

**Cartrefi
Cymunedol
Cymru**

**Community
Housing
Cymru**



Spotlight session: Housing associations and their innovation journey

14 November 2022

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CHC's Alcemi programme





The Alcemi logo, consisting of the word "Alcemi" in white lowercase letters on a black rectangular background. A small, multi-colored circular icon is positioned above the letter 'i'.

Launched in late 2019 to equip members to be **fit for the future**.

Tackled **structural issues** that require policy and funding change and sought to **build capacity** and foster a **culture of collaboration and innovation** to do things differently.

It included three strands:

- **Influencing for a better future programme** - The aim was to **identify the biggest challenge standing on our way to achieve our vision of a Wales where good housing is a basic right for all**. We explored 5 emerging key themes with housing associations and partners and used these conversations as a platform to co-create 'Home', the CHC manifesto for the 2021 Welsh Senedd Election
- **People potential** - To showcase the range of career opportunities available in housing and help develop the **workforce of the future**
- **Innovation** - This included a 12-month innovation pilot designed to **build innovation capacity** within the sector and support **collaboration** on shared challenges. The pilot included a **public challenge** and an **organisational innovation challenge**.



Innovation Pilot: Innovation Working Group

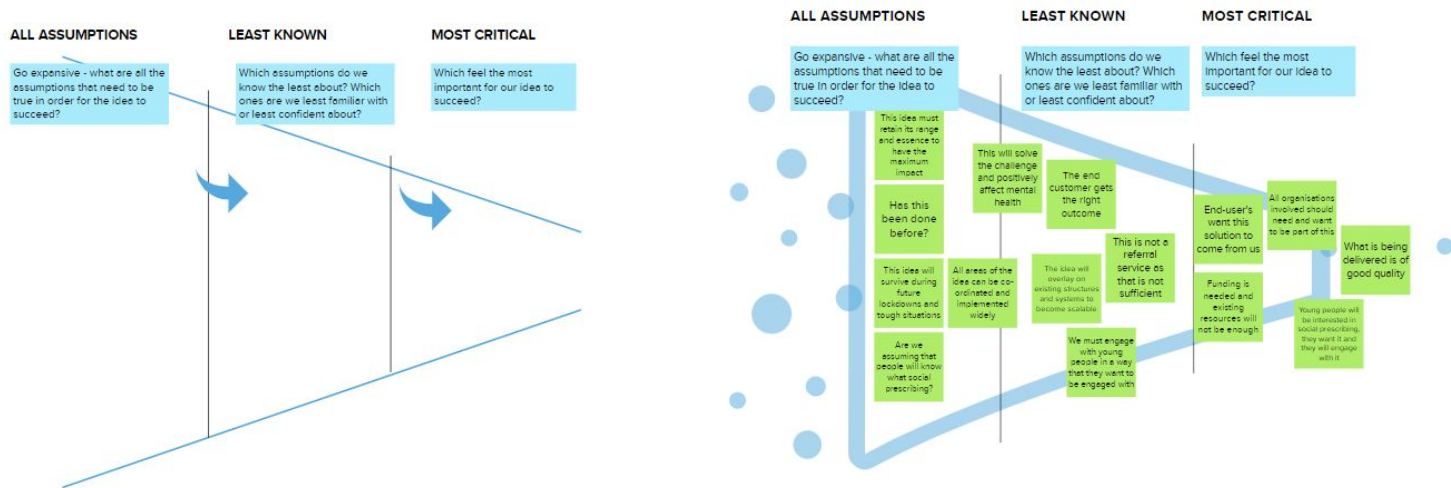


- 2020 - **Steering group** made up of representatives from 15 HAs chose one of the challenges identified earlier that year in challenge hack sessions - **Joining the Dots between Health, Housing and Social Care**
- Working group refined the challenge - **How do we prevent the mental health of young people aged 14-18 worsening?**
- Early 2021 - **Public challenge** launched via the Simply Do platform - **Crowdsourcing of ideas** from HA staff and board members and the general public. 29 ideas submitted
- Settled on idea around **social prescribing** submitted by Newport Live - specifically using sports & arts to alleviate mental health pressures
- March 2021 - Started work with innovation delivery partners Element
- **Innovation bootcamps** (April - June 2021) - Learnt a lot about innovation tools, mindsets & behaviours and constantly questioned our **right to play** in the challenge
- Pitched our ideas to a panel of experts at the end of the bootcamps



- Learner mindset
- **Falling in love with the problem**, not the solution
- The power of **insight**
- **Pivot** or persevere
- Constant **iteration**. De-risking.
- **Tools**: Assumption funnel, insight compass & question funnel

The assumptions funnel





Tool: Insight Compass

A tool to **push our thinking** for insight design, **expansively** exploring WHO we could learn from, and HOW.

NORMALS

The people who are typical of your target audience. The majority of your insight should be with this segment.

EXTREMES

People who have an extreme perspective or have extensive knowledge on our topic, or have a deep relationship it.

SURPRISES

What analogous worlds or people could we learn from who have experienced the same problem we're solving for, or have solved it. These people are great for provocation and inspiring stimulus.

WITH THEM

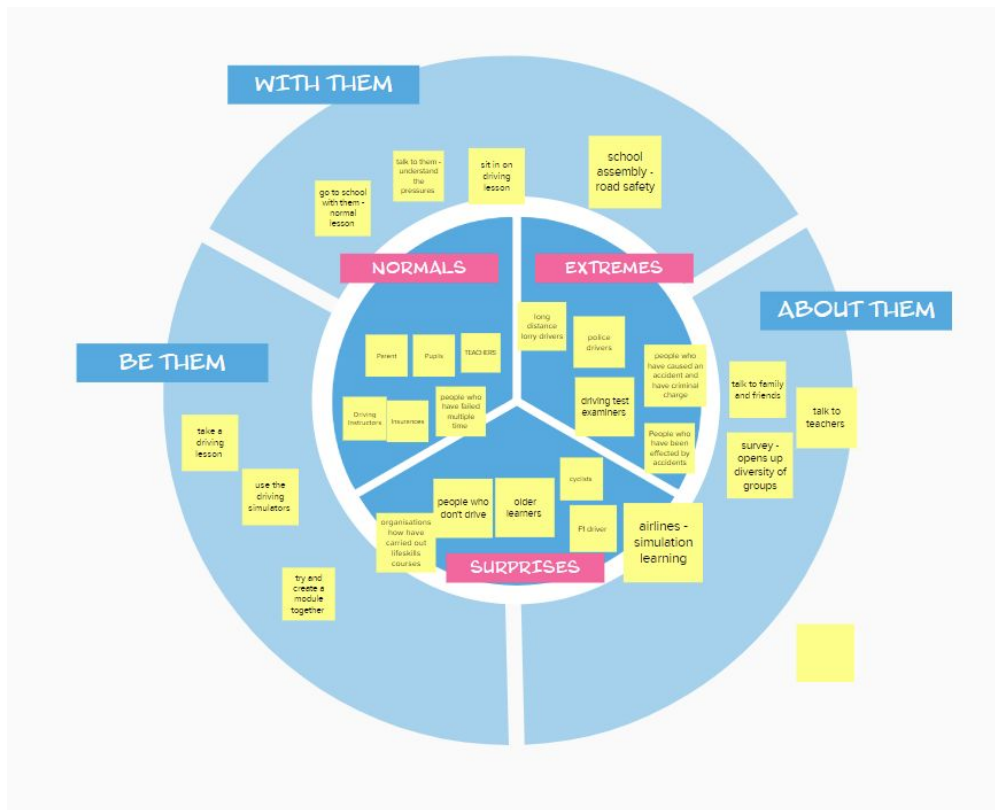
Spend time with the target group. Talk to them, go to their practices or their homes, hang out with them in their environment, do things with them.

ABOUT THEM

Talk to people who know your target personally, who will provide a different perspective.

BE THEM

Spend time **being** the target Customer. Get into their world, into their shoes, into their heads. Experience a day in their life in order to truly empathise.



Innovation tools, mindsets and behaviours - The question funnel



Tool: Question Funnel

A tool to help you design your discussion guide and questions for insight activities.

GO WIDE
(Often by asking 'why')

HOPES + FEARS

LIFESTYLE

EXPERIENCE

FEATURES

GO DEEP
(Often by asking 'how')

What do you want to be when you grow up?

Who most inspires you?

What's the scariest bit about growing up?

Talk us through an average weekend

If you met an alien, how would you describe GCSEs to them?

What kind of car would you buy? Why?

How often would you like to study driving?

Who inspires you?

What do you want to achieve in life?

Where you would be in 5 years?

What motivates you to get out of bed in the morning?

What does being independent mean to you?

What do you like to do in your spare time?

How would you friends describe you?

How important are your friends to you?

Describe your home environment

What car would you like to buy when you're older?

Where would you go if you could drive?

Bike or car?

Do you know someone who's been in a traffic accident?

Do you think you think you'd enjoy most about driving?

What do you think you'd enjoy most about driving?

How do tests make you feel?

Do you usually play videogames? What kind?



- Insight revealed emphasis should be on **prevention**, so the target group was changed from 14-18 year olds to 10-11 year olds
- Project had to be **sustainable** to generate long-term benefits - not a one-off intervention and use current community partners to help deliver
- Geographical spread of working group members (Adra, Hafod, Melin & Pobl) meant they didn't all operate in the same communities - split into **two pilots**

South Wales pilot

- Identified a common geographical area both Melin & Pobl operate in (assisted by Hafod) - Newport
- Communities teams from both housing associations are already working in partnership, but the mental health element needs to be progressed





- Adra have run football camps at a rural school over a period of 6 months to date
- Combination of Adra staff/local partners delivering the sessions
- Introduction of wellbeing sessions in 2023: incorporate mental health activities
- 25 weekly participants on average
- Liaising with Sports North Wales and Byw'n Iach to enhance what we offer. Target areas where there are gaps in the county





Caredig's Organisational Innovation Challenge





- The purpose of the challenge was to identify a problem and **crowdsource ideas from staff across the organisation** on how to address it.
- The challenge was **part of a wider programme of work** undertaken just before the rebrand from Family Housing to Caredig
- One of the key areas of this programme was an **analysis of tenant issues**, which helped gather the evidence and framing for the challenge.
- A '**challenge hack**' session with Simply Do was held to funnel the long list of ideas around the problem into a clear problem statement
 - The challenge focussed on **how to improve the way tenants contact the housing association by telephone to make it more accessible.**

Caredig

Simply Do



Alcemi
Arloesedd | Innovation

3-Step Process

Supporting organisations to create challenges and manage ideas.



Challenge Creation

A challenge is a clearly defined problem within the organisation and a broad set of requirements that a solution should include.



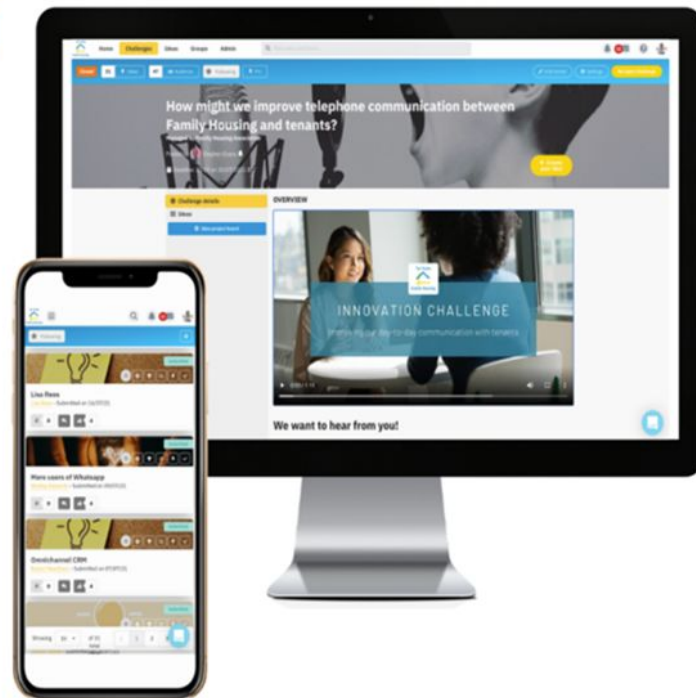
Idea Capture

Ideas that are solution focused are created by employees or external suppliers and captured in Simply Do, customised to meet your requirements.



Idea Management

AI powered smart-sift surfaces the best ideas, whilst transparent idea management enables implementation to be quick and cost-effective.





25

DAYS OF 28

This data includes the start and end date and was captured from post testing.



203

LINK CLICKS (6)

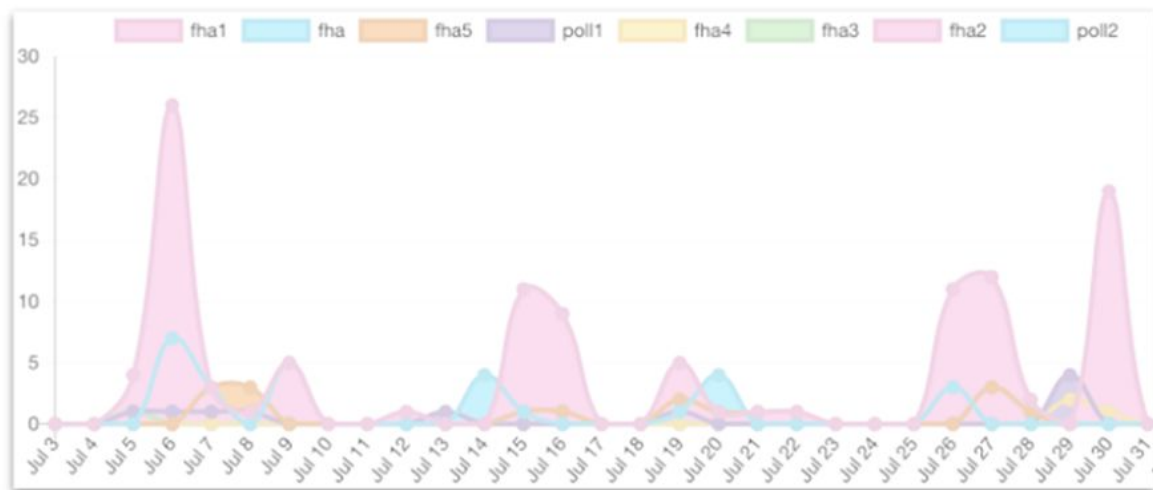
Most successful channels based on link clicks include in-app and e-comms.



444

CHALLENGE VIEWS

Including unregistered and registered (awareness, self-assessment and readiness)



EXTERNAL ENGAGEMENT PLAN

1. **Systematic and Sustained**
2. **Action-Orientated and Media-Rich**
3. **Targeted and Trackable**

FHA 0 In App Announcement (52)
FHA 1 E Comms (118) - *Why might this be?*
FHA 2 Social (3)
FHA 3 Intranet (4)
FHA 4 News / Blog (6)
FHA 5 Workshop / Briefing (20)



28 x IDEAS SUBMITTED (12)

STRONG CONVERSION 90%

45 x NEW USERS (45)

STRONG CONVERSION 18%
(Typical c.2.5%)

USER ANALYSIS



12 DEPARTMENTS REPRESENTED

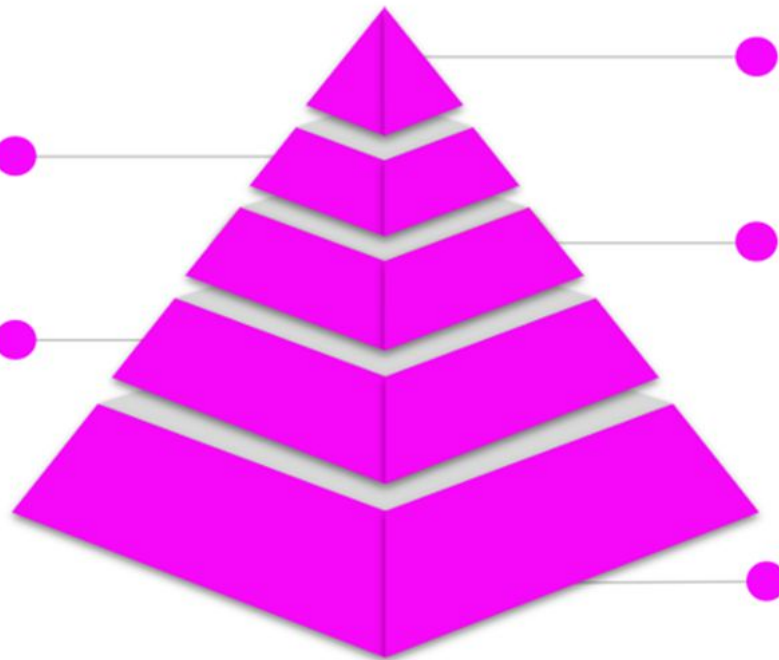
53% FROM TARGET AREAS INCLUDING...

15 HOUSING

6 PROPERTY SERVICES

IN ADDITION TO...

16 EXTRA CARE, WISH, CORPORATE AND HR



1 x IDEA PROJECT BOARD

28 ideas approved and progressing

31 x IDEAS CREATED (30)

AVERAGE SELF-ASSESSMENT:

IMPORTANCE 7.88

IMPLEMENTATION 6.58

IMPACT 8.12

250 x AUDIENCE

WITH ACCESS VIA SIMPLY DO



- **High levels of engagement** across the organisation
- **Inclusivity** - it allowed staff working from different locations to participate and also involved staff from all levels, not just managers and above. This seems to have stimulated further collaboration across departments
- Some of the ideas have been **incorporated into other ongoing projects** and Caredig are looking at how the remaining ideas can be taken forward and keeping those who submitted them updated on progress
- They are also working with Simply Do to explore the **potential for a supplier-led challenge** with funding from SBRI



Challenges & learning





- **Time, workload, capacity**
- Innovation working group - broad problem area, loss of momentum, difficulties in engaging with external partners at times
- The project area chosen is outside the remit of some members of the working group. **Need to cascade learning to other teams so there's a whole organisation approach to innovation** rather than isolated pockets
- **Organisational/senior buy-in needed** to make space and put structures in place, but also give staff the **opportunity to upskill** and put innovation skills into practice
- **Mindset shift** - Looking at the problem in a different way, non-linear way of working, iteration/testing. **Swimming against the tide**
- A lot of organisations are set up to **'do the day job'** rather than to innovate
- **You cannot be afraid to let go of an idea or approach and pivot** if the insight tells you that you are on the wrong path, but this is often seen as a waste of resources
- **Focus on the problem, not the solution**
- **Don't parachute in and out**



Beyond the impact of the pilot project, **why does innovation matter? Why is it important now?**

- Thinking differently will allow housing associations to make **better business decisions**, which ultimately will benefit the communities they serve
- Need to be radical to overcome the cost of living crisis and all the other challenges facing the sector. **If not through innovation, how?**

Diolch yn fawr.
Thank you.



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