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DAY 2 - 23RD JUNE 2021 | 10:00 AM - 4:00 PM



Welcome and Introduction from the Chair

Nigel Wilson, Chief Executive, Gentoo Group





Embedding the Tenant Voice in Net Zero through a Social Housing Residents Climate Jury

Peter Bryant, Director, Shared Future CIC

Liam Gregson, Member Engagement Manager, Northern Housing Consortium

Philip Pollard, Assistant Director Community & Customer Engagement Karbon Homes

Anne-Marie Bancroft, Customer Engagement Manager, Salix Homes Jane Hobbs, Senior Compliance Business Partner, Thirteen Housing Group



Getting your culture right and supporting customer Influence in decision making at the top of your organisation

Yvonne Davies, Managing Director of Scrutiny and Empowerment Partners Mick Warner, Former Regulator Fayann Simpson, Board member, L&Q Tirivashe Mutindimuri, Operations Committee Member, Incommunities





Tenant Influence in Decision Making

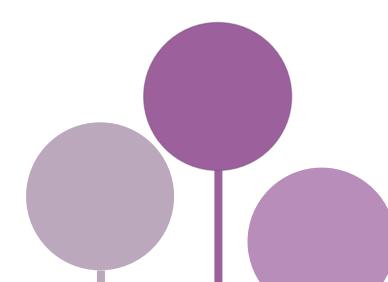
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Mind the Gap!



- What gets measured gets done changes in regulation and govt priority to build for HAs
- Understand the gap between the influence of tenants, staff and the Board or Council (and close the gap)
- Understand how and where decisions are made:
 - on tenant facing services
 - on organisational priorities
 - on organisational spending
- Consider how many of your tenant facing decisions are collaborative
- Take the pulse of resident opinion more regularly
 - survey services, respect, tenant voice and promises
 - measure the culture of the organisation from the mindset of tenants

Fix the disconnect

Great Landlords



- Gather Evidence -Understand where tenant opinion influenced services
- Invest in staff customer care and professional training
- Hear the tenant voice directly as executives and Board members/ Councillors
- Open up meetings of HAs and ALMOs to existing and future tenants to listen in and hear the energy and enthusiasm in the room (Network HA)
- Ask questions about operational matters for ASSURANCE
- Reach out for a wide tenant viewpoint surveys and face to face
- Debate tenant satisfaction and complaints for lessons learnt – so real changes are made
- Evidence assurance of outcomes for tenants

Take time to sell their vision to tenants

Great Ideas (and there are many more)

100% resident decision making:

- Salix Customer Committee of the Board
- Yorkshire Housing Customer Voice & Review Committee (reporting to the Homes and Places Committee of the board)
- Leeds CC Tenant Scrutiny Board meetings with the Council lead on housing scheduled for the year
- Ongo customer policies are agreed by tenants and signed off by Executives

Tenant & Community member majority

 Cobalt Housing – Homes and Neighbourhoods Committee of the board – along with 3 board members

ALMOs – 1/3rd of tenants on the board (and also on Committees)

Councils – Tenant Scrutiny Panel attending the Council's Scrutiny Cttee

<u>All</u> staff visits – South Liverpool Homes "Everyone Together"

Executives and staff visiting homes and neighbourhoods and listening

Listen, act and feed back



Collaborative working opportunities



Tenants are committed and have a stake in improvements

- Recruit diverse thinkers and engage them before project brief is agreed
- Diverse representation of the tenants/communities/staff (Community Gateway)
- Task and Finish meetings of the Council and Board business
- Awayday attendance discussions on strategy priorities, budgets and forward plans
- Invite involved tenants to train and meet their staff
- Mentor/buddy tenants

"The changes made as a result of learning makes a difference"

Collaborative Questions



Questions to fuel curiosity and capture diversity of thought:

- What do new and existing tenants/communities want?
- How do we engage with a wider tenant base?
- What are your future goals?
- What are we good at?
- What are the threats to achieving great tenant satisfaction/services?
- What is our impact on....XXX service?

"Remain positive, focus on the needs of current

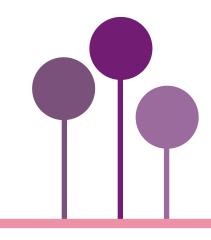
and future tenants"

Thanks for listening



30 minutes for comments and questions later!



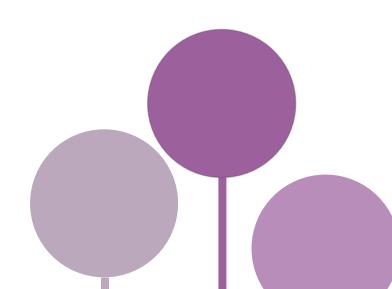




Getting your culture right

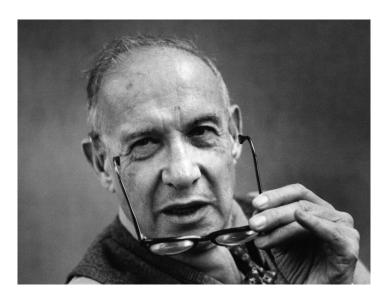
Mick Warner YD Consultants mick@ydconsultants.co.uk 07766 125094

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"Culture eats strategy for breakfast" Peter Drucker, management consultant and author

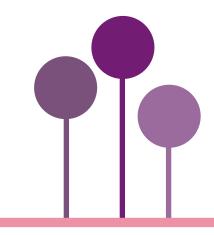


NHF Code of Governance (but good governance) 1



Mission and Values

"The board sets and actively drives the organisation's social purpose, mission and values and through these embeds within the organisation resident focus, inclusion, integrity, openness and accountability"



NHF Code of Governance (but good governance) 2



Culture

"The board regularly considers and defines the behaviours that will best enable the organisation to deliver its mission and values The board leads by example and promotes the culture of the organisation

The board seeks regular assurance that its desired culture and behaviours are being enacted in practice in alignment with its mission and values"



Organisational culture(s)

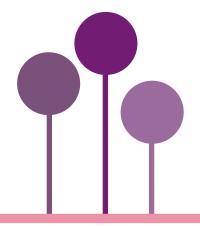
What sort of organisational culture(s) do you want?

- Collaborative
- Transparent
- No-blame
- Learning
- Inclusive
- Professional
- High performance
- Customer focused
- Compliance focused
- Entrepreneurial



Role of leaders in organisational culture

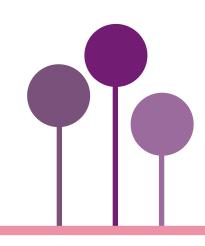
- Recognise the importance of organisational culture
- Define the preferred culture
- Live the preferred culture collectively and as individual Board members
- Ensure the organisation's values are embedded in everything the organisation does
- Ensure the values are aligned with recognition and rewards
- Obtain assurance that the actual culture matches the preferred culture





A healthy leadership culture

- Setting the agenda
- Collaborative
- Constructive challenge
- Engaged and involved
- Inclusive
- Diverse
- Listening
- Debate, discussion and decisions





Getting assurance on organisational culture

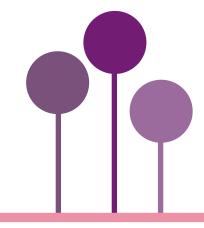
- Internal audit/external review
- Stakeholder surveys and focus groups including staff and customers
- Third party feedback
- Relevant indicators staff turnover, sickness, grievances etc.
- Learning from whistleblowing and complaints
- Direct engagement with staff and customers
- Direct observation





Time for comments and questions





Getting your culture right and supporting customer influence in decision making at the top of your organisation Fayann Simpson OBE Group Board Member and Chair of Resident Services Board

18G

Thinking of joining a Board? We need more people like you

Confidence

 Have confidence in what you're bringing – you will develop skills and build your knowledge but know that you're coming to the Board with the raw materials to make a difference.

Commitment

• Be committed to improving things for all residents and to ensuring that there is alignment between the organisation's values, its strategy and residents' experience.

Curiosity

- An effective Board is made up of people with a variety of skills and experience.
- Stay curious about other's areas of expertise and points of view but bring it back to how it serves or impact on residents and the quality of service or support they will receive.

Collaboration

Boards need different perspectives but to be unified in why they are there. Support is available to you as you
develop your skills and experiences as a Board Member. You can speak to officers beforehand about any
questions you may have and receive support from peers.

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What's it like on a Board? Top tips

Keep it strategic

- Operational thinking: *how* you do things. Strategic thinking: *why* you do things
- Know what you need assurance on and what that looks like the ultimate assurance is what our residents are saying and experiencing so how do you hear that as a Board?

Drive your landlord towards the wider resident voice and experience

 As a Board member, you're not there to be the 'voice of all tenants' but to drive the landlord towards that voice and to be open an accountable to all residents. Keep them focused on who they are there for and striving for consistent quality outcomes for all residents.

See the person behind the data

- Recognise the impact of your decisions as a Board on residents' lives. Remember that sitting behind the data are our residents.
- Your job is to ask questions, the big questions, linking back to what you're all there for what does this decision mean for our residents? How will we keep residents informed? How will we mitigate the impact of these decisions on residents?

Questions

@madambotanical

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Panel Question and Answer Session





Lunch break

Please use the same link from this morning to come back

See you at 2pm





Joint Chair's welcome and opening remarks

Margaret Owens, Chair of the Scrutiny Panel, South Liverpool Homes Yvonne Davies, Managing Director of Scrutiny and Empowerment Partners





Modernising our Resident Involvement Model

Jennifer Perry, Tenant Involvement Team Leader, South Cambridgeshire District Council Paul Bowman, Involved Tenant, South Cambridgeshire District Council Patti Hall, Involved Tenant, South Cambridgeshire District Council



Jennifer Perry

Resident Involvement Team Leader

Advocate



South Cambridgeshire District Council

What a mess!

First day of work, I attended a tenant engagement meeting

- Relationship had broken down
- Tenants didn't trust the council
- Meetings were too insular, not productive
- There was no meaningful engagement



It wasn't the tenants' fault, it was the council's

When I was hired, I was told that tenant engagement wasn't working. That they wanted someone that would make big improvements



Tenant Engagement is a two-way process involving our tenants working in partnership with landlords to share ideas, information and have input to decisions to improve services. Tenant participation gives residents the opportunity to get involved in the development and monitoring of housing services.

Guide to successful tenant participation

What went wrong?

- We only asked tenants to comment on strategies or policies **after** they were created.
- Housing officers didn't bring projects to tenants
- Tenants struggled to find ways to contribute, so they focused on issues that they understood or impacted them personally. It became a moan session, repeatedly bringing up the same topics.
- The work tenants did were separate from the housing service plan / work.
- There was not any substantive work being done by the tenants
- There was no real collaboration
- We didn't share information or plans with tenants
- Tenant engagement was a tick box exercise



It wasn't just tenants

For Staff:

- Often interaction was often negative
- It wasn't productive
- Didn't see any benefit of working with tenants



I want our involved tenants to feel valued. But the only way that will happen is if we acknowledged that things hadn't been working

We created a new way to engage where tenants where they saw their work reflected in the plans, projects, processes and procedures.



Bite the bullet

The Vision We needed a new approach, working with the old structure wasn't going to work

We needed to work with tenants to develop a new framework

Tenants had to have direct access and ability to influence the key housing decision makers

There should be opportunities for the existing involved tenants but attract more people, bring in fresh views

We had to change the internal attitude towards tenant engagement

We needed to find a way to have tenants working together with staff

We also needed that work to deliver the housing plan, not to distract from it

It wasn't going to be easy

Nothing that good comes easy

Tenants were apprehensive



"Originally I did not trust Jennifer she had grand ideas, but trust doesn't come easy. However, after the things she has arranged, I now think she can implement changes. Her ideas do work and things are improving.

She has involved us in new roles working with staff which previously had not happened. The joint panel with staff, councillors and tenants is working. We are listening to each other and I am sure things will continue to improve. I want to continue to be involved"

Patti Hall

Acknowledging what was wrong



It soon became obvious that for 'Participation' to be both effective and productive, concerns should not only be heard, they must also be meaningfully addressed – and ours were not.

I also learned that, unless participants on both sides of the Group talk the same language and have access to meaningful data, neither will experience anything but frustration. And there was frustration aplenty.

Paul Bowman



Early days but...

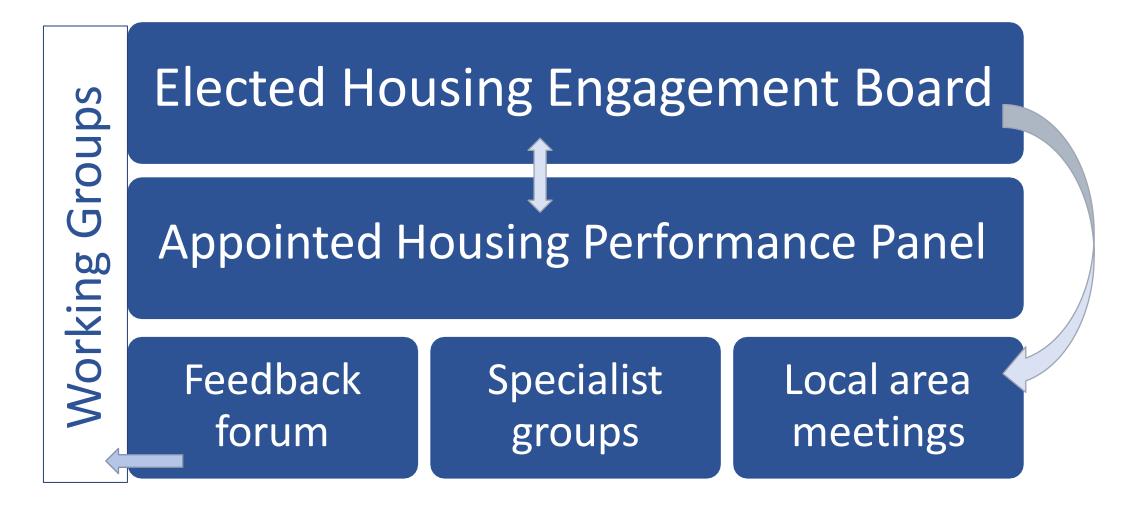
We were fortunate, though. Jennifer arrived and had the insight (and doggedness) to cause both Tenants and Council Officers to consider other approaches to productive participation.

I am glad to say that, although this is 'early days', I no longer feel that we are taking part in a 'tick box' exercise and my sense is that Council Officers are listening, addressing our concerns and providing us with feedback.

Most importantly of all, we are being given the opportunity, as invested Tenants, to be viewed as assets to Council Officers – not a nuisance to be tolerated because the Law says so!

Paul Bowman

New Framework



Framework isn't the game changer

It's making the service plans the primary focus on engagement



We want tenants involved in delivering the service plan:

Service plans deliver the housing objectives and requirements of whitepaper

Everyone is working on the same issue at the same time

Creates opportunity for tenants to work with staff to discuss and influence the service from the beginning of projects

It supports the work of the housing officer's vs distracting

Encourages a working relationship

Gamma Working together from the start

Each service plan with the housing department is reviewed from a tenant engagement point of view



- Where engagement would help with direction, decisions or performance
- Key decisions impacting on the service
- Priorities identified by the Whitepaper, HEB, HPP or complaints

The opportunities will be presented to the HEB and HPP on an away day with housing officers. They will select and prioritise.

- Specific focused projects
- Objectives



- Types of engagement
- How we are going to measure outcome
- Review how the process has worked refine it

Regulatory requirements



Creates records for inspection



- Service plans incorporating whitepaper requirements
- ✓ Away day forward plan
- ✓ Meetings schedules, attendance, actions
- Outcomes and post survey questionnaires (tenants and staff)

All of these make it easier to share results and demonstrate regulatory requirements

Hints and tips

- Focus on how to make cultural changes internally
- Support housing officers to identify opportunities, objectives and benefits of engagement
- Provide suggestions on what engagement might look like e.g. survey's, working groups, discussion at boards or local area meetings
- Be transparent with tenants on what work is planned, opportunities for engagement
- Encourage tenants and staff to be specific, stay focused on the project
- Help tenants and staff be realistic with resources, time ask them to prioritise
- Have tenants working directly with those tasked with delivering the housing service
- Measure the outcome and ask tenants and staff what went well, what didn't and help both refine the process



Delivering the Social Housing White Paper Charter promise on Safety

Anne Marie Bancroft, Customer Engagement Manager, Salix Homes Cynthia Alloyda, Resident and Customer Committee

Member, Salix Homes





Panel Question and Answer Session





THANK YOU FOR ATTENDING THIS EVENT

WHC in Northern Housing Consortium www.northern-consortium.org.uk