



Chartered
Institute of
Housing
Scotland



THE BIG CONVERSATION



27 November 2024



09:30 - 16:00



Carnegie Conference
Centre, Fife



Welcome

Geraldine Howley, Executive Chair of the GEM Programme

John Mills, Head of Housing Services, Fife Council



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#CIHTBC2024





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How do we disrupt the housing sector?

Ian Wright, Disruptive Innovators Network



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**Disruptive
Innovators
Network**

**What got you here
Won't get you there**

**The Housing presentation
you'll never hear at a
housing event**

WARNING!

This presentation contains:

- Flashing images
- Pictures which some viewers may find disturbing
- Some fruity language, outdated views and adult themes

Innovative or not?



The speed camera lottery in Stockholm. Drive at or under the speed limit and you'll be entered into a lottery where the prize fund comes from the fines that speeders pay.

Average speed reduced from 32 km/h to 25 km/h (a reduction of 22%).



Innovative or not?



'If Cleverly thinks Stockton is a shit-hole, he should go to Middlesbrough!'

After the home secretary offended the Teesside town, residents tell Andrew Anthony that James Cleverly should help to rally an area that has endured chronic political neglect rather than badmouth it

On Thursday afternoon, the good people of Stockton-on-Tees were preparing for Stockton Sparkles, an annual festive event that promises to transform its surrounding high street - known as the widest in the UK - into a "winter wonderland".

That wonderland was not the word on everyone's lips. Instead, it was the description of the place allegedly employed by the home secretary, James Cleverly, during prime minister's questions on Wednesday. Alex Cunningham, Labour MP for Stockton North, said Cleverly had uttered the phrase when he asked Nigel Stange: "Why are 30% of children in my constituency living in poverty?"

Before the prime minister could respond, several observers, including Cunningham, heard Cleverly say "because it's a shit-hole", though after first issuing a blanket denial, the home secretary subsequently claimed he had called Cunningham a "shit MP". It's his job to say the public evidence doesn't entirely support that claim.

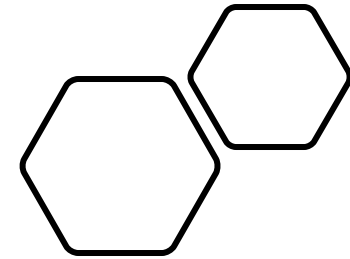
Perhaps used to being the subject of disparaging remarks, many locals responded with a well-rehearsed line in self-deprecating humour. "If he thinks Stockton's bad" said one man, "he should go to Middlesbrough."

"He could have taken the edge off it," suggested Kenneth Goodall, who owns a small shop in the Stockton retail precinct. "But there again, he could have spoken more honestly and called it much worse."

Most would agree that the town has seen better economic times. Teesside was once an industrial hub whose population swelling factories led to locally being known as "meatpots" when the area was a regular assembly point for the mass shopping trips. The main shopping centre has recently been knocked down and redevelopment is under way, but there's a familiar post-industrial ring about the town centre that an able dancer of charity shops, pound shops and betting shops doesn't help to fix. "There's a lack of work and funds, so



Cleverly initially denied making the remark, then said it referred to the local MP, not the town.





I don't think it's a Banksy



Love your job





© (c) NORTH NEWS & PICTURES

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TWO members of Sedgefield District's Housing and Environmental Health Department have been awarded top honours in their field.

Ian Wright and Anthony Fellows have become professionally qualified members of the Institute of Housing, underlining the importance the Council places on having top staff to provide a quality service for residents.

The chairman of the Council, Coun. Vince Robson, is seen above congratulating Anthony (left) and Ian, while Denise Caudle, regional controller for the Department of the Environment, looks on.

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Complaints are a gift?

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

HOUSING & ENVIRONMENTAL HEALTH DEPT.
RECEIVED
20 AUG 1990

TERM SHEET	<input checked="" type="checkbox"/>		
VOID MEMO	<input checked="" type="checkbox"/>	COMPUTER	<input checked="" type="checkbox"/>
FLIT	X	CHANGE LOCKS	X.
TERMINATION			

18th AUG 1990

SIR

I am writing to you about above address, My wife and myself are totally disgusted with the way we have been treated by your Mr Ian Wright So called housing officer.

Before your last committee meet we came to see Ian Wright with our application for transfer plus £150.00 rent arrears which if I'd known then what I know now you wouldn't of got



because as far as I am
concerned we was coned
out of that money, by you
people.

We have had to live
amongst scum, that you people
think are humans, why should
decent people have to live
amongst that, But you've
put us amongst them, so
when you go in the shed on
side you will see the rubbish
that your dustmen have
left still there, you can
also clean the house out
as that is your normal
duties. down this road.

As far as you people
you are no better than
the NAZIS we defeated
in 1945

3

you can STUFF the house
as far as possible, and the
so called Ian Wright (Mini Hitler)
is nothing but a Shit house,
except a Shit house is of
some use, unlike him.

Yours Faithfully

[Redacted signature]

P.S. Please find keys for
above enclosed. As we have
found accommodation else
where amongst real human
beings, which if you don't know
the meaning of the word
look it up in the dictionary
you might learn something
new, which I doubt very much



The power of teamwork

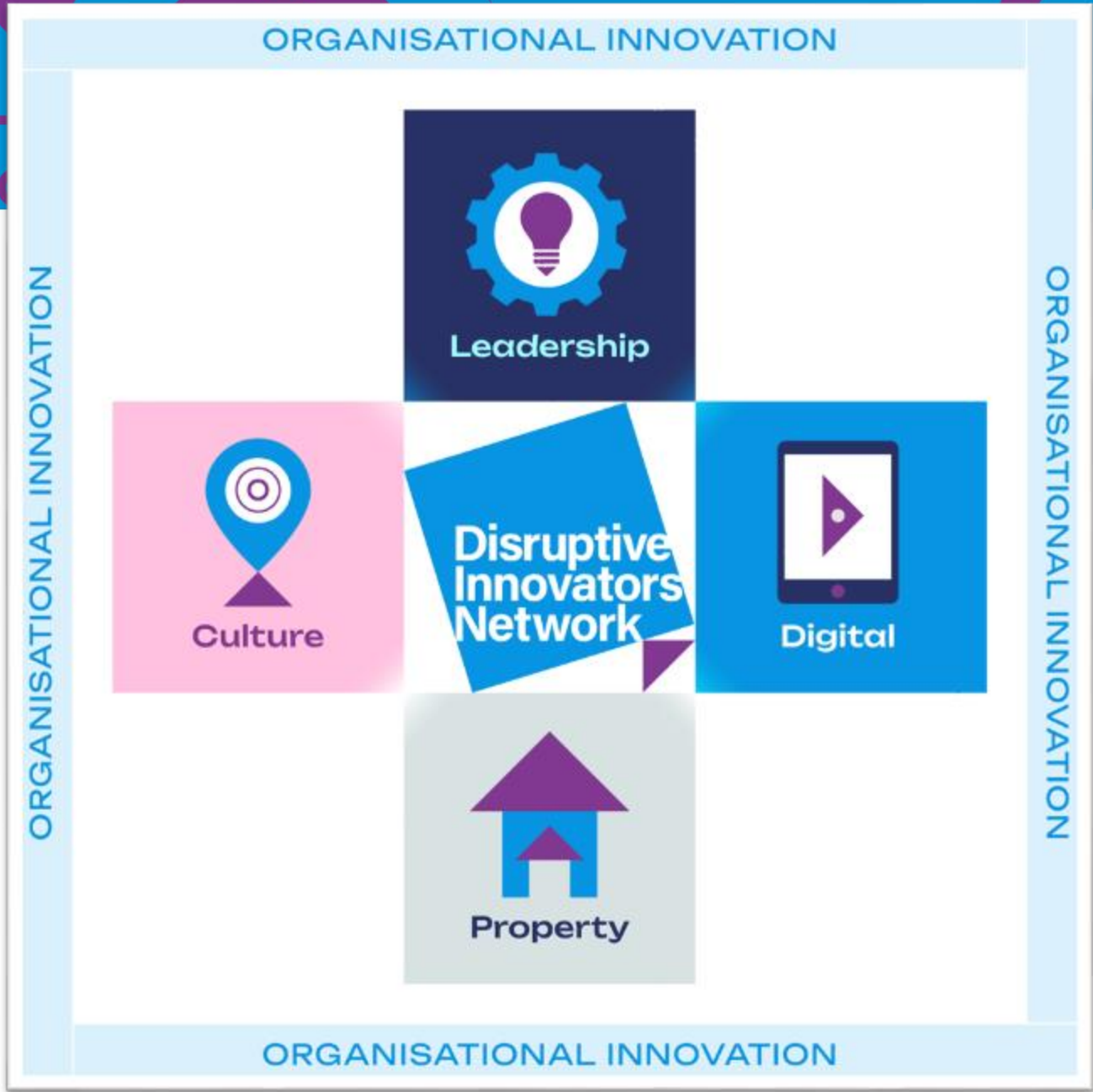


A stack of rolled-up newspapers is shown in a close-up, shallow depth-of-field shot. The newspapers are stacked diagonally from the bottom left towards the top right. The top newspaper has a prominent blue and white striped band with the word "FREE" printed in large, bold, black letters. Below the band, some text is visible, including "Microsoft profi" and "N". The background is dark and out of focus, with a small orange horizontal bar in the top left corner.

**Did a bit of
stuff for 20
years**

Corporate innovation comes to social housing





It's not rocket science - How NASA innovates

With Steve Rader
Program Manager
NASA's Centre of Excellence for
Collaborative Innovation

Thursday 1 February 2024

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Running an open housing innovation programme to solve tricky problems

Thursday 9 May 2024



DIN delivery partners

sero **switchee**



Study visits



Seeing around corners

Develop your strategic foresight
capabilities masterclass

18 & 19 May 2023
The Guinness Partnership
Head Office, London

Supported by:

 **switchee**

In partnership with:

Futuremade

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Weak signals

- Questioning
- Personalisation



An interesting journey - Places



Feedback as a motivator?

“I don’t need a disruptive Ian in my organisation”

Ian Wright

@disruptiveIan

Feedback as a motivator?



**“Sometimes you’re
a bit shit!”**

An interesting journey - People



Lessons from the fastest place in the world



Lessons from the fastest place in the world





“We are taking 21st century challenges, evaluating them with 20th century ideas and responding with 19th century tools.”

Madeleine Albright



“Most leaders are trying to make the irrelevant more efficient.”

Lars Kolind

Is social housing building a faster horse?



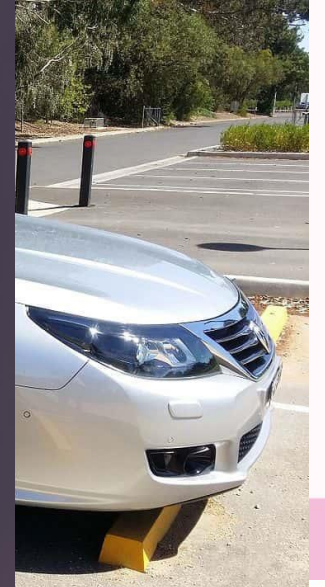
Then and now



Then and now



Then and now



Why is radical transformation so hard?



Gary Hamel
@profhamel



Why is genuine transformation so rare? Because few leaders are capable of: 1) imagining radically different future states; 2) approaching change systemically (vs. looking for a silver bullet); and 3) persevering over the 3-4 years it takes to make deep change irreversible.



The problem with transformation



The competency trap



Barriers to change



The ambidextrous organisation



- Why are you wanting to innovate?
- Experiments trump ideas
- Core will always beat explore
- Need to get comfortable living with ambiguity
- Who are the two most important teams?
- Hindsight v foresight

Sign of our times

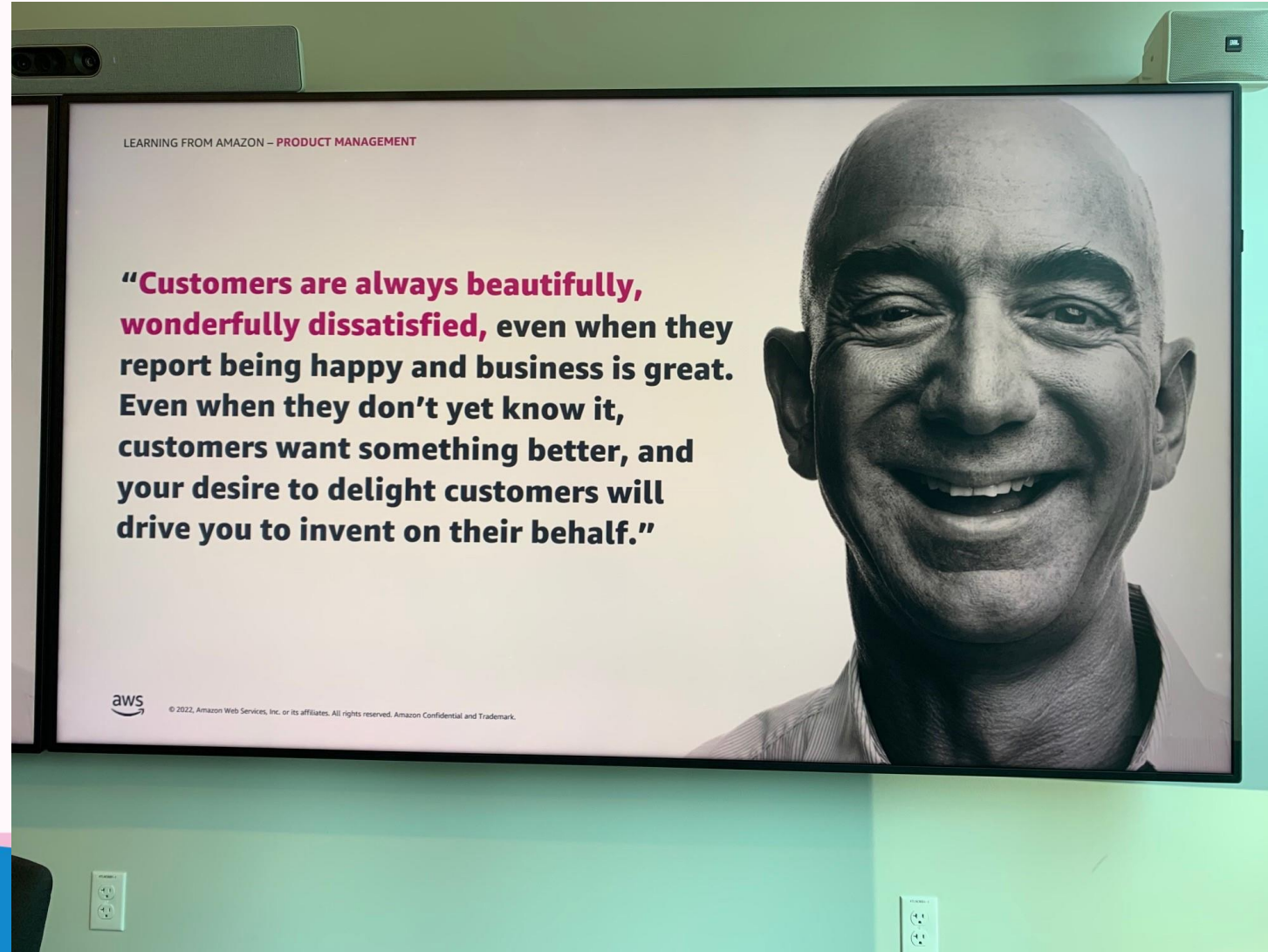
- The number one emerging thing in society in value is....Time
- Since covid expectations have changed substantially
- Priorities have altered – from reliability to responsiveness
- The past is a place of reference not residence
- It's not those with the best ideas who succeed, it's those that implement them
- Loss aversion – The tendency for people not to lose rather than play to win
- Data tells, stories sell – Facts are not enough to change people's minds.

Some thoughts

- An engagement survey is like stopping the game to ask the fans of a different game how you're playing
- Trust comes from a series of kept promises
- Building the glass organisation
- Innovation is an end-to-end journey if it doesn't scale then it's just a hobby
- If you are trying to make your organisation/team more efficient chances are that you are making it less innovative



Sleepless in Seattle



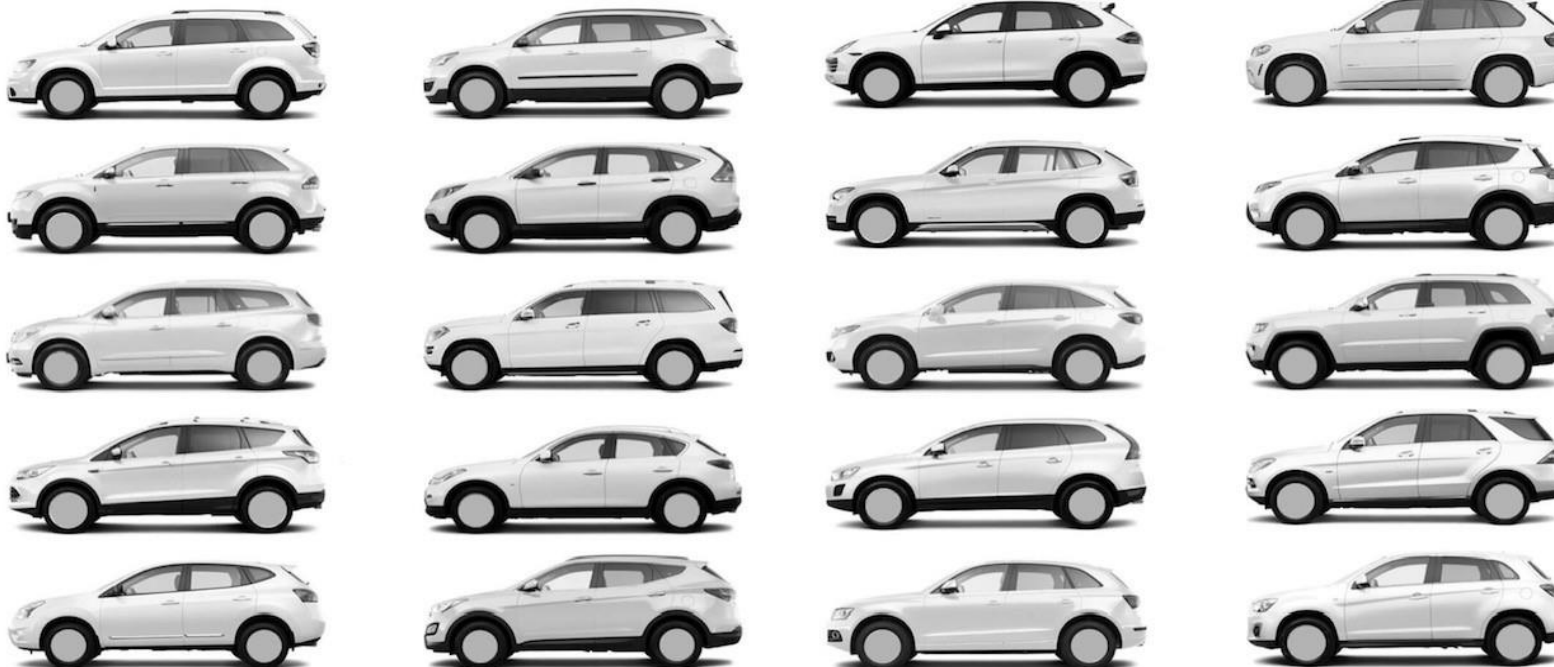
Hitting the target missing the point



“The electric light bulb did not come from the continuous improvement of candles.” (Oren Harari)

Hitting the target missing the point

Cars – as you can see in the graphic below – are also getting harder to tell apart.



The fastest snail in a snail race



The new frontline?

16:18 Sun 24 Apr



kes



employed
idea what
latest mid

Running hot



Beware innovation theatre



*“Innovate? No—we
already tried that once.
It didn't work out”*

© TimoElliott.com

Innovation culture

- To get to a culture of innovation you will need a culture of safety
- You have to decide how you learn from failure.
- Is it to learn lessons for the future?
- Or to distribute blame for the past?

Innovation culture



“The higher you go in an organisation the danger is that courage gets squeezed out of you by fear.

The further you go up the ladder the further you have to fall”.

Graham Smith,
Chair, Alder Hey Hospital

Innovation culture



“You never change things by fighting the existing reality
#housingcrisis.

To change something build a new model that makes the
existing model obsolete”

Buck Fuller

Innovation culture



“Doubt can only be removed by action”



A little bit about innovation



3 phases:

1. Ideation
2. Incubation
3. Scaling

Innovation can only be bestowed by your tenants and residents



“Most ideas fail, even if they are well executed.”

Dan Cobley, Google



Understanding failure

The right kinds of wrong



- Basic failures – damp and mould – discovered in 2020
- Complex systems failure – Titan sub
- Potentially intelligent ones – teach us things in the midst of uncertainty

Lessons in failure

- F – First
- A – Attempt
- I – In
- L - Learning

Bad service design



Everything I know about AI

AI is not the answer



AI + BSD = AS

I'm a little afraid



Definition of a leader

‘Someone who doesn’t accept the status quo and can do something about it.

.....otherwise you are just a manager’

Lessons in leadership

Personal boardroom

- Inspire
- Challenge
- Support
- Educate



Lessons in leadership

- 3 Fs
 - Fun
 - Failure
 - No fookwits



Lessons in leadership

- Snow melts from the edges
- **GEMBA**
- Recruitment – better a hole
- Workplace toxicity – try swimming

Questions you should be able to answer



- How many homes do you manage?
- How many times in the last decade have you tried to solve the same problem?
- From the data you collect can you give 3 examples of where customers now benefit from personalised services
- Value v failure demand
- What is the cost of not innovating?
- What performance measures do you have in place to measure behaviours that drive innovation?

Our perspectives have changed

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**“People thought they
needed shops to go
shopping until they
realized they didn’t.”**

Antony Slumbers
Real Innovation Academy

Remember...

Innovation is your insurance against
irrelevance



Thank you



Ian Wright

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disruptiveinnovatorsnetwork.co.uk



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Housing to 2031: what the sector wants

11:05 – 12:05

Facilitated discussion session



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Breakout session: working the room

Barry Smith, Urban Fox Consultancy



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Express Exercise – 5 minutes

- In pairs or groups of three explore:
- In terms of working a room, 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”
- I shall ask one or two of you to share on completion of this exercise



Working the Room

The Context

Modelling Excellence and Being Comfortable

Growing Engagement in Consultation

Leadership at a Roundtable Event

Working the Room Emotional Intelligence

Self Awareness



Self Management



Social Skills



Social Awareness
(Managing Others)

Confident Communication

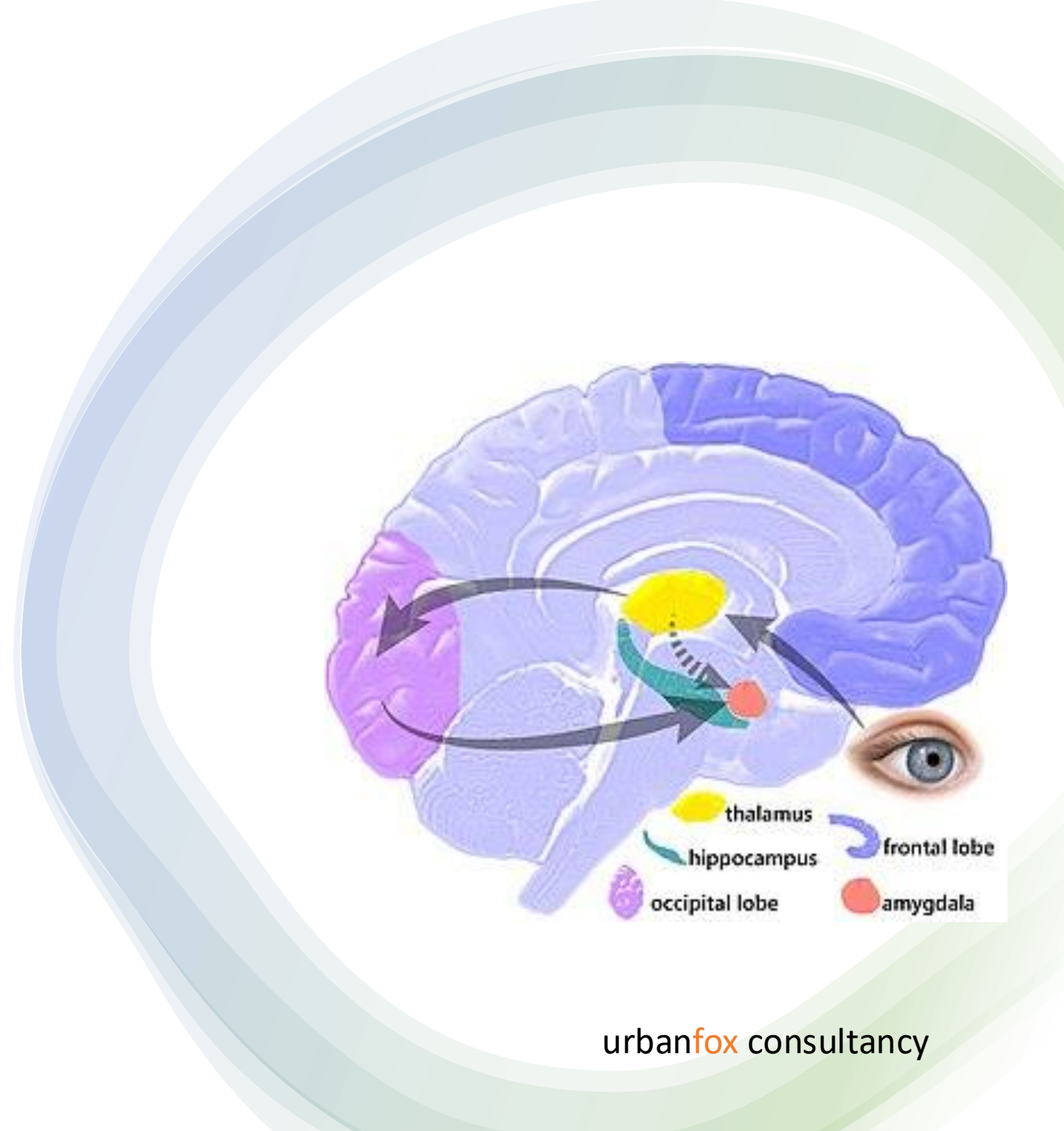
- Authentic, personable and confident approach
- Trust in Self – your voice, your knowledge, your judgement
- Great Listening (that supports open questions – tell me more...)
- Power of Three
- Positive vs Negative – Collaboration caution; values assumptions?
- Exit Strategy

Or another
“approach”

<https://youtu.be/F6Zg65eK9XU>

Kwarne Christian

Compassionate Curiosity



urbanfox consultancy

How to – Dealing with Conflict



Fishing in a different pond

2. Bemersyde on the Tweed, Scotland



Recognised as one of the great salmon rivers of the UK, the River Tweed flows east across the Border region and northern England.

Ack. BBC



Fishing in a different pond 2

- IDE
- Interest Groups
 - Gender, faith, sector, community, social, environment, plus plus plus
- Health and aging
- Loneliness
- Challenge the status quo / assumptions

- Building on your strengths
- What are you missing / not hosting
- How do you speak into their listening
- Methodology / social media / F to F
- Evidence trails and celebrate success

Ack. National Maritime Museum

urbanfox consultancy

Treat it as a Project

- Visualise success – start at the end
- Corporate / business gains and culture / values influence
- Project Team with Sponsor / Champion
- Communication (and reporting plan)
- Structural / Functional resources
- End Point and Interim Evaluations
- Celebrations / launch

Roundtable Leadership

To promote a positive, successful environment (ground-rules) and timing the event

High standards in professional relationships and treat all with dignity and respect

Vision, objectives and creativity (the Project again; pebbles in the pond stimulus)

Belbin Team Roles

Great questions to stimulate the creativity (and reality)

Some golden nuggets of evidence and data

Confident communication again

Draw from the quiet ones (What are we missing? What haven't we thought of?)

Summarise the highlights and agree next actions (and allocate suggestions /roles)

Another Express Exercise.....

Get into your pairs or groups of 3 and explore the three issues (modelling, growing engagement and leadership at a round table) relating to you and the work you do as well as critique the PowerPoint.

As before, I shall ask one or two of you to share on completion of this exercise.

You have 5 minutes.

And this means...

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





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THE BIG CONVERSATION



27 November 2024



09:30 - 16:00



Carnegie Conference
Centre, Fife



How to lead

Susan Aktemel, Homes for Good



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IOT



How to Lead – Net Zero

Richard Orr

27 November 2024



With a General Election behind us and 18 months until the Scottish elections, hear from our panel about the leadership they want to see in the Scottish housing sector, from our political leaders and civic society.





Global Policy

Our National Policy reflects ambitious targets set at COP26 in Glasgow.

Since then, the UK Government has failed to attend any subsequent COP and the most recent COP in Baku failed to attract many world leaders (War and Elections playing a part)

There international stage is not applying downward pressure on the UK or Scottish Governments to increase its delivery.

Policy Landscape



The **Climate Change Act 2019** for Scotland to become a Net Zero country 2045

Energy Efficiency Scotland (EES)

Heat in Buildings Strategy (HiBS)

Energy Efficiency Standard for Social Housing (EESH)/Social Housing Net Zero Standard (SHNZS)

Local Heat & Energy Efficiency Strategy (LHEES)

The **Fuel Poverty Act 2019** and the eradication of fuel poverty by 2040 within all housing

Earn your Free Admission...

Q1: Do you think your organization should aim to meet the new SHNZS when it is launched?

Keep them raised if....

Q2: Do you have 100% SHQS Compliance (inc. ESSH) & 100% Customer Satisfaction in their homes?

Customer First?

Q3: Who has words which include the sentiment 'Customer Focus' or 'Customer at the Heart' anywhere in their Corporate Paperwork?

Fuel Poverty?

Q4: Who has designed retrofit solutions for their homes that reduces or removes the risk of fuel poverty?

No hands please...this one is rhetorical!

Q5: Why would Policy aimed at a minimum standard be the way we best serve our customers?

We need to change the record

The sector narrative seems to be to delay activity until the SHNZS is revealed.

The expectation is that the standard will be watered down and diminished.

This position presumes significant grant to pay for any proposed works.

This is stopping any meaningful progress that our tenants need.





What do I want?

Grant Funding for Near Zero Retrofit Plans

The single biggest change the government can make is to provide funding to create the plans. Not Capital Funding for those organisations ahead of the curve.

If we lead.....



We can maximise the outcomes for our customers now. Sustainable and Healthy homes is how we put the customers at the heart of what we do.



Designing solutions towards reducing or removing fuel poverty means we can have real discussions on how we finance the transition in a real timeframe.



Having real plans allows the sector to provide visibility to the construction sector to recruit and train towards our delivery needs



We can use these plans to ensure a fair start in training and employment for our communities



Leadership is not...

An award winning example or someone on stage.

It is up to **you** to lead us forward.

There are over 600,000 social homes in the hands of very few of us.

It is in our hands to make the changes to deliver a Just Transition for your community. Net Zero is just how we do that!

The Fife Housing Emergency

CIH Big Conversation



FIFE HOUSING
PARTNERSHIP

John Mills

Head of Housing Services

27 November 2024

the basis for the Fife Emergency Declaration in March 2024

- **Main trigger for the Emergency was the cut to the Affordable Housing Programme locally and nationally – the Fife RPA was reduced by 24% in 2024/25**
- **Not enough social rented housing supply to cope with record housing and homelessness demand**
- **Temporary accommodation more than doubled since the pandemic but the Council is still regularly breaching statutory duties**
- **Changes in the Private Rented Sector – reduction in opportunities for people to access vacancies, landlords leaving the sector**
- **Number of empty homes across public and private sectors**
- **Predictions of an increase in homelessness of 30% for the next 2 years (Heriot Watt University/Homelessness Monitor 2024)**



Fife's Housing Emergency Action Plan (June 2024)



3 Main Themes

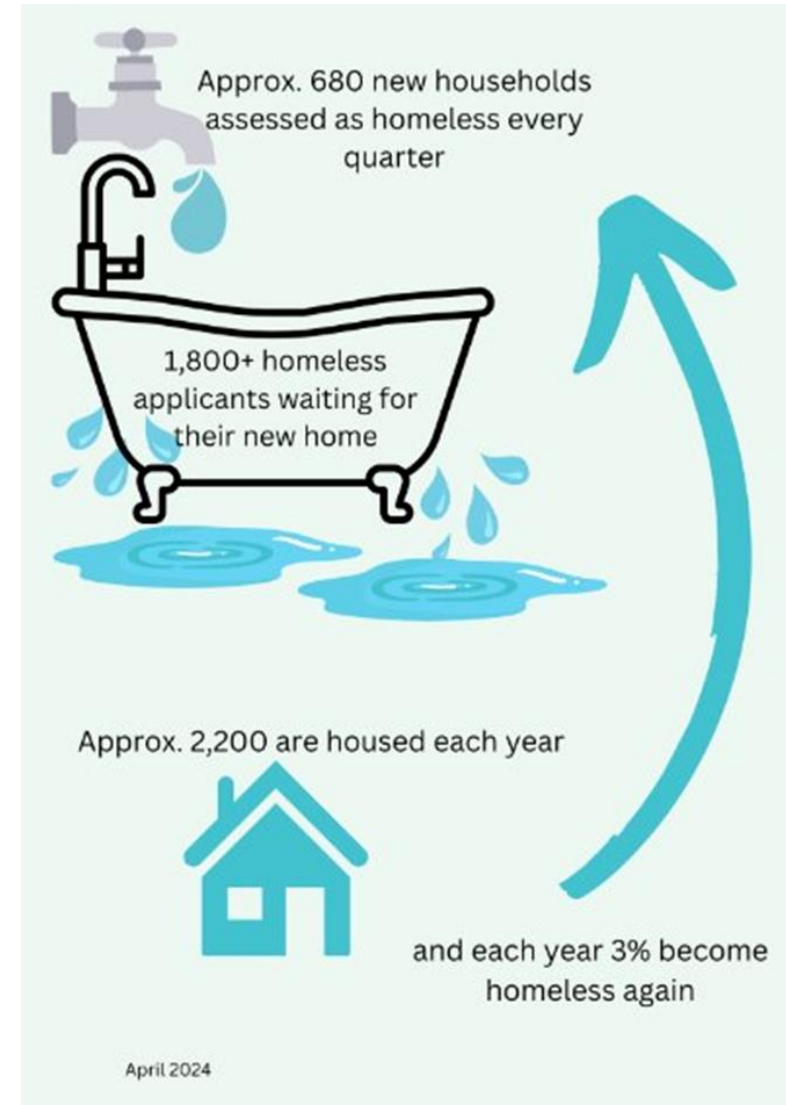
- **Maintaining Affordable Housing**
- **Making best use of existing properties**
- **Housing Access & Prevention of Homelessness**



An image to bring a bit of focus

Key actions:

- We need to slow down the flow of homelessness presentations and demand for temporary accommodation.
- We need to enhance the number of social rented houses for let to reduce the homeless backlog.
- We need to move to Rapid Rehousing





Housing Emergency Action Plan Actions

HEAP 2024-27 Impact (so far)

- **Meet Statutory Duties**
 - Still breaching duty to offer temporary accommodation on a daily basis
 - Significantly reduced unsuitable accommodation breaches
 - Reducing the use of B&B – safeguarding concerns
- **Preventing Homelessness**
 - Homeless presentations reduced by 6 year to year over last 2 years
 - Pathways developed for 6 highest risk groups
- **Make best use of existing housing across tenures**
 - Council has reduced number of voids to 1.4%
 - Focus on 2,600 empty private sector voids



Scotland's Housing Emergency

Gordon Macrae, Shelter Scotland



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Scotland's Housing Emergency

Sai Shraddha Suresh Viswanathan, NUS Scotland



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Who are we?

NUS Scotland represents over 500,000 learners from across the nation

FURTHER
EDUCATION

HIGHER
EDUCATION

APPRENTICES

About me

- Elected as NUS-Scotland President, term began on July 2024.
- Currently part of elected NUS UK Officer Team, working closely with elected national officers in England, Northern Ireland and Wales.

As President, I maintain a close working relationship with students and student representatives, as well as politicians and organisations across the sector.

NUS' campaign priorities are set based on the input of students and housing has been a key priority in my first 5

- Served 2 years as Vice President for Welfare at University of Aberdeen.
- Hold Master of Science degree in Psychological Studies



FIX STUDENT HOUSING



CAMPAIGN AIMS

Remove requirement for Rental Guarantors

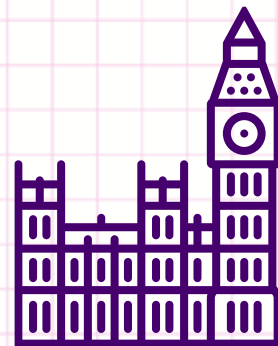
An added barrier to accessing safe and affordable housing, especially for students estranged from their parents and international students. We want to bring about legislative change to remove the need for rental guarantors.

Rent Reform and PBSAs

We seek to **introduce rent controls and better regulation of student housing**, to curb the upward trend of rent in private rented and PBSA accommodation. We will be campaigning to improve the Housing Bill and will be responding to other relevant legislation or consultations.

Safeguard Students from Revenue Raising

Rates exemption for students halls of residence has been highlighted as a potential means of revenue raising. Some universities have indicated this would mean raising student rents. Students must be safeguarded from added costs.



Westminster Lobby Day

NUS UK National Lobby Day took place at Westminster on **Wed 23 Oct**.

We met with several MPs as part of a series of cross-party lobbying meetings.

NUS Student Housing Suvery 2024

In October NUS conducted a housing survey in which a total of 3163 students and apprentices from across the UK were consulted via online survey

649 of these respondents were from Scotland.

Notable Findings.

General information:

- 44% of Scottish student respondents live in the private rented sector.
- 36% live in Purpose Built Student Accommodation.
- 61% of student renters required a guarantor when renting.

Notable Findings.

Good news:

- 84% of Scottish respondents said they feel safe in their accommodation.
- 83% they can easily access public transportation from their accommodation.
- 75% reported their accommodation is in good condition.

Notable Findings.

Troubling news:

- A third of students (34%) have had difficulty in paying their monthly rent or housing costs.
- Three fifths of those who have had difficulties paying rent and housing costs have skipped a meal (57%), two fifths have gone without heating (42%) and 19% have used a foodbank.
- 36% of students required to have a guarantor said it caused them a great deal of stress, this was particularly true for international students.

Questions?



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Closing remarks

Geraldine Howley, GEM Programme



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