2024

Silver Tenant Participation Accreditation awarded by Supporting Communities

Vision, mission and values

Our vision, mission and values continue to underpin everything we do as an organisation, both collectively and individually.

Vision

For every person to enjoy great quality homes and support in vibrant and caring communities.

CORE Values

Care
We want to make a positive difference to people's lives.

Ownership
We are all responsible for ensuring we deliver our mission.

Excellence
We lead the way, aim to get it right and continuously improve.

Respect
It's how we treat everyone! We are better together.

Mission

To lead the way in building sustainable communities through the delivery of quality, affordable homes including tailored support and care services.

Strategic themes and objectives for 2026-2029

Over the next three years, our priorities are to empower tenants and residents and enable successful communities. We will do this through engaging, supporting and informing tenants and residents; and providing a variety of opportunities for individuals to get involved.

THEME 1

Empower tenants and residents.

Our objectives are to:

- *Provide opportunities for tenants and residents to share their views and influence decisions*
- *Enable tenants to scrutinise and monitor the services delivered by Apex*
- *Ensure people are appropriately informed*
- *Demonstrate good governance*

THEME 2

Enable successful communities.

Our objectives are to:

- *Support tenants and residents to develop their communities*
- *Encourage engagement with tenants and residents of all ages*

Supporting people to get involved

We are here to

make it easier for tenants and residents to take part and have their say.

Some of the ways we offer support include:

- ***Resources and materials*** *to help with activities and engagement;*
- ***Transport or expense cover*** *to remove barriers to getting involved; and*
- ***Training opportunities*** *to build skills, capacity and confidence.*

Your voice, your choice

Ways to get involved

We want every one of our 18,000+ tenants and residents to feel welcome and encouraged to get involved with Apex and their community in whatever way suits them best.

Your voice matters, and how you use it is your choice. You can share your views by responding to surveys, coming along to community information events or scheme meetings; or adding your name to the Interested Tenant Register if you would simply like to hear more.

Connected Tenants
If you want to get more involved, you can become a Connected Tenant. Your Tenant Engagement Officer will keep you updated and supported so you can make a difference in your community.

You're in control of how much you get involved. Whether you prefer to do a little or a lot, the choice is completely yours.

Get involved as an individual

Tenant & Resident Surveys
Our surveys give you the chance to share your views and help shape the services we provide. Take part in our Tenant Satisfaction Survey (every two years), ASB (anti-social behaviour) surveys, and short surveys about your home and community.

Interested Tenant Register
By joining your local Interested Tenant Register, you will get updates about events and meetings happening in your area. It's a straightforward way to hear what is going on, connect with others, and take part whenever it suits you.

Community Events
Come along to community events throughout the year to see what is happening in your area. From fun days to local get togethers, it is a great way to meet people, stay connected, and enjoy what your neighbourhood has to offer.

Event Organiser
Help bring your community together by organising fun days, local events, or trips away. It's a great way to create memories, meet new people, and make your neighbourhood an even better place to live.

Scheme Meetings
Scheme meetings are a chance for supported living tenants and residents to stay up to date, share your views, and ask questions. It's a relaxed space where you can find out what is happening in your community and have your say.

Estate Visits
Take a stroll with Apex staff around your estate and highlight areas for improvement. It's a great chance to share your ideas, talk about what matters to you, and work together to make your community even better.

Meet the Manager Events
Come along and chat with senior managers about the supported living service provided to your family members. It's a great chance to share your views, ask questions, and help shape the service to make sure it works well for the people who matter most to you.

Your voice, your choice

More ways to get involved *continued*

As a Connected Tenant, you can also choose to join a group of likeminded tenants and residents and:

- **Share feedback -** join a feedback group or take part in community discussions.
- **Be part of the Tenant Network** - meet with other Connected Tenants four times a year to share ideas and represent your community.
- **Join the Tenant Panel** - have your say directly with the people who make decisions within Apex.

Join a feedback group

Focus Groups

Get together with other tenants in friendly discussions, workshops, or meetings to share your views. Your feedback helps guide decisions and makes sure tenant voices are heard.

Quality Assurance

You can share honest feedback with Apex without giving your name. Simply rate the service you have received and let us know how things are working for you. We will provide training, so you feel confident taking part.

Scrutiny Panels

Take a closer look at a service and share your views on how well it is working. Together, we check the quality, rate performance, and suggest ways to make things better for tenants.

Tenant Editorial Group

Help plan and review content for our tenant newsletters, information leaflets, and marketing materials. By sharing your ideas, you'll help us create content that really speaks to your community.

Be a voice for your community

Tenant Network

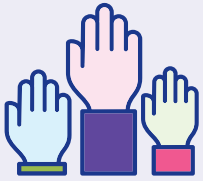
Join Tenant Network meetings - held separately across three regional areas - to represent your community and help shape local decisions.

Tenants' & Residents' Groups

Set up or join a local group, with our support, and share ideas, raise issues, and speak up for the place where you live.

Step into a leadership role

Tenant Panel



The Tenant Panel meets with the Executive Team, the Board and Chief Executive to help guide scrutiny work, influence decisions and improve services.

Board Member

It is our aspiration to have a tenant join the Apex Board - playing a critical role in strategic discussions and helping to influence how services are designed, delivered and improved.

Delivering the strategy

Keeping everyone informed

Here is how we will make sure tenants and residents always have clear, useful and up-to-date information.

The Apex Observer & Engage magazine
The Apex Observer is our main newsletter, sharing updates on services, changes and performance.

Engage magazine focuses on ways tenants and residents can get involved and what is happening in their community.

Both are published twice a year in Summer and Winter.

Tenant Manual & My Apex online account
All new tenants will get a Tenant Manual with everything they need to know about being an Apex tenant.

My Apex online account makes it easy to check tenancy details, report repairs, pay rent, and find contact information. This online account will provide updates on upcoming engagement opportunities.

Annual Report
Every year, we share how Apex is performing in areas such as the development of new homes, repairs and rent levels.

This report is based on official data submitted to the Department for Communities.

Annual celebration event
We host an annual event to celebrate tenants, residents and staff.

It is a chance to highlight great engagement work and connect with others.

Annual engagement with Board and Chief Executive
Our Tenant Panel meets annually with the Apex Board and Chief Executive to allow the tenant voice to be heard at a senior level.

Website & social media
Stay up to date with news, events, and engagement opportunities on our website and social media channels.

Listening to the tenant voice
We review how well we listen to tenants every year.

All feedback helps us improve and make sure your voice is heard.

Regular updates from staff
Our teams aim to keep communication clear and timely.

Maintaining two-way conversations will ensure that our tenants feel confident reporting issues or sharing ideas.

Inclusivity
Need information in another language or format? Just ask – we are here to help meet your needs.

Delivering the strategy

This strategy is part of a wider suite of strategies for 2026-2029 including:

- 'Where people thrive' Corporate Strategy
- Community Investment Strategy
- Sustainability Strategy

Monitoring and review

We are committed to making this strategy work and will keep track of progress and check in regularly on how we are performing.

Quarterly Progress Report
Every three months, we share how we are delivering the Tenant & Resident Engagement Strategy and annual action plan with the Tenant Services Committee which includes Connected Tenant representatives. We also share a yearly update in our Annual Report so everyone can see the bigger picture.

Tenant Engagement Report
Once a year, we produce a Tenant Engagement Report to celebrate the fantastic contributions of tenants, residents and staff, and recognise achievements throughout the year. The report is shared with the Tenant Services Committee and the Tenant Network.

Resources and support

To help tenants and residents get the most out of their experience with Apex, we will continue to provide:

Easy ways to stay connected
We will keep improving our communication channels so tenants can always access the information they need in the way they prefer.

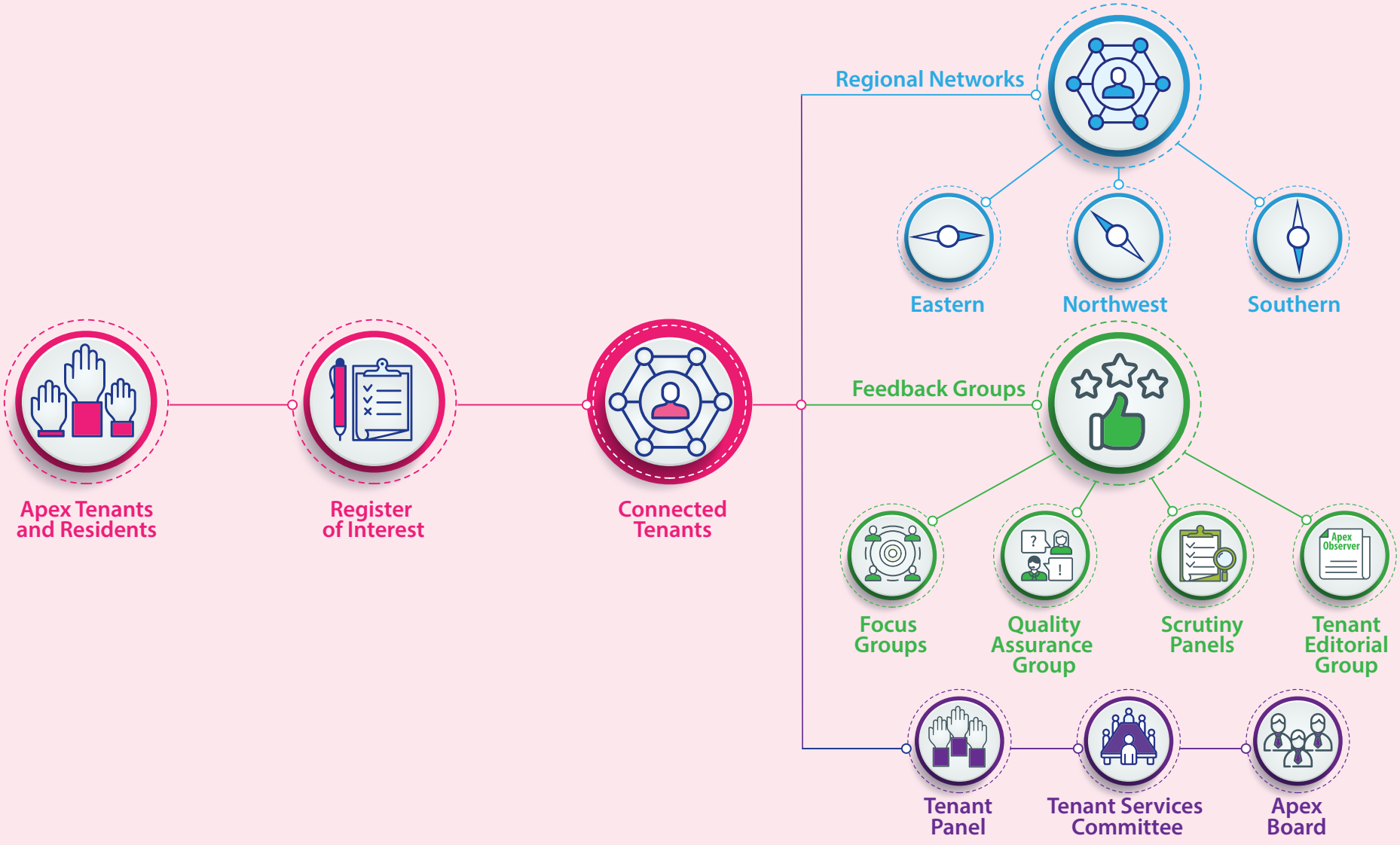
A dedicated team
Apex's Tenant Engagement Team will remain focused on creating more opportunities for Connected Tenants to get involved.

Learning opportunities
Tenants can build their skills or confidence by participating in training opportunities.

Partnerships that benefit
We will work with the Department for Communities and Supporting Communities to introduce innovative ideas and make sure engagement leads to positive outcomes for tenants.

Our engagement structure

The tenant and resident engagement structure is designed to give every tenant the opportunity to engage with Apex in the way that best suits them.



Action plan 2026-2029

THEME 1 – Empower tenants and residents

Task	When	Period
Participate in a Supporting Communities Boardroom Pathway pilot.	Throughout the year	2026-27
Promote Tenant Engagement Week during May.	Annually during Q1	2026-29
Host a meeting of the Tenant Panel with Apex Board and Chief Executive.	Annually each May	2026-29
Create and share a 'Calendar of Engagement', working with tenant representatives, to plan events and activities for the year and publish on the Apex website and in Engage magazine.	Annually during Q1	2026-29
'Your voice, your choice' campaign, informing tenants how they can get involved, have their say, and influence decisions.	Annually during Q1	2026-29
Monitor and report on engagement regularly - We will keep track of tenant engagement and share updates with the Tenant Services Committee every quarter.	Quarterly	2026-29
Complete a Service Review in an area identified by the Tenant Panel, to assess how services are delivered and suggest areas for improvement.	Quarterly	2026-29
Publish community events and engagement opportunities on the Apex website and use social media to keep tenants and residents informed about events and opportunities.	Annually throughout the year	2026-29
Host a Tenant Editorial discussion to involve tenants and residents in shaping the content of our communications, ensuring they reflect what matters most.	Biannually by end Q1 & Q3	2026-29
Share quarterly progress reports with the Apex Board to track how the Tenant Engagement Action Plan is being delivered.	Quarterly	2026-29

Action plan 2026-2029

THEME 1 – Empower tenants and residents

Task	When	Period
Report on how Apex is meeting the Department for Communities' consumer standards, demonstrating our commitment to delivering services that meet tenants' needs.	Annually by end Q2	2026-29
Promote Community Spirit Grants through the Tenant Network and other channels, helping tenants bring community projects to life.	Biannually during Q2 & Q4	2026-29
Publish an Annual Engagement Report covering opportunities, outcomes, and support available during the previous year.	Annually during Q1	2026-29
Welcoming new tenants – We will encourage new tenants to get involved by introducing tenant participation opportunities during tenancy sign-ups and early tenancy visits and record the number of new tenants engaged through these touchpoints.	Annually throughout the year	2026-29
Organise engagement events in new housing developments to help build strong, connected communities.	Annually throughout the year	2026-29
Track how tenants and residents are engaging with Apex and report on the outcomes, so we can keep improving.	Quarterly	2026-29
Support supported living schemes to encourage new tenants and residents to get involved and share their ideas during their tenancy signing and through formal engagement / review opportunities.	Annually throughout the year	2026-29

Action plan 2026-2029

THEME 2 – Enable successful communities

Task	When	Period
Develop tenant-friendly action plans from the results of the 2025 Tenant Satisfaction Survey.	Q1	2026-27
Apply for Supporting Communities 'Tenant Participation Standards' accreditation.	Q1- Q4	2027-28
Host Tenant Network meetings in each region, allowing local tenants to share ideas, raise concerns, and help shape services.	Quarterly	2026-29
Share user-friendly reports with the Tenant Panel, allowing members to see how services are performing and discuss ways to make them even better.	Quarterly	2026-29
Undertake three Community Audits each year, to listen to tenants' views and check how well services are working.	Annually throughout the year	2026-29
Host a celebration event to thank tenant representatives and volunteers, celebrate successes, and recognise achievements.	Annually during Q1	2026-29
Publish the Engage magazine to ensure tenants and residents have easy access to the latest news, updates, and opportunities to get involved.	Biannually by end Q1 & Q3	2026-29
Attend four housing management team meetings to keep Apex staff informed about upcoming tenant engagement events.	Annually	2026-29
Conduct monthly satisfaction questionnaires to give tenants, residents and their representatives in supported living the opportunity to provide feedback on the quality of services.	Monthly	2026-29

Action plan 2026-2029

THEME 2 – Enable successful communities

Task	When	Period
Conduct an annual satisfaction survey across all supported living services seeking feedback from tenants and residents, family & friends and visiting professionals.	Annually during Q3	2026-29
Feature tenant engagement as a standing agenda item at all supported living scheme staff meetings.	Quarterly	2026-29
Attend monthly supported living team meetings to keep Apex staff informed about upcoming tenant engagement events.	Monthly	2026-29
Work alongside tenants and residents to identify and guide individuals who may wish to join the Apex Board, providing each person with tailored information and guidance on the Board's role and the steps involved in becoming a Board member.	Annually throughout the year	2026-29
Work collaboratively across Apex departments to implement the improvements suggested in the Tenant Accreditation Action Plan.	Annually throughout the year	2026-29
Review the results of the supported living Annual Satisfaction Survey and create an action plan to address areas for improvement.	Annually during Q3	2026-29
Review the resources available and agree a budget to support tenant engagement activities.	Annually during Q3	2026-29
Explore the best ways to connect with ethnic minority groups and smaller cultural communities, to ensure everyone feels welcome, included, and has the chance to take part.	Annually throughout the year	2026-29
Explore the best ways to connect with harder to reach sections of our communities specifically those within Adult Learning Disability and Adult Mental Health services.	Annually throughout the year	2026-29

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As a sustainable association, Apex aims to produce all printed materials as sustainably and efficiently as possible.

Find out more about our sustainability vision, see Apex Sustainability Strategy 2026-2029.