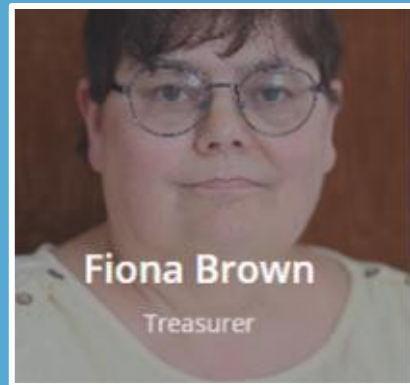


# Delivering excellence in housing customer services



Martyn Gimber  
Chief executive,  
North Devon Homes



Fiona Brown,  
Treasurer, Stop Social  
Housing Stigma



Fiona MacGregor  
Chief executive,  
Regulator of Social Housing



Matt Baird  
Founder, The Social  
Housing Roundtable



# Resilience of the workforce at a time of significant change



Marie Jenkins  
Business owner,  
Advance Your Wellbeing



Karen Bates  
Partner, Foot Anstey



Bruce Prevett  
Organisational development  
consultant, SNG



Jill Allcoat  
Member Engagement  
Manager, CIH



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# Resilience at a time of change

## Legal & Culture considerations

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### Set the Legal Framework first

Does TUPE apply?

Is collective consultation required?

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### Communications

What are the consultation mechanisms that are already in place?

Setting the process up for success – consider training, Q&A sessions, different needs of different parts of the workforce.

Timetable key steps but be prepared to flex to employee needs

### Post implementation

Execute changes efficiently and check back in if necessary

Deal with any uncertainty or problems swiftly and focus on positives



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# Resilience at a time of change

## Wellbeing and compliance from a legal point of view

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### Consider key risk areas

Breach of collective consultation or TUPE regulations

Constructive dismissal / breach of contract claims

Collective grievances and Industrial Relations issues



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### Protecting and supporting employee wellbeing

Consider pressures on different areas of the workforce, which interventions could make a real difference?

New preventative legal duty to protect employees from sexual harassment

Support and train line managers to be empowered to deliver against values

### Measure and define

Do you collect the right metrics to understand how well you are doing?

How do you deliver lasting change where needed?



# Resilience of the workforce in time of significant change.

CIH SW Conference February 2025

# Marie Jenkins: Advance your Wellbeing

- ▶ Head of Communities, Support and Care
- ▶ Mom of 3
- ▶ Health and Wellbeing

# Resilience as a priority

- ▶ Why Resilient teams is a priority
  1. Changing Housing Landscape
  2. Technology Adoption
  3. Risks of staying put
  4. Building skills for a better sustainable future



# The Scope of Resilience





# Resilience Scope

- ▶ People Resilience
  - ▶ Operational Resilience
  - ▶ Financial Resilience
  - ▶ Environmental Resilience
- 
- ▶ WHAT DO YOU MEASURE & WHAT IS YOUR STRATEGY?

# Competencies of Resilience

- ▶ Strategy
- ▶ Issue Management
- ▶ Reputation
- ▶ Communication
- ▶ Procurement

# Essential Outcomes

- ▶ Governance and Compliance
- ▶ Reputation
- ▶ Financial Viability
- ▶ Innovation and Utilisation

# Practical tips

- ▶ Develop your Strategy in line with Values and Corporate plan
- ▶ Do you need to appoint Resilience officers?
- ▶ Review: Risk Register & Business Continuity plans
- ▶ Working Groups and action plans

# Digitisation as an enabler to Innovation

- ▶ Scenario Modelling
- ▶ Information Management
- ▶ Corporate Comms
- ▶ Safeguarding & Lone Working
- ▶ Supply chain management & preferred contractor management
- ▶ Asset Integrity
- ▶ Decision making tools

Thank you

Marie Jenkins: Advance your Wellbeing  
Author #BurnouttoBold

L&D in Housing Summit 2<sup>nd</sup> April 2025

► LinkedIn:

[https://www.linkedin.com/in/mariejenkinsayw?utm\\_source=share&utm\\_campaign=share\\_via&utm\\_content=profile&utm\\_medium](https://www.linkedin.com/in/mariejenkinsayw?utm_source=share&utm_campaign=share_via&utm_content=profile&utm_medium)

Telephone: +447815860140

Email: [marie28pbh@hotmail.co.uk](mailto:marie28pbh@hotmail.co.uk)