



National Scrutiny Training and Learning Programme 2013 - 2016

Background information for social landlords

What's it all about?

The Scottish Government has commissioned CIH Scotland, in partnership with HouseMark Scotland, to develop and deliver a three year scrutiny training and learning programme, aimed at developing effective scrutiny arrangements.

It's designed to:

- Improve organisations' understanding and awareness of the scrutiny intentions of the Scottish Social Housing Charter and related regulatory framework.
- Test out how social landlords and tenants can deliver this in practice.
- Strengthen the connection between performance management, continuous improvement, value for money and scrutiny.

It's a comprehensive and ambitious programme – over the 3 years the aim is to roll out the training to at least 34 housing organisations across Scotland. Through interactive group discussions and exercises participants will gain a practical understanding of tenant scrutiny and have the opportunity to help shape its direction in Scotland.

How will it unfold?

The first six months of the project from April to September/October 2013 will be used to develop training materials and to test the programme. The purpose of the 'early adopters' exercise is to test out the programme and materials. This will ensure that the final programme fully meets practice needs.

We are now visiting organisations who want to be involved from October onwards, after the initial test and evaluation period.



Why take part in the programme?

There will be a number of advantages for your organisation if you take part in the programme. For example:

- Tenant scrutiny is increasingly becoming a 'talking point' for housing in Scotland. Taking part in the programme will help you raise awareness of what can be achieved from tenant engagement and scrutiny.
- It will help you embed a culture of involvement and scrutiny throughout your organisation, including your governance arrangements.
- Those tenants who have been trained will be empowered to give peer support to other tenants to enable them to challenge and hold their landlord (your organisation) to account for performance.
- Participants in the programme will have the chance to complete 'learning logs' which can potentially be used as evidence towards a qualification - the CIH Level 3 Award in Resident Scrutiny.
- Staff will gain in depth understanding of tenant scrutiny and how tenants can be actively engaged in reviewing performance against the Charter outcomes.
- Board members/councillors will better understand their governance roles and responsibilities and the links between governance, participation structures and scrutiny.
- You will look at how other service users can give their views on performance and how this fits with the governance and participation structures in your organisation.
- CIH and HouseMark are both organisations which operate UK-wide and have been involved in shaping the concept of scrutiny and its delivery on the ground in England and Wales. Those taking part in the programme will benefit from the practical experiences they will bring to the programme.



What's in the Programme?

There are **seven elements** to the training and learning programme. Any organisation taking part will be required to sign up for the whole programme.

The seven elements are:

Stage 1 – Background to Scrutiny and Understanding Performance Data:

1. Two x 1 day tenant workshops (Day 1 and Day 2)
2. Staff workshop - 1 day
3. Board member/councillor workshop – ½ day
4. Involving other service users

For 1 and 2 above, where organisations would prefer staff and tenants to be trained together, this can be built into the programme. Other than the tenants days there is flexibility in the order in which the workshops run.

These workshops are then followed by

Stage 2 – Preparation for Scrutiny:

5. Scrutiny in action practice workshop - 1 day
6. Action planning workshop – ½ day

Our aim would be to deliver Stage 1 and 2 over a 4 – 6 week period.

Following the completion of Phase 2 you would be expected to carry out your first 'live' pilot scrutiny exercise.

Stage 3 - Final debrief:

7. Learning from scrutiny workshop - 1/2 debrief day following your pilot scrutiny exercise



Programme content

Stage 1

Workshop 1 (Tenants)

This initial workshop will give tenants an initial grounding in the implications of the Charter and what being involved in tenant scrutiny means for them (and other tenants). It is a chance to get everyone to the same level before progressing to more detailed work in the second workshop. We will be able to run mixed sessions of staff and tenants for these workshops where required, but initially are suggesting that they are kept as separate groups until the action planning session.

Participants: Tenants involved in helping to improve performance and scrutiny processes in light of the Charter and new regulatory framework.

Number of participants: 10 - 16

Aims: This workshop will enable participants to

- understand the Charter and the regulatory framework implications
- differentiate between involvement and the scrutiny approach
- support the development of a scrutiny model
- consider potential barriers to effective scrutiny
- develop skills to challenge and hold landlords to account

Workshop 2 (Tenants)

This second workshop will focus on the detail of what it means to be actively involved in scrutiny of landlord services. It will include the same group of tenants as Workshop 1. There will be some evaluation of participants understanding from day 1 to help consolidate learning.

At this workshop there will be information given and detailed discussion on performance management data, benchmarking information, value for money and performance monitoring.



This workshop will give tenants the understanding and confidence to scrutinise their landlord's performance. This will be through a mix of case studies and looking at a variety of performance information.

Participants: Tenants involved in helping to improve performance and scrutiny processes in light of the Charter and new regulatory framework

Number of participants: 10 – 16

Aims: This workshop will enable participants to

- understand how to use performance information and identify further actions
- consider the benefits of benchmarking and peer reviews
- develop a self assessment approach and make use reality checking
- consider long-term trends, direction of travel and value for money (VFM)
- consider methods for recording improvements and informing the Annual Report to tenants

At this workshop, the aim would be to identify tenants' willing to act as 'Scrutiny Champions' within their organisation. These tenants will take part in Phase 2 of the programme, discussed below and would be likely to go on to take part in your pilot scrutiny exercise.

Staff development workshop (1 day)

This session is aimed at staff and will give them grounding in the concept of scrutiny and what it will mean for them, their organisation and tenants and other service users.

Participants: Staff with responsibility to improve performance and scrutiny processes in light of the Charter and new regulatory framework.

Number of participants: 10 - 16

Aims: This workshop will enable participants to

- understand the regulatory expectations of the Charter
- consider how best to review existing arrangements for participation and scrutiny
- develop a self assessment approach incorporating benchmarking, value for money (VFM), performance trend analysis and reality checking



- share examples of good practice from Scotland and the UK
- action plan the next steps to embedding scrutiny in their own organisation

As with the tenant workshop, the aim will be to encourage a small number of staff (3 – 4) to act as 'Scrutiny Champions' within your organisation. These staff will take part Phase 2 of the training session with the tenants.

Board/councillor workshop (1/2 day)

This session will focus the thinking of board members/councillors on their governance role in relation to the Charter and scrutiny of services. We recommend that senior staff (CEO, directors, heads of service - as appropriate) are involved in Board member/councillor sessions.

Participants: Board members, councillors and senior staff who are part of the governance structure of the organisation and/or who are responsible for the effective operation of the governance function.

Number of participants: 10 - 16

Aims: This workshop will enable participants to

- understand the regulatory expectations of the Charter and the role of boards/councillors
- consider the relationship between governance and the participation structures
- explore opportunities for tenant scrutiny to inform decision-making
- use the value for money (VFM) framework and benchmarking
- consider a self assessment process and reality checking to offer the executive meaningful challenge
- consider whether any new skills and knowledge are required
- share good practice and learning from the Regulation Plans

Involving other service users (1/2 day)

Involvement of other service users is one of the aims of the Charter and one of the core elements of the programme. Landlords will differ in the mechanisms they already use to contact and involve other services users, including the extent they have worked on customer profiling.



They will also vary in the extent to which they have involved other service users in the past. This session is aimed at helping organisations examine how they can involve other service users in scrutiny and the Charter.

Participants: Staff who are interested in or responsible for developing greater participation and customer profiling /insight in relation to scrutiny and the Charter.

Number of participants: 10 - 16

Aims: This workshop will enable participants to:

- understand the benefits of utilising tenant and service user feedback
- consider the benefits of customer profiling
- identifying hard to reach groups
- consider the resources required
- understand the link between equalities and the Charter

Stage 2

Scrutiny in action practice workshop (1 day)

This one day workshop will bring together the participants from the tenant workshops, staff workshops and Board member/councillor events. It would involve exercises designed to test out 'scrutiny in action', allowing participants to use the learning from earlier in the programme to model how they would go about undertaking a 'live' scrutiny.

This workshop will also be used to identify themes which should be focussed on for further scrutiny and investigation (drawing on performance data).

Participants: will have previously attended one or more of Stage 1 workshops. There will be a mix of tenants, staff and Board members/councillors who are all prepared to champion the scrutiny model.

Number of participants: 10 – 16 (e.g. 10 - 12 tenants, 2 - 4 staff, 1 -2 Board members/councillors)



Aims: This workshop will enable participants to

- use learning from earlier workshops to undertake a mock scrutiny
- consider through scoping how to select a service or function for greater scrutiny
- determine the methodology to be used to undertake the scrutiny
- undertake a desktop review and develop a set of challenge questions
- consider the skills needed to undertake interviews
- consider the best way to collate and present the recommendations

Action planning workshop (1/2 day)

This workshop will enable an experienced facilitator to work more intensively with a smaller group which will discuss and agree next steps on their first practical scrutiny exercise within the organisation. Ideally at least one member of the senior management and one board member/councillor should attend, in addition to tenants.

Participants: Tenant, senior staff, board members or councillors and anyone else who will be responsible for supporting or carrying out the scrutiny review.

Number of participants: 10 – 12 (e.g. 8 – 10 tenants, 1 – 2 Board members/councillors 2 -3 staff including senior staff representation)

Aims: This workshop will enable participants to:

- determine the scope of the scrutiny
- agree the methodology to be used to undertake the scrutiny
- understand how the recommendations will be recorded, reported and monitored
- agree a division of roles for carrying out the scrutiny
- devise a realistic timetable for action



Stage 3

Learning from Scrutiny workshop (1/2 day)

The final session in the scrutiny programme is an additional ½ day session for tenants (plus staff and Board members/councillors as appropriate) when they have completed their first 'live' scrutiny exercise. This is a chance for them to debrief and an effective way of testing the impact of the learning on practical outcomes. It would help those involved in the scrutiny process reflect on learning (what worked, what didn't work) and on what they might do differently in the future.

Participants: Board members, elected members, staff and tenants who are interested in or took part in the scrutiny review.

Number of participants: Up to 16 (made up of those involved in the pilot scrutiny exercise plus other staff, Board/councillors interested in hearing feedback)

Aims: This workshop will enable participants to:

- share their experience of the first scrutiny undertaken
- share their experience of delivering the Charter expectations in practice
- share good practice
- discuss future needs to help delivery of scrutiny ambitions

How much will it cost?

Delivery of the programme costs £6,700 (plus VAT). Of this Scottish Government will contribute £3,350 (plus VAT) which covers all tenant training costs. The charge to an organisation is £3,350 (plus VAT) for delivery of the programme to staff and Board members/councillors. Where organisations are working together or as a group charges for each organisation participating will be agreed in advance.



Potential route to CIH Level 3 qualification

To give added value to the programme, the training delivered, particularly the tenant workshops and the workshop for staff, has been written so that the content can contribute to the evidence requirement for the **CIH Level 3 Award in Resident Scrutiny**, aimed at tenants, residents and staff.

The benefit from this is that the some participants may feel be encouraged (with their organisation's support) to work towards a qualification which would potentially increase their skills and confidence.

The CIH Level 3 Award in Resident Scrutiny is comparable in level to an SVQ level 3. The qualification explores resident scrutiny of the housing service. It aims to enhance the skills of active tenants/residents to enable them to actively undertake the process of scrutiny of the housing service.

The qualification contains two mandatory units:

- Resident participation in the housing service
- Resident participation in performance management

Assessment criteria include:

- Explaining how tenants can affect the range, quality and cost of services provided
- Explaining how, and when, residents can contribute to the measurement of performance of a housing organisation
- Describing methods for residents to collect performance information
- Explaining the strengths and weaknesses of information produced by different methods

While the learning content of the training programme meets the needs of the qualification, there is not enough time during the training sessions for participants to complete the written assessments that require to be completed to achieve the Award.



For participants wishing to gain the qualification, these assessments will need to be completed outwith the programme of training sessions and so will require some additional time commitment.

Most people who cope well with the training programme should be able to successfully complete the qualification. It is recommended that tenants taking the qualification complete the two workshops specifically aimed at tenants and also the 'Scrutiny in Action' workshop. Staff taking the qualification should complete the staff workshop and the 'Scrutiny in Action' workshop. Exceptions to these patterns of workshop attendance may be possible for some individuals who wish to take the qualification, but this will need to be agreed in advance with the CIH Scotland Learning Centre and the course tutor.

Costs of the qualification will be around £280 per candidate. We can provide more detailed information and discuss how this will work for individual organisations.

If you have any queries or for further information or to arrange a visit, please contact:

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