



PEOPLE ISSUES
THEATRE

Panel Discussion: Tenant engagement strategies

- Dave Richmond, City neighbourhoods and housing manager, Hull CC
- Linda Levin, Interim project director, Irwell Valley Homes
- Shauna Morton, Lead on customer investment, Bolton at Home
- Louise Thompson, Head of business services, TPAS

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Dave Richmond: City Manager Neighbourhoods and Housing

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Its Never (D)'Ull

**Sexual intercourse began
in nineteen sixty-three
(Which was rather late
for me) between the end
of the Chatterley ban and
the Beatles' first LP.**



A North East Town..

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Oh.... and a bit about Housing

25,000 Homes

250000-350000 people

Strategic LA of the Year UKHA 2018

Some great new housing.....some not so great old housing.....

Outstanding Approach to Regeneration Winner UKHA 2017

We spend a lot on improvements

National Energy Efficiency & Healthy Homes – Council of the Year 2017

Massively reduced our resources on TP over the years.....

Excellence in Scrutiny TPAS National 2016

We are taking some risks.....

‘First LA to offer shared tenancies’- Crisis 2018

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Tenant Engagement in Hull

Tenants Compact

Tenants Forum- Executive and TaRAs

Scrutiny Groups

Mystery Shopping, Patchwalks , Task and Finish

MSLG

Facebook, Twitter and Facebook Live (a little)

Digital Champions: training and embedded in DWP

Tenants Academy

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Organisational Culture....

It ain't **what** you do,
That's
what gets
results!
It's the **way** that you do it.

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Key Questions we need to ask

Why are we doing this?

What's in it for

How ready is the organisation to listen?

What difference will it make? The use of learning logs.

Is tenant engagement the best way?

Are there other/better means to gain insight?

How will you support tenants to actively engage?

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Can you afford not to....



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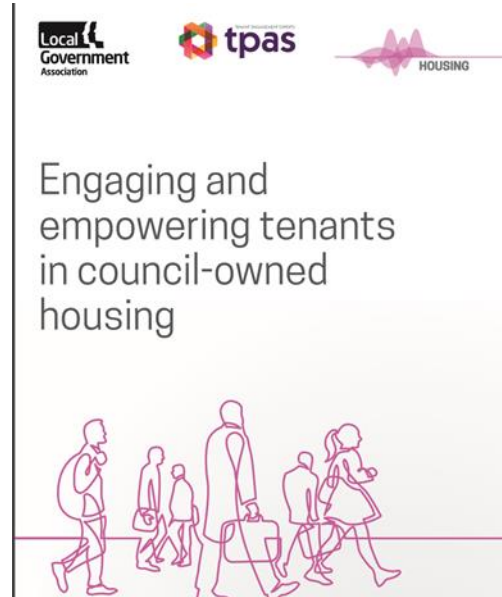
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A bit of a plug.....



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Changing our approach to customer involvement

Linda Levin, Projects Director



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Irwell Valley Homes...

- Provide affordable homes and services across Greater Manchester to over 16,000 customers in over 7500 homes.
- Offer homes for affordable rent, social rent market rent and shared ownership.
- Provide homes for people with dementia, mental health issues, learning and physical disabilities, and those who have been made homeless or been affected by domestic violence.
- Provide services and support to customers to help them sustain their tenancies:
- Maintain and invest in our customers' homes.
- Are building 1000 new homes to meet housing demand.
- Employ over 280 colleagues and have a combined turnover of £35.7m



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Our journey in the last 18 months...



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Co-Creation



**Chips &
Chat**

**Complaint
Form**



**Don't
FEAR
the
AUDIT**



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The next stage of our journey:
improved listening and action



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CX 2019

Customer and Community Engagement

Shauna Morton
Head of Community Investment
Bolton at Home.

Bolton at Home

- BH manages 18000 homes across the Bolton borough.
- We work almost exclusively in Bolton in terms of CI.
- Our communities and neighbourhoods are predominantly recognised as disadvantaged.
- We have a mix of predominantly white neighbourhoods, mixed and neighbourhoods where over 50% are from BME communities.
- Issues like DAV and CSE are frequently linked with our estates
- There is evidence of increases in extremist behaviour in our communities
- The highest levels of unemployment, poverty and indebtedness are invariably found in our communities within the borough.
- The lowest levels of educational attainment and paid employment are also found on our estates.
- Austerity measures have impacted significantly on the people we work with.
- We have seen significant increases in the use of foodbanks, loan providers and alcohol, and drug abuse.

Community Investment

Investment in Communities of approximately £2 Million.

This pays for staffing.

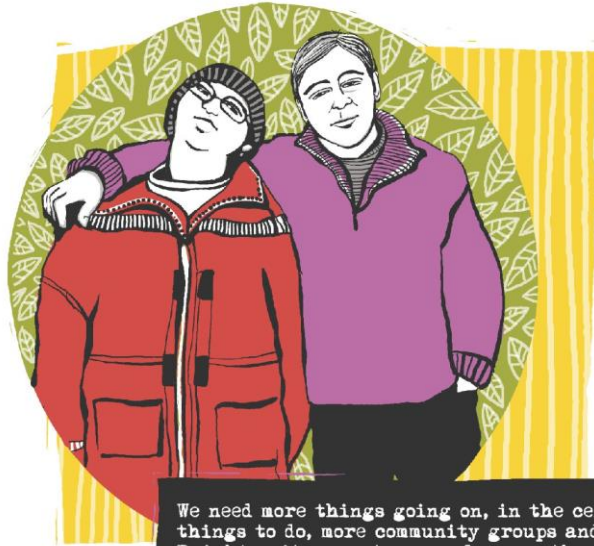
- Community Development Officers
- Arts Officers
- Urban Care and Neighbourhood Officers
- 6 Ucan Centres and 12 Community Centres

And local projects and initiatives.

- Small grants fund (up to £500)
- Projects targeting specific groups
- Supporting the VCS
- Long term initiatives

Engaging people in their Community using Arts.

Portraits



We need more things going on, in the centre, more things to do, more community groups and that. Brighten it up, get some colour on the scene!



[next page](#)

Engagement through Addressing Local Need

- Pantry
- Debt advice
- Rent arrears
- Careline
- Drug and Alcohol Misuse
- DAV
- ASB



Engaging Communities through local employment Initiatives

- Peer Navigators
 - Local People
 - Long term Unemployed
 - Low skills base
 - Tenants



Community Investment

- Use every interaction as an opportunity to engage people in their community.
- Be led by the communities needs, not by organisational agendas.
- Take risks and be prepared to fail.
- Accept that sustainability is not always possible.



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Customer Experience Conference

25th February 2019

Louise Thompson
Head of Business Services

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Who are Tpas?

- Founded in 1988
- Not for profit / membership organisation
- Operate nationally across 6 regions
- Not centrally funded
- Manchester based with 10 staff
- Have 213 Landlord members
- Tenant Groups and tenants
- Commercial members

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Tenant Engagement Strategies

- Framework and Method
- Effective Scrutiny
- Removing barriers

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Inform



Consult



Involve



Collaborate



Empower



Inform

Low level of
public engagement



Involve

Mid level of
public engagement



Empower

High level of
public engagement

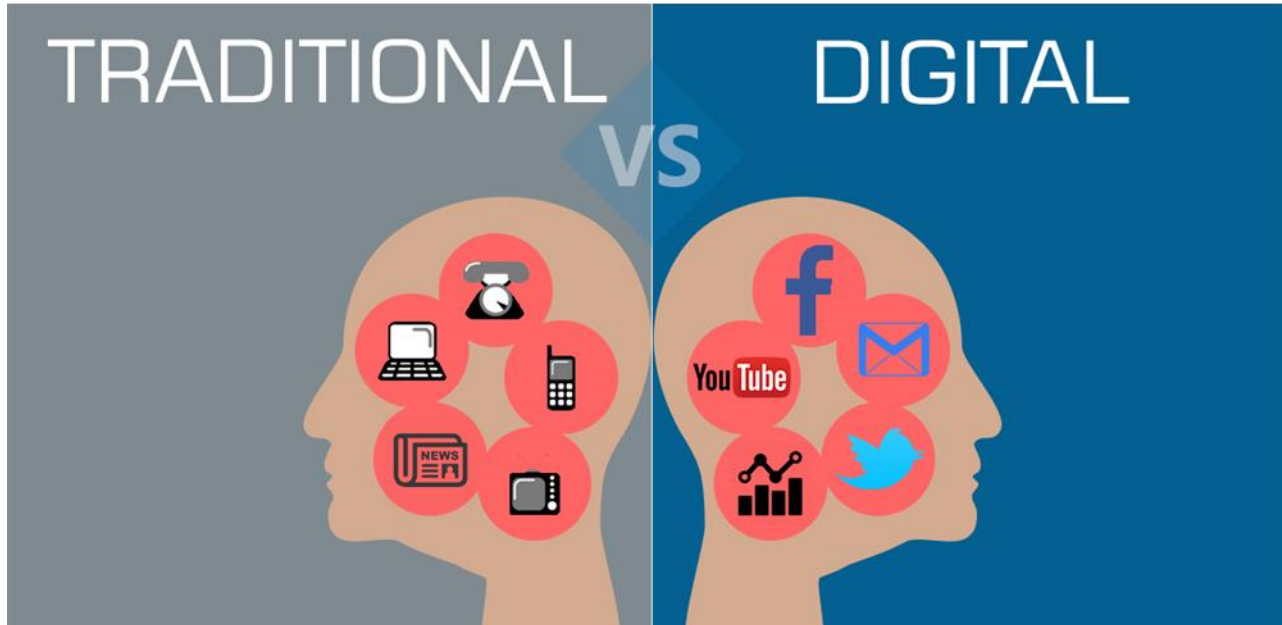
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Blended Engagement

- Social Media
- Portals
- Website
- Text
- Whats App groups
- Events
- Conferences
- Meetings
- Roadshows
- Newsletters
- Door Knocking



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1.2 Involvement and empowerment

1.2.1 Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:

c. the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved

How you do this is up to you!

Scrutiny – where are we at?



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Scrutiny had to evolve



- Efficiency agenda, show value for money
- Reduction in staff time to support scrutiny
- Channel shift, new digital tools
- To evidence impacts and outcomes from engagement
- Recruit and retain volunteers, burnout

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Over 650 respondents from 230 different organisations completed the open online survey and 15 took part in the structured telephone interviews.

Of those who responded 62% were tenants or leaseholders and 37% worked for the Housing Organisation.

Respondents included Chief Executives (1%), Board members or Chairs (10%), Directors or Heads of Service (4%), Leaseholders (4%) and specialist engagement staff (22%)

A dedicated scrutiny group is by far the most commonly used mechanism for tenant scrutiny, with

66%

respondents saying their organisation has one

33%

have Tenant Inspectors or Auditors

20%

have a task and finish approach to scrutiny

Only

13%

have an online approach to scrutiny



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Different Approaches

Rise of the
Task & Finish
Group

Devolved Scrutiny

Partnership
Scrutiny

Scrutiny
Bootcamp

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Don't lose sight of the basics



Centre for Public Scrutiny's 4 Principles of Good Scrutiny

1. Providing a "critical friend" challenge;
2. Reflecting the voice and concerns of the public
3. Taking the lead and owning the scrutiny process;
4. Making an impact on the delivery of public services

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Does your strategy remove the barriers?

METHODOLOGICAL
BARRIERS

PHYSICAL
BARRIERS

ATTITUDINAL
BARRIERS

FINANCIAL / RESOURCE
BARRIERS

TIMING
BARRIERS

CONSULTATION
FATIGUE

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