

# Building the case for tenant involvement

The AmicusHorizon journey  
Jo Robinson, Director of Co-Regulation

11 April 2016

# Presentation looks at:

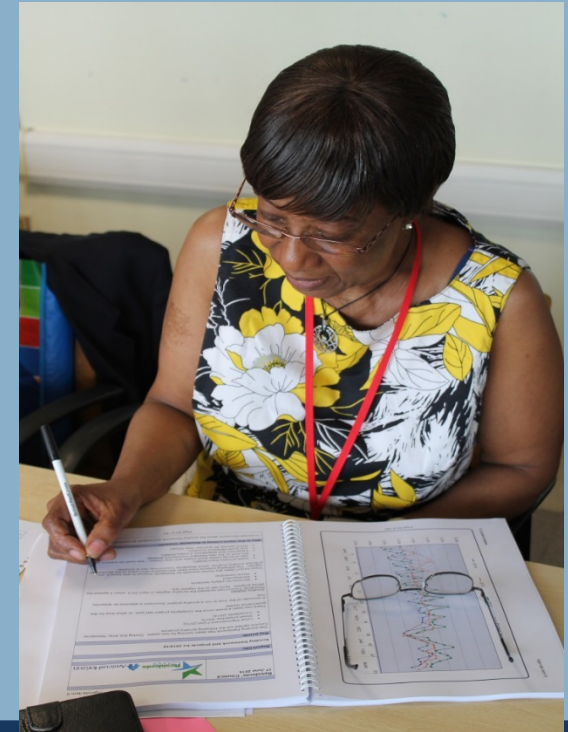
1. How we involve tenants at AmicusHorizon
2. Research into outcomes
3. Impact on our business and impact for tenants
4. Success, satisfaction & scrutiny toolkit

# AmicusHorizon's journey

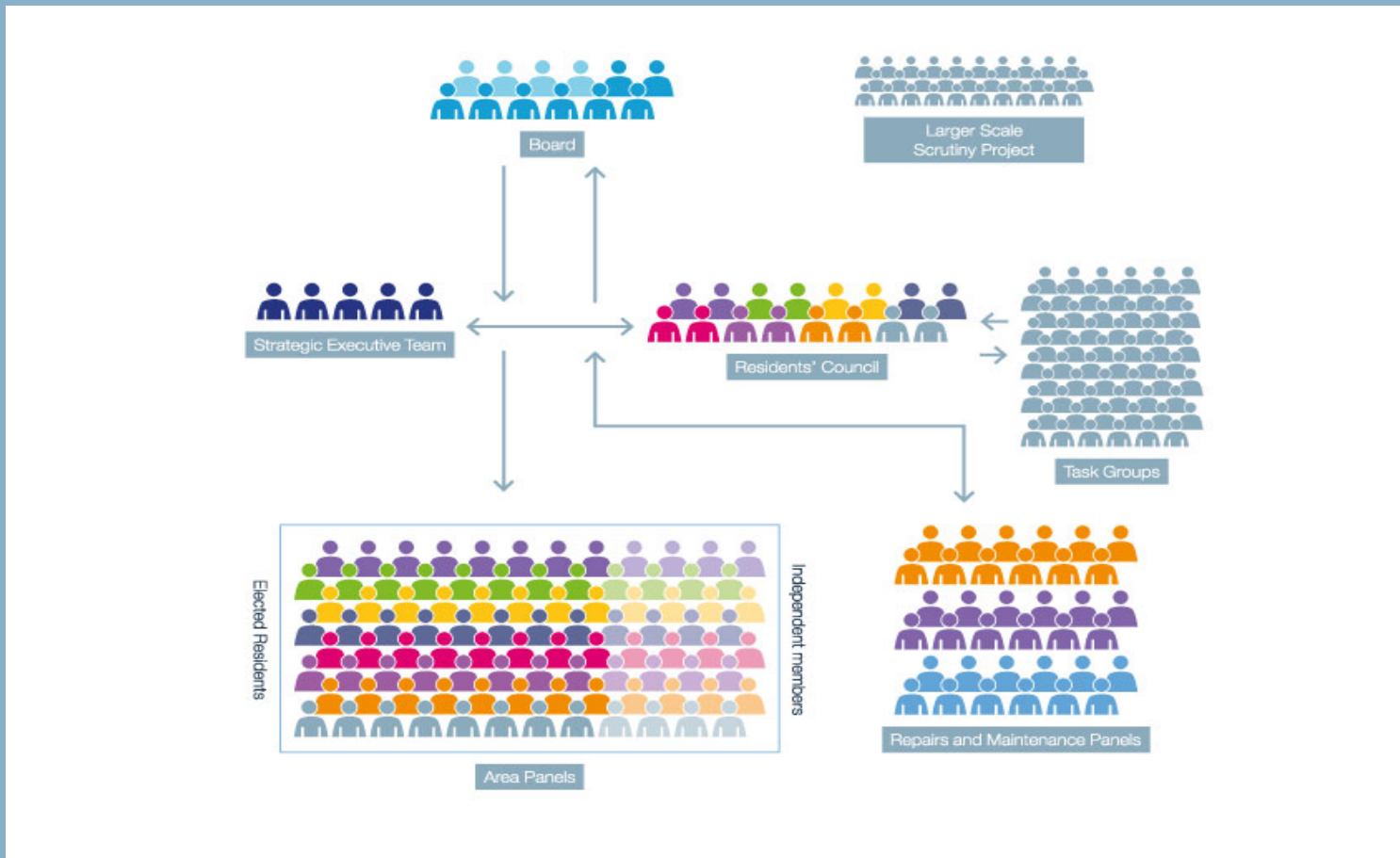
- We're a large, charitable housing association in SE England. 29,000 homes.
- In 2008 AmicusHorizon comes out of regulatory supervision
- Services and satisfaction had been average, sometimes poor
- Looked for new ways for tenants to influence the business.

# Two complementary approaches:

- Formal resident governance and scrutiny
- Informal resident involvement



# How residents influence what we do - formal resident governance



## Area Panel

- Hold us to account for local service delivery
- Scrutinise local services
- Area Plans.

## Residents' Council

- Hold the Exec and Board to account
- Review all customer facing policies and strategies and recommend to the Board
- Work jointly with Board on corporate strategy and budgeting
- Manage resident scrutiny projects

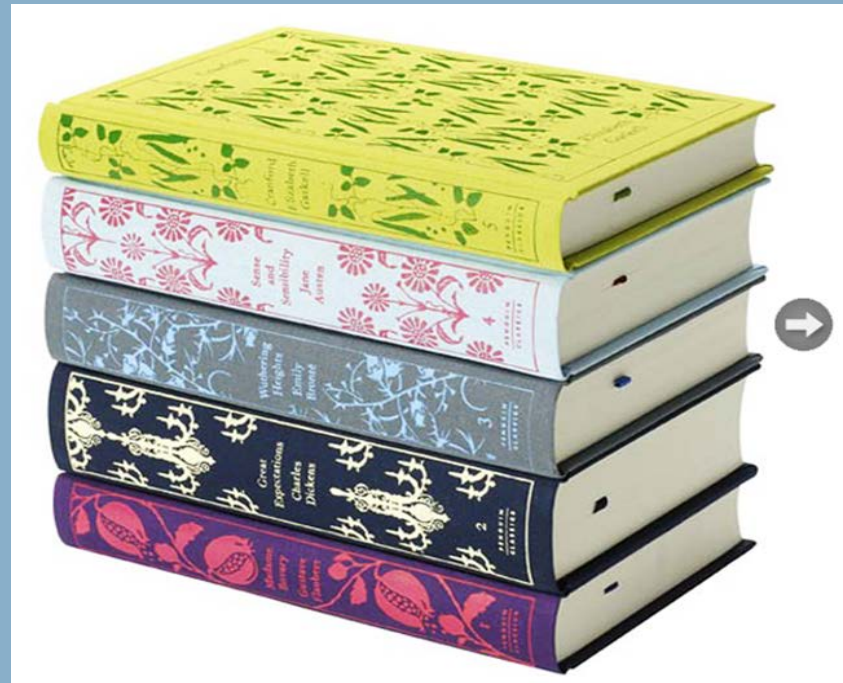
# The magic ingredients

- The right residents; skills, diversity and enthusiasm
- The right attitude from staff, Board and involved residents
- Engaging staff and residents to develop solutions
- One team approach
- Training and support
- Joining it all up – attending other meetings.



# Co-regulation department

- Co-Regulation Department
- Supporting ALL governance and involvement
- Single code of conduct
- Annual effectiveness review
- Key messages portal
- Board member link
- Joint Strategy day
- Budget





# Resident Involvement – the menu

- Residents Associations and Single Action Groups
- Forums:
  - Equality & Diversity
  - Youth
  - Older people
- Mystery Shopping
- Consultations, surveys and focus groups
- Green ambassadors, resident monitors



# We thought it had produced good results

- Better services
- Better homes
- Fewer complaints
- Greater resident satisfaction
- Happier staff
- Money savings and greater efficiency
  
- And some fun!



**BUT WERE WE KIDDING OURSELVES?**

# Success, Satisfaction & Scrutiny: the report

UNIVERSITY OF  
WESTMINSTER

What role have residents played in:

- delivering cost savings
- improving service delivery
- boosting satisfaction?

UNIVERSITY OF  
WESTMINSTER

 AmicusHorizon  
Making homes, helping people



Success,  
Satisfaction  
and Scrutiny:

The Business Benefits of  
Involving Residents

Prepared by: Tony Marzi | Ian Simpson | Nick Bailey  
Co-ordinated by: Charles Glover-Short

# Success, Satisfaction & Scrutiny: report methods

## Qualitative

- Focus groups
- Interviews

## Quantitative

- Management accounts
- Service delivery
- KPIs
- Benchmarking



## PROCUREMENT

### Gas Servicing & Boiler Replacement



Annual efficiency savings  
▶ £1,291,000

### Kitchens & Bathrooms



Annual efficiency savings  
▶ £1,000,000

### Grounds Maintenance



Annual efficiency savings  
▶ £100,000

## CUSTOMER SERVICE

Reduction in  
Call Backs



Annual efficiency savings  
▶ £191,000

## COMPLAINTS

Reduction in  
Formal Complaints



Annual efficiency savings  
▶ £181,000

**Total Savings**  
**£2,763,000**



# The Findings

1. It's cost effective

Cost of involving  
residents in 2015/16 =  
£766,484

2016/17 budget =  
£ 735,981

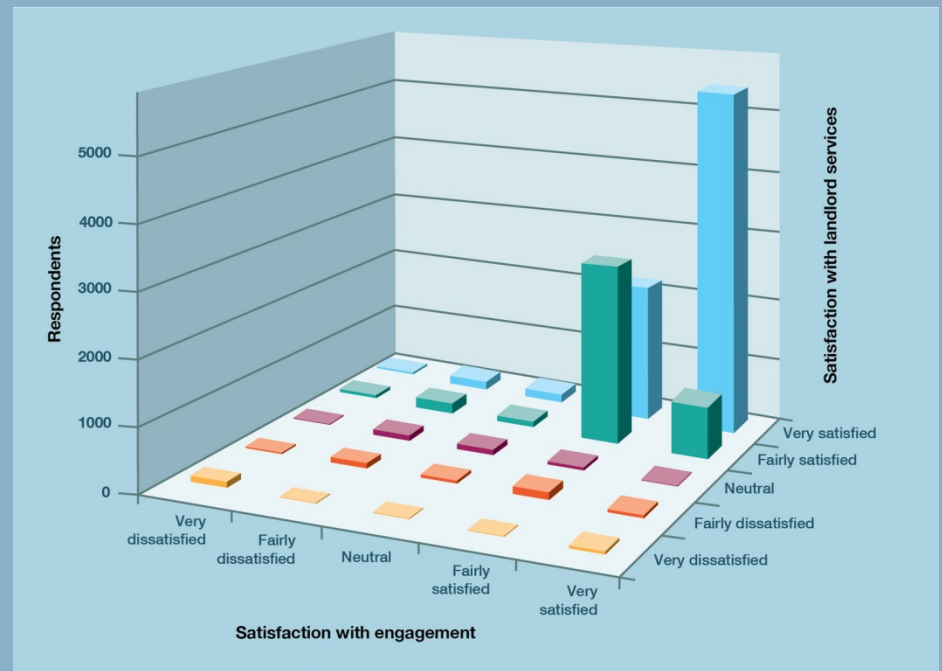
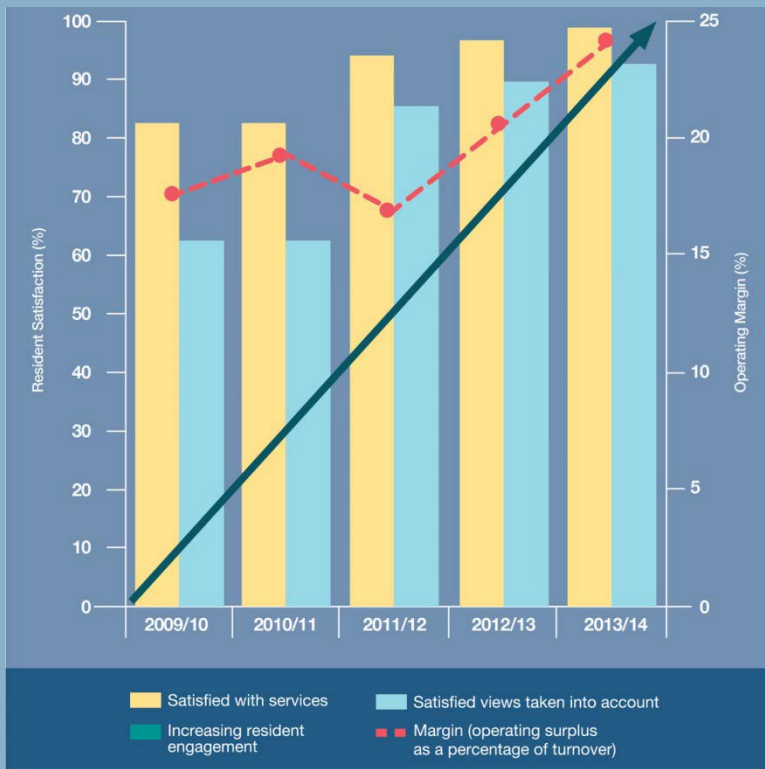
# The Findings

*There is “no doubt that the financial savings that have been produced by AmicusHorizon’s approach to resident engagement more than cover the extra costs generated”.*

University of Westminster, 2015

# The Findings

## 2. There's a link to our sector-leading resident satisfaction



# The Findings

3. It has helped create a more productive working environment

“‘difficult conversations’ conducted within an atmosphere of openness and trust”

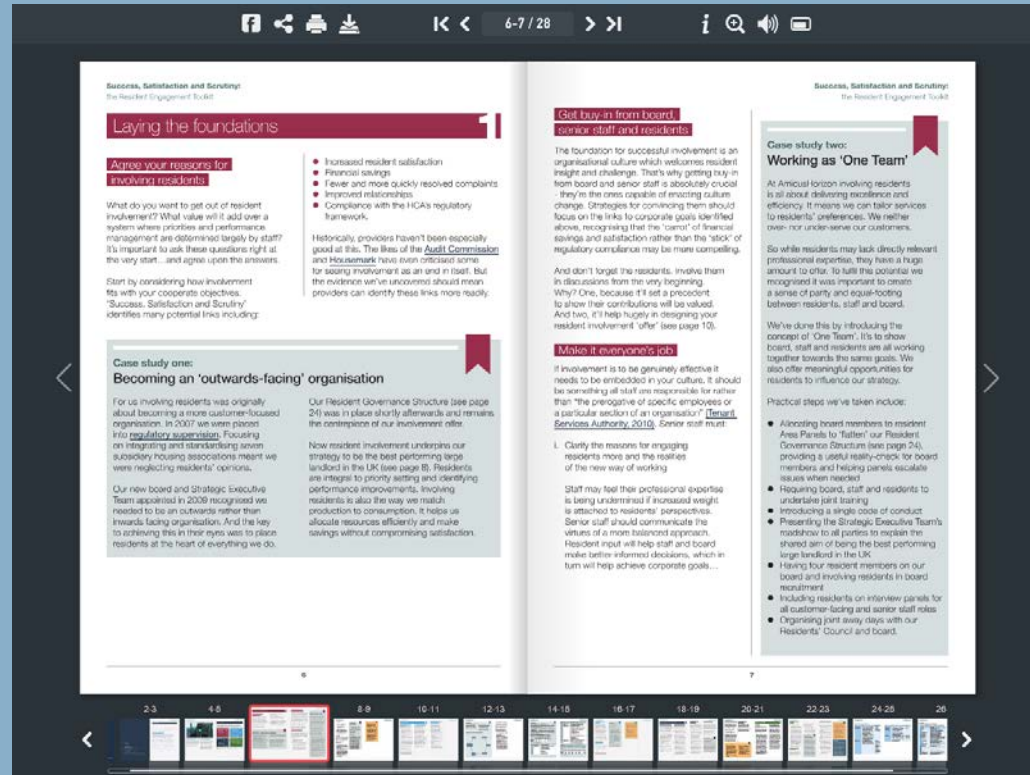




# Success, Satisfaction & Scrutiny: the toolkit

## Success, Satisfaction and Scrutiny: the Resident Engagement Toolkit

 Amicus-Horizon  
Making homes, helping people



# Success, Satisfaction & Scrutiny: the toolkit

## Laying the foundations

- Agree your reasons for involving residents
- Get buy-in from board, senior staff and residents
- Make it everyone's job
- Build trust.

## Designing the offer

- Ask residents how they wish to be involved
- Provide a range of opportunities
- Involve residents in procurement and complaints handling
- Allocate residents positions on your board
- Help residents to share their thoughts online.

## Recruiting and retaining residents

- Demonstrate residents' impact
- Be proactive about recruitment
- Aim for a representative sample of views
- Offer financial incentives
- Introduce some fresh perspectives
- Capture lessons when residents leave.

## Maximising potential

- Offer training
- Make scrutiny genuinely resident-led
- Gather information from various sources
- Set clear guidelines for meetings.

# Culture is crucial



- Residents placed at heart of organisation
- Customers are smart and want you to succeed
- Steps we've taken...

# Fostering the right culture

'One Team'

Identical training

Ambitious goals

Cherish feedback

Prioritised resident satisfaction

Everyone's job

Clarified our reasons

Highlighted outcomes

# Trust is vital

Act upon resident feedback quickly and communicate the impact

Get residents involved in **high profile activities**

Residents take **leadership roles** in scrutiny projects

Consult residents in the **early stages of strategy and policy development**

Allocate **spaces on your Board** to residents

Work with residents to design **easy-to-interpret performance reports**

# Conclusions

Involving residents in our business has led to:

- Better services
  - Better homes
  - Fewer complaints
  - Greater resident satisfaction
  - Happier staff
  - Money savings and greater efficiency
  - For residents, a sense of 'giving back' to their community.
- 
- And some fun!

