A culture which welcomes and embraces tenant focus and builds trust

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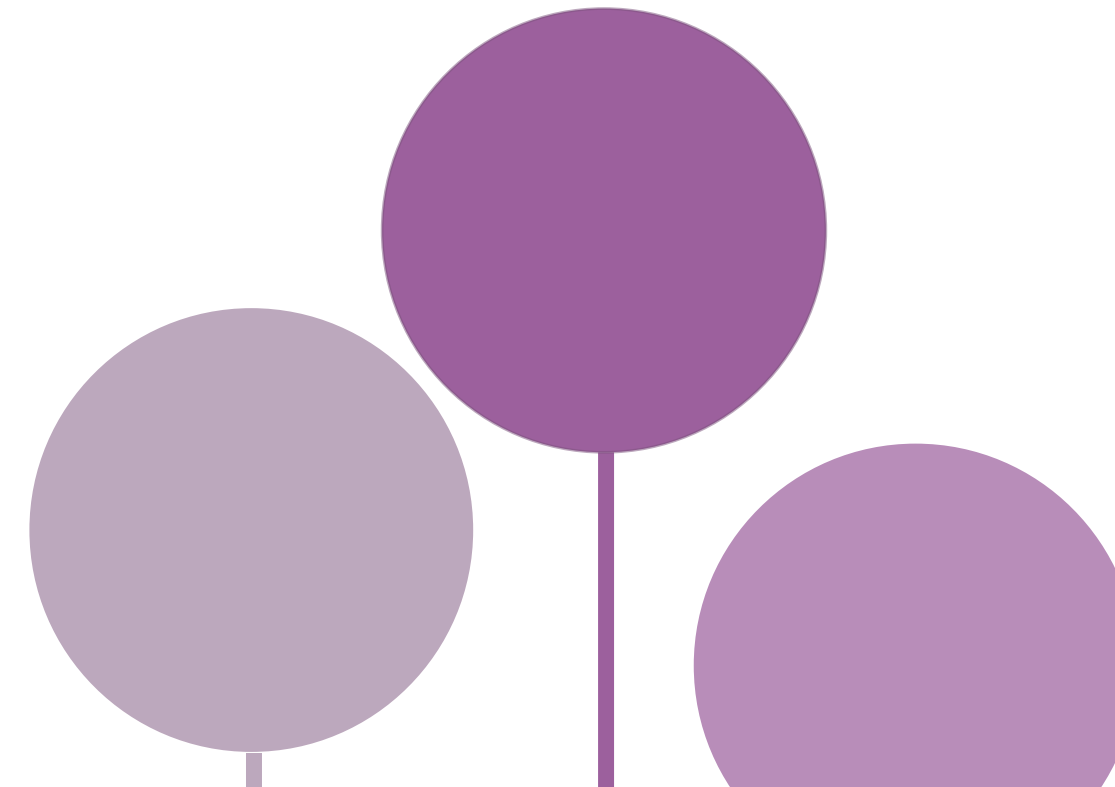
Culture is not a quick fix.
Find out what lies below the line and decide how to change this?

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Trust

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"A firm belief in the truth, reliability or ability of someone or something"

It's a feeling, a confidence, sometimes a hope or anticipation that what you expect to happen will happen.

Trust – easy to lose and hard – but not impossible, to regain

It is difficult to assume any landlord will achieve 100% satisfaction from tenants, if the tenant does not trust you will do what you say.

So - we need to talk to tenant about whether they trust us and why they feel that
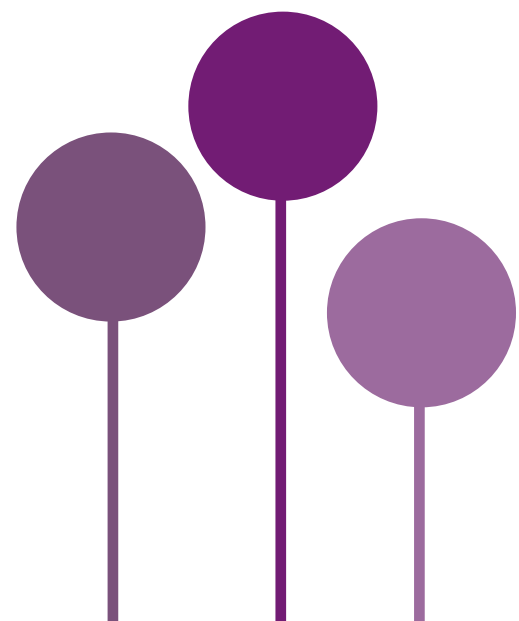
Trust and values

- Landlords do a lot of work on values and make statements in their corporate plans, business plans or other action plans on their priorities.

- Values are often agonised over to get the right wording – but they are meaningless unless they are measured

- How do you measure your values are being delivered – do you speak about them at all with tenants and staff, in the same way that you measure other promised you make?

- Do you survey tenants and staff about the values being delivered

- Of you have lost trust from some tenants – do you know why you lost their trust and have you started to put that right?
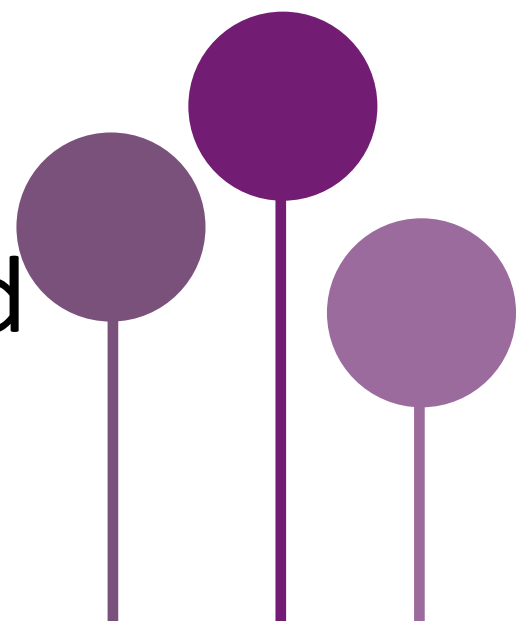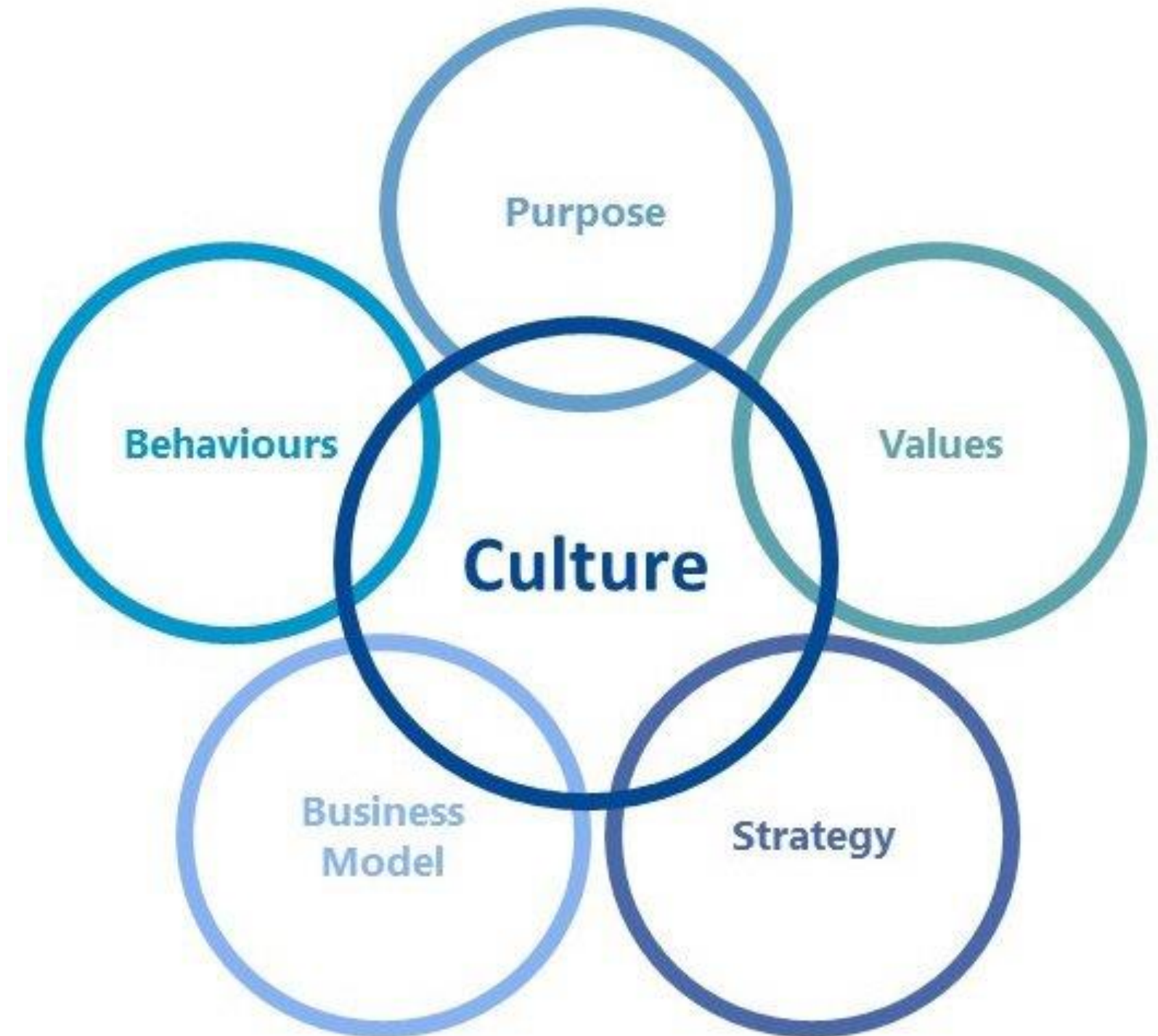
What do we mean by culture?

FRC: A combination of the values, attitudes and behaviours manifested by a company in its operations and relations with its stakeholders.

- Leadership on culture should come from the top

- Everyone has a role to play

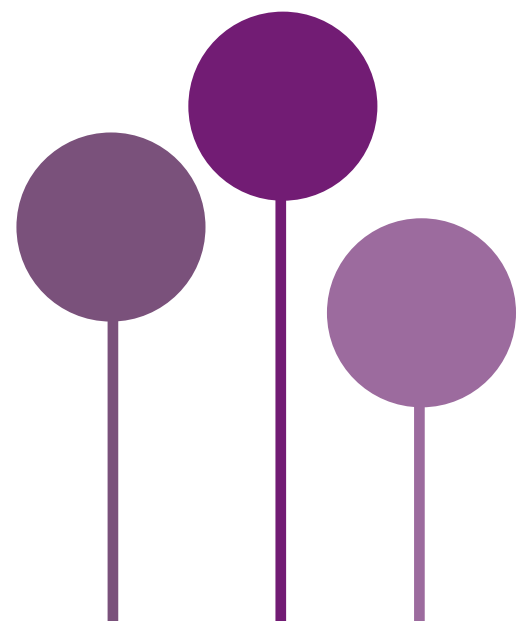- Assessment and monitoring of culture are important

References from:
https://www.frc.org.uk/library/standards-codes-policy/corporate-governance/corporate-culture/

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Culture – check yourselves

1. Do your Terms of Reference scream out a tenant focussed culture?
2. Do we state our culture? – what are board or Council and committees saying about trust, culture, values and transparency?
3. How is culture cascaded across the organisation in terms of behaviours and expectation of staff?
4. What about those who are not engaged and therefore not included? Do they have a great experience? What is your evidence of this?

What we achieve and how we achieve

The mutuality zone

- Unwritten rules
- Expectations in behaviours
- What people do?
- What is celebrated?
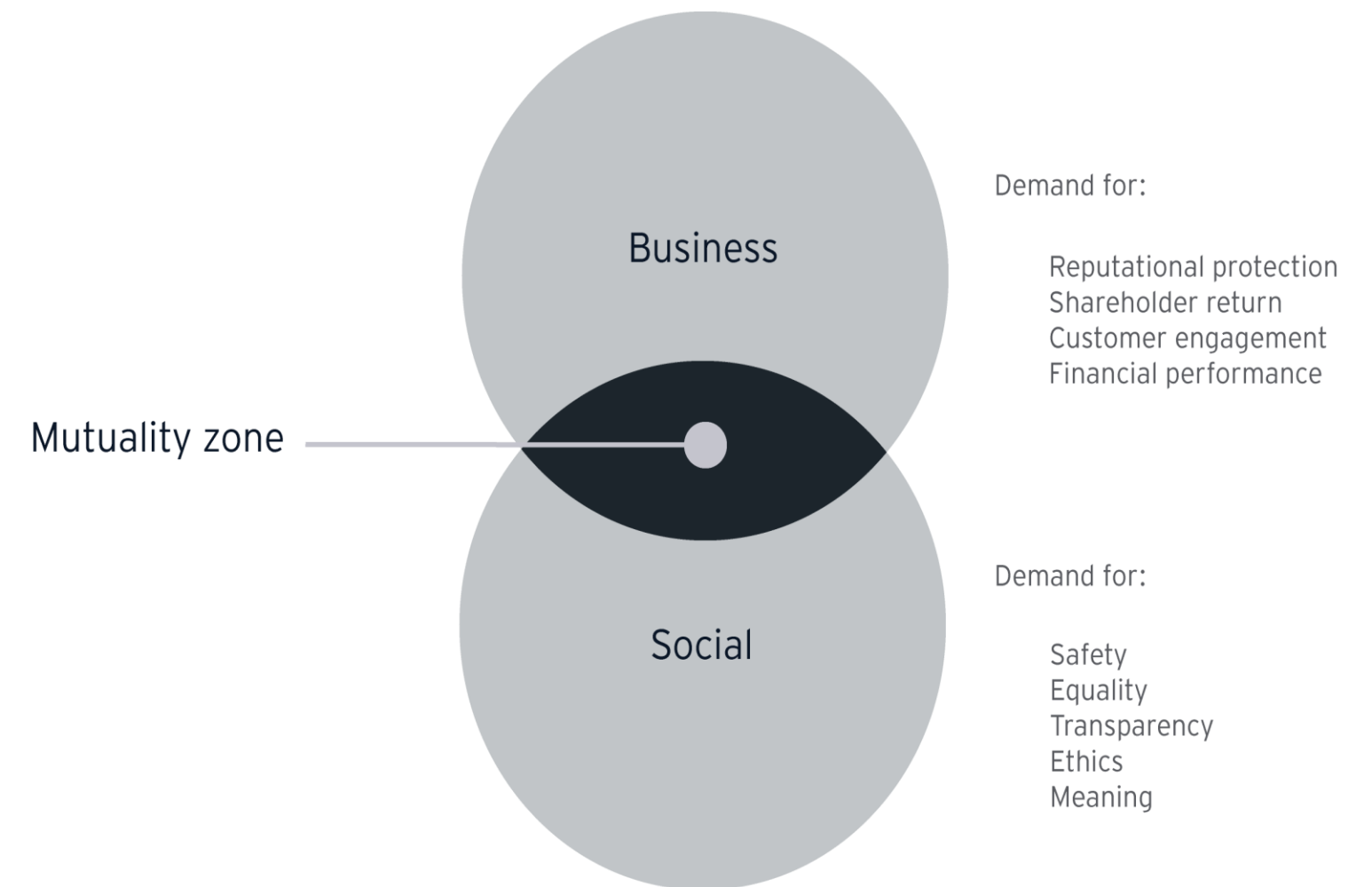- What is emphasised and what is overlooked?

And
The style and approach of engagement with tenants used now?

"A new generation of leaders with a. strong sense of community at their heart and who lead from their hearts as well as their head".

Business

Mutuality zone

Demand for:

Reputational protection
Shareholder return
Customer engagement
Financial performance

Social

Demand for:

Safety
Equality
Transparency
Ethics
Meaning

Reference:

https://www.ey.com/en_uk/corporate-culture

Regulation and Culture

NHF Code of Governance:

- 3.2 (2): organisation focus on the needs of current and future residents

- 3.9: views and needs of key stakeholders. Including residents and other customers have informed decisions

- 1.3: embed inclusivity in organisational culture

- 1.4: Positive inclusive culture – board to uphold the values of the organisation

https://www.housing.org.uk/globalassets/catalog/publications/code-of-goverance-2020/code-of-governance-2020---additional-guidance.pdf

Competence and Conduct Standard: consultation DLUHC – 6th February 24 :

- Improved professional standards

- Tenants enduring poor conditions – leadership?

- Experience falls short of promises for tenants

- Policy and approach to managing and developing skills, knowledge, experience and conduct of their staff

- Adopt an appropriate code of conduct for those staff and ensure this is embedded in the organisation
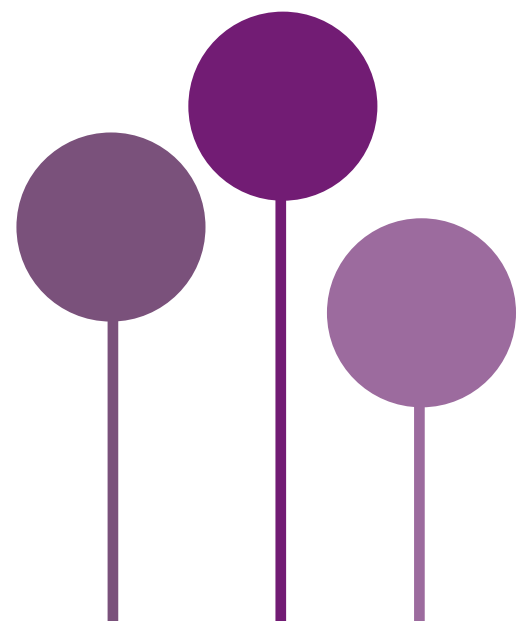
https://www.gov.uk/government/consultations/competence-and-conduct-standard-for-social-housing-consultation

Be Results Oriented:
Embracing Culture and meeting the needs of customers

1. How are/could tenant voices heard in governance structures and decision making?

2. Do values matter to tenants? How are our values reviewed in governance structures?

3. Could tenants have involvement in values development? How?

4. What is the relationship in your organisation between trust, values and culture? What can we learn from the private sector in trust and respect for tenants?

5. Do happy board and staff ,equal happy tenants? What staff behaviours link to trust and respect?

Developing your culture – welcoming a tenant focus
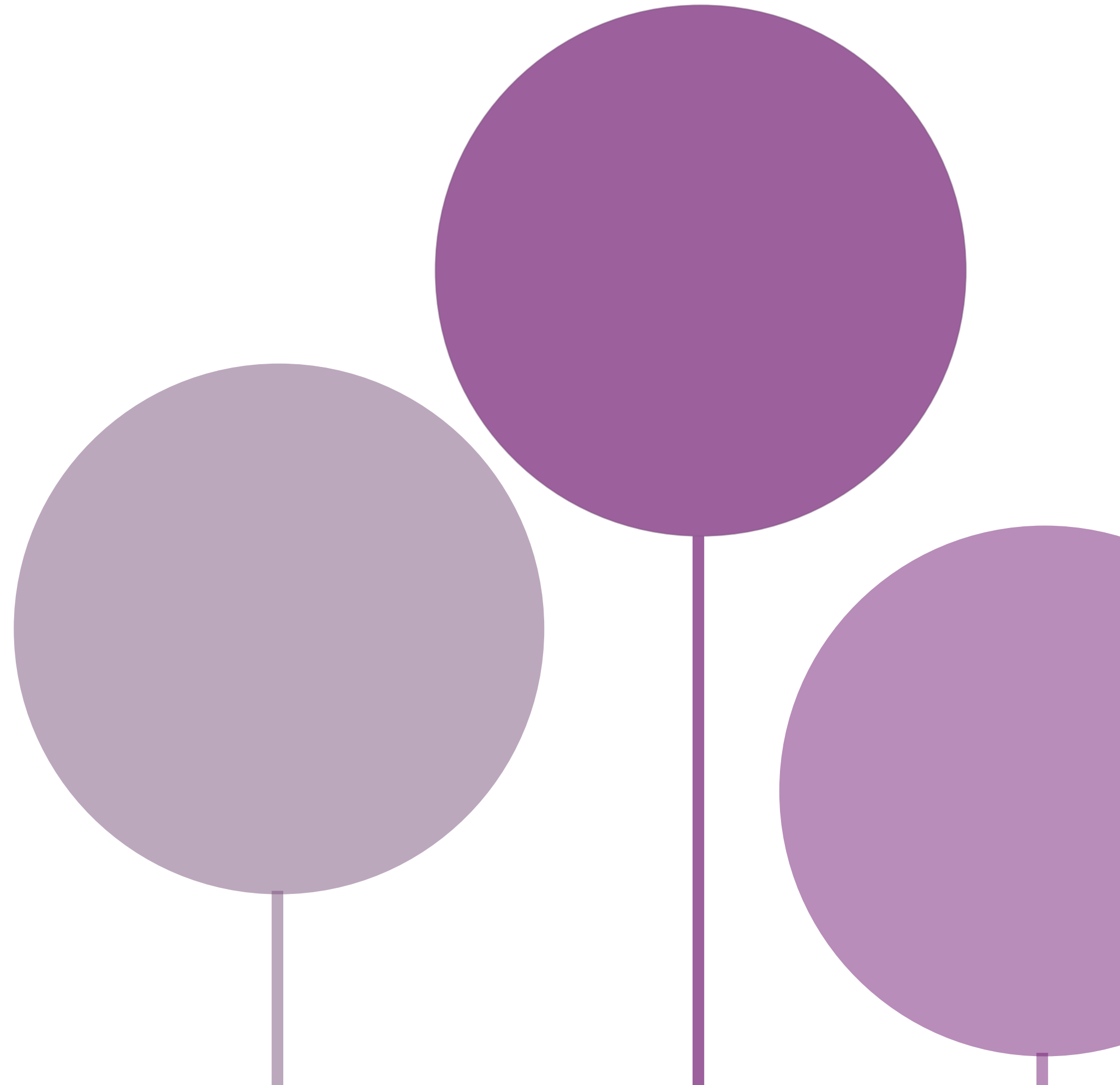
Co-production – needs...

Where service providers and users of the service work together to reach a collective outcome.

- A culture of openness and honesty
- A commitment to power sharing
- Clear Communication – Plain English
- A culture of value and respect for service users

**Different ways of working with customers**

1. Inform (share information)
2. Consult (ask for opinions and ideas) – landlords decides
3. Engage (listen understand and discuss) – landlords decides
4. Codesign (Incorporating ideas into final approach) – landlords decides
5. **Co-production (equal partnership from start to finish) – shared-decision making – It takes a culture shift to improve – but I suggest shifting tenant engagement to joint meetings of equal numbers between staff and tenants and governors is a good starting point**

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Business Culture – the way we listen and involve tenants in decision making

- We want to be tenant orientated and people oriented

- Trust comes from common values and beliefs

- Short- termism is the enemy for poor behaviour and conduct – culture has a part to play in long term success – this cant' be flavour of the month

- Does our business strategy explain how we will do things or just what? - our people and behaviours

- Social landlords - complex organisations – hierarchy and leadership will be different for everyone

- Plenty of micro-cultures

- What do the staff at the front line communicate to tenants?

- How well does each individual and team, align behind our purpose?

- What needs to change to link to business strategy?

- What messages do we need to enforce?
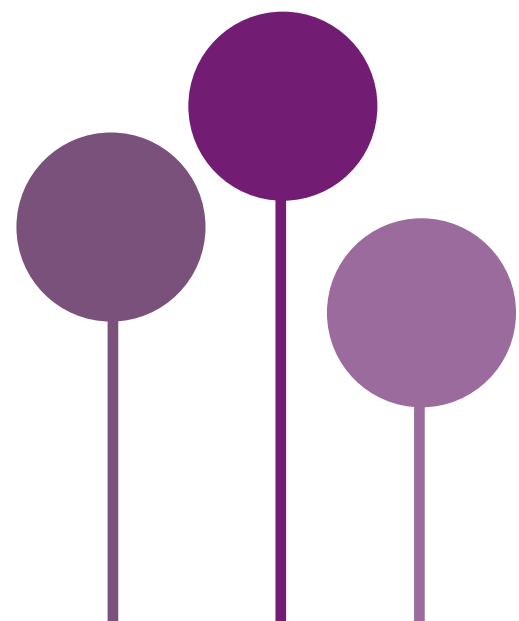
Measures and Assurance on Culture

- Communicate the culture we want
- Assurance that the culture we want o is being me
- Quantitative – Employee sentiment survey
- Qualitative - Behavioural Scientists AI
- Artificial Intelligence – free text analysis to pick up tenant sentiment and their perception of experience
- Focus Groups - speak to tenants – no hierarchy (no managers)
- Picking up problematic practices from the frontline staff and managers
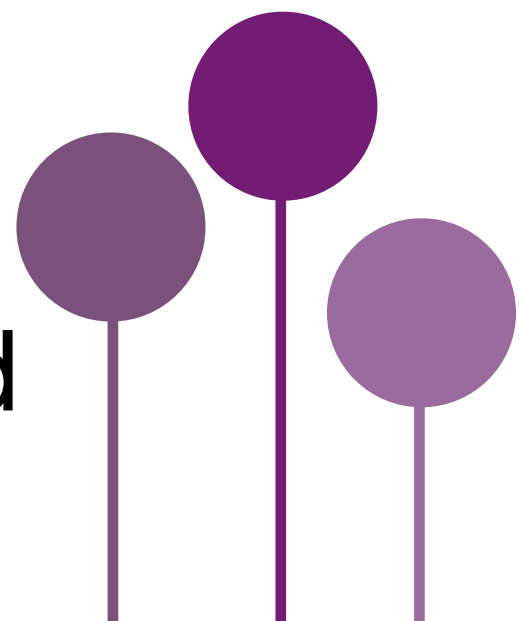
Developing a culture which welcomes tenant first - Your next steps and action plans

1. Moving past the rhetoric "tenants at the heart" - to direct culture. What would be more meaningful and effective?

2. Building an understanding of your own organisational culture and influences. How do we get to a position which welcomes and builds tenant influence?

3. Communicating widely with tenants, partners, and staff – how do we communicate the culture we aspire to be?

4. Achieving assurance-based decision making, based on tenant influence. How do we achieve this and what evidence do we monitor that this is working well?

5. What we see is all there is – what has been considered since the January workshop – how do you build the confidence to challenge performance, satisfaction and a culture of trust and respect?

How do we incorporate the silent majority tenant voice in governance decision making – please think all tenants – not only our involved tenants?
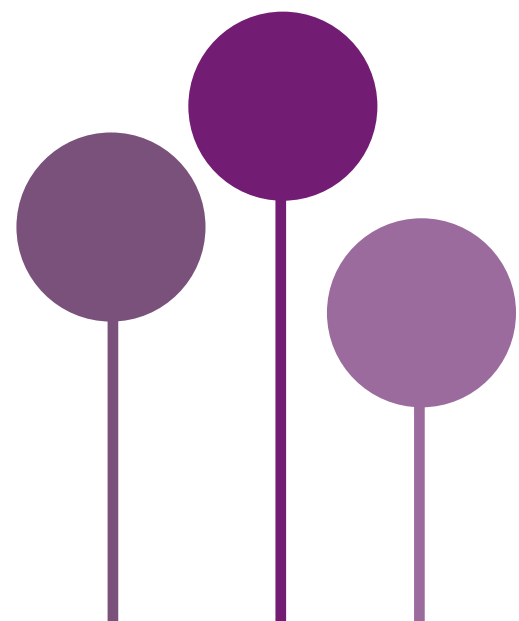
Resources to help you….
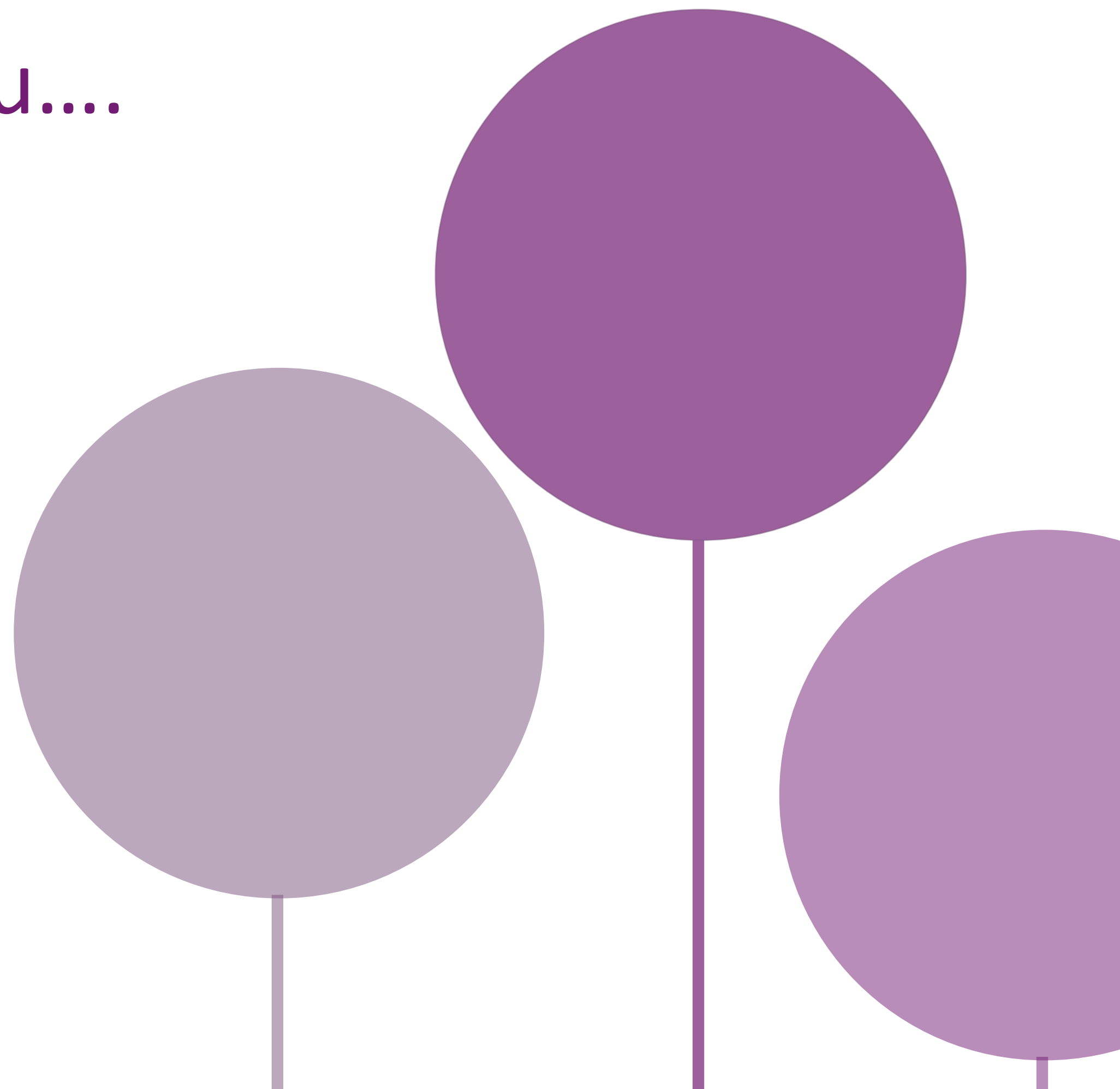
Stop Social Housing Stigma

The Stop Social Housing Stigma Campaign (SSHS) working with the University of Durham, Sheffield Hallam University, Chartered Institute of Housing (CIH), TPAS and YD Consultants has launched our Tackling Stigma Journey Planner – you could start by asking yourselves questions on trust and culture in the toolkit? And coproducing a plan with a landlord and tenant partnership?

- You can download the full **Tackling Stigma Journey Planner** here.
- You can download the **summary version** of the **Tackling Stigma Journey Planner** here.
- You can download the **Tackling Stigma Journey Planner Repairs and Contractor flyer** here.

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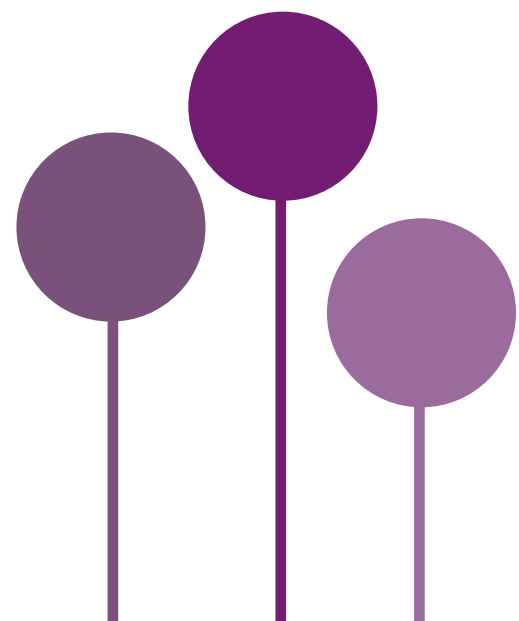
Additional reading (1)

Starts with Why - You Tube _ explores values and why we exist

https://www.youtube.com/watch?v=nokBj14p4Mc

Culture and the role of internal audit: **looking below the surface**, Chartered Institute of Internal Auditors, 2014 (The role of internal audit in bringing about positive cultural change)

https://www.iia.org.uk/media/598983/0805-iia-culture-report-ac-briefing-30-7-14-webfinal.pdf

and

https://www.iia.org.uk/resources/ethics-values-and-culture/organisational-culture/research-report-culture-and-the-role-of-internal-audit/

Corporate culture and the role of Board, FRC, 2016 (A report designed to

stimulate thinking around the role of boards in relation to culture, and encourage boards to reflect on what they are currently doing)

https://corpgov.law.harvard.edu/2016/08/13/corporate-culture-and-the-role-of-boards/
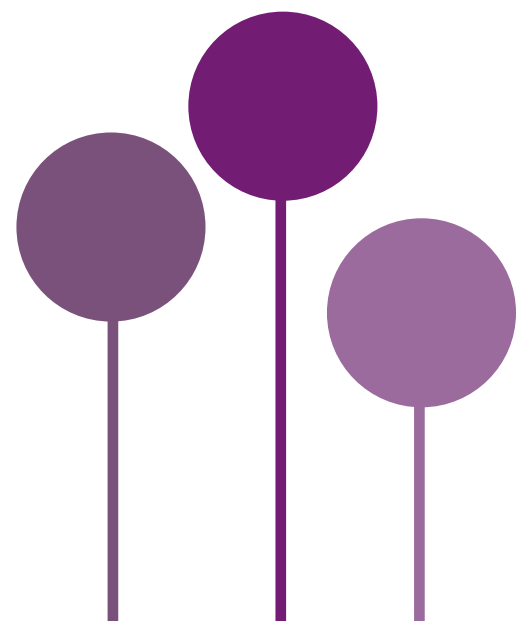
Additional reading (2)

In a new era for Boards, culture is key, Spencer Stuart, 2018 (Defining board culture and identifying culture styles)

https://www.spencerstuart.com/research-and-insight/in-a-new-era-for-Boards-culture-is-key

Going for Gold — the 2019 global Board culture and director behaviours

survey, Russell Reynolds Associates, 2019 (The report of a survey of 750 board directors of large public companies seeking to identify what defines top- performing boards)

https://www.russellreynolds.com/en/insights/reports-surveys/going-for-gold--the-2019-global-board-culture-and-director-behaviors-survey

The power of what cannot be seen, Peter Eckel and Cathy Trower, 2016 (It's not what boards do (or don't do) but how they do their work that really matters)

https://www.insidehighered.com/views/2016/04/28/importance-board-culture-shaping-behavior-and-decisions-essay