



THE BIG PICTURE

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Welcome to Housing Brighton: The Big Picture stage

Gavin Smart, chief executive, Chartered Institute of Housing



A message from our sponsors

Tina Mistry
Relationships manager, Aico



Shaping the future – Regulation, complaints and service delivery

Angela Holden, interim assistant director,
investigation & enforcement, Regulator of
Social Housing



Shaping the future – Regulation, complaints and service delivery

Richard Blakeway
Housing Ombudsman



Shaping the future – Regulation, complaints and service delivery

Clare Miller
Chief executive, Clarion Housing



Shaping the future – Regulation, complaints and service delivery

Tom Copley, deputy mayor of London for
housing and residential development,
Greater London Authority



Refreshments and networking



The future of resident involvement

Steve Southwell, chair – residents
panel, Worthing Homes





The Big Picture



Steve Southwell

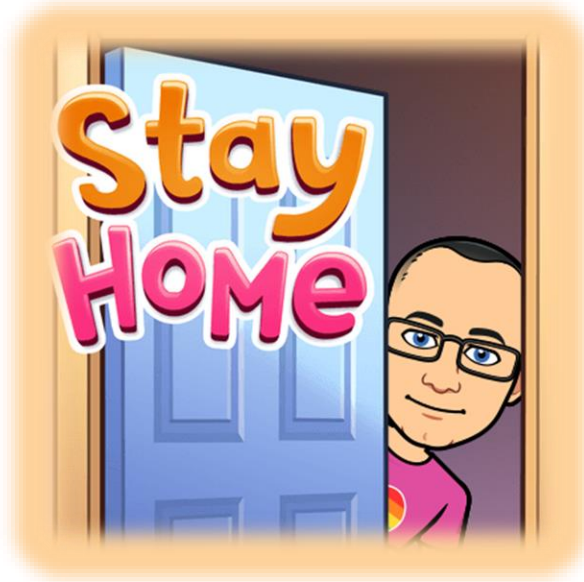
Chair of Residents' Panel, Worthing Homes

&

Member of Housing Ombudsman's Residents' Panel



What a couple of years...





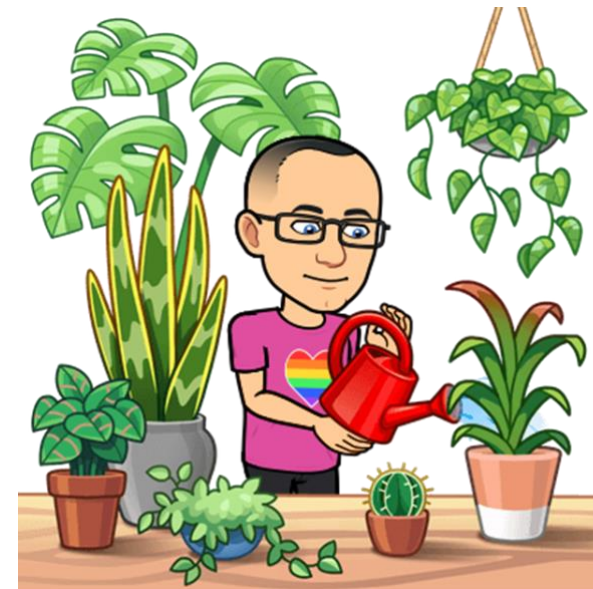
So...What are we doing now?

- What is the Worthing experience?
- Does the offer appeal to residents?
- What's the reward for engagement?
- How do we develop that interest and maintain it?
- Is the offer continually growing and evolving or has it become stagnant?
- How do we hear the silent voice?



What's happening in other areas?

- Getting involved in Self Assessment
 - Recent poll* 98% want to be involved
 - Only 38% actually involved at any stage
 - 23% felt it would undermine relationships
- Increase in internet “help lines/claim chasers”



*Housing Ombudsman Residents Panel



The way forward

- Listen to the voice of “lived experience”
- Resident engagement is easier when the establishment/team is engaged
- One team – working together
- Communicate at all levels
- Remember your social purpose
- Keep it human
 - Tenants are priority
- Don't just repair the fractures
 - Learn from them and share the learnings





Lead by example from the top

Show you care

“Be the change”





Joanna Charlton

Communications Lead for PlaceShapers



PlaceShapers

Together we help communities thrive

The future of resident involvement

Joanna Charlton

Communications lead, Placeshaper





Joanna Charlton

Communications Lead

1. Lessons from unexpected sources
2. Our new environment
3. Challenge ourselves

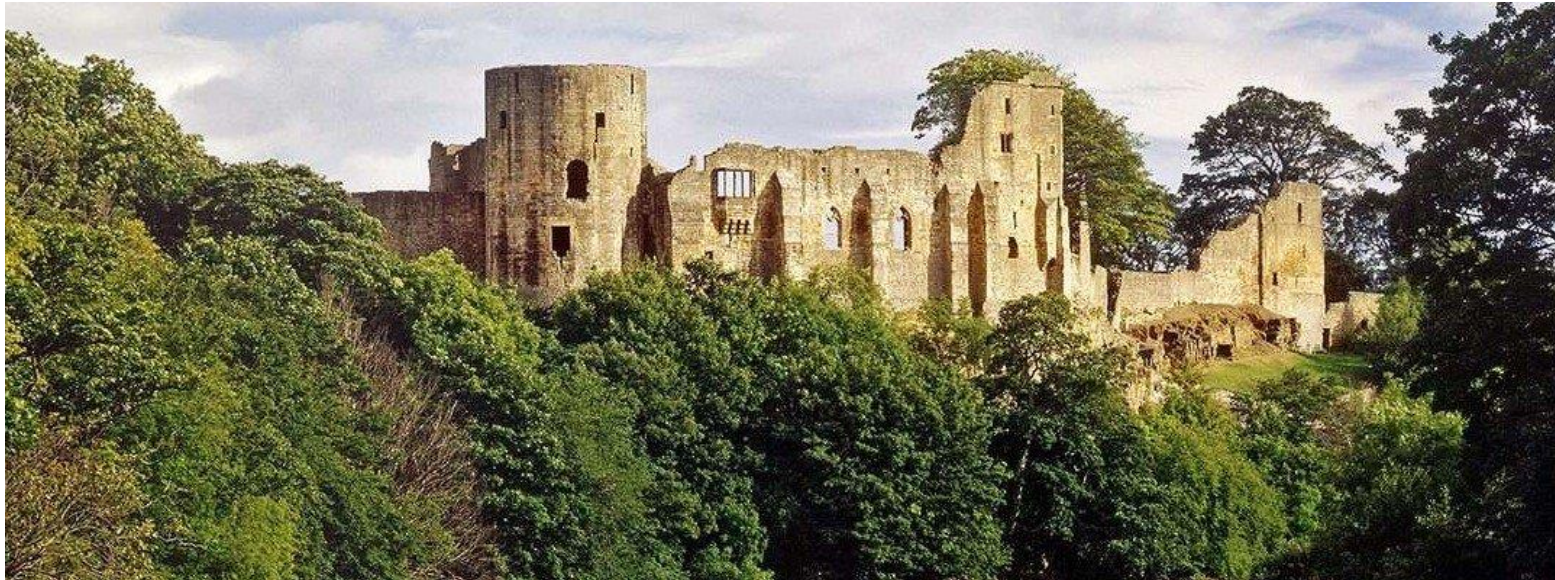
The national network for place-based social landlords. We exist to put people and place-making at the heart of decision making. We connect and collaborate for greater impact.





PlaceShapers
Together we help communities thrive

The most important ingredient





Shaping the new regulatory framework



PlaceShapers
Together we help communities thrive



PlaceShapers
Together we help communities thrive



Getting ready
for new consumer
regulation





PlaceShapers

Together we help communities thrive

Thank you for your time
Let's talk (after Alan)!



www.placeshapers.org

The future of resident involvement

Alan Strickland

Director of external affairs and
resident involvement, Optivo





BUILDING HOMES
MAKING PLACES
ENHANCING LIVES

The future of resident involvement

Alan Strickland

Director of External Affairs & Resident Involvement





Context: a complex environment





Three areas for change

A large, abstract graphic composed of white lines forming a complex, interconnected geometric pattern of triangles and polygons, resembling a stylized arrow or a network structure, positioned on the right side of the slide.

1. Co-creation



Optivo developed a Co-creation Framework, after a group of Board members, colleagues and residents worked as one team to learn from existing examples:

citizens
advice

Rachel Ruscombe-King
(staff member) and
Thomas Britton (service
user) from Citizens Advice
Oxford's Influence Group.

Co:Create

Chris Hewitt from
Co:Create, a co-creation
consultancy working with
health service providers
in Yorkshire.



Lizzie Cain from
University College
London's Centre for
Co-production, which
supports health services
to co-produce new ways
of working.

MHO

Jude Houseago
from Mental Health
Oxfordshire, who has
worked on co-production
projects within voluntary
sector mental health
services.

SYHA South Yorkshire
Housing Association

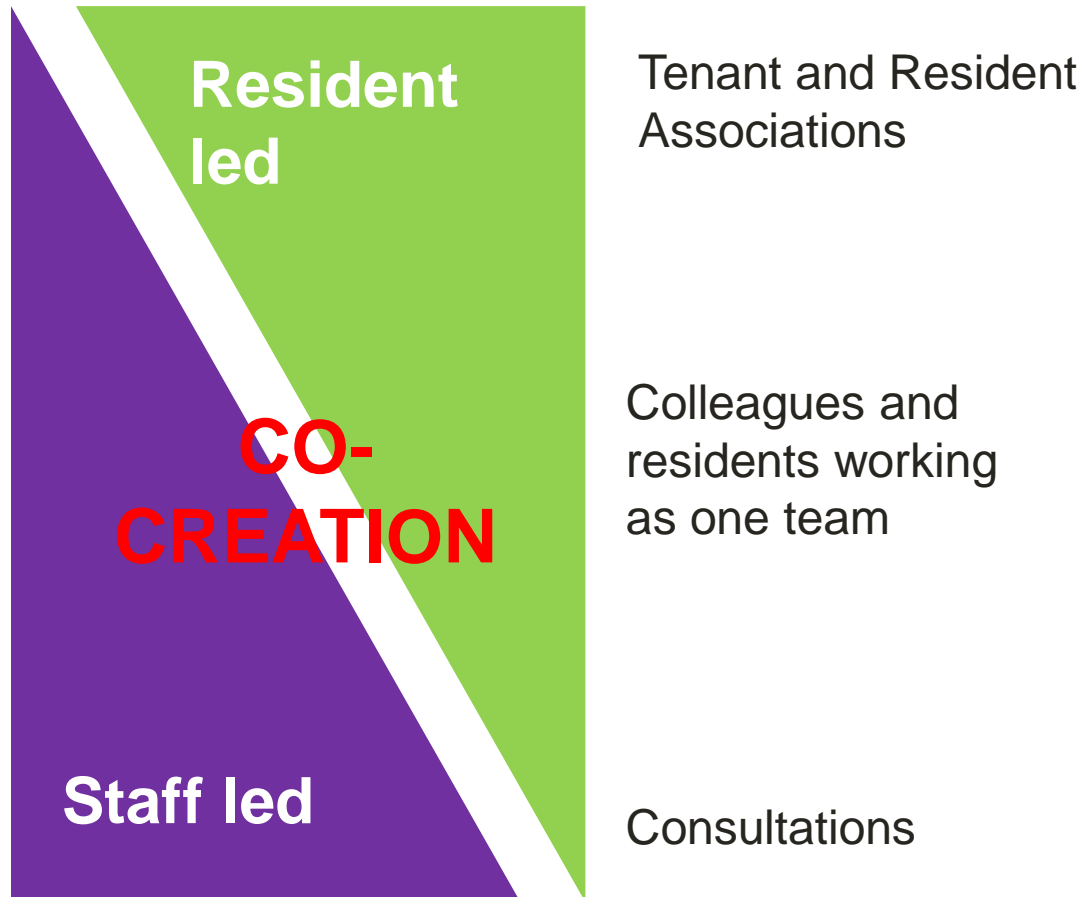
Helen Phoenix from
South Yorkshire Housing
Association, who've
been using co-creation
to involve residents in
service improvement.

fronteer

Hein Van Es from
Fronteer, a strategy
consultancy based in
Amsterdam who have
been running co-creation
projects for KLM,
Heineken and other major
corporations for over 10
years.

*“Co-creation is staff,
residents, and
stakeholders working
together as equals to
design brilliant
services”*

Where co-creation fits



Tenant and Resident Associations

Colleagues and residents working as one team

Consultations

Co-creation isn't the answer to everything

Co-creation can help you if:

- You want to improve a service which is used by internal or external customers
- Something's not working as well as we need, but you're not sure why
- It would be valuable to understand the lived experience of those using a service
- You want to get something right first time

Co-creation Framework – Guiding Principles



1. Recognise the value of lived experience
2. Invite challenge and be prepared to be radical
3. Be transparent, open and honest
4. Involve people from beginning to end
5. Be prepared to resource
6. Create inclusive spaces
7. Constantly review and improve

2. Resident scrutiny

Time for a re-think?

To meet the requirements of the Tenant Involvement and Empowerment Standard, we need to provide formal opportunities for residents to scrutinise services, policies and performance. But are we clear what we want from resident scrutiny? And are we empowering residents to scrutinise the right issues?

Challenges for the future

- We need to make sure resident governance structures are looking at the big issues of the day and really holding landlords accountable:
 - Fire safety
 - Disrepair
- We must harness virtual meetings to reach a wider, younger, more diverse set of residents
- And let's challenge our own assumptions about what resident scrutiny looks like:
 - Does it need to involve formal meetings, papers and multi-year commitment?
 - Or could digital tools change the culture of resident scrutiny and open it up to a wider range of residents?
- What can we learn from how other sectors engage their customers and stakeholders?



3. Local resident involvement

Learning from criticism of the sector

Housing associations and local authorities have come under intense social media and press scrutiny in recent months.

We need to learn from this by:

- Ensuring our resident involvement activities have a clear local element
- Making sure work in – and with – communities is focused on making a practical difference

And demonstrate openness, transparency and a willingness to co-design through:

- Creating opportunities for residents to shape and scrutinise local services in their neighbourhoods
- Empowering residents to co-design solutions to local problems with our staff
- Involving residents in local asset management decisions affecting their building





Summary

- Resident involvement should play an increasingly important role in enabling associations to meet a complex range of challenges
- To do this, we need to recognise resident involvement as everyone's business, not just the role of one team
- Involvement needs to change – let's experiment with co-creation and new forms of involvement
- Let's be outcome focused, not structure focused
- Recognise that effective involvement is bottom-up and top-down: Boards and Executive Teams need to step up provide the right culture and strong leadership
- Regulatory change means resident involvement is now **a must**



Thoughts and questions

A large, abstract graphic composed of white lines forming a complex, multi-faceted geometric shape. The shape is composed of numerous triangles and quadrilaterals of varying sizes, creating a crystalline or crystalline structure. It is positioned on the right side of the slide, partially overlapping the text area.

Lunch and networking



The future of customer service

Jonathan Cowie
Chief operating officer, Vivid



Jonathan Cowie,
chief operating officer, Vivid



**HOUSING
BRIGHTON**

2022

10-11 MAY 2022



Using insight to improve customer experience

CIH 10th May 2022

What do we mean by insight?



Customer Moments of Truth



Our repairs standard

How we keep our homes and communal spaces in good condition



Our safety standard

How we meet our safety legal obligations



Our customer contact standard

How we'll handle enquiries



Our 'putting things right' standard

How we handle and resolve any problems



Our neighbourhood standard

How we manage our estates



Our homeowner standard

Our service to shared owners and leaseholders



Our planned maintenance standards

How we invest in your home



Our moving standard

How we'll make moving into one of our rental homes as effortless as we can



Our customer engagement standard

How we provide opportunities for involvement



Our housing management standard

How we'll work with you to manage your tenancy



Our support standard

How we're here to support you if you need it



Our rent and payments standard

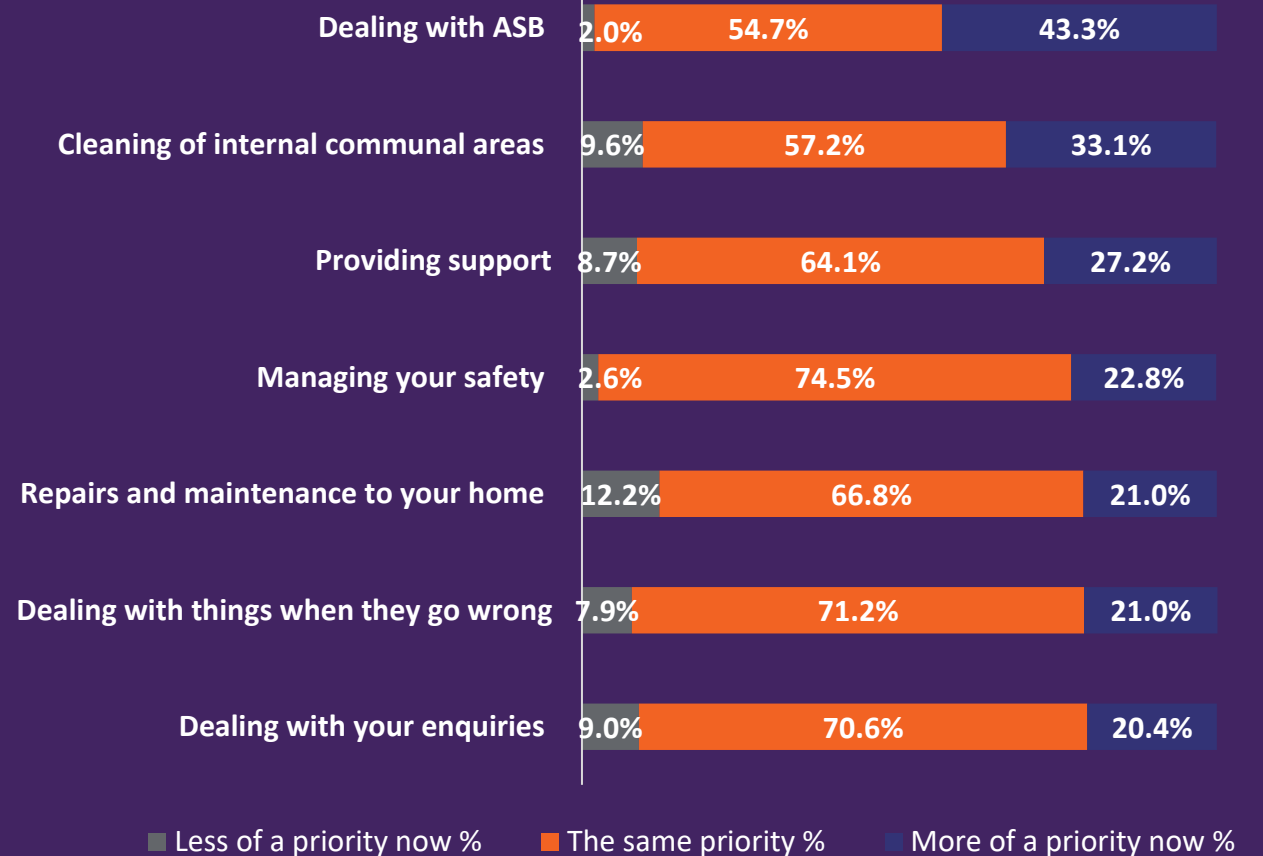
How we encourage, support and enable you to manage your accounts

Customer Priorities & How they have changed

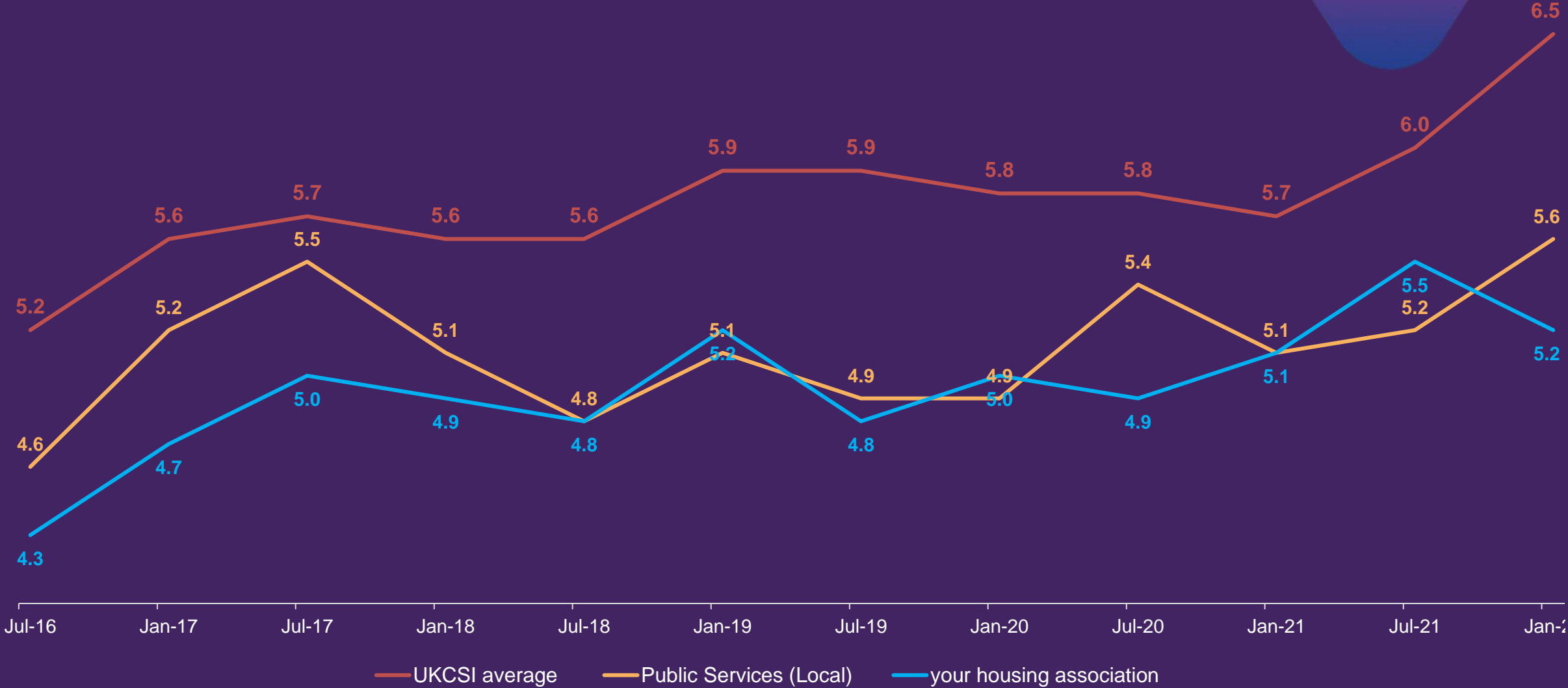
Average score rating of the importance of our services by our customers - part 1



Percentage breakdown of customers' priorities of services after the COVID pandemic - part 1



Satisfaction with complaint handling trends



Ultimate balance

Preventing Homelessness and improving collections



The future of customer service

Denise Fowler

Chief executive officer, Phoenix



Delivering excellent services with empathy and openness

Denise Fowler, Chief Executive, Phoenix Community Housing

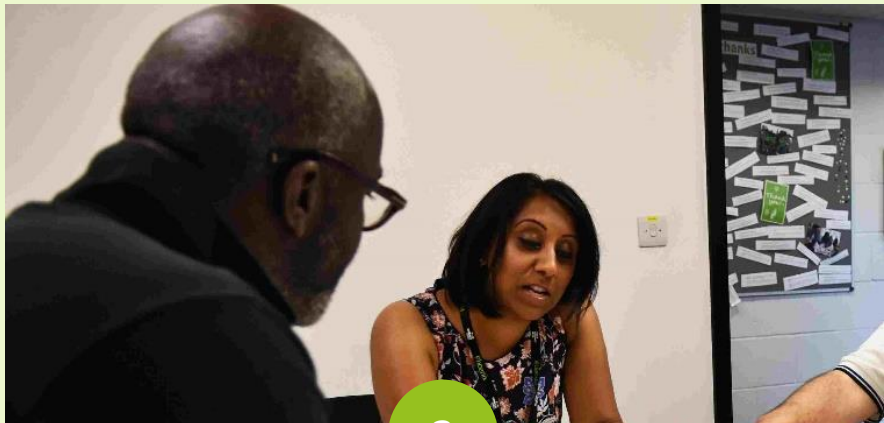
*“Together, we are building a better future for our
Phoenix Community”*





1

Resident leadership and effective governance.



3

Excellent services, efficiently delivered with empathy and openness.

Our strategic objectives

We have set four strategic objectives so we can make sure everything we do aligns with our overall vision. They are all equally important and support one another.



2

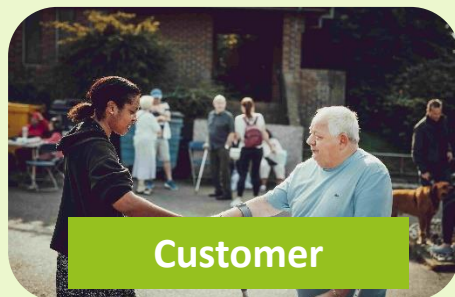
Growth in new homes and opportunities.



4

Sustainability and safety for our business, our community and our environment.

**A culture of continuous improvement
in line with our values**



Communication
always empathetic
and open



At Phoenix “how” we do things is as important as “what” we do.



“The staff are really encouraging and go the extra mile to help regardless of your ability or situation.” – Phoenix resident

The future of customer service

Jo Causon

Chief executive officer, The Institute
of Customer Service



Refreshments and networking



Attracting and retaining talent in a competitive jobs market

Ria Bailes

Managing director, Bailes Partnering Consulting



Attracting & Retaining Talent

Employees choosing to move for better salaries, benefits and career opportunities

56% of employees expect to move jobs in the next 12 months

Employers face ongoing skills shortages in niche areas

77%

of employers experienced skills shortages in the last year

Upskilling high on the agenda

54%

of employees plan to upskill in their current or a different profession...

84%

of employers plan to support their team's upskilling

Top three reasons employees want to move job:

Salary and/or benefits

21%

Lack of future opportunities

20%

Concerns about job security

18%

Top actions taken by employers to address immediate skills shortages within the workforce

Hired temporary or contract workers

40%

Recruited apprentices

21%

Increased use of recruitment agencies

20%

Implemented a mentoring programme

20%

Allowed employees study leave for external training

20%

Increased training budget

17%

Encouraged a more diverse range of candidates

17%

Increased recruitment budget

16%



BPC

Attracting and retaining talent in a competitive jobs market

Ian McDermott
Chief operating officer, Peabody



Attracting and retaining talent in a competitive jobs market

Olukemi Jeboda
Director of people, Langley House
Trust



Comfort break – move between sessions



The future of work

Jake Jooshandeh
Researcher, Royal Society of Arts





Future of work for social renters

Jake Jooshandeh

12 May 2022

The RSA

We are a mission-led social change organisation.

Mission

Growing regenerative futures

We work with people, communities, organisations and ecosystems to grow a better world today and for future generations.

The future of work

To ensure that **everyone**, regardless of background or starting point, can pursue **good work** in an age of **technological change**.



How do we do this?

Three ways:

- 1) **Futures and foresight:** Horizon scanning to understand impacts of technology on workers
- 2) **Working with innovators:** Supporting good-work entrepreneurs
- 3) **Policy research:** Assessing impact and designing policy



Social Security:

The future of work for
social renters



+



CLARION
HOUSING GROUP

Trends in the future of work

Two important trends in the future of work:

Short term: **Remote working**

Longer term: **Automation**



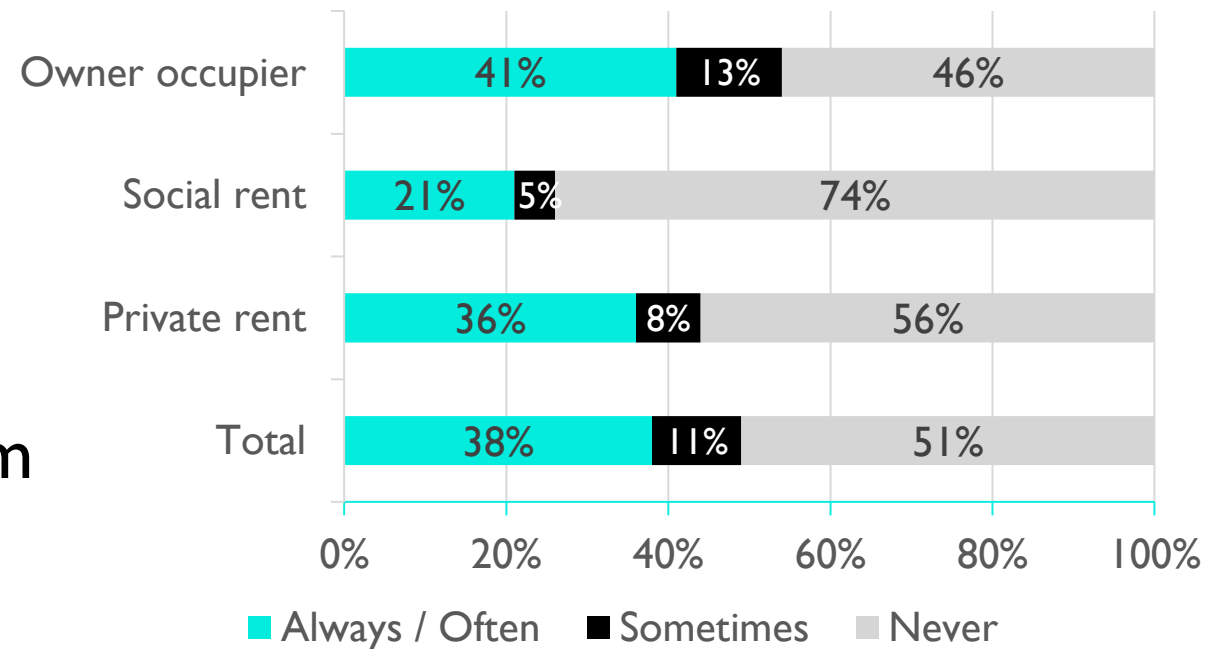
Short term: Remote working

Pre-pandemic **13% of people** worked from home regularly

March 2021, this nearly **tripled to 38%**

For social renters **only 21%** worked from home regularly

Work from home by tenure (March 2021)



Source: Understanding Society

Why is this important?

This is unsurprising

But further embeds inequalities:

- Around half of those who work from home say they save money (ONS, 2022)
- Could become more stark in the Cost of Living Crisis
- There are short-term rebound effects for urban service sector workers



Longer term: risk from automation

What do we mean by 'automation risk'?

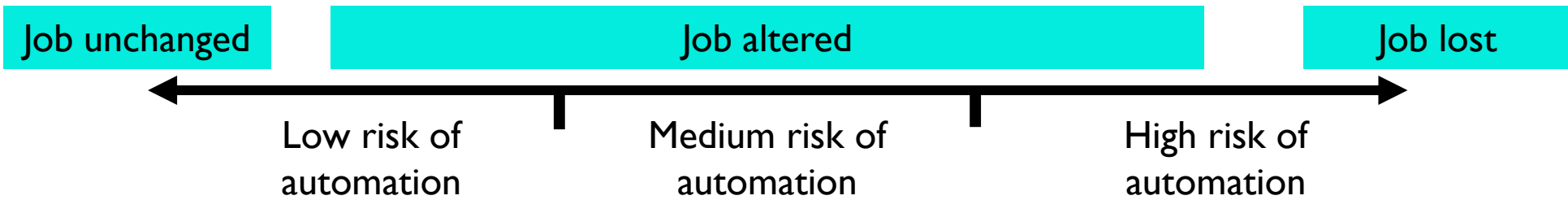
Automation can massively **disrupt** the labour market

Most will **not lose their jobs**

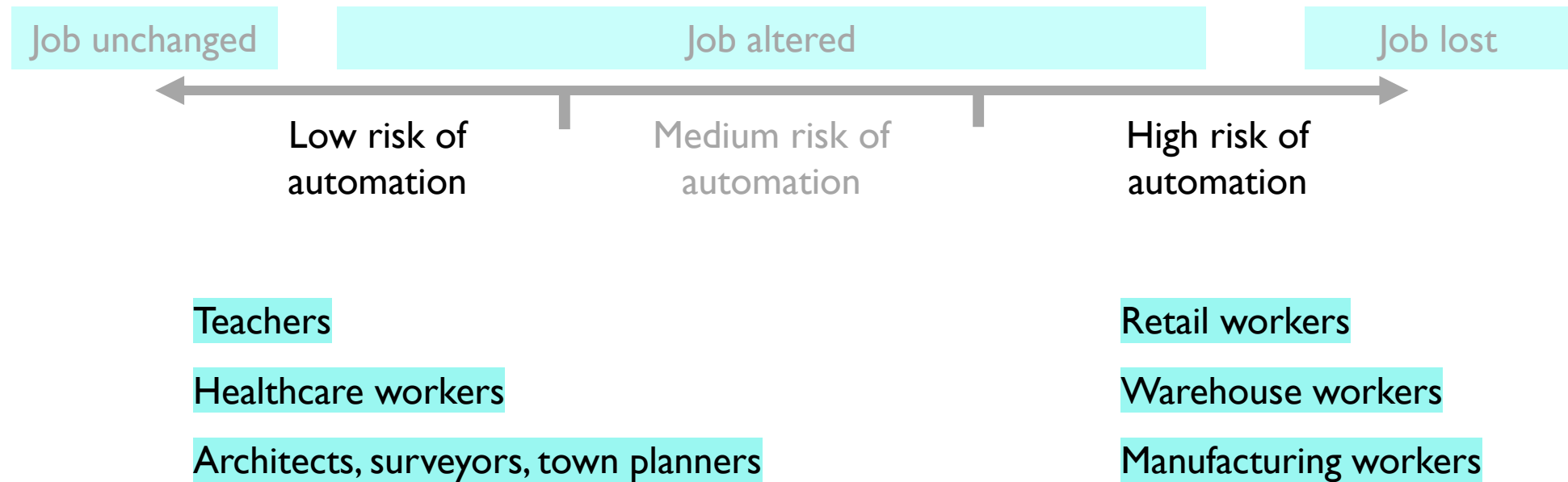
Most will **see their jobs changed**



Longer term: risk from automation



Longer term: risk from automation



Automation + Social renters

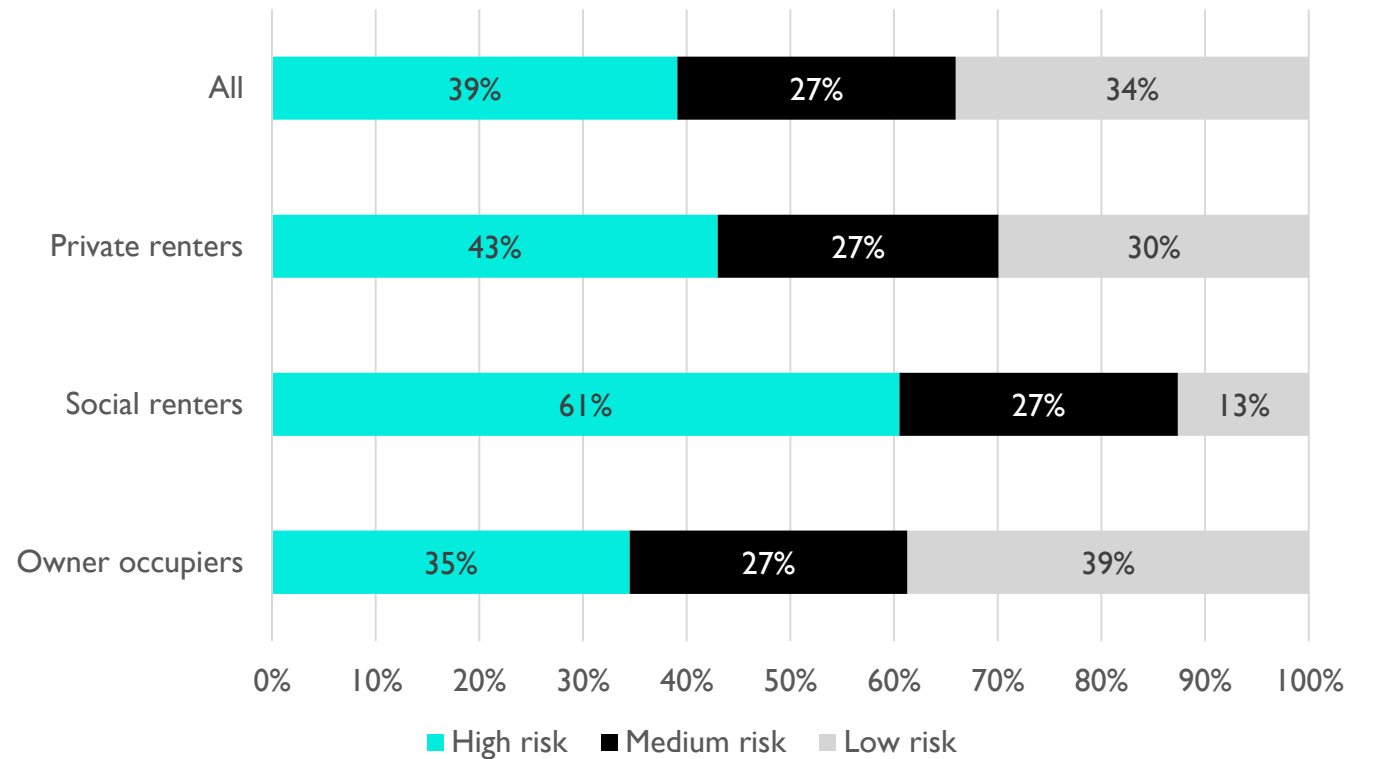
Overall, **4 in 10 workers** are at high risk of automation

6 in 10 social renters are at high risk of automation

In particular:

- **Retail workers**
- **Cleaners**

Workers by tenure and automation risk (England, 2020)





The opportunity

What should we do?

Automation is an **opportunity** for workers, business, and the economy

But the **transition** needs to be managed

Social housing provides a unique **opportunity** to reach those at high risk.



Key recommendation: **Social Housing Plus**

The big picture

A **guarantee all social renters** access to extra **support services**

(Employment support, mental health support, digital skills, financial education)

Led by the local authority

With support and guidance of housing providers, existing service providers, and social renters.

Where services already exist **Social Housing Plus is a way of packaging and joining up access**



Recommendation 1: Social Housing Plus

The small print

Social Housing Plus aims to:

- 1) **Strengthen economic security**
- 2) Ensure all social renters nationally have access to a 'core' list of service areas.
- 3) Build service provision around **shared learning and evaluation frameworks**.
- 4) Build upon, and join up access to, the many existing services around the country.



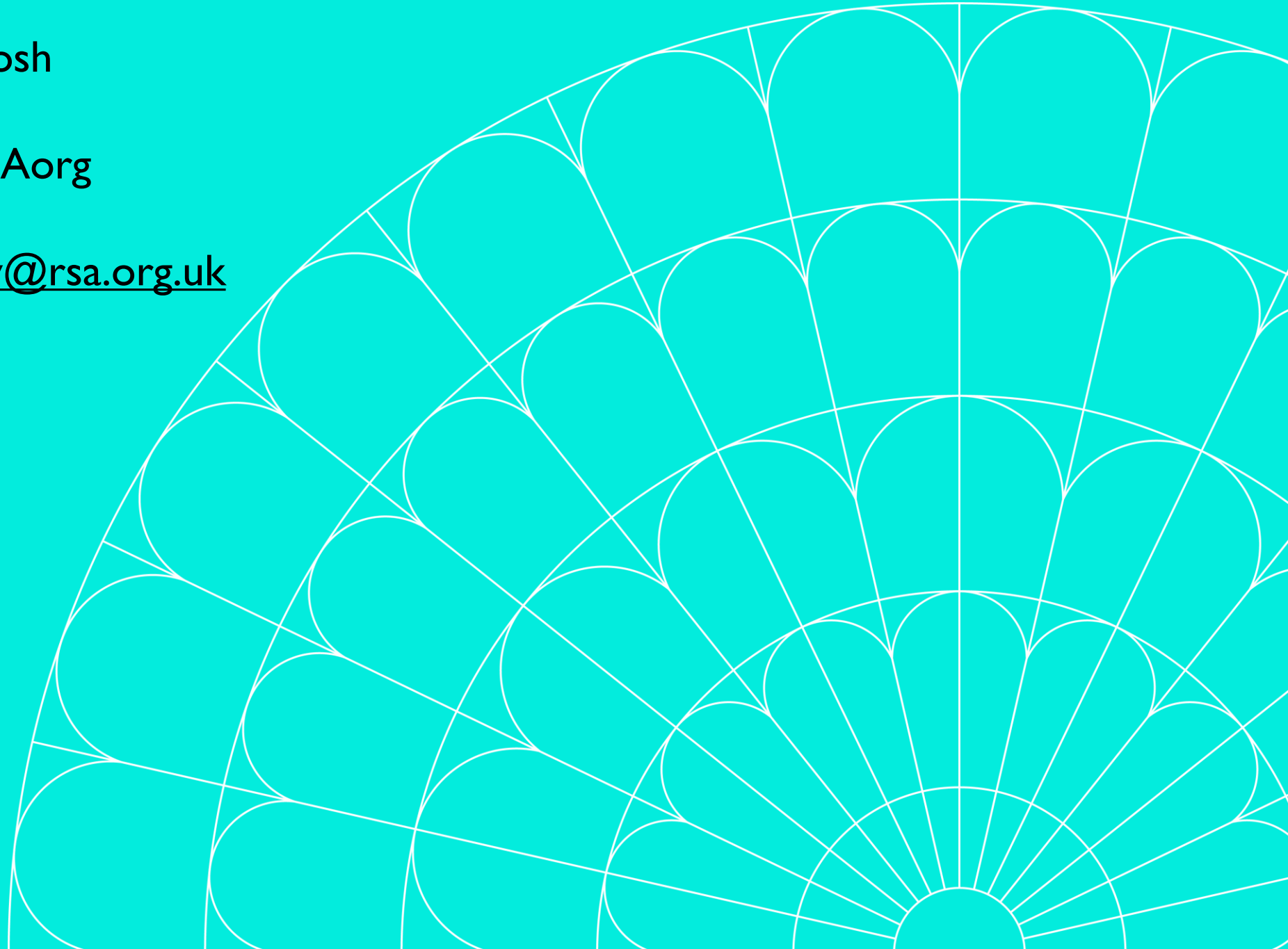
Twitter:

[@JakeJoosh](#)

[@TheRSAorg](#)

Email:

Economy@rsa.org.uk



The future of work

Matthew Griffin

Award winning futurist and
international keynote speaker

