



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

The Fundamentals of Social Housing Day 3

Rhodri Walters

*Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives*



www.uwtsd.ac.uk

Recap & Homework review

- List the main factors which impact upon the work of housing associations.
- List the key legislation relating to housing providers and tenants.

Theme for the day

- Evaluating the key operational challenges within the learner's job role.
- Evaluating the requirement for ethical considerations and the need to work within clearly defined professional boundaries.

Group exercise

1. What are the key operational challenges you face in your role?
2. Pick another role in the organisation – what would be the key operational challenges for this colleague and does this conflict/complement your role?
 - E.g. Chief executive, Head of Finance, Head of Housing, Head of HR.

'LEAN' and value chain analysis

- Value Chain Analysis is a useful tool for working out how you can create the greatest possible value for your customers.
- Value chain analysis (VCA) is a process where a firm identifies its primary and support activities that add value to its final product and then analyze these activities to reduce costs or increase differentiation.
- Value chain represents the internal activities a firm engages in when transforming inputs into outputs.

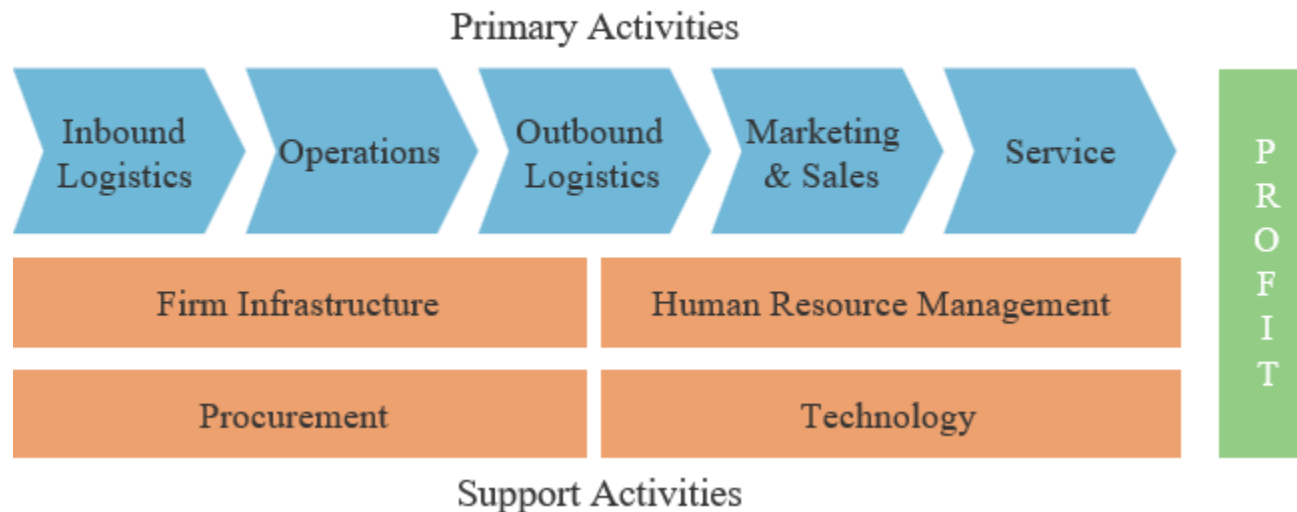
Value Chain Analysis continued

- Value chain analysis is a strategy tool used to analyse operations.
- Its goal is to recognize, which activities are the most valuable (i.e. are the source of cost or differentiation advantage) to the organisation and which ones could be improved to provide [competitive advantage](#).
- By looking into internal activities, the analysis reveals where a firm's competitive advantages or disadvantages are.
- The organisation that competes through differentiation advantage will try to perform its activities better than competitors would do.
- If it competes through cost advantage, it will try to perform internal activities at lower costs than competitors would do.
- When a company is capable of producing goods at lower costs than the market price or to provide superior products, it earns profits.

Porter's Value Chain

M. Porter introduced the generic value chain model in 1985. Value chain represents all the internal activities a firm engages in to produce goods and services. VC is formed of primary activities that add value to the final product directly and support activities that add value indirectly.

Porter's Value Chain Model



Competitive advantage

Competitive advantage types

Cost advantage

This approach is used when organizations try to compete on costs and want to understand the sources of their cost advantage or disadvantage and what factors drive those costs.

- Step 1. Identify the firm's primary and support activities.
- Step 2. Establish the relative importance of each activity in the total cost of the product.
- Step 3. Identify cost drivers for each activity.
- Step 4. Identify links between activities.
- Step 5. Identify opportunities for reducing costs.

Differentiation advantage

The firms that strive to create superior products or services use differentiation advantage approach.

- Step 1. Identify the customers' value-creating activities.
- Step 2. Evaluate the differentiation strategies for improving customer value.
- Step 3. Identify the best sustainable differentiation.

How to use this tool

- Value Chain Analysis is a three-step process:
- **Activity Analysis:** First, you identify the activities you undertake to deliver your product or service.
- **Value Analysis:** Second, for each activity, you think through what you would do to add the greatest value for your customer.
- **Evaluation and Planning:** Thirdly, you evaluate whether it is worth making changes, and then plan for action.

Step 1 – Activity Analysis

- At an organizational level, this will include the step-by-step business processes that you use to serve the customer. These will include marketing of your products or services; sales and order-taking; operational processes; delivery; support; and so on (this may also involve many other steps or processes specific to your industry).
- At a personal or team level, it will involve the step-by-step flow of work that you carry out.
- But this will also involve other things as well. For example:
 - How you recruit people with the skills to give the best service.
 - How you motivate yourself or your team to perform well.
 - How you keep up to date with the most efficient and effective techniques.
 - How you select and develop the technologies that give you the edge.
 - How you get feedback from your customer on how you're doing, and how you can improve further.

Step 2 – Value Analysis

- Now, for each activity you've identified, list the "Value Factors" – the things that your customers value in the way that each activity is conducted.
- For example, if you're thinking about a telephone order-taking process, your customer will value a quick answer to his or her call; a polite manner; efficient taking of order details; fast and knowledgeable answering of questions; and an efficient and quick resolution to any problems that arise.
- If you're thinking about delivery of a professional service, your customer will most likely value an accurate and correct solution; a solution based on completely up-to-date information; a solution that is clearly expressed and easily actionable; and so on.

Step 3 - Evaluate Changes and Plan for Action

- By the time you've completed your Value Analysis you'll have generated plenty of ideas for increasing the value you deliver to customers.
- Need to be focused at this stage.
- Pick out the quick, easy, cheap wins and then screen the more difficult changes. Some may be impractical. Others will deliver only marginal improvements, but at great cost. Drop these.
- Prioritize the remaining tasks and plan how to tackle them in an achievable, step-by-step way that delivers steady improvement at the same time that it keeps your team's enthusiasm.

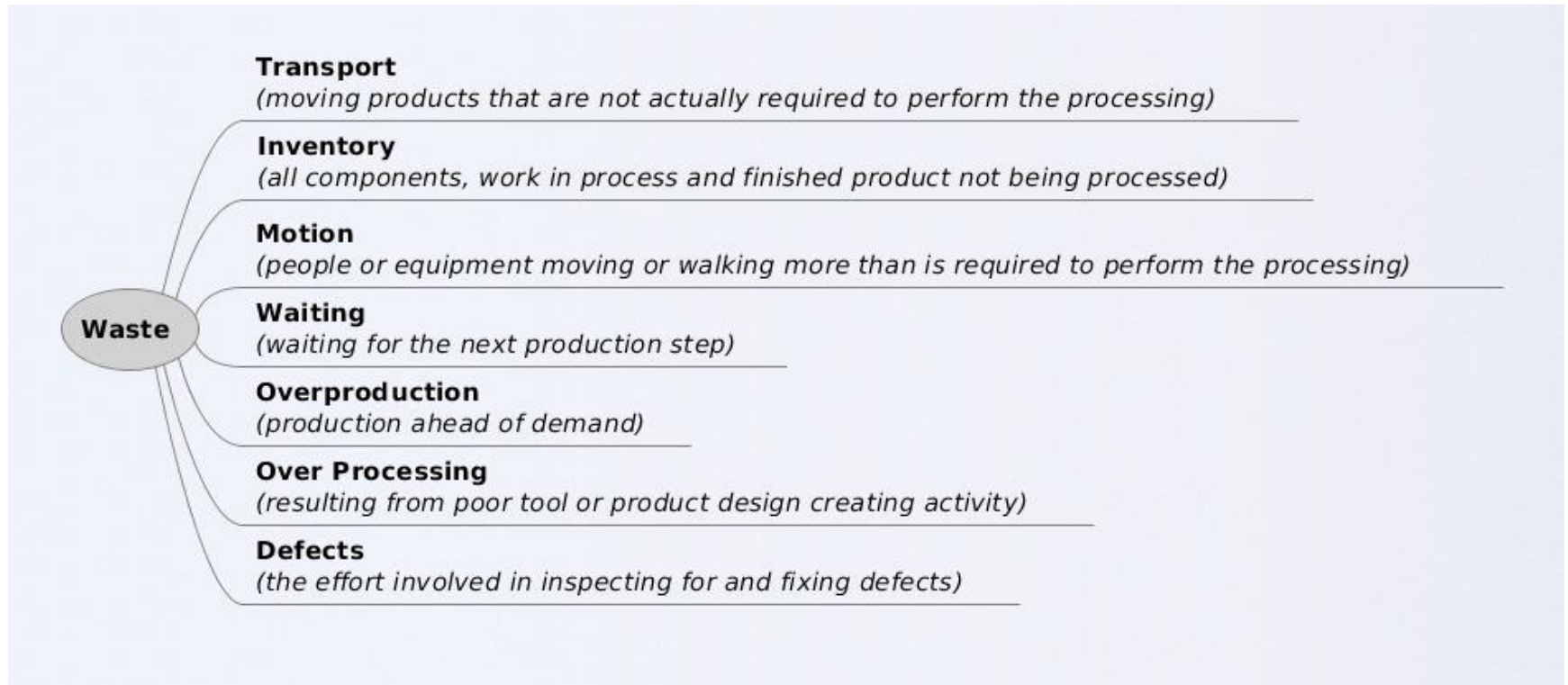
LEAN Systems

- Lean manufacturing makes obvious what adds value, by reducing everything else (which not adding value). This management philosophy is derived mostly from the [Toyota Production System](#) (TPS) and identified as "lean" only in the 1990s.^{[1][2]} TPS is renowned for its focus on reduction of the original Toyota [seven wastes](#) to improve overall customer value, but there are varying perspectives on how this is best achieved. The steady growth of [Toyota](#), from a small company to the world's largest automaker,^[3] has focused attention on how it has achieved this success.

Wikipedia

LEAN contd.

International best-selling book co-authored by [Jim Womack](#), Daniel Jones, and Daniel Roos called '[The Machine That Changed the World](#)'



Discussion

- What ‘wastes’ do you experience in your role and how could they be overcome?
 - Could systematic identification of these help overcome or reduce operational challenges?
- How could extra value be created for the customer?
 - Could Value Chain Analysis improve your department’s performance? (3 steps – Activity Analysis, Value Analysis & Evaluation and Planning for Action)

Guest Speaker

- Will Atkinson – Community Housing Cymru

Your personal “case study”...

- Before you break for lunch, write down a case you’ve encountered in your career where you felt caught in an ethical dilemma
 - e.g. unsure of which client to prioritise for housing, wondering whether to share information about a client that might help them, etc.



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Ethics in Social Housing

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What are ethics?

- Principles that govern a person's behaviour or the conducting of an activity
- The “correctness” of specified conduct

Ethics vs. Morality

Ethics $\neq$ Morality

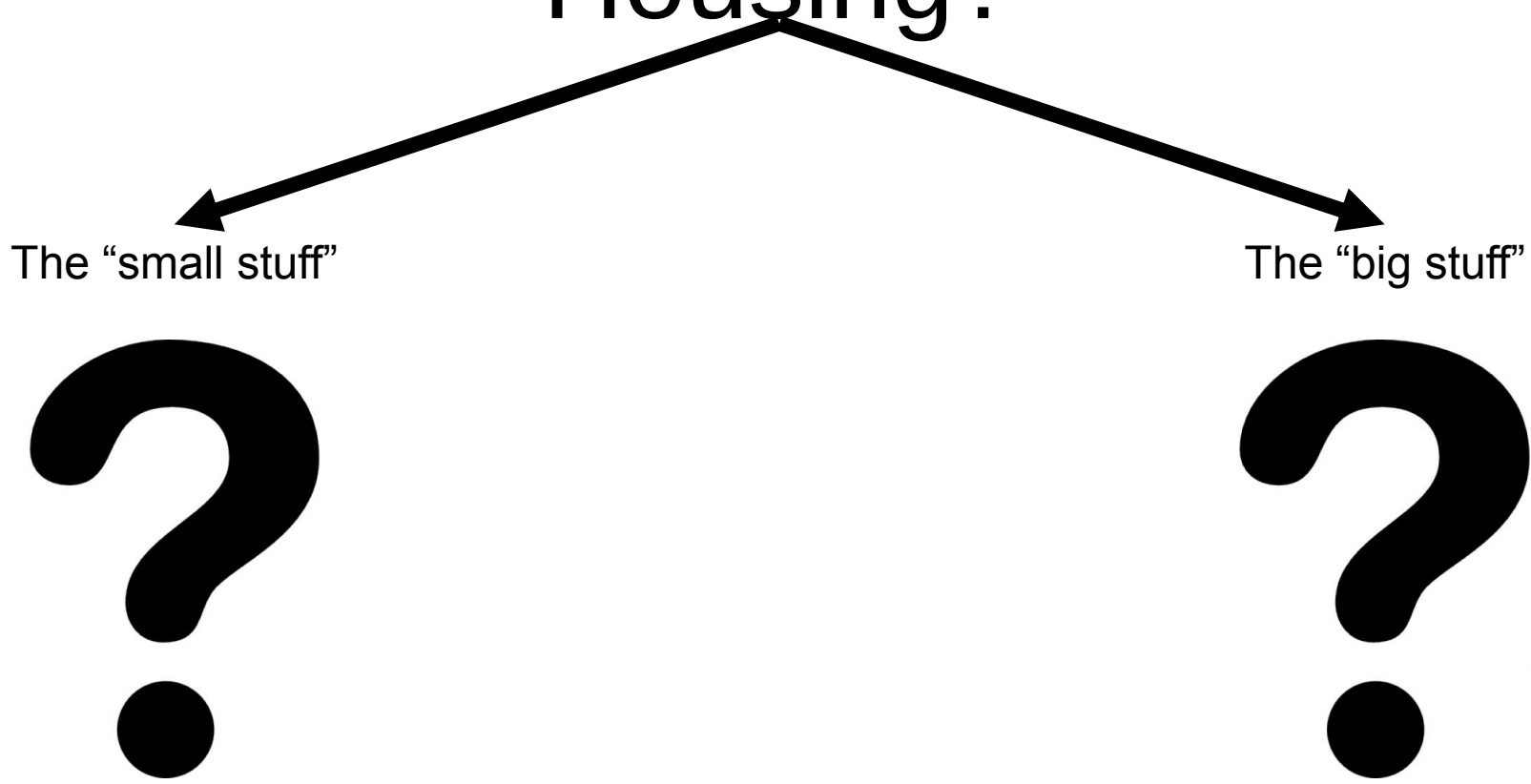
Remember that 'ethics' and 'morality' are not necessarily equivalent concepts

Can you think of a situation where what is moral might not necessarily be what is ethical, or vice versa?

Ethics is about more than just morality...

- It is ***right*** to share information that might help others...
 - ... but it is also ***right*** to protect privacy and confidentiality.
- It is ***right*** to stick to commitments you have made...
 - ... but it is also ***right*** to prioritise a sudden and urgent task.

Ethical Issues in Social Housing?



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graph TD; A[Ethical Issues in Social Housing?] --> B[The "small stuff"]; A --> C[The "big stuff"]; B --> D[?]; C --> E[?]
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The “small stuff”



The “big stuff”



Confidentiality

Spoken,
written, or
acted upon in
complete
privacy and
secret

What does
confidentiality
mean within the
context of
housing
provision?

How do you deal with
confidentiality, formally
or informally? Do you
think it works?

CONFIDENTIAL

How do we find
the line between
keeping
confidentiality
and protecting
individuals?

Anonymity

How does
anonymity differ
from
confidentiality?

Why might
anonymity be a
concern in
housing
provision?



The situation
in which
someone's
name is not
given or
shown

How do you deal with
anonymity, formally or
informally? Do you think
it works?

Permission for something to happen or agreement to do something

Consent

CONSENT

Can consent be “freely given” when vulnerabilities like homelessness are in play?

How do you deal with consent, formally or informally? Do you think it works?



Freely Given
Reversible
Informed
Enthusiastic
Specific

How do we negotiate protecting people's best interests when we need their consent??

How can we ever be sure some of our most vulnerable clients are informed??

 Planned Parenthood®

The “big stuff” – how do we deal with the fundamental questions?

- The needs of clients vs. the needs of the market
- Protecting the vulnerable vs. encouraging independence
- Supporting communities vs. supporting growth
- Commercial viability vs. pursuing a social mandate
- Prioritising clients – need vs. *deserve*

Exercise!

- Go back to your “case” from before lunch
 - What are the fundamental issues at play? Any “big stuff”? Any “small stuff”? What is the relationship between the two?
 - What are the primary arguments? What are the systemic pressures that contribute (e.g. the economy, politics, etc.)?
 - What do you believe? What do you think your organisation “believes”?
 - What are your organisation’s policies on this (if any)? What about their actions? Do these agree? Do you think your organisational policies are handling this in the right way?

Our Vision

Our vision is to provide homes and services that enable our tenants to thrive and the communities we serve to prosper.

We will meet this by continuing to build upon our growth and identifying opportunities for diversification in services and income. Through respect and trust we will continue to be the landlord of choice trusted by all stake holders, building upon our good reputation and being the partner of choice. We will continue to be a flexible and empowered organisation, capitalising on opportunities, whilst building upon our financial strength to deliver surplus and increase this as we grow and diversify. We are informed in all that we do by our values which are :

Trust - we trust our staff to get the job done

Respect - we respect our tenants and our staff and have a no blame culture

Innovation - we try new things so we can do things better

Learning & growing - we think about what we do and learn from it

High Standards - we are proud of what we do and aim always to deliver the right service at the right time

- <https://www.npthomes.co.uk/about-us/corporate-information/our-vision-values-and-strategic-objectives/>
- <https://www.coastalhousing.co.uk#>

Equality and Diversity

We believe it's really important to treat everyone fairly, and with dignity and respect.

We believe that everyone matters and we actively promote equality, diversity and fairness.

We embrace people with diverse backgrounds, skills and cultures.

We want you to feel that

- you're valued as an individual and treated with courtesy

- you get fair access to our services

- we make reasonable adjustments where we can to meet your needs

Working to the commitments contained in our policy we will positively promote equality and diversity in all areas of our work and challenge behaviour which does not accord with Coastal's values.

We will act to these standards with everyone who applies to us for housing, everyone who applies to us for support, every customer, every applicant for a job or contract and every member of staff and our Board. We will also work with our partners, encouraging them to share our commitment to equality and diversity.

We want to make sure that our services are accessible and fair for all of our customers, collecting information about our customers to ensure that we do what matters to them and accommodate their needs and preferences.

If you feel you have been unfairly treated, contact us – you can use the complaints procedure or contact a member of staff that you're happy to talk to.

Ethics and Operationalisation

- How do we operationalise our solutions to the major ethical issues?
 - Can we...?

Questions? Comments? Concerns?



Draft Submissions

Friday 28th April

- Assessment Component 1
 - Brief outline of your intended content
- Assessment Component 2
 - Rough draft essay
- Assessment Component 3
 - Rough draft essay