



Hafod's Neighbourhood Coaching Service

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Customer Shaping the Journey

- ▶ Tenant conversations have shaped our thinking and service delivery:
- ▶ 3,500 tenants Universal Credit Door Step Door Knocking exercise
- ▶ 250 new tenants, pre tenancy 'Financial Credit Checks'
- ▶ 75 tenants supported by Tenancy Support Officers

TRUST

A close-up photograph of a single, horizontal strip of aged, yellowish-brown paper. The paper has a rough, deckled edge, suggesting it was torn from a larger sheet. The word "TRUST" is printed in a large, bold, black, serif font across the center of the strip. The paper is set against a soft, out-of-focus background of a similar warm, golden-brown color. The lighting is directional, coming from the upper left, which creates a subtle gradient and casts a soft shadow to the right of the paper strip.

Multiple Officers Visiting a Tenant

- ▶ Housing:
 - Income Management
 - Neighbourhood Housing
 - Anti-Social Behaviour
 - Money Advice
- ▶ Community Development
- ▶ Maintenance
- ▶ Support
- ▶ Care

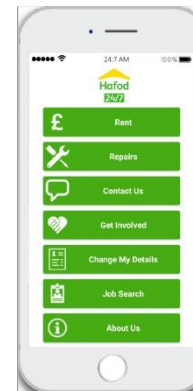
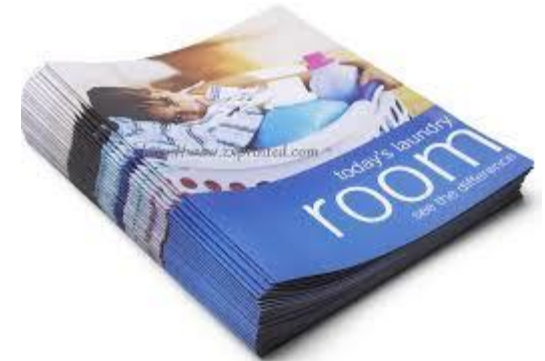
Officers only seeing part of the picture
Residents repeating the same story

A decorative graphic in the bottom right corner consisting of overlapping yellow and green shapes.

Reflecting on the Traditional Housing Approach

- ▶ Working to KPIs
- ▶ Reactive
 - Rent Arrears
 - ASB
 - Voids
 - Rehousing
- ▶ Specific transactions with tenants
- ▶ Adversarial relationship
- ▶ Process driven
- ▶ Silo driven (within organisation & the community)
- ▶ Paternalistic

Typical Landlord Relationship with Tenants



We Stopped Talking



1930's Rent Collector



Housing Services Reorganisation

- ▶ Previous Structure:
 - Two specialist teams:
 - Neighbourhood Housing
 - Income Recovery
 - Average patch size 600 properties
- ▶ Current Structure:
 - Neighbourhood Coaches (generic roles)
 - Average patch size 200 properties

A photograph showing eight hands of various skin tones holding up large, colorful letters that spell out the word "Coaching". The letters are: 'C' (red), 'o' (green), 'a' (blue), 'c' (purple), 'h' (yellow), 'i' (purple), 'n' (red), and 'g' (blue).

Coaching



Coaching

“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them.”

- ▶ Move away from paternalistic approach
- ▶ Coaching is helping individuals to own their own solutions
- ▶ Offer choices - NOT impose solutions
 - NOT do it for the resident
- ▶ Show residents how they can do it
- ▶ Promoting resident independence not dependence

first
steps




First Steps of Coaching

- ▶ Coaches are tasked to:
 - Know their residents & families
 - Understand what is going on in their lives
 - Develop a relationship & trust with residents
 - Know their communities
 - Map out community assets
 - Identify gaps in service provision
- ▶ Respond to individual need
- ▶ Respond to community needs



Aims of Neighbourhood Coaching Service

- ▶ Hafod recognises that tenant happiness & well-being is just as (if not more) important than KPIs
 - ▶ Not focus on the problem but identify the potential
 - ▶ Help unlock tenant & community assets
 - ▶ Build tenant & community strengths & resilience
 - ▶ Improve the health & well-being of our tenants
- 
- A decorative graphic at the bottom right of the slide, consisting of overlapping yellow and green shapes that resemble a stylized landscape or a mountain range.

A graphic where seven hands of different skin tones hold up large, colorful letters to spell out the word "Support". The letters are: 'S' (red), 'u' (yellow), 'p' (purple), 'p' (green), 'o' (pink), 'r' (blue), and 't' (red).

Support



Supporting the Coaches

Hafod have invested in this service

- ▶ More staff & more pay
- ▶ Intensive training
 - Technical housing knowledge
 - Engagement & awareness
- ▶ External coaching support & mentoring
- ▶ Peer network support meetings
- ▶ Free up the Coaches time to deliver the service
- ▶ One to Ones
- ▶ Ideas Vault

Research & Innovation

- ▶ Research & Innovation Department
- ▶ Recording resident & community data
- ▶ How to measure the difference made
- ▶ Measuring community happiness & well-being
- ▶ Working with:
 - Sheffield Hallam University
 - Swansea University
 - University of South Wales
 - Wales Institute of Health & Social Care
 - Data Science Campus (ONS)
 - Happy City
- ▶ Developing innovation

Neighbourhood Coach Goals

- ▶ Personal background
- ▶ Stop stigmatising social housing
- ▶ Identify the potential in our communities
- ▶ Strengthening the community
- ▶ Making lives better

BE AN AGENT OF

**POSITIVE
CHANGE**

Sense of Purpose



Increased Confidence



Resilience



Making a Difference

- ▶ Being proactive
- ▶ Really knowing tenants
- ▶ Going the extra mile is standard
- ▶ Changing the world

helping one person might not change
the whole world,



but it could change the world for
one person.

