

Managing Change in Social Housing

Change in the light of the Grenfell tragedy

Presentation to Conference

Michael Guest

Need For Change

Challenges in Social Housing in England

- **austerity** and reduced funding
- welfare **cutbacks**
- **undersupply** of housing
- **poor quality** of social housing

Grenfell Tower disaster highlighted problems

- **poor quality**
- **incompetent** management
- poor levels of **customer service**

Need for Change

- greater **resilience** to economic **future**
- **customer-focused** service

Objectives of Change in Social Housing

Objectives include

- social housing tenants need a **better living environment**
- need to consider **tenants as customers**
- ensuring homes are **safe and decent**
- having measures /systems in place to **resolve complaints quickly**
- **strengthening the Regulator** to ensure that housing associations conform
- **tackling social stigma** attached to social housing
- **better training** for housing staff

Effective change requires

- Leadership
- Diversification
- People-management
- Different mind-set

Principles of Change Management

- Address the **human side** of change in a systematic manner

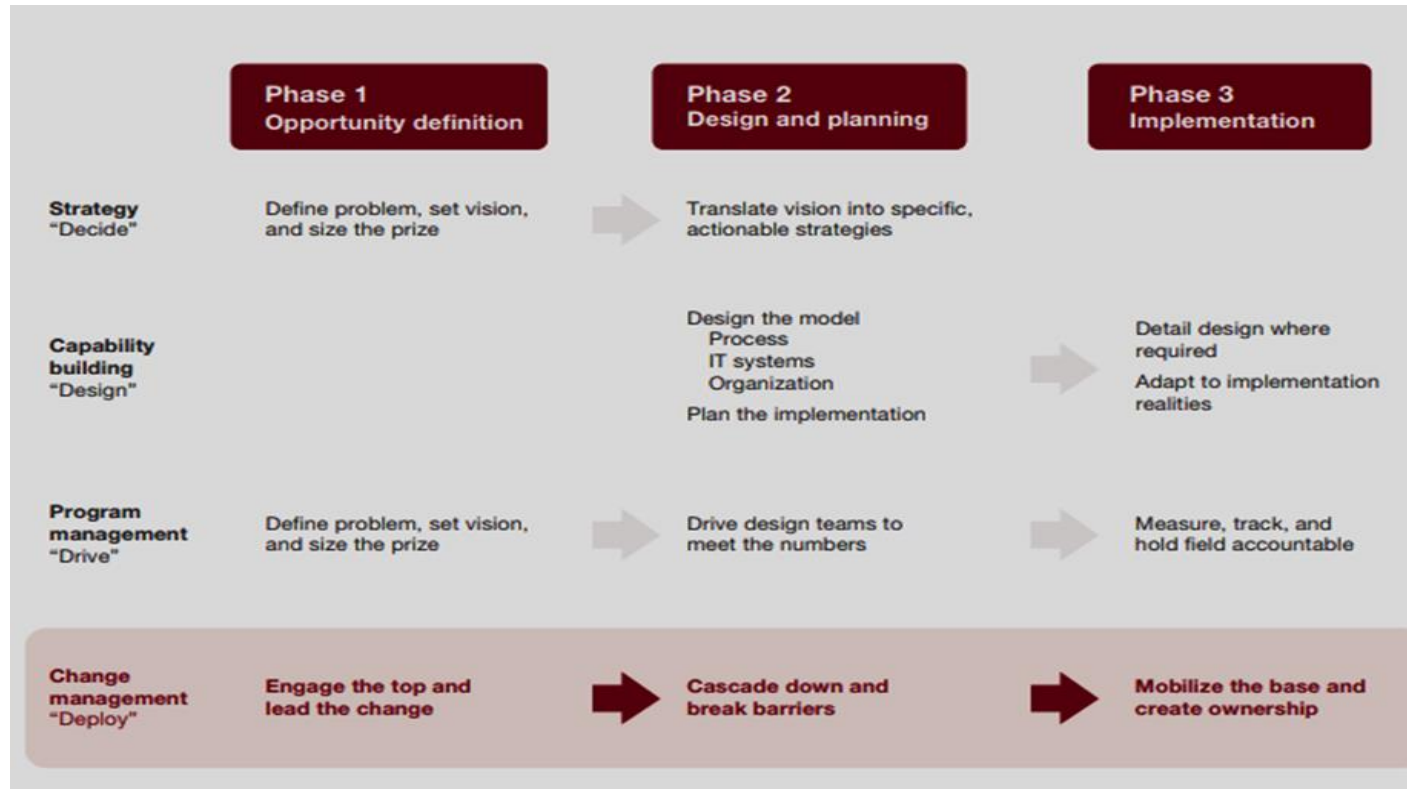


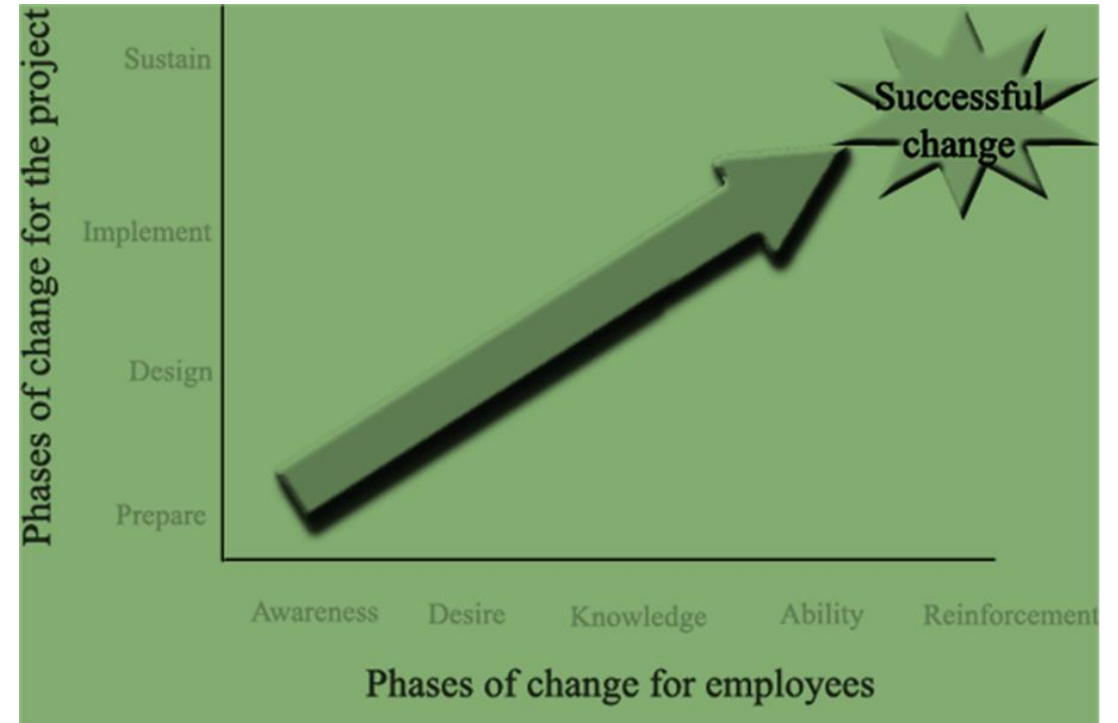
Figure 1 Change Management (PWC 2004, p.5, Exhibit 1)

Principles of Change Management

- Change starts at the top
 - Demonstrate commitment to the **vision** at senior management level
 - provide resources
 - supports the managers developing and implementing the team
- Real change happens at the bottom
 - Discuss the need for change with **frontline workers**
 - **Include customers** in the process
- Develop a realistic vision
 - Based on a **practical** assessment of current status
- Create ownership
 - **Ownership** equals commitment
- Communication

Principles of Change Management

- Engage with frontline workers
 - Understand workers **concerns** about change
- Individual & Organisation
- Commitment
 - Required at **all levels**
 - **transformational** leadership
- Address cultural issues



(Figure 2 ADKAR CHANGE MANAGEMENT 2018, p.1)

Principles of Change Management

- Management must take **ownership** of the change
- **Mobilise** Frontline Workers
- Create **Ownership**

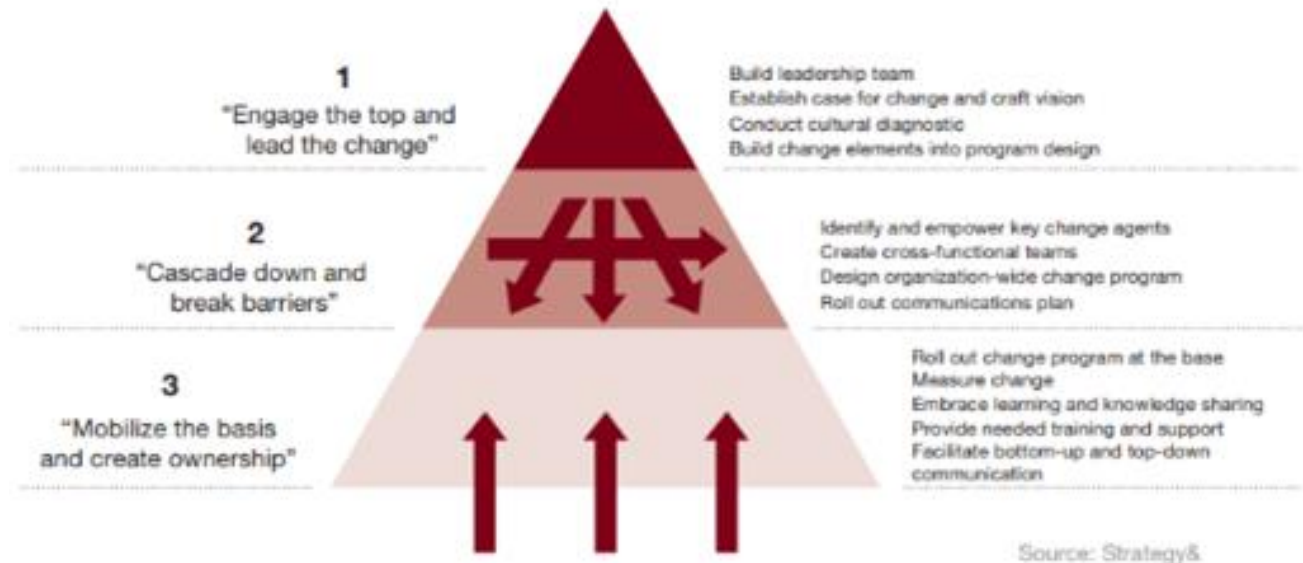


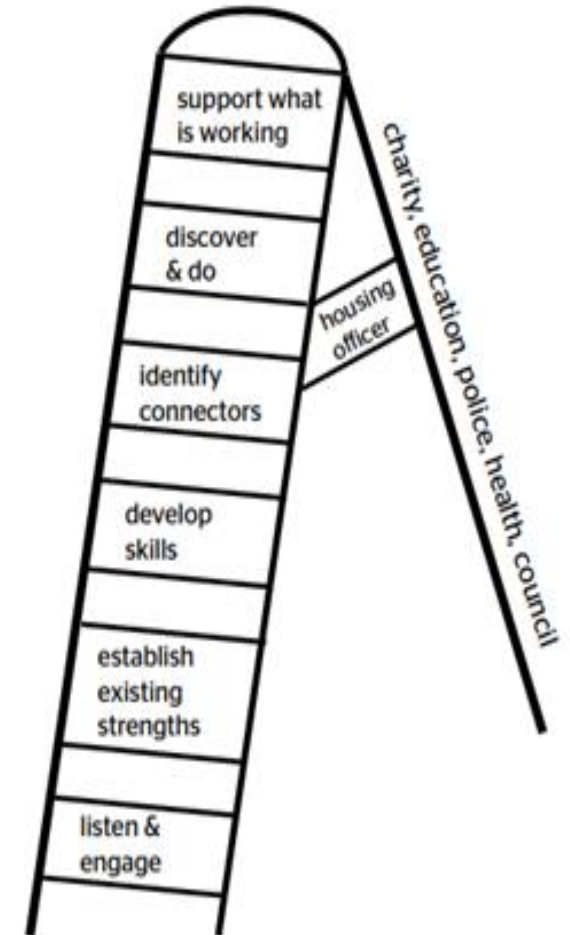
Figure 3 Leadership (PWC2004,. 6, Exhibit 1)

Techniques of Change Management

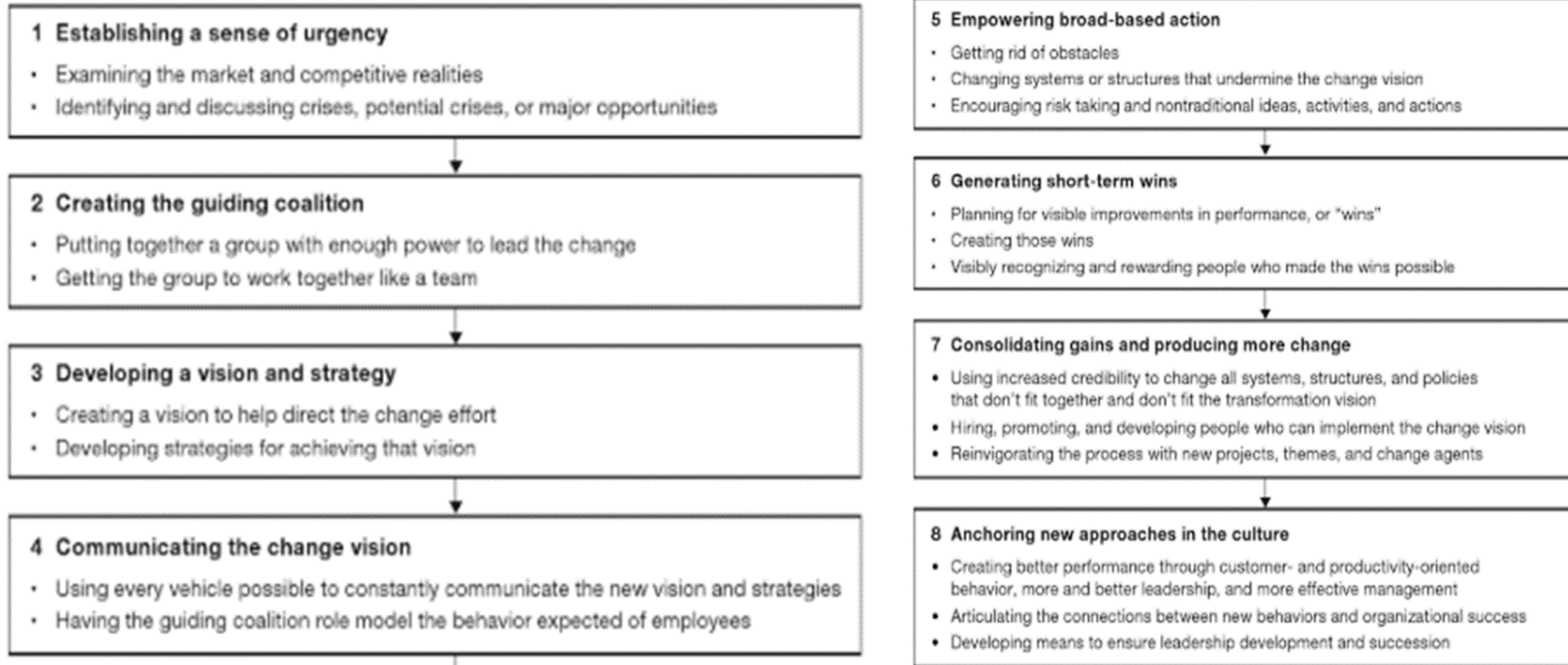
- Several models of change management (Jones 2013)
 - Kotter (2012) which **links** change with **organisational culture**
 - Luecke (2003) who suggests that successful change can be managed in **Steps**

Most models have similar requirements

- strong leadership
- planning
- effective communication
- effective resources
- commitment from management
- integral part of corporate policies and practices



Applying Change Management (Kotter 2012)



Applying Change

- Measures need to be **realistic and practical**
- Continual **Review** to achieve excellence
- Example: **Orbit** Group
- Example: **Wheatley** Group
 - Digital maintenance programme with requests for maintenance
 - Streamlines work and improves efficiency
 - Useless unless customers have access
 - Wheatley assessed current status of internet access
 - Implemented a scheme to improve, inexpensive access and
 - Provided training

Applying Change Management to Social Housing issues

Issue	Application
Perception of Social Housing/Stigma	<ul style="list-style-type: none">• Communicating a change vision from senior leadership throughout an organisation and the sector generally• Ensuring change happens from the bottom
Moves toward a customer-centric service	<ul style="list-style-type: none">• As above• Customer Insight• Equipping and empowering of front line staff
Listening to customers and communities	<ul style="list-style-type: none">• As above• Effective communication
Management and Regulation of Social Housing	<ul style="list-style-type: none">• As above• Embedding culture change in housing organisations and the regulator
Funding and supply	<ul style="list-style-type: none">• Embracing and developing more commercial skills and approaches that enhances funding and adds to supply without undermining social purpose

Summary and Recommendations

- Grenfell Tower Disaster is a **signal for change**, which should be heeded
- Need for greater **value of social housing** with customer and value-focused services that should be developed
- Change can be complex and requires a **structured approach** that should be employed
- There are **proven techniques** which provide a mechanism for developing and implementing change that should also be employed
- **Keys to success** that should be embraced
 - Engaging frontline workers and customers
 - Communication
 - Resourcing
 - Training and Education

- Questions?