

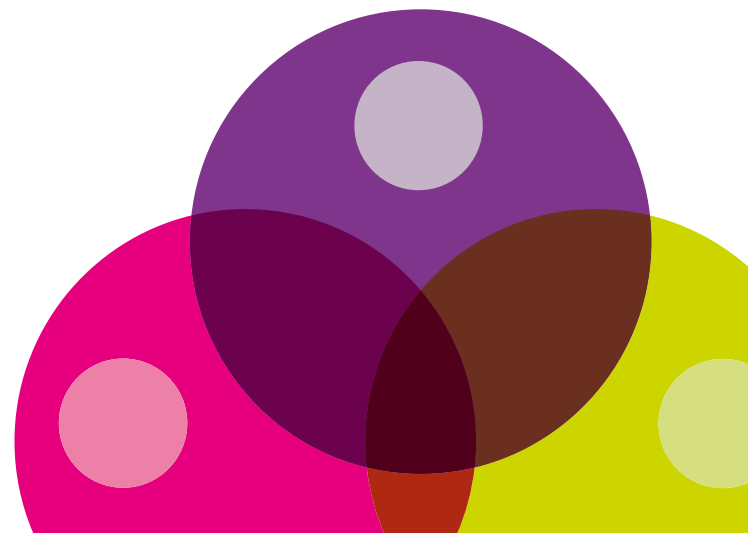


**Stepping Up  
to Scrutiny**



# **Scrutiny Training and Learning Programme**

**Final Report to the Scottish Government**



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# 1. Background to the programme and early stages

The Scottish Government is committed to assisting social landlords in Scotland to develop and improve their scrutiny activities and practice. To support this aim, at the beginning of 2013 the Scottish Government advertised a tender for the development and delivery of a national scrutiny training and learning programme. The purpose of the programme was:

- To improve organisations' understanding of scrutiny activities linked to the Scottish Social Housing Charter and related regulatory framework.
- To prepare social landlords and their tenants/service users to plan and undertake scrutiny in practice.
- To strengthen the connection between performance management, continuous improvement, value for money (VFM) and scrutiny.

The Chartered Institute of Housing (CIH) Scotland and HouseMark Scotland combined their expertise to draw up a joint bid for the scrutiny programme contract, with CIH Scotland as lead organisation. Both organisations operate UK-wide and had practical experience to draw on, having been heavily involved in shaping the concept of scrutiny and its delivery on the ground in England. Additionally, CIH Scotland has an established track record in delivering learning programmes specifically designed for the Scottish context. This was complemented by HouseMark's experience in performance management and value for money (VFM). The three year contract was awarded to CIH Scotland in April 2013, with an inception meeting shortly afterwards.

## 1.1 Policy background - Scottish Social Housing Charter and regulatory regime

The Housing (Scotland) Act 2010 introduced the Scottish Social Housing Charter (The Charter). This provides a set of standards and outcomes which should be delivered to all social housing tenants, wherever they live. It focuses landlord activity on services that are important to tenants and other customers, and encourages a culture of involving service users in the design, delivery and performance of services. To ensure this succeeds, tenants are given the power to work in partnership with their landlords to monitor and challenge decisions and performance.

The Charter reinforces the statutory requirement of the Housing (Scotland) Act 2001 on landlords to actively develop and support tenant participation. The required outcome is that *"tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with"*<sup>1</sup>.

The Charter outcomes on setting rents and service charges also emphasise the importance of consulting customers on the level of service they get for their rent. Housing providers are expected to provide transparent information on service costs, which creates a more meaningful dialogue between landlords and their tenants and other customers than a simple consultation on preferences.



The Act also introduced a new regulatory regime in 2012 by establishing an independent regulatory body – the Scottish Housing Regulator (SHR). Its sole statutory objective is to safeguard and promote the interests of current and future tenants, people who are or may become homeless, and other housing service users. The regulatory regime includes tenant involvement in landlords' self-assessment of services, giving tenants an enhanced role in scrutinising landlord performance and enabling them to compare with other landlords. Landlords are also required to inform their tenants and other customers on how they are performing against the Charter outcomes, through annual reports.

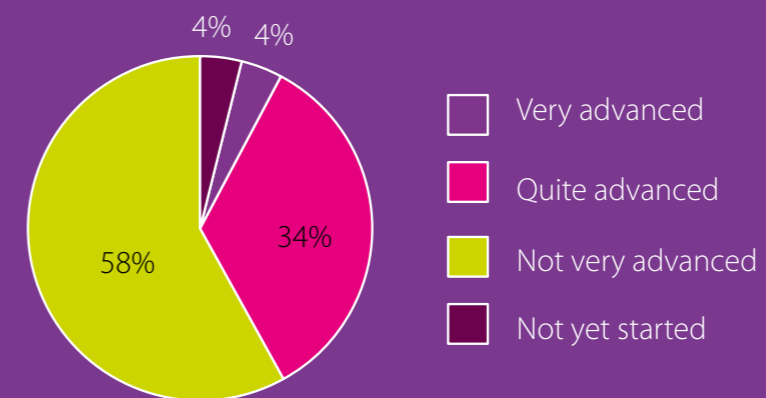
There are three principles for effective scrutiny, which underpinned the scrutiny training and learning programme. These are:

- Independence – scrutiny activities should be separate from governance, management and mainstream tenant participation structures, but have a formal recognised status with support from the organisation at the outset.
- Formality – scrutiny activities should include clear roles, remit, terms of reference and lines of reporting for those taking part.
- Power – tenants and other customers involved in scrutiny activities should be able to examine services and standards, and make recommendations for service improvements. Landlords should respond to this by agreeing which measures can be implemented and, where they can't be implemented, explaining fully why not.<sup>2</sup>

## 1.2 Early stages

The aspiration of the Scottish Government was for 34 organisations to take part in the programme. One of the first activities undertaken by CIH Scotland was a Scotland wide survey of social landlords to ascertain interest in, and readiness for, scrutiny. A total of 8 local authorities and 18 Registered Social Landlords (RSLs) responded. As can be seen from the chart below, 62% of organisations responding indicated that they were either 'not very advanced' or had 'not yet started' preparations for scrutiny activities, with only 38% viewing themselves as being quite or very advanced.

### Stage in preparations for tenant scrutiny



<sup>1</sup> <http://bit.ly/2EJusah>

<sup>2</sup> <http://bit.ly/2sjwWdi>

Those responding to the survey were asked to indicate their interest in taking part in the programme. A group of 'early adopter' social landlords and their tenants, which included both local authority and RSL organisations of different sizes and geographical locations, were subsequently involved in the development of the content of the training programme.

The early adopter organisations were:

- Aberdeenshire Housing Partnership (AHP) in partnership with Moray Housing Partnership (MHP), then two distinct organisations but now part of Osprey Housing;
- Berwickshire Housing Association (bha);
- River Clyde Homes; and
- Renfrewshire Council.

The contribution of the early adopters helped to ensure that the design of the session content and the programme met the needs of the sector as well as the aims of the Scottish Government.

## 2. Programme Stages

### 2.1 Developing the programme

The first of the early adopter organisations began workshops in August 2013. Prior to this, there was an intense phase of programme development from April onwards.

This development stage included:

- Identifying a small number of organisations to initially test the approach (the early adopters, as indicated earlier).
- Developing the detailed materials for the programme including learning outcomes, aims and objectives, session plans for workshops and coaching sessions, delivery materials such as hand-outs, exercises and games, presentations, feedback materials, and monitoring forms.
- Developing learning logs so that programme attendees wishing to enrol on the CIH Level 3 Award in Resident Scrutiny could tie the learning from the programme directly to the undertaking of the qualification. (See section 2.3 for more on this.)
- Develop a marketing plan and publicity materials such as website information, adverts, articles and press releases.

An additional key step was agreeing a name and 'look' for the programme. A Project Steering Group had been set up, comprising the Scottish Government, CIH Scotland and HouseMark Scotland. At one of the early meetings of the group, the programme name 'Stepping Up to Scrutiny' (SU2S) was agreed on and a logo design commissioned for use throughout the project and beyond.

### 2.2 Programme content

There are 3 stages to the training and learning programme. Any organisation taking part in the Scottish Government funded programme was required to sign up for the whole programme.

Organisations were encouraged to complete all of the workshops in as short a timescale as possible, 4 – 6 weeks being the suggested timeframe. Following completion of Stage 2, organisations were expected to carry out a 'live' scrutiny exercise on a chosen activity. It was anticipated that undertaking the final preparation and implementation of such an exercise could take organisations some time to complete, so the final workshop was arranged for around 2 months after completing Stage 2. In reality, many organisations required much longer to complete the whole programme.

### Stage 1 – Background to Scrutiny and Understanding Performance Data

1. Two x 1 day tenant workshops  
Day 1 'Understanding the Charter and Scrutiny',  
Day 2 'Getting to Grips with Performance'
2. Staff workshop - 1 day  
'Getting Ready for Scrutiny'
3. Board member/councillor workshop – ½ day  
'Governance, making effective use of the Charter and Tenant Scrutiny'

### Stage 2 – Preparation for Scrutiny

4. 'Scrutiny in action' workshop - 1 day

### Stage 3 - Final debrief

5. 'Learning from scrutiny' workshop - ½ day facilitated session to establish the key learning points from the 'live' scrutiny exercise, and to address how the organisation would sustain effective scrutiny.

The detailed programme content is outlined at Appendix 1.

### Programme costs

Delivery of the programme cost £6,700 (plus VAT). Of this, the Scottish Government contributed £3,350 (plus VAT) to cover all tenant training costs and access to all training materials. The charge to an organisation was £3,350 (plus VAT) for delivery of the programme to staff and Board members/councillors.

Although the advice was for organisations to work through SU2S over a fairly compressed timescale (to avoid loss of momentum), the reality for many organisations, including the early adopters, was that other strategic and operational priorities often slowed down progress. This was an issue all the way through the programme, and especially for the 'Learning from Scrutiny' workshop. This last half day workshop was held after the pilot scrutiny exercise, which had to be decided on, carried out and completed before the final workshop could take place. One of the greatest challenges of the programme was to encourage organisations to complete these final stages, despite support and encouragement from CIH Scotland and the Scottish Government.

## 2.3 CIH Level 3 Award in Resident Scrutiny

The content of SU2S, particularly the tenant workshops and the workshop for staff, were designed to cover the learning content necessary for the CIH Level 3 Award in Resident Scrutiny, when combined with the learner's involvement in a 'live' scrutiny process. This was a key element of the original proposal from CIH Scotland and HouseMark Scotland, with 'learning logs' to be completed by each participant during the course of the programme developed alongside the training materials.

The CIH Level 3 Award in Resident Scrutiny is a 'short' qualification roughly equivalent in complexity of learning to SVQs at Level 3. The Award consists of 2 units, both of which must be successfully completed to obtain the full CIH Level 3 Award in Resident Scrutiny.

The general aims of the qualification are to demonstrate that the candidate:

- Can contribute to planning tenant and service user participation strategies and identify ways of sustaining participation.
- Understands a variety of different methods for assessing the performance of housing organisations.

Although the learning content of the training programme contributed significantly to the learning requirement of the qualification, there was not enough time during the training sessions for participants to complete the written assessments required to achieve the Award. Learning from the 'live' scrutiny was also necessary. It was also felt that requiring learners to commit to the qualification whilst undertaking the core SU2S programme could be seen as onerous by some participants and deter tenants from taking part in the training.

It was therefore agreed with the Scottish Government that, for participants wishing to gain the qualification, assessments would be completed outwith the programme of training sessions and require an additional time commitment from learners wishing to proceed with the qualification.

## 2.4 Testing the programme

The second stage of the programme was the testing of the workshop materials with tenants, staff, Board, councillors and senior managers. This took place from autumn 2013 to spring 2014.

The testing period included:

- Delivering the programme to the 5 early adopter organisations. (AHP and MHP combined to create one early adopter unit.)
- Feedback meeting with the early adopters and Scottish Government to discuss learning from early adopters' programme and revisions for full roll out.
- Identifying further organisations to undertake the programme (visits to over 20 potential participant organisations took place during the summer of 2013).
- Holding information launch events to publicise the programme more widely and sign up further organisations.

## 2.5 Feedback from early adopters' exercise

Initial feedback from the early adopters included:

- The workshop materials worked well and were tailored by the course tutors for the individual organisations.
- Tenants overall were happy with the content of sessions and style of delivery. Feedback included words such as 'enlightening', 'thought provoking', 'empowering' and 'confidence building'.
- Scrutiny is a time intensive process. People were enjoying being part of it, but commitment was needed on all sides, from staff, Board/councillors and tenants.
- There was interest in the qualification from participants.
- There were resource challenges for smaller RSLs and grouping them together may be the only way to allow them to participate.

The number of tenants attending sessions was a challenge. Workshops could take up to 16 participants and the aim was for between 10 – 16 attendees at each. However, even organisations which seemed most advanced in preparations for scrutiny had lower tenant numbers than anticipated, with 7 tenants taking part from Renfrewshire Council and 10 from River Clyde Homes. This suggested that the beginnings of scrutiny in Scotland would be slower than anticipated and that smaller numbers of tenants might be involved than initially hoped.

Further points arose at an early adopter feedback session held in April 2014. The session was held:

- To examine the programme as delivered so far.
- To learn lessons for further delivery of the programme.
- To provide participants with an opportunity to network with other early adopters.
- To discuss the impact the training has had internally in organisations.

Feedback from the April session is summarised below:

### Tenant Involvement

- It could be difficult to attract tenants who have are not already involved in the organisation or in registered tenants organisations (RTOs).
- Even when newly involved tenants were recruited there was a potential lack of younger tenants. Innovative processes for identifying/attracting participants could help encourage younger people.
- Promoting the positives for those who get involved in scrutiny would help participation in the programme, e.g. skills development and the possibility of gaining a qualification.
- It was important to be clear in advance about the level of commitment expected from tenants joining the training programme.
- Recommendations made by the scrutiny panel need to be implemented, rather than governing boards or councillors paying 'lip service' to the panel.
- Essential for organisations to develop code of conduct/terms of reference etc. for their scrutiny activities.
- Scrutiny is not a new concept (even if the term is); tenant representatives have been trying to achieve this for a number of years.
- An organisational budget should be identified in advance for the programme, e.g. for tenant travel, any IT requirements, hosting workshops, etc.
- Senior management teams must sign up to scrutiny, it cannot be seen as another tenant participation initiative.



### SU2S sessions

- Sessions were relaxed and tenants felt comfortable speaking up.
- Focusing early on building tenants' capacity before coming together with staff worked well.
- Structure of programme allowed tenants time to be comfortable with content, which helped the combined sessions (with staff and Board/councillors) to work well.
- There was good interaction between staff and tenants on the programme.
- The flexibility to have weekend sessions was helpful.
- Staff members were nervous at first about being questioned as part of the scrutiny exercise but realised the benefits of tenant involvement to improve service delivery and that this questioning was not personal.

### Learning Logs/Qualification

- Learning logs were useful; tenants had kept the logs and referred to them after sessions.
- Trainers should spend time at some point in sessions to remind participants how the sessions link to the qualification.
- After the scrutiny exercise workshop, the trainer and an organisational representative should explicitly check who would like to complete the qualification, and note for follow up.

## 2.6 Full implementation of the programme

Stage 3 of the programme was originally to run until the end of March 2016. However, the programme was extended until the end of March 2017. This was to allow later starting organisations to complete all workshops and undertake their 'live' scrutiny exercises and enable some additional project outputs to be completed.

### Stage 3 included:

- Full implementation of SU2S programme.
- On-going evaluation of the programme at regular progress meetings with the Scottish Government.
- Dissemination of lessons being learned from the programme through the CIH Scotland website and other publicity mechanisms.
- Ensuring the programme's 'legacy', post 2017; in particular through the publication of *'Developing Effective Tenant Scrutiny – A Practice Guide for Landlords and Tenants'* and the production of the training materials into a *'Stepping Up to Scrutiny - Trainer Toolkit'*.

Additionally, a VFM project was carried out by HouseMark Scotland. The Scottish Government also supported and sponsored the creation of the CIH Scotland Excellence in Scrutiny Award. More detail on legacy achievements is given in Section 3.

## 2.7 Marketing and promotion

A wide range of measures were used to market the SU2S programme. These included:

- A distinctive name and brand for the programme – 'Stepping Up to Scrutiny', with a unique logo design.
- Roller banners with the logo and text were produced, for use at launch events, conferences and exhibitions e.g. TPAS, EVH, and SFHA conferences.
- Printed certificates were designed bearing the Housing Minister's signature, for participants who had completed the programme.
- Promotional events were held at various points of the programme – launch events in Edinburgh and Perth in 2013, plus an event in Dundee in 2015, to market the programme and encourage other organisations to express interest.
- Press releases were produced at key points of the programme.
- Articles appeared in various magazines and journals – e.g. Scottish Housing Matters, Making it Happen and Inside Housing.
- Advertisements were placed in Scottish Housing Matters.
- Web pages were set up on the CIH Scotland website.
- Promotional postcards were printed for mail out and handing out at conferences and events (first used at CIH Scotland annual conference in March 2014).
- Activities took place at the CIH Scotland annual conference during each year of the programme. These included speaking slots in the main programme, 'drop in' sessions on the CIH stand, photo opportunities with the Minister (e.g. presenting certificates to the early adopter organisations in 2014), and mentions of the programme in the Minister's speeches.
- Opportunities were taken to speak at events and meetings where attendees wanted to know more about SU2S e.g. TPAS Scotland Annual Conference, Glasgow and West of Scotland Forum of Housing Associations (GWSF), North East Tenants, and Residents and Landlords Together (NETRALT).
- Twitter and other social media were used to promote the programme and related activities.

Promotional activities were on-going throughout the life of the programme and helped contribute to exposure and support for it.

The remainder of this report looks at the outputs from the SU2S programme in more detail.

### 3. Stepping Up to Scrutiny outputs and achievements

#### 3.1 Programme reach

The target of 34 organisations completing the programme was evident to be challenging from the outset of the contract. By the end of the contract period (which was extended to March 2017), the total number of organisations which had gone through the programme was 19. (AHP and MHP undertook the programme together and were separate organisations at the time, although both are now part of Osprey Housing.)

Eleven RSLs and 8 local authorities took part in SU2S, meaning that 57% of the organisations taking part were RSLs and 42% were local authorities. The full list of organisations which undertook the programme is as follows:

##### RSLs

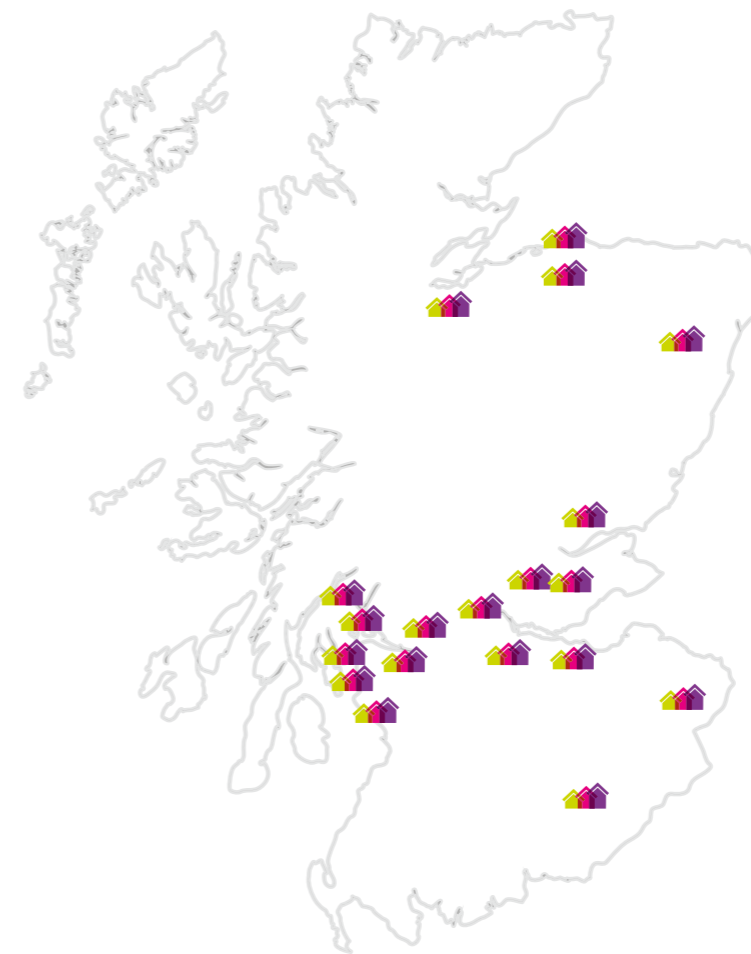
- Aberdeenshire Housing Partnership in partnership with Moray Housing Partnership, both now part of Osprey Housing
- Berwickshire Housing Association (bha)
- Eildon Housing Association
- Fife Housing Association
- Irvine Housing Association
- Kingdom Housing Association
- Link Housing Association
- Parkhead Housing Association
- Partick Housing Association
- River Clyde Homes

##### Local authorities

- Clackmannanshire Council
- Dundee City Council
- Falkirk Council
- Highland Council
- Moray Council
- North Ayrshire Council
- Renfrewshire Council
- West Dunbartonshire Council

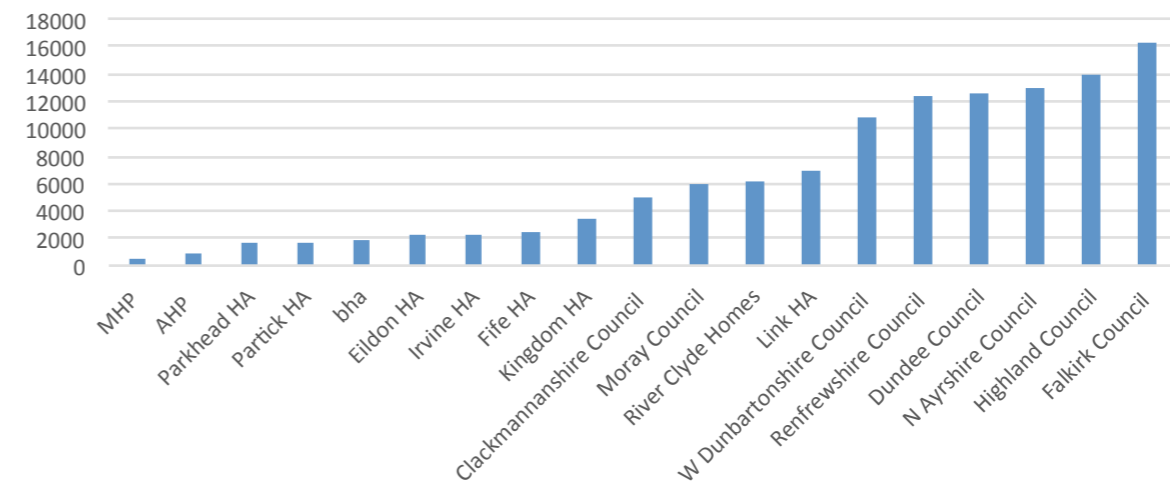
The geographical spread of SU2S organisations is shown in the graphic. As can be seen, this shows wide representation from across Scotland.

Location of SU2S organisations



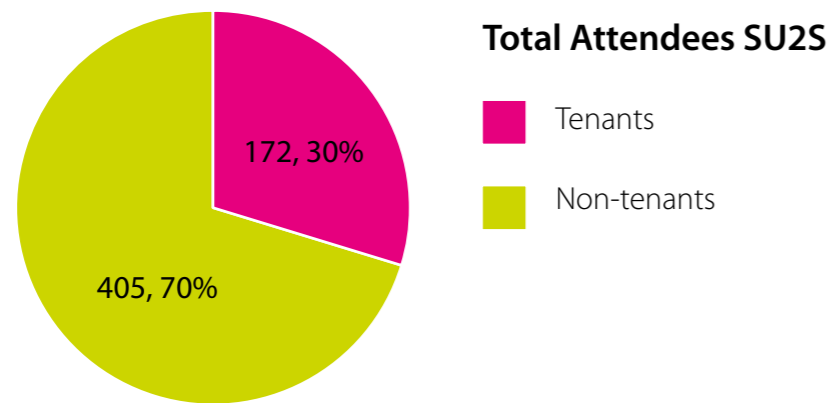
In terms of stock size for the participating organisations, this ranged from stock of 488 (MHP) to 16,285 (Falkirk Council). The full picture is shown in the graph below. This gives us confidence that the scrutiny programme is appropriate for organisations of differing size, in different locations and in a variety of circumstances.

SU2S Landlords by Stock Size





The total number of attendees taking part in the programme was 577, of which 172 (or 30%) were tenants. The numbers of tenants taking part per organisation ranged from 6 tenants to 14 tenants. The average number of participating tenant attendees per organisation was 9.



### 3.2 CIH Level 3 Award in Resident Scrutiny

As outlined earlier (at 2.3), the participants in the SU2S programme had the opportunity to undertake the CIH Level 3 Award in Resident Scrutiny. Tenants taking the qualification were recommended to complete the two workshops specifically aimed at tenants and also the 'Scrutiny in Action' workshop. Staff taking the qualification were recommended to complete the staff workshop and the 'Scrutiny in Action' workshop. The expectation was that most people who had gone through the SU2S programme would need a period of approximately 4-6 weeks to complete each of the 2 units.

The qualification was an 'added value' element linked to the SU2S programme, but not part of the core programme. Attendees needed to self-select and have the support of their landlord if they were to complete it. They had the option to do this at the outset of the programme, or within a short period of time following completion of SU2S.

By the end of the programme in 2017, 28 candidates from 6 different organisations had achieved the Level 3 Award. Nine were staff members and 19 were tenants.

### 3.3 Scrutiny practice guide

As delivery of the contract progressed, it became clear that the knowledge gained during the programme should be shared and a good practice guide 'Developing Effective Tenant Scrutiny – A Practice Guide for Landlords and Tenants' was published.

The guide is based on lessons from the SU2S programme and on other work taking place in Scotland to develop scrutiny activities. It includes several examples of scrutiny in practice. These are drawn from organisations across Scotland that are engaged in involving tenants in the scrutiny of services, whether they have undertaken the SU2S programme or not.

### 3.4 Train the Trainer Toolkit

As part of the longer-term legacy of the programme, the training materials used for SU2S were developed into a downloadable trainer toolkit. The toolkit materials were developed in the first part of 2016. They enable organisations to use internal staff to deliver all the Stepping Up to Scrutiny sessions to their own tenants, staff and councillors or Board members. The toolkit directly benefits from the learning that has taken place during the programme, and develops the skills and knowledge to undertake scrutiny activities within their organisations.

To test the design of the toolkit and to encourage future use by organisations, a 'train the trainer' course was developed. The first 2-day train the trainer programme in March 2016 was a 'test of change' using draft hard copy materials, prepared for the workshops. Participants were from organisations that had already completed the SU2S programme. The 2-day workshop was not promoted outside these organisations and candidates were 'invite only'. Twelve participants from six organisations attended the 'test of change' workshop and gave feedback which helped develop the materials. Following this, 8 more 2-day workshops were held between May-September 2016. These workshops were held in Edinburgh, Perth, Inverness, Glasgow, Irvine and Aberdeen.

Including the test of change event, 97 people attended workshops, covering 55 different landlord organisations; 10 of the attendees were tenants. A list of organisations which attended the workshops can be found at Appendix 2.

Both the Good Practice Guide and Toolkit were launched by Kevin Stewart MSP, Minister for Local Government and Housing, at the CIH Scotland annual conference in March 2017; he said:

*"I am delighted that our 'Stepping up to Scrutiny Programme' has empowered tenants to work collaboratively with their landlords and develop their skills, knowledge and confidence in performance monitoring to continually improve service standards.*

*I have been very impressed that many landlords have incorporated tenant scrutiny into their routine business planning. Having the Trainer Toolkit and Scrutiny Practice Guide for Tenants and Landlords will help the sector continue the excellent work developed in this Programme and keep scrutiny at the forefront of landlords' activities."*

Both are free to download from the CIH Scotland website. See <http://www.cih.org/scotland-tenant-scrutiny-programme> for full details.





Kevin Stewart MSP, Minister for Local Government and Housing pictured at the CIH Scotland annual conference 2017, with a selection of tenants and staff who have undertaken the SU2S, along with the CIH Scotland/HouseMark Scotland and Scottish Government SU2S Project team.

### 3.5 Value for Money (VFM) Project

The Charter's VFM requirements have placed increased emphasis on a regulatory expectation to demonstrate continuous improvement. Since scrutiny is ultimately about continuous improvement, it has an important role to play in achieving VFM in service delivery.

Typically, VFM activity includes:

- doing the right things – improving current services and developing new ones based on an understanding of what tenants and other customers want, within locally agreed policies and service standards;
- doing things right – delivering more cost-effective services by getting the processes and systems right; and
- driving down costs – by making sure the approach to organisational structures, procurement and contract management is right.

A series of VFM workshops were delivered between January and April 2016 by HouseMark Scotland. The aim of the workshops was to help stakeholders have a better understanding of VFM, affordability and improving service delivery. Four landlord organisations which had completed the SU2S programme took part:

- Link Housing Group;
- North Ayrshire Council;
- Osprey Housing; and
- River Clyde Homes.

HouseMark delivered three in-house workshops to each organisation, aiming to:

- define what VFM means to the landlord and tenants;
- understand VFM at both a service and whole organisation level;
- develop an understanding of the baseline VFM position of each organisation;
- develop tools for tenants to undertake a VFM review of a service area or issue; and
- agree actions that would help the organisation to improve its VFM performance.

The resulting report highlighted the following key findings<sup>3</sup>:

- Engaged tenants, in particular with quality training, can very quickly develop techniques and practices that offer valuable challenge to help improve landlord services.
- Engaged tenants can gain insights into the behaviour and responses of other stakeholders/tenants that may not always be obvious to landlords.
- Effective scrutiny requires landlords and stakeholders to make appropriate use of readily available benchmarking tools.
- It is essential for social housing providers to clearly define what VFM means to the organisation, which will in turn enable stakeholders to offer effective challenge.

### 3.6 CIH Scotland Excellence in Scrutiny Award

CIH Scotland has presented a range of awards for a number of years. In 2016, the Scottish Government sponsored and supported the development of the first CIH Excellence in Scrutiny Award. The award is aimed at landlords and their tenants who can evidence excellence in how they have worked collaboratively to analyse and interpret performance information in line with the requirements of the Scottish Social Housing Charter, and how this has led to service improvement and positive outcomes for tenants. The award is open to all registered social landlords, local authorities and their tenants in Scotland who have developed (or are developing) excellence in their scrutiny activities.

<sup>3</sup> <http://bit.ly/2DRKW3p>

The criteria for the award are:

- How the scrutiny process has or is being developed in partnership with tenants.
- How scrutiny has achieved improvements in services and delivered good outcomes for tenants.
- How key challenges have been identified and how these have been overcome.
- How scrutiny has or is being embedded into performance management arrangements.

The first award was presented to River Clyde Homes Scrutiny Group in 2015, the second was won by Link Housing Association's Tenant Scrutiny Panel and Trust Housing Association's Customer Panel won in 2017.

"..... effective tenant-led scrutiny is an important way to empower tenants. It also helps landlords better understand tenants' views and priorities, and helps them to identify where they can improve."<sup>4</sup>

## 4. Summary and Conclusion

The commissioning of the scrutiny training and learning programme was underpinned by a wider vision; to embed tenant scrutiny into landlord and tenant activities across Scotland. The development of the programme by CIH Scotland and HouseMark Scotland was therefore focussed on encouraging and facilitating culture change within organisations, as much as the delivery of a series of focussed workshops on scrutiny.

The initial stages of SU2S showed how far there was to go in achieving these broader aims. There were challenges posed by the readiness of social landlords to support and embrace scrutiny (good in some, much further to go in others). We found scrutiny works best where tenant participation strategies are well established. Additionally, the numbers of tenants taking part in the programme varied across landlords and, for some organisations, completing the live scrutiny exercise delayed their completion of the programme. Some tenants and landlords also queried the use of the term 'scrutiny' and questioned whether or not there was anything new or to be gained by taking the approaches set out in SU2S.

Whilst overcoming the challenges, the SU2S programme has achieved a number of lasting successes, detailed in this report. In addition to the 19 organisations and 577 people who completed the programme, there have been other outputs which will carry the legacy of SU2S into the future now that the formal delivery of the training has ended:

- The guide 'Developing Effective Tenant Scrutiny – A Practice Guide for Landlords and Tenants' has disseminated good practice across the sector.
- The training toolkit 'Stepping Up to Scrutiny – Trainer Toolkit' has allowed organisations across Scotland to use the materials from the programme within their organisations in a structured and focussed way.
- The establishment of a CIH Scotland Excellence in Scrutiny Award gives landlords and tenants the opportunity to celebrate achievements and put them forward for external assessment.

Recent comments by Michael Cameron of the Scottish Housing Regulator confirm the central role scrutiny now plays in Scottish housing:





# Appendix 1 – Programme Content

## Stage 1

### Workshop 1 (Tenants – Day 1)

**Aims:** This workshop will enable participants to

- understand the Charter and the regulatory framework implications
- differentiate between participation 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

**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

### Workshop 2 (Tenants – Day 2)

**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 of 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

**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 (must have attended Day 1 workshop)

### Staff development workshop (1 day)

**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

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

**Number of participants:** 10 - 16

### Board/councillor workshop (1/2 day)

**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

**Participants:** Board members or 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

## Stage 2

### Scrutiny action planning workshop (1 day)

**Aims:** This workshop will enable participants to:

- use learning from earlier workshops to undertake a mock scrutiny exercise
- 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
- 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

**Participants:** will have previously attended one or more of the Stage 1 workshops and be a mix of tenants, staff and Board members/councillors and anyone else who will be responsible for supporting or carrying out the scrutiny review. (See below for suggested mix.)

**Number of participants:** Up to 16 (e.g. 10 – 12 tenants, 1 – 2 Board members/councillors 2 – 4 staff including senior staff representation)

## Stage 3

### Learning from Scrutiny workshop (1/2 day)

**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

**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 'live' scrutiny exercise plus other staff, Board/councillors interested in hearing feedback)

## Appendix 2

### List of organisations attending Train the Trainer workshops - 2016

AHP	Irvine HA
Aberdeen City Council	Key HA
Aberdeenshire Council	Kingdom HA
Almond HA	Langstane HA
Angus Council	Link HA
Bellsmyre HA	Lochfield Park HA
bha	Melville HA
Blackwood Homes	MHP
Calvay HA	Midlothian Council
Castlehill HA	Moray Council
Cernach HA	Paisley South HA
City of Edinburgh Council	Paragon HA
Clydebank HA	Partick HA
Cunninghame HA	Pineview HA
DGHP	Renfrewshire Council
Dunedin Canmore	River Clyde Homes
East Ayrshire Council	Sanctuary Cumbernauld
East Dunbartonshire Council	Sanctuary Scotland HA
East Kilbride & District HA	Scottish Veterans HA
East Lothian HA	South Ayrshire Council
Edinburgh First Tenants Federation	Tenants First Housing Co-op
Eildon HA	Trust HA
Fife Council	Viewpoint HA
Fife Federation of Tenants & Residents Association	Waverley HA
Fife HA	Wellhouse HA
Glen HA	West Dunbartonshire Council
Grampian HA	West Lothian Council
Highland Council	





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