



# ALL-IRELAND SUMMIT

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building homes,  
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# Asset management that places tenant engagement at its core

**Bridie Doherty, area housing manager, Radius**



**Wilton Farrelly, group director of asset services, Choice Housing**



**Nick Sheward, director of property services, Tuath Housing**



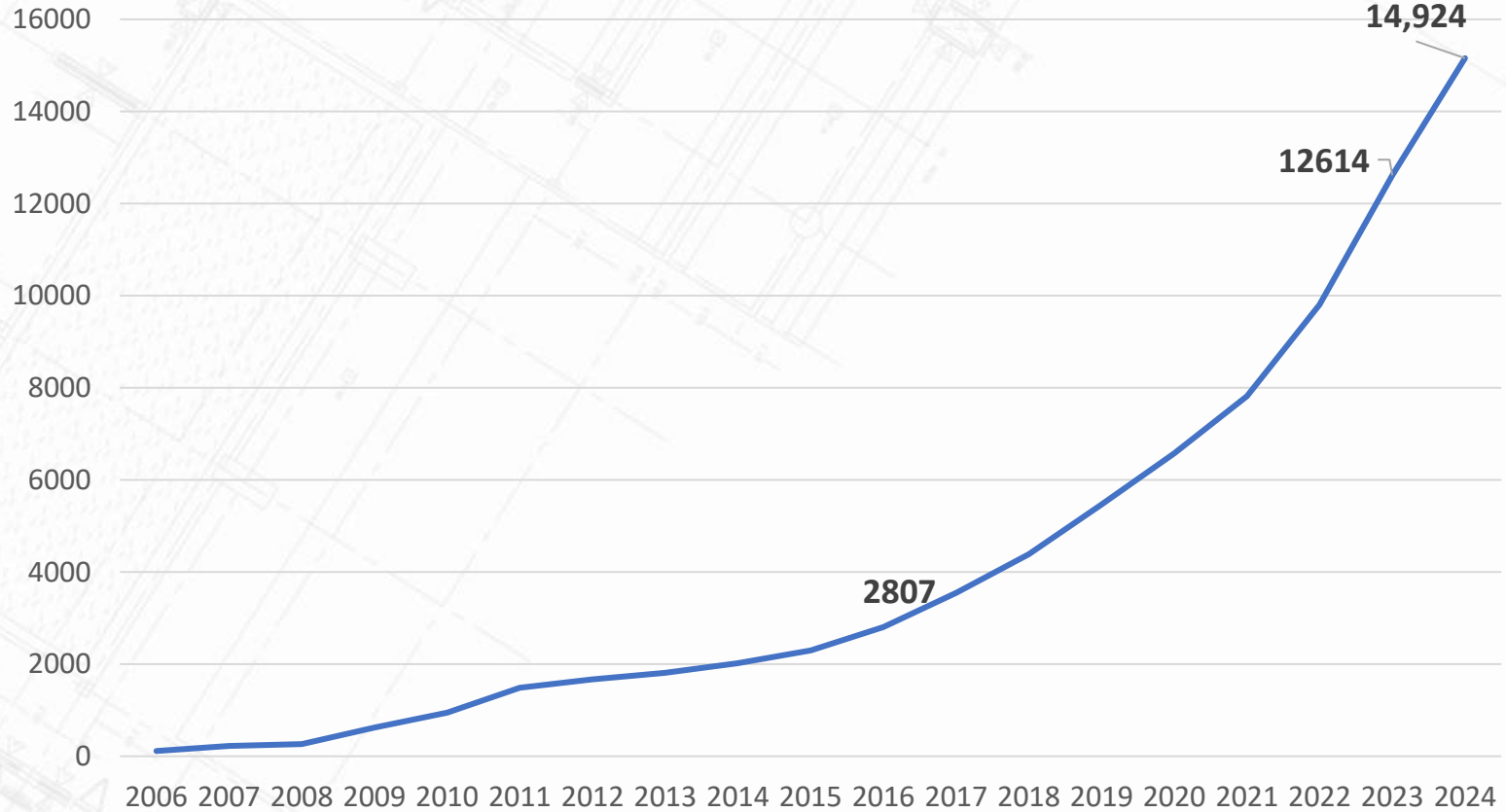


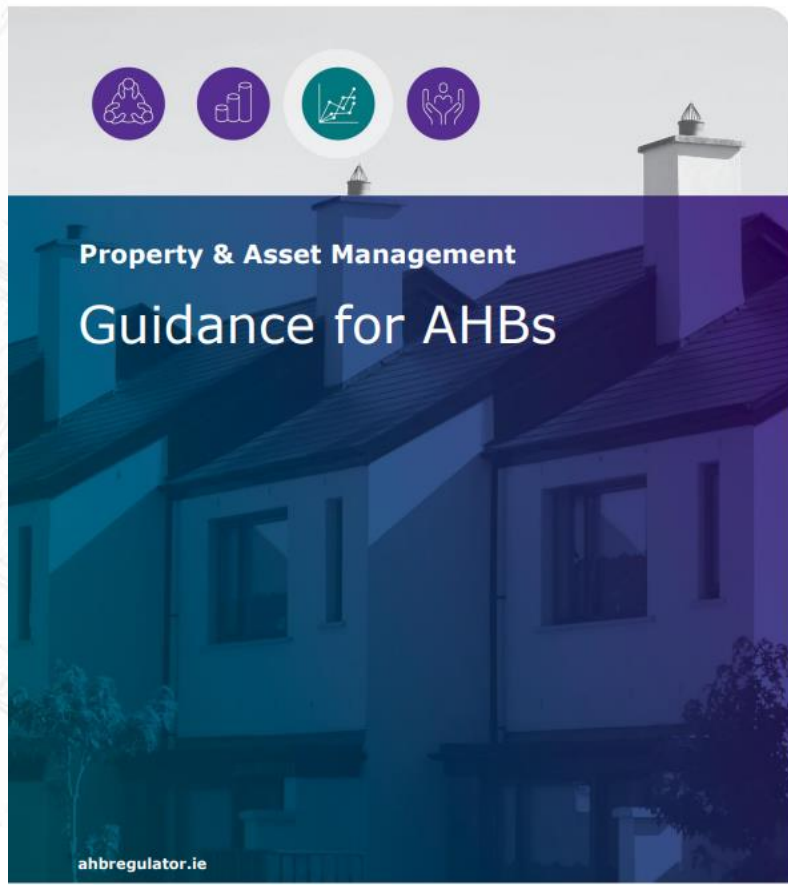
**“Asset management that places tenant engagement at its core”**

**All Ireland Summit – 14<sup>th</sup> November 2024**



# Growth over the years





*“Effective and easily accessible mechanisms for receiving **tenant feedback** on repairs and maintenance”.*

*“**Tenant engagement** regarding the future delivery of tenant services is encouraged and facilitated.”*

*“Effective **communication with tenants** on all aspects of their tenancy”.*

# “Communities over Commodities....”

ICSH Biennial

## Finance & Development Conference 2024

ACHIEVING OUR AMBITIONS  
Social & Affordable Housing Delivery For The Next Decade



Sponsored by

AIB



11am

Tea/coffee break sponsored by Energia

energia

11.30am

**Safeguarding Communities Over Commodities**

**Chair: Éadaoin Ní Chléirigh, Head of Development Operations, ICSH**

- Kath Cottier, Chief Executive, Fold Ireland
- Nick Sheward, Director of Construction and Property Services, Tuath Housing
- Aidan O'Reilly, Principal Officer, Department of Housing, Local Government and Heritage
- Neil Bolton, Director of Housing, Respond
- Helen Shaw, MSC Climate Change, climate resilient housing researcher/writer and in-coming writer in residence 2025 at Data Stories Project, Maynooth University

16<sup>th</sup>-17<sup>th</sup> October 2024  
Radisson Blu Hotel, Sligo

**Tuath**  
Housing





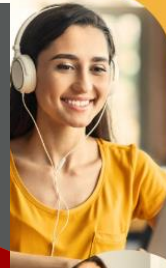
**YOUR VOICE, YOUR HOME, YOUR COMMUNITY**

Involve, Enable, Communicate, Build, Integrate, Embed, Empower

# Embedding a Culture of Tenant Engagement

Recommendations  
for Social Housing  
in the Irish Context

A Report produced for Tuath Housing Association by:  
Dr Joe Frey (University of Glasgow) and Dr Peter Shanks (University of Birmingham)



**Upgrade your skills  
through the**

**New Horizons  
Education Bursary**  
by Tuath Housing



Tuath residents can apply to  
access up to €1000 in funding  
to complete an accredited or  
non-accredited course.

*Boost your confidence and social  
skills, meet new people, and improve  
your career prospects!*

**APPLY NOW!**



T&C's: Open to Tuath residents over 18 only. proof of  
course registration must be provided when applying

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# Asset Management

## Must do's:

- Responsive Repairs
- Void works
- Regulatory compliance
- Cyclical maintenance
- Component replacement / major works

**Demand Led**

## Nice to do's:

- Adaptations
- Energy Upgrades
- Estate Improvements
- Cyclical maintenance
- Component replacement / major works

**Budget Led**



# Property Services Resident Panel

- What we are doing – performance review
- What we hope to do differently – proposed changes
- What would you like us to do differently – work plans
- Improving skills and knowledge





- ***Energy Usage Guides***

- ***Damp, Mould and Condensation Video***

.....

- ***Satisfaction Surveys***

- ***Asbestos Programme***

- ***DMC***

- ***Non-Access Arrangements***





## ***Policies & Procedures***

- ***DMC***
- ***Responsive repairs***



## ***Specifications and Tenders (and assessment?)***

- ***Boiler servicing***
- ***Kitchen replacement***



**“We all need  
people who give us  
feedback.  
That’s how we  
improve.”**

***Bill Gates***



# **Asset Management**

## **Placing the Tenant at the Core**

**Wilton Farrelly**

# Asset Management

~~Placing the Tenant at the Core~~

‘Trying our best to place the Tenant at the Core’

## Our tenant base

- NI: 11,800 Tenanted properties
- RoI: 530 Tenanted properties – from Dunleer to Wicklow (Comhar)



## Key aspects of our response repairs service

- Own Service Centre
- Contractors + Choice Services
- Core systems – ActiveH, Connect, KeyFax
- Currently implementing TCW for certificates
- PowerBI now in wider use
- Over 50k works orders per annum
- Response day to day management is within our Tenant & Client Services Directorate.
- Tenant Satisfaction Surveys – Individual orders and overall service
- Safety a top priority



## **Key aspects of Performance & Tenant Engagement**

- 1) Perceptions – The overall service
- 2) Transactions – Individual maintenance orders



Regulator of  
Social Housing

## Transparency, Influence and Accountability Standard

Consumer standards

1 April 2024



# Tenant Engagement – Our Service

### Tenant Engagement Structure



**Choice  
achieves  
silver Tenant  
Participation  
award**



28 Oct 2024

One of the largest providers of social housing in Northern Ireland has been awarded silver level Tenant Participation Accreditation by the independent charitable body, Supporting Communities.

## Transactional - Receiving response repairs

- Our Service Centre – phone \ email
- Single phone number for a Tenant
- Use KeyFax to identify issue, trade and priority
- Offer appointments where technically possible
- Service Centre staff are fantastic ambassadors for us

## Receiving response repairs cont'd

### Tenants Portal

- The portal needs to access information on the tenancy, rent account and repairs history if it is to offer tenants value
- Our move to a Portal has been slower than desired
- Challenges with system functionality and reliability
- Uptake from tenants has been poor
- Promotion amongst tenants is key.

## Offering an Appointment

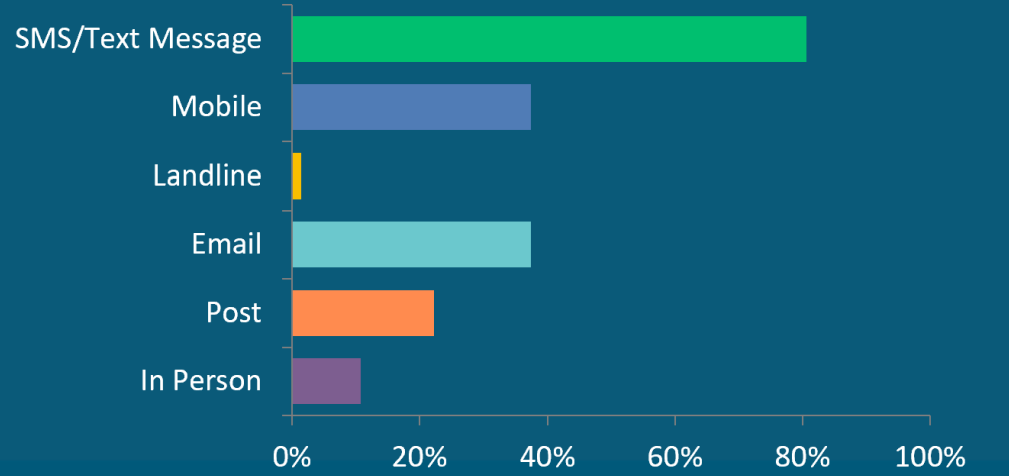
- We offer an appointment for all routine repairs for in-house Choice Services
- Working on appointment booking with other contractors
- Endeavouring to reduce 'no accesses'. Our contractors must contractually offer an appointment
- **As a sector we need to enforce evidence of appointments** – some contractors are abusing 'no accesses' eg they turn up without making an appointment or using 'no accesses' if they know they will fail a response time KPI.....



# How do Tenants want to hear from us?

Q20. Which of the following methods of being kept informed and getting in touch with Comhar Housing would you prefer?

• Answered 139 | Skipped 18



## **Choice Services text engagement with the Tenant**

- Confirmation of repairs appointment via text
- Reminder of appointment sent evening before
- Advised when 'Engineer on the way'
- Text message advising when work is complete

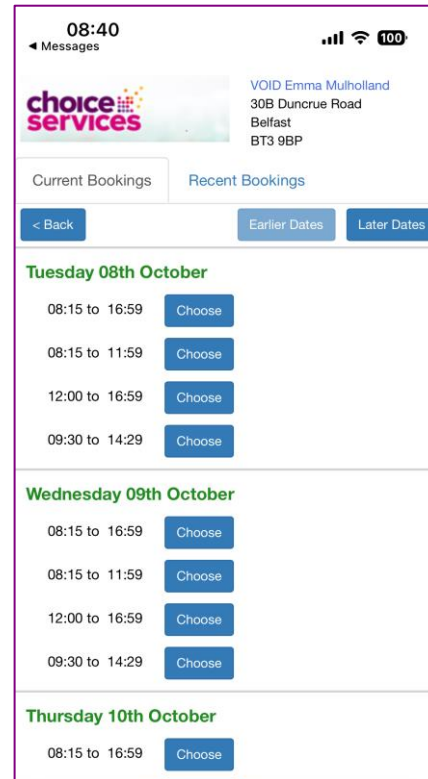
# Example booking confirmation by text

If you wish to rearrange your repair appointment 08102024, you can use this link <https://s.clouddialogs.com/gyx9y4Qm19m>

Repairs appointment 08102024 is booked 08:15 to 16:59 on 11-10-2024 If you can't keep this appointment please call [02890690264](tel:02890690264) Mon-Fri 8.15am-5pm

Repairs appointment 08102024 is booked 12:00 to 16:59 on 17-10-2024 If you can't keep this appointment please call [02890690264](tel:02890690264) Mon-Fri 8.15am-5pm

If you wish to rearrange your repair appointment 08102024, you can use this link <https://s.clouddialogs.com/fAVMnJdxn9X>



08:40  
Messages

**choice services** VOID Emma Mulholland  
30B Duncrue Road  
Belfast  
BT3 9BP

Current Bookings Recent Bookings

< Back Earlier Dates Later Dates

**Tuesday 08th October**

- 08:15 to 16:59 Choose
- 08:15 to 11:59 Choose
- 12:00 to 16:59 Choose
- 09:30 to 14:29 Choose

**Wednesday 09th October**

- 08:15 to 16:59 Choose
- 08:15 to 11:59 Choose
- 12:00 to 16:59 Choose
- 09:30 to 14:29 Choose

**Thursday 10th October**

- 08:15 to 16:59 Choose

## Work undertaken \ Tenant Feedback

- When Engineer marks job complete, Tenant gets a link to a Customer Satisfaction Survey
- Fundamental aspect of quality control for us
- Have kept questions for Tenants simple, use 'smiley faces'
- Data is instantaneous
- **Follow up low scoring feedback** to address issues at source
- Pass on feedback for other Departments

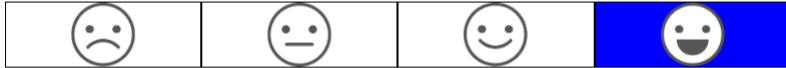
Answer Source Customer Portal Answer date 2024-06-18 09

Score Total 8.89

Please rate your overall satisfaction with the service you have received



Was your home left clean and tidy?



Was the worker polite and helpful?



Was the work carried out satisfactorily?



Were you happy with the repair booking process?



Was your appointment kept?



Review

Hugh is a very efficient worker and he is a very pleasant fellow. He brightened my day.

We've calculated your overall review score

8.89

out of 10



<input type="checkbox"/>	Order / Contract / Priority	Address	overall	Clean	Polite	Work ok	Appt Process	Appt Kept	Comments
<input type="checkbox"/>	Order: 975240 Contract: Choice Housing Response L1 Priority: Routine 20day Work Completed: 02/09/2024	█████ Orchard Court Orchard Avenue	10	10	10	10	6.66	10	The workmen were initially sent to the wrong address but this was corrected by Alison in the Choice office. The two men were very friendly and polite, and did a great job. Thomas and Eamon. Were their names.
<input type="checkbox"/>	Order: 985857 Contract: Choice Housing Response L1 Priority: Urgent 4day Work Completed: 02/09/2024	█████ Baselmere 15 Bryansburn Garden	10	10	10	10	10	10	
<input type="checkbox"/>	Order: 968026 Contract: Choice Housing Response L1 Priority: Routine 20day Work Completed: 02/09/2024	● Hamilton Court Killinchy Street	10	10	10	10	10	10	Perfect work very fast and man was polite
<input type="checkbox"/>	Order: 986584 Contract: Choice Housing Response L1 Priority: Immediate 4hr Work Completed: 03/09/2024	● Breda Court Newtownbreda	10	10	10	10	10	10	Micheal done a great job. Thanks
<input type="checkbox"/>	Order: 987168 Contract: Choice Housing Response L1 Priority: Urgent 4day Work Completed: 03/09/2024	● Rathgill Meadow	10	10	10	10	10	10	Very friendly and professional
<input type="checkbox"/>	Order: 985766 Contract: Choice Housing Response L1 Priority: Urgent 4day Work Completed: 28/08/2024	● The Silvergrove Montgomery Road	10	10	10	10	10	10	Guy was very helpful and job was done satisfactorily! And he came at time arranged! Very quick and efficient service! And he was polite and friendly! Thankyou

← Rating Results

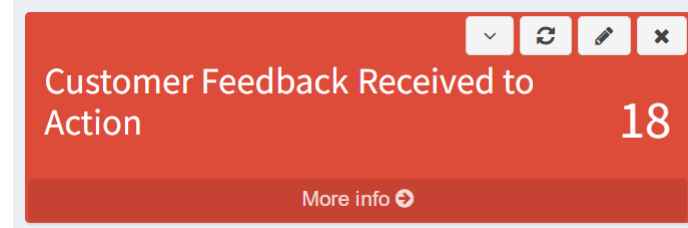
Contract: Choice Housing Response L1

Financial Year: 2024

First Previous 1 Next Last

Question	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7
Please rate your overall satisfaction with the service you have received	9.57	9.22	9.2	9.14	9.62	9.18	9.39
Was your home left clean and tidy?	9.47	9.38	9.62	9.62	9.74	9.61	9.39
Was the worker polite and helpful?	9.74	9.53	9.58	9.74	9.87	9.71	9.57
Was the work carried out satisfactorily?	9.57	9.43	9.33	9.49	9.61	9.18	9.44
Were you happy with the repair booking process?	9.09	8.72	8.79	8.76	9.49	9.31	9.15
Was your appointment kept?	9.65	9.79	9.71	9.38	9.87	9.56	9.33

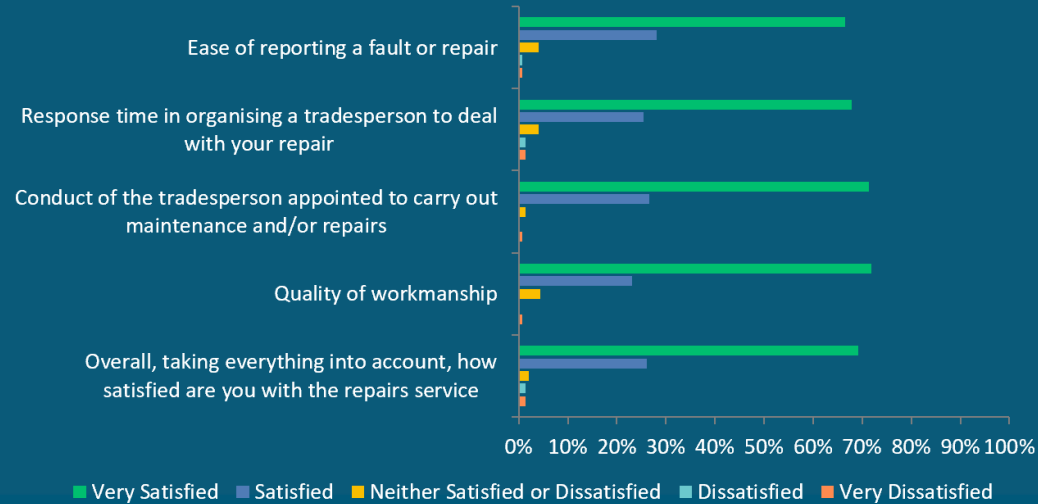
## Dashboard KPI's for follow up



# Perception?

## Q17. Thinking about repairs and maintenance, how satisfied or dissatisfied are you with the following:

- Answered 150 | Skipped 7





## Compliance

- Tenant Information Guides available for key compliance issues (gas, fire safety, legionella, lifts etc)
- Letters issued to tenants with service orders to advise and explain importance of regular service and maintenance of the particular component.
- Service is an opportunity to identify condition and improve component efficiency thereby mitigating risk of failure and improving operational efficiency.
- All component service requirements recorded and monitored with automatic updates.
- Choice News includes regular features on compliance and home safety.

## Compliance

- Access procedures in place and followed to court, particularly for gas.
- Service Centre gas pop-up to advise operators if gas boiler service access difficulties when tenants call and referral to gas team (ie service not complete by day -48).
- Gateway ICT integration allows Choice to view key documents such as service records, smoke detector test records, access difficulties and job sheets.
- For gas, workflow triggered no access escalation letter automated.
- Specialist compliance staff teams.



The logo consists of a white circle on the left, with a vertical bar and a stylized 'H' shape inside it.

# ALL-IRELAND SUMMIT

## Lunch break

Time to network and speak to your  
exhibitors



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# Masterclass taster session on conflict resolution

Barry Smith, founder, Urbanfox Consultancy

Louise Smylie, training manager, CIH



## Express Exercise – 5 minutes

- In pairs or groups of three explore:
- In terms of managing conflict, who is the “best in class” in your sphere (professional or social) and why
- What are the top three characteristics they have that makes them “best in class”
- Use the document on your chair to write these down so that we can share this modelling post event
- I shall ask one or two of you to share on completion of this exercise





# Conflict Resolution

The Context



## Definition

CONFLICT is a natural disagreement resulting from individuals or groups that differ in attitude, beliefs, values or needs. It can also originate from past rivalries and personality differences

# Overall View

- Inherent in Community / Organisations / Regions / Nations
- Intent
- Range
- Impacts
- Positive vs Negative – Crisis or Collaboration



# Routes to Conflict in Organisations

- Communicational
- Structural / Functional
- Personal
- Interdepartmental Conflict



# Mindset



Intrapersonal Conflict



Interpersonal Conflict  
Interdepartmental ?

Inert Conflict

## 2 Examples

- “Whenever you go into a maximum-security prison, you never see perpetrators,” Dr Lee says. “They’re all victims ... In their view, they are always going to be defending themselves against outside imaginary or exaggerated attacks.
- [Mr Trump] will continue to attack and ... [create] reasons for further assault, not knowing that he is the origin of all his perceived persecution.”

Dr Bandy Lee (Forensic Psychiatrist)

Trump Contagion

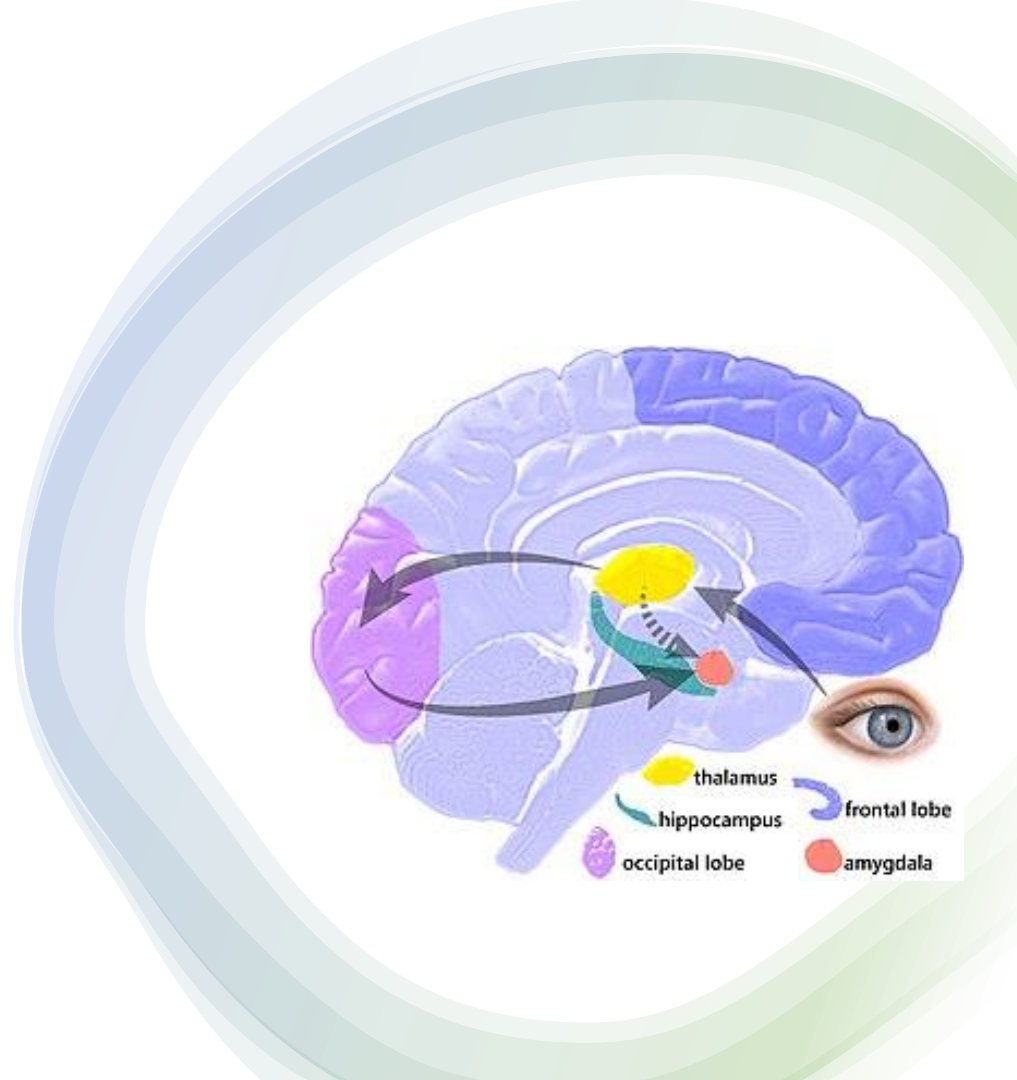
<https://vimeo.com/239060875>

Donald Meichenbaum (CBT and CBM)

Or another  
“approach” .....

<https://youtu.be/F6Zg65eK9XU>

Kwarme Christian – Compassionate Curiosity



# Your Role as a “Manager”

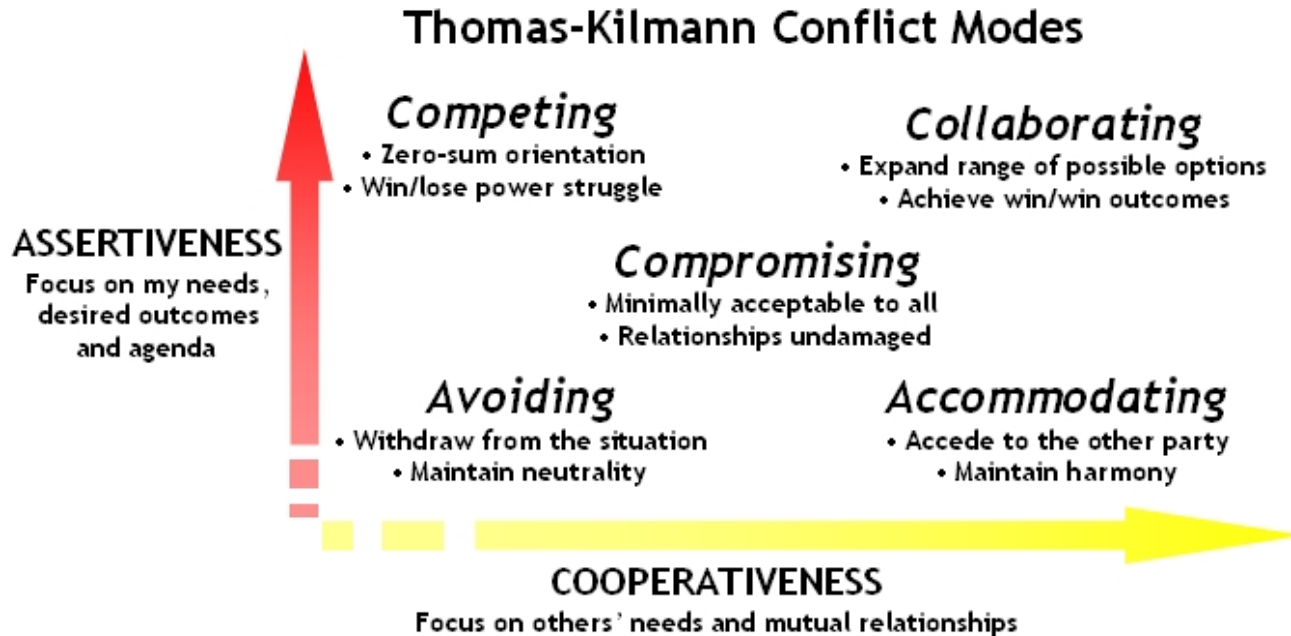
- Majority Role – Informal and Emotional Intelligence (Engagement)
  - Listening
  - Coaching
  - Wellbeing
  - Resolution (and the role of powerful conversations)
- “Escalation” Role – Formal and Process Driven
  - Conflict Resolution Policy
  - Process plus resources / signposting
  - Guidance and parameters



## And Resolution? Kwame's Compassionate Curiosity?

Conflict resolution is the process in which two or more parties work toward a solution to a problem or dispute. The parties involved work together to achieve a solution that solves the problem in a way that is productive.

# How to – Dealing with Conflict



# Your Role as a Manager and as a “Manager”

To promote a culture of positive resolution and early intervention of conflict

To maintain high standards in professional relationships and treat all with dignity and respect

To encourage all colleagues to treat everyone with dignity and respect

To ensure the workplace and work practices are supportive and free from bullying, harassment and unacceptable behaviour

To ensure that team members understand that bullying, harassment and unacceptable behaviour will not be tolerated

To play an active role in the resolution of a dispute / complaint, supporting colleagues to resolve matters informally in the first instance

To promote, communicate, implement and monitor the policy and procedure

To adopt a neutral position and be open minded when providing advice and dealing with cases





## Another Express Exercise.....

Get into your pairs or groups of 3 and explore the three top issues relating to conflict within and about the work you do as well as critique the PowerPoint.

As before, one of you to take notes for us to share your exploration with the other groups following the event.

You have 5 minutes.

And this means...

- Thoughts that you are bursting to share
- Questions that you are burning to ask



The logo consists of a white circle with a vertical bar through its center, and a stylized 'H' shape to the right of the bar.

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## Refreshment break

### Time to network and speak to your exhibitors



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