EPIC, SHAPED BY TENANTS

1. Our Strategy

At EPIC, tenant engagement is not simply about asking tenants what they think. It is about listening, understanding, acting and demonstrating what difference tenant influence has made.

We want tenants to be able to influence the services they receive, the communities in which they live and the decisions EPIC makes. We recognise that tenants want to engage in different ways and at different times. Our approach therefore needs to be flexible, inclusive and proportionate – from a conversation with a member of staff through to formal involvement and assurance.

This Strategy has been shaped with tenants.

Their messages were clear.

Tenants want to be able to talk to us easily. They want us to listen, respond and act. They want to know and experience what has happened as a result of their feedback. They want involvement to be accessible to everyone, and they want EPIC to be visible within neighbourhoods and communities. Above all, they described the relationship they want with EPIC as one based upon **trust, honesty, mutual respect, accountability, openness and an easy, free-flowing exchange of ideas**.

Those principles form the foundation of this Strategy.

---

2. Our Ambition

Every tenant will have the opportunity to be heard, to influence and to see the difference their voice makes.

Listening to tenants helps us check that we are making the right decisions and improving services in the areas that matter most to our residents.

We will move beyond measuring how many people attend meetings, complete surveys or take part in consultations.

Our measure of successful engagement will increasingly be:

What did tenants tell us?
What did we understand?
What did we do?
What changed?
Did it make a difference?

This builds on EPIC's existing direction of moving from measuring engagement activity towards demonstrating tangible outcomes and how tenant feedback influences decisions, services and organisational learning.

DRAFT

3. Our Engagement Promise

Tenant influence starts with everyday conversations and grows through trust, understanding and follow-through. We want tenants to feel confident that their experiences and ideas help shape our decisions, and to see what happens as a result.

Our approach follows a simple cycle, connecting what tenants tell us with action, feedback and learning:



Hear	We will make it easy for tenants to tell us what matters.
Listen	We will listen properly and treat tenants' experiences and views with respect.
Understand	We will use feedback alongside complaints, satisfaction information, performance data and our knowledge of tenants and communities to understand what is really happening.
Act	Where something needs to change and it is within our ability to change it, we will act.
Feedback	We will tell tenants what happened. Where we cannot do what has been suggested, we will explain why.
Review	We will check whether the action taken actually made a difference.

4. What Tenants Told Us

We have co-created this strategy with tenants through a series of engagement sessions, drawing on their experiences, feedback and ideas, alongside learning from past events and involvement. Together, these have shaped six clear commitments that reflect what matters to tenants and how we can improve.

Tenants want involvement to be easy, welcoming and flexible, with different ways to share their views that fit their lives and support to overcome barriers to taking part. They want to know their contribution matters: that EPIC listens, acts where possible, provides updates and explains when something cannot change.

They also want their influence to make a visible difference to their homes, services and neighbourhoods. This means checking whether changes have helped, being present in communities and working together with tenants and local partners to build trust, improve shared spaces and strengthen community life.



These six commitments underpin how we deliver tenant engagement across EPIC.

Commitment One – Make Engagement Easy

We will offer different ways to get involved, from a quick conversation or text to regular participation, recognising that people have different needs, preferences and demands on their time.

We will ask how tenants prefer to communicate and make it easier to take part.

Every colleague has a role: everyday conversations during visits, estate walks and telephone calls

---

Commitment Two – Listen and Respond

Being given an opportunity to speak is not the same as being listened to.

We will listen with care, acknowledge feedback and make sure it reaches the people who can act on it. We will keep tenants informed, explain what we can do and be open about what we cannot change and why.

We will expect the same approach from our contractors and partners, working with them to respond to concerns and take responsibility for resolving issues.

Commitment Three – Close the Feedback Loop

We will track how tenant feedback leads to action through our Change Log and outcome reporting, recording what changed and the difference it made.

Introducing a new policy or changing a service is only part of the picture. We will return to tenants, where appropriate, to ask: **"Has this improved your experience?"** and use their feedback to guide further improvements.

We will share the difference tenant influence makes through our website, tenant communications, annual reporting and engagement activities.

Commitment Four – Include Every Voice

We will recognise and address the barriers that can make involvement difficult, including disability, language, digital access, caring responsibilities, transport and confidence. We will offer practical support and different ways to contribute, respecting that formal involvement will not suit everyone.

We will use what we know about our tenants and communities to identify whose voices we are missing and find ways to reach them. This will help us hear a wider range of experiences, including from tenants who rarely get involved.

Commitment Five – Connect Engagement to Neighbourhoods and Communities

We will be visible and accessible in neighbourhoods through estate walks, community events and informal opportunities to talk. We will work with tenants to identify local priorities and support improvements to shared spaces, the environment and community life, including opportunities to volunteer and get involved.

DRAFT

Where issues extend beyond EPIC's responsibilities, we will work with local partners and help tenants connect with the organisations that can make a difference.

Commitment Six – Build Trust Through Partnership

We will be friendly, approachable and professional, so tenants feel comfortable asking questions, raising concerns and challenging our decisions. We will value their experience and work together as partners, being clear about where tenants can influence decisions and honest about any limits.

We will support tenants to hold us to account and take responsibility when we fall short. Trust will grow through everyday actions that match our commitments.

---

5. Different Ways to Get Involved and Influence

We want more tenants to help shape EPIC's services, decisions and neighbourhoods. Whether someone has five minutes to share an experience, wants to contribute to a particular project or would like an ongoing role, there should be a welcoming opportunity to get involved.

Tenants will be able to choose activities that match their interests, experience and available time. They can take part occasionally, try something new or step back when they need to. Every contribution matters.

We will build on our existing opportunities and work with tenants to develop a wider range over the life of this strategy.



Making the invitation personal

We will ask tenants what interests them and how they would like to contribute, so we can invite them to relevant opportunities. Tenants will be able to register their interest without committing to a regular group or meeting.

We will actively reach beyond those already involved, using everyday contact, neighbourhood activity and local partnerships to welcome new people and hear different experiences. Tenants will also be able to suggest topics and activities themselves.

Making involvement worthwhile

For each opportunity, we will explain its purpose, the time involved, what tenants can influence and how their contribution will inform decisions. We will involve tenants early enough to help shape proposals and choices.

We will offer information, practical support and opportunities to build confidence and skills, including discussing access needs and help with participation costs. Getting involved should also offer opportunities to meet people, share experience and learn something new.

The Tenant Insight Group will help us review this range of opportunities, identify gaps and understand whether more tenants are becoming involved and making a difference.

---

6. Tenant Insight Group

The Tenant Insight Group brings tenants and Board Members together to help shape EPIC's services, review performance and challenge how we work. It provides a clear route for tenant experiences and recommendations to inform decisions and reach the Board.

The Group supports EPIC's approach to co-regulation by helping tenants influence services and hold EPIC to account. The Board remains ultimately responsible for EPIC's performance and compliance with regulatory standards.

The Group will:

- monitor progress against this strategy and help shape its annual review;
- consider tenant feedback, complaints, performance information and outcomes to identify what is working and where improvement is needed;
- help identify priorities for tenant-led service reviews and consider their findings;
- contribute to the development of policies, services and strategic priorities;
- challenge whether proposed and completed changes reflect tenants' experiences and improve outcomes; and
- have the confidence things are working properly
- share findings and recommendations with the Board, contributing to its assurance about the quality of services and effectiveness of tenant influence.

EPIC will provide the information, support and learning opportunities members need to contribute confidently. Recommendations will receive a clear response, explaining what action will follow or why a different approach is being taken.

DRAFT

The Group is one of several ways tenants can influence EPIC. It will draw on feedback from across our tenant communities and help us identify whose experiences are missing, so that its work reflects a wider range of views than those of its members alone.

---

7. Looking More Closely at Our Services

Sometimes tenants will want to explore a service in more depth to understand what works and what needs to change. We will support them to choose topics that matter to tenants, ask questions, hear different experiences and consider relevant information before recommending improvements.

The Tenant Insight Group will help take recommendations forward through EPIC's governance arrangements. EPIC will explain how it will respond, agree actions and timescales, and involve tenants in checking whether the changes have made a difference.

---

8. Everyone at EPIC Has a Role

Listening to tenants and acting on their insight is part of everyone's role at EPIC. Through everyday conversations, service delivery and strategic decisions, we will make involvement welcoming, take feedback seriously and use it to improve.

We will provide the time, support and resources to make this happen, with clear accountability for delivering this strategy. Tenants will choose how and when they get involved, knowing their contribution is valued and can make a difference.

---

9. How We Will Know It Is Working

Success means tenants can see how their involvement has shaped decisions and improved their homes, services and neighbourhoods. We want tenants to feel listened to, have confidence in raising concerns and know that their contribution leads to a considered response.

We will assess the difference this strategy makes by looking for evidence of:

- **Better services and experiences** – changes shaped by tenants make services easier to access, more responsive and better suited to their needs.
- **Decisions influenced by tenants** – tenant experiences and ideas help shape policies, investment choices and organisational priorities, with clear examples of what changed as a result.
- **Stronger neighbourhoods** – involvement helps deliver local improvements and strengthens connections between tenants, EPIC and community partners.
- **Wider involvement** – people who previously faced barriers can contribute, bringing experiences into decisions that might otherwise have been missed.
- **Greater trust and accountability** – tenants understand what happened following their feedback and feel more confident that EPIC listens, responds and takes responsibility.

For significant changes arising from tenant involvement, we will record what tenants wanted to improve, what action followed and the intended outcome. We will then check whether that outcome was achieved, using tenants' experiences alongside relevant service information. Where

DRAFT

improvements have not worked as intended, we will explore why with tenants and agree what needs to happen next.

Our Change Log and Tenant Engagement Dashboard will bring this evidence together, drawing on tenant feedback, complaints learning, satisfaction measures and service performance. We will use both data and personal accounts to understand the difference made, recognising that wider factors can also affect results.

We will review progress with the Tenant Insight Group and report to the Board, sharing clear examples and learning with tenants. This will help us understand which approaches make the greatest difference and where we should focus our efforts.

---

10. Delivering and Reviewing Our Strategy

This strategy will be supported by a live Tenant Engagement and Influence Action Plan, setting out responsibilities, timescales and intended outcomes. The Executive Team will be responsible for delivery, with oversight from the Board.

The Tenant Insight Group will review progress, challenge whether actions are making a difference and recommend improvements. Its findings will inform reporting to the Executive Team and Board, alongside feedback from wider tenant involvement.

We will review the strategy annually with the Tenant Insight Group and other tenants, considering what has improved, what still needs attention and whether our approach reflects changing needs and priorities. Significant changes will be presented to the Board for approval, and we will share the findings and next steps with tenants.

DRAFT