

Nomination Form

Excellence in Scrutiny Danny Mullen: **Working in partnership**



TIS National Excellence Awards 2024

The **TIS National Excellence awards** recognise and celebrate housing organisations, staff, volunteers, tenants, residents, and community groups **who are leading the way and making positive change in the Scottish social housing sector.**

Categories honour excellence in everything **from partnership working, tenant participation and scrutiny practice, to digital creativity and innovation.** Hotly anticipated, the awards offer a seal of approval for the most outstanding work.

Finalists are selected by an expert and independent judging panel, and **winners announced at an awards ceremony on Thursday 7th November 2024 at the Grand Central Hotel in Glasgow.**

The closing date for applications is 5:00pm on Thursday 11th July 2024. TIS accepts submissions in more than one award category.

Category Overview

The **Excellence in Scrutiny Danny Mullen** award recognises housing organisations, and their tenant scrutiny groups, who have demonstrated excellence in **working collaboratively** to achieve an exceptional standard of scrutiny that has made a real difference to the lives of tenants, delivery of housing services, and improvement of satisfaction levels.

Submissions **must evidence how the organisation and group have worked in partnership** to embed scrutiny within the organisation's strategic approach and have demonstrated an outstanding contribution to empowering tenants to work together, have their say, and influence decisions about housing policies, services, and standards.

Who you can nominate

This award is open to housing organisations and their tenant scrutiny groups – working in partnership.

About you

Please note information about the individual, organisation, or group submitting the application:

Name	Zhan McIntyre
Position	Head of Policy and Customer Standards
Organisation	Bield Housing and Care
Email address	z.mcintyre@bield.co.uk
Telephone number	

About the nominee

Please note information about the housing organisation and tenant scrutiny group you are nominating:

Housing Organisation	Bield Housing and Care
Tenant Scrutiny Group	Compliment and Complaint Collective
Email address	z.mcintyre@bield.co.uk
Telephone number	

Background

Maximum 250 words

Please outline background information about the housing organisation and tenant scrutiny group that you are nominating.

For example, detail:

- The background of the organisation, including: total number of homes, total number of employees, and the geographical areas the organisation covers, etc.
- The background of the tenant scrutiny group, including: when the group was established, total number of members, etc.
- A brief overview of the partnership approach.

Bield Housing and Care is a housing association offering homes to older people in 21 local authority areas across Scotland. We have around 4,353 homes across more than 170 developments designed for older people. Bield has around 600 employees, which includes onsite staff, care staff and office staff.

The Compliment and Complaint Collective was established in 2022, following a recommendation from our scrutiny group as part of a scrutiny project on complaint handling. The recommendation made by tenants was to establish a mechanism for learning from complaints to ensure feedback was used to make improvements.

We established the group with three tenant members, led by the Head of Policy and Customer Standards. After an initial meeting, the tenant members suggested it would be useful to have officers involved so that a greater shared understanding could be developed. The group has grown to include committed tenants and officers, as well as those who handled the complaints.

To accommodate participants from disparate geographic locations, the group meets virtually, ensuring accessibility and inclusivity across significant distances.

Actions

Maximum 500 words

Please outline specific actions the housing organisation and tenant scrutiny group have taken to achieve an exceptional standard of scrutiny.

For example, outline:

- How the organisation and tenant scrutiny group have worked collaboratively to embed scrutiny within the organisation's strategic approach.
- How the organisation and tenant scrutiny group have made a real difference to the lives of tenants and improvement of satisfaction levels.
- How the organisation and tenant scrutiny group have contributed to empowering tenants to have their say, and influence decisions about policies, services, and standards.
- The work involved and their overall aim.

Bield have embedded scrutiny into the strategic framework by fostering a culture of transparency and continuous improvement. The Compliment and Complaint Collective, established as a key part of the Bield calendar, exemplifies this integration. This initiative allows both tenants and officers to engage in reflective practices, evaluating past actions to identify areas of improvement. By expanding the membership to include representatives from housing, property and HR, as well as those directly involved in handling complaints, the organisation has ensured a holistic approach to scrutiny. This collaborative effort underscores the strategic goal of placing tenants at the core of Bield's mission.

The Compliment and Complaint Collective aims to make a difference in tenants' lives and satisfaction levels by closely monitoring and analysing the handling of complaints. Every six months, the group receives a comprehensive report detailing compliment and complaint performance, alongside the specifics of five anonymised complaints. This thorough examination allows for a deeper understanding of issues from the tenants' perspective. The direct involvement of complaint handlers provides context and insight, fostering a learning environment rather than one of blame.

Tenants are not only observers but active contributors, influencing decisions that impact their living conditions. By providing tenants with access to detailed reports and inviting them to share their perspectives, the group ensure that tenant voices are heard and considered in the decision-making process. This empowerment has fostered a sense of ownership and accountability.

The primary aim of the Compliment and Complaint Collective is to adopt a growth mindset towards understanding and improving complaint handling procedures. By focusing on why things went wrong and how they can be improved, the group seeks to enhance overall organisational performance. The bi-annual reports serve as critical tools for this purpose, offering detailed insights into specific complaints and the organisation's response. The inclusion of various stakeholders in the review process ensures a comprehensive understanding of issues and promotes collective problem-solving. The group's efforts are not about assigning blame but about identifying procedural improvements and preventing the recurrence of similar issues.

The establishment of the Compliment and Complaint Collective has been pivotal in embedding scrutiny within our strategic framework, making a real difference in the lives of tenants, and fostering a culture of accountability and growth. The evolution from a tenant group to a joint group has ensured it works effectively and contributes to continuous improvement.

Outcomes

Maximum 700 words

Please outline positive outcomes the housing organisation and tenant scrutiny group have achieved as a result of their scrutiny activities and partnership approach.

For example, detail the impact on:

- The delivery of housing services.
- The improvement of satisfaction levels.
- The strategic approach of the organisation.
- The culture of the organisation and core values.
- Communication, strengthening relationships, and partnership working.
- The inclusion and lasting benefits of tenants, residents, and communities.
- The skills and knowledge of tenants, residents, and communities.
- How others can learn from the individual's good practice now and in the future.

Improving delivery – slowly but surely

The scrutiny activities of the Collective have led to small but consistent improvements in the delivery of our services. The examination and subsequent actions taken based on tenant and officer feedback have streamlined processes and addressed service gaps. For instance, the introduction of a specialised leaflet for bereaved tenants offers crucial guidance during challenging times, ensuring they receive the necessary support and information.

Strategic approach

The strategic approach of the organisation has been supported to become more tenant centric as the Collective offers a non-critical space to learn with our tenants. Insights from tenant feedback have informed strategic decisions, ensuring that our policies and practices align with tenant needs and expectations.

Culture and values

This partnership has fostered a culture of transparency, accountability and continuous improvement within Bield. By regularly reviewing complaints and compliments, we emphasise learning from past experiences to enhance service quality. This cultural shift reinforces our core values of putting tenants at the heart of everything we do and working collaboratively.

Communications and Partnership Working

Regular reports and meetings provide a platform for open dialogue, ensuring that tenant voices are heard and considered. This ongoing engagement has helped to build trust and respect, paving the way for effective partnership working.

Skills and Knowledge of Tenants

Participation in the Collective has empowered tenants, enhancing their skills and knowledge. Tenants gain valuable experience in analysing and interrogating complaint performance, contributing to their personal development and capacity to influence organisational practices.

Learning from good practice

We hope our approach to scrutiny of complaints serves as a model of good practice. Key learnings include the importance of tenant involvement, the benefits of transparent communication and the value of using complaints as opportunities for improvement. These practices can be adopted by other organisations to enhance their own service delivery and tenant engagement strategies.

Specific examples and impact

1. Managing Tenancy After Death

A complaint from a bereaved tenant highlighted a gap in the support framework. Our existing resources offered guidance for families and friends on tenancy termination. This was because many of our tenants are single person households. However, we did not offer advice for bereaved surviving tenants. Acknowledging this oversight, we developed a specialised leaflet tailored to assist bereaved tenants during their most vulnerable moments. [Managing Tenancy After Death of Partner](#)

2. Improving compensation process

A complaint about delayed shower repairs and the cumbersome compensation process led to a re-evaluation of internal procedures. By adopting a successful process from another team, we were able to improve our efficiency and ensure timely resolutions for tenants.

3. Clarifying emergency key use

A complaint regarding the use of the 'emergency key' prompted a review of policies and procedures. The expedited review resulted in updated guidelines and a streamlined process for managing emergency key usage, enhancing safety, transparency and accountability.

Future commitment and continuous improvement

Moving forward, our collaboration with tenants will remain central to our continuous improvement efforts. The complaints we receive serve as valuable insights that guide our actions and decisions, shaping how we work together.

What makes this nominee stand out from the rest?

Maximum 100 words

Please provide a short testimonial on why this housing organisation and tenant scrutiny group deserve to win.

The Compliment and Complaint Collective stands out due the commitment it shows towards collaborative scrutiny. Originating from a tenant scrutiny exercise, the group has evolved into a

well-functioning entity, consistently driving improvements. Their proactive measures in addressing tenant complaints, such as developing support resources, streamlining processes and clarifying and updating policies, showcase their dedication to continuous improvement and accountability. By empowering tenants with skills and knowledge to influence organisational practices, we are fostering a culture of transparency and responsiveness.

Declaration

As the proposer I have completed this nomination form to the best of my knowledge, and the information provided is a true representation of the nominee's achievements.

Name	Zhan McIntyre
Signature	Zhan McIntyre
Date	09/07/2024

Thank you for taking the time to complete this nomination form.

Please submit your nomination by **5:00pm on Thursday 11th July 2024** to TIS by email at: info@tis.org.uk or by post to: **TIS – Clockwise Offices, 77 Renfrew Street, Glasgow, G2 3BZ.**

Next steps

- **All applications will be acknowledged on receipt by TIS.** If you do not receive acknowledgement within 3 working days, please contact us to ensure your application has been received.
- An **independent judging panel** will rate your application against the award criteria. The panel will consist of representatives from organisations across the Scottish social rented sector.
- Your award submission will provide the basis for both the shortlist and final decision of the winning entry.
- **TIS welcomes applications in more than one award category.**
- Please ensure you answer all questions as fully as possible and keep the content of your nomination focused – avoid exceeding the suggested word count.
- **TIS will inform all proposers of the outcome of their application Thursday 29th August 2024.**
- Finalists will be invited to the **TIS National Excellence Awards Ceremony**, as part of the TIS National Housing Conference and Exhibition, on **Thursday 7th November 2024** at the Grand Central Hotel in Glasgow.