Innovation and Future Thinking Programme

Scottish Federation of Housing Associations

Year 1 Evaluation - Final Report

August 2019

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Contents

Executive Summary

The Housing Innovation and Future Thinking Programme

The Scottish Federation of Housing Association (SFHA) Innovation and Future Thinking Programme, sponsored and facilitated by the Wheatley Group, was launched in April 2018. The overall aim of the programme was to bring SFHA members and other stakeholders together to collaboratively develop new ideas and solutions for the future in the RSL housing sector. The themes of the innovation programme are *Home of the Future*, *Service Transformation* and *Tackling Poverty and Demonstrating Impact*. The Indigo House Group (Indigo House) was appointed to undertake an evaluation of the programme to help inform development of Year 2 of the programme.

From the perspective of SFHA and Wheatley Group, expectations for the Programme were to:

1. stimulate thinking on key challenges facing the sector

2. provide genuine opportunities for collaboration and innovation across the sector, its supply chain and the broader business community in Scotland and beyond

3. provide unique development opportunities to grow talent

4. create a platform to share innovative practice with others in the interests of tenants

5. enhance customer and business value

6. For SFHA in particular, the programme was seen as an opportunity to offer members something that they 'need and want' – to provide a means through which knowledge and skills can be shared, and something practical and tangible for members.

Key Findings

The programme has been **structured and delivered in a flexible way** through a range of methods – 'boot camps', project teams, an innovation factory and virtual innovation community network. Participation has been bottom-up and has enabled participants from a range of stakeholders to be involved, from different levels in organisations including future leaders. Participants have included SFHA members, industry experts and academics. The different types of engagement methods have been valued to enable participation according to different interests, range of potential level of participation, and professional roles. It has also enabled opportunities for individual, as well as organisational and sector wide development.

The evaluation has found that the programme has **broadened the opportunities and space for thinking** and development about the future of housing in a collaborative way, providing a 'safe' space for joint working, less constrained by traditional competitive considerations in the RSL market.

Feedback is overwhelmingly positive about the programme from participants - the effort and approach to driving innovation is valued and seen as timely. SFHA members welcome the themes of the programme, and methods of engagement as meeting the needs of the sector in a way that to date has not been offered. This fresh way of working and 'offer' from the SFHA is welcomed by members.

There was widespread, **very positive feedback in relation to the achievement of the leader** in driving the programme, and enabling participation across the sector, and in achieving what is seen as a cross-disciplinary holistic approach to innovation.

Findings show that the programme has made **a positive impact in relation to participants' attitude and confidence around innovation and future thinking.** For those people that have been more involved in the boot camps and in project groups, their perception and ability to influence innovation personally, in their organisations and across the sector as a whole has increased pre and post involvement in the programme. **The more involved people are in the programme, the higher the perception that innovation is making a difference to them individually, in their organisation and in the sector as a whole.** It is higher for those that were involved in boot camps, and project groups than those that have participated only in the less hands-on virtual innovation community, perhaps inevitably. The virtual community still values the programme and is keen to be kept informed of future developments and ways to get involved more.

In terms of perceptions around innovation of the specific themes, the **greatest shift** appears to have occurred in the Homes for the Future theme, and while there were also positive feedback from the other two themes – Service Transformation and Poverty Impact - there were comments from these participants about keeping up the drive and momentum. The Service Transformation theme perhaps requires the greatest attention to mobilise and maintain interest. Across the themes there was also a call for linking the projects and themes in some way, and questions over whether there is a place in the programme for **reflecting on the position of the RSL sector as a whole**.

In terms of achievement against the six expectations for the programme listed above it is clear that the programme has stimulated thinking on the key challenges in the sector, it has provided opportunities for collaboration, to develop talent and to create a platform to share innovation. It is still too early to assess whether a clear impact has been made to customer and business value. Respondents are clear that this fresh offer to SFHA members is highly valued.

Recommendations

It is recommended that for Year 2 that SFHA develop the programme with the following in mind:

- **Communication and keeping options open for involvement** - For those who have not been involved in the process early on, there seemed to be a disconnect between a desire to become more involved and an understanding of what opportunities were available. Opportunities for involvement should be regularly reviewed for new programme participants.

- **Holistic approach, oversight and common threads** – The holistic way in which the programme has been structured and delivered should continue and there is a call to ensure that this fresh

approach taken by SFHA does not revert to traditional workstreams. A means through which oversight, and linkages across the three themes and various projects should be developed to find common threads and messages for the whole sector.

▪ **Facilitating physical and virtual networking** – The work achieved in facilitating physical networks and events was welcomed, especially with representation from different fields and disciplines. Encouraging physical participation should continue to be a feature of the programme including participation of 'external' experts as advisors or trainers. The challenge of achieving physical networking could be facilitated by **virtual working**. The Slack platform being used is not widely enjoyed and other methods of virtual collaborative working should be explored and could act as an exemplar of future methods of virtual working for the sector.

▪ **Reinvigoration of themes or projects to keep up the momentum** – in particular the Service Transformation theme appears to merit re-ignition. Ideas include developing a central point for knowledge/innovation exchange perhaps through the SFHA website as a platform, or another platform. Logistical and time challenges which can wear down innovation could be mitigated through effective virtual working (reference facilitating virtual working as above). Seeking out more exemplary practice from those that have not yet participated may also help provide a new spark for these projects.

▪ **Sustaining the programme** – it is clear that the SFHA's new approach has been welcomed by members, and participants mentioned looking beyond 2 years to continue the programme. It is recommended that the SFHA now consider how to mainstream this approach, perhaps by rolling out the approach to its wider staff group, facilitated by the current programme leader, rather than relying on one person to lead it.

1.   Introduction

1.1   The Programme

The Scottish Federation of Housing Association (SFHA) Innovation and Future Thinking Programme was launched in April 2018. The overall aim of the programme was to bring SFHA members and other stakeholders together to collaboratively develop new ideas and solutions for the future. The themes of the innovation programme are *Home of the Future*, *Service Transformation* and *Tackling Poverty and Demonstrating Impact*. The

1.2   The evaluation

SFHA commissioned Indigo House to conduct an independent evaluation of the first year of implementation of the *Innovation and Future Thinking* programme. The aim of the evaluation is to inform development and implementation of year 2 of the Programme, and future collaboration and engagement approaches by SFHA.

1.3   Approach to the evaluation

The evaluation was undertaken in May and June 2019 and had four key components:

- analysis of existing programme data supplied by SFHA

- an online survey of all participants, based around the community of interest database (approximately 300) to which 64 responded.

- in-depth, qualitative, telephone interviews with a sample of participants (8), representing each of the three programme themes.

- in-person or telephone interviews with three key players – the Chief Executive of SFHA, the Leader of the Innovation and Future Thinking Programme, and a representative from Wheatley Group as sponsor of the programme.

1.4   The aim of the programme

The Programme is delivered and part funded by the SFHA and is sponsored by the Wheatley Group through the secondment of the full time leader of the Programme. The genesis of the programme came through the Wheatley Group as part of its leadership and future thinking strategy. From the perspective of SFHA and Wheatley Group, expectations for the Programme were to:

- stimulate thinking on key challenges facing the sector

- provide genuine opportunities for collaboration and innovation across the sector, its supply chain and the broader business community in Scotland and beyond (nationally & internationally)

- provide unique development opportunities to grow talent

- create a platform to share innovative practice with others in the interests of tenants

- enhance customer and business value

- For SFHA in particular, the Programme was seen as an opportunity to offer members something that they 'need and want' – to provide a means through which knowledge and skills can be shared, and something practical and tangible for members.

The following section summarises the themes and content of the Programme.

2. The Programme Themes and Projects

2.1 The Programme

The Innovation Programme was launched in April 2018 and brought SFHA members and other stakeholders together to collaboratively develop new ideas and solutions for the future. The resulting new 'innovation community' includes over half of SFHA members and other stakeholders who share a collective ambition to broaden and strengthen the sector's contribution to social justice and inclusive growth. The purpose of the Programme is to enable housing associations and other agencies to: collectively plan for meeting the needs of tenants and communities; develop practical approaches to current and future challenges facing housing providers; and to create and support a network of 'innovators' to strengthen the sector and improve outcomes for stakeholders.

The Programme aims to be -

▪ Inspirational – incorporating international and 'out of sector' inputs to promote radical thinking and fresh approaches

▪ Customer focused – using design-led approaches which put people at the centre

▪ Evidence-led – building ideas and solutions based on robust research and insight

▪ Sustainable - developing capacity for the housing sector to continue to innovate on an on-going basis.

Details regarding Programme themes, the wider innovation community, specific events (such as the Innovation Factory and 'bootcamps') and project groups are provided below.
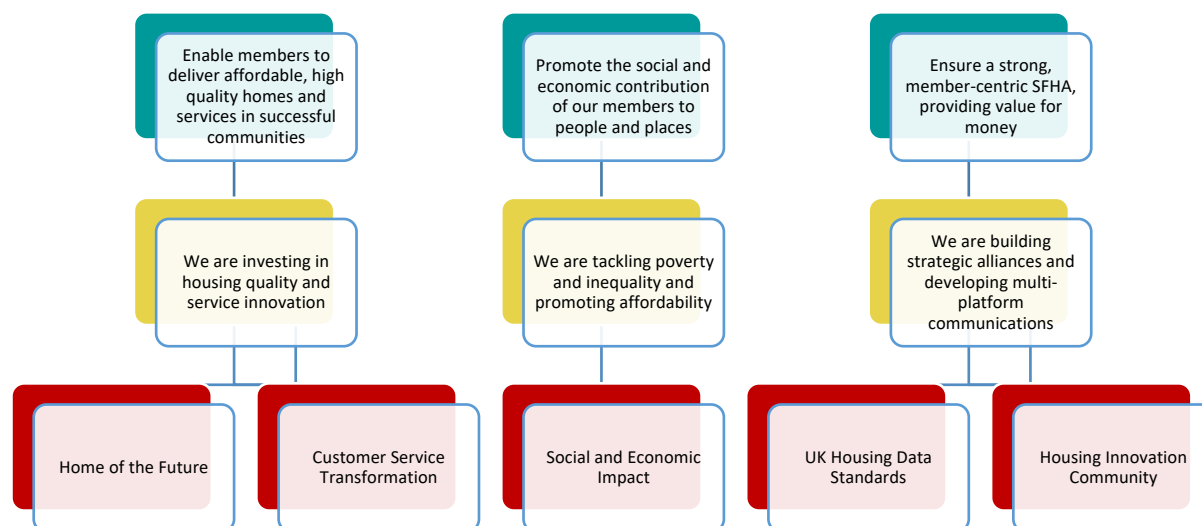
2.2 Programme themes

The overall themes of the programme are:

▪ Home of the Future – how will people live and work in the future and what does this mean for the places we build, retrofit, adapt and maintain now?

▪ Service Transformation – what will housing services look like for customers and staff in the future and what does this mean for housing associations now?

▪ Tackling Poverty and Demonstrating Impact – how can we understand our social and economic impact to inform dialogue with tenants and continuously improve our social value?

The diagram below demonstrates how the three Programme themes, along with the development of an 'innovation community' contributes to the 2018/19 SFHA business strategy.

Chart 1. Programme Themes and SFHA 2018/19 Business Plan

Enable members to deliver affordable, high quality homes and services in successful communities	Promote the social and economic contribution of our members to people and places	Ensure a strong, member-centric SFHA, providing value for money
We are investing in housing quality and service innovation	We are tackling poverty and inequality and promoting affordability	We are building strategic alliances and developing multi-platform communications
Home of the Future	Social and Economic Impact	UK Housing Data Standards
Customer Service Transformation		Housing Innovation Community

The UK Housing Data Standards project is being led by the Housing Association Charitable Trust (HACT) at a UK-wide level. SFHA members were invited to participate in their development at the start of 2018 but at this stage are not involved in the development work.

2.3   Innovation Community

The Innovation Programme is delivered over 10 projects spanning the three themes of Home of the Future, Service Transformation and Tackling Poverty. In 2018 a 'bootcamp' for each of the themes took place over the summer, resulting in many of the participants joining a project team within the corresponding theme. An Innovation Factory was held at the start of 2019 to broaden the 'innovation community' involving RSLs and wider partners to include other stakeholders, representing public and voluntary sectors, the academy and industry. The Innovation Factory created space for project teams to share, test and develop their ideas with the wider community.

Partners of the Innovation Programme include: SFHA, Wheatley Group, Architecture & Design Scotland, Scottish Natural Heritage, Scottish Government, Construction Scotland Innovation Centre, University of Stirling, Scottish Futures Trust, University of Edinburgh, Glasgow City Council, CCG, Bruach Design, Housing LIN, CaCHE, Glasgow School of Art, Remarkable, Smartcrowds, SCVO, CIH, NHF, Scottish Housing Regulator, JRF, HACT, ALACHO, and Housing Europe.

2.4   Bootcamps

Innovation Bootcamps[1] for each of the three themes were held in August and September 2018 to generate ideas and a plan of action, using a range of engagement tools. The outcomes for the day included:

- Team members developed a shared purpose

- Team members determined individually and collectively their contribution to the outcomes

- Ideas were developed collaboratively

- Actions were agreed

- Team members developed new ideas/ approaches to utilise in their organisations.

From the three Bootcamps, 10 project teams were formed to deliver specific elements of the action plan for the three themes. See detail on specific project teams in section 2.5 below.

2.5   Project Teams

Innovation projects focus on key issues and opportunities for the future, including a series of sector wide conversations and challenges to generate new ideas, develop practical tools to improve and transform housing associations, and to explore collaborative approaches to maximise resources available to customers and communities. Table 1 provides a summary of the outputs of 10 projects after year 1.

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[1] The following team organisations participated in the Home of the Future Innovation Boot-Camp – Construction Scotland Innovation Centre; Springfield Property; Tigh Grian; Wheatley Group; University of Edinburgh; Maryhill Housing Association; Scottish Natural Heritage; Parkhead HA; SFHA; Wheatley Group; Glasgow City Council; Eildon Housing Association; HACT; Trafford Housing Trust; Castlerock Edinvar; Bruach Design; University of Glasgow; and Mast Architects.

Table 1. Innovation Project Partners and Outputs

Theme	Project
Poverty Impact	**Measuring Impact** Partners: Ore Valley HA, HACT, CaCHE, Wheatley, Scottish Government, Loretto Housing, Almond HA, Blackwood, Queens Cross HA, Loreburn HA, Link HA, Berwickshire HA,JRF Outputs: Practical resource for SFHA members to help them understand & improve their social, economic and community impact
Poverty Impact	**Awareness campaign with partners** Partners: River Clyde Homes, Housing Consultant Outputs: Case studies on housing association community investment & targeted campaign with key stakeholders
Poverty Impact	**Customer Engagement** Partners: Wheatley, JRF, Ardenglen HA, Easthall Park HA Outputs: Resource for SFHA members to help them to connect with and understand the lived experience of tenants
Service Transformation	**Service Design** Partners: CaCHE, Maryhill HA, Osprey Housing, Glasgow School of Art, Sanctuary HA, Clyde Valley HA, Wheatley, Linstone HA, Elderpark HA, Scottish Borders HA, Trust HA, Castlerock Edinvar Outputs: Business & culture change resources for SFHA members
Service Transformation	**2040 Conversation** Partners: Dumfries & Galloway HP, Loreburn HA, Grampian HA, Wheatley, Port of Leith HA, GHA Outputs: Vision of housing associations in 2040, linked to SG 2040 programme
Service Transformation	**Internet for Tenants** Partners: Cloch & Oaktree HAs, Thenue HA, Blackwood, West Highland HA Outputs: Case studies, lessons & advice for SFHA members,; exploration of strategic partnership to develop collaborative model
Home of the Future	**Modern methods of construction (MMC)** Partners: CSIC, CCG, Eildon HA Outputs: MMC projects being developed by HAs with support from SFHA/ CSIC, & shared across the sector
Home of the Future	**Inclusive Living Research** Partners: HACT, University of Stirling, Loretto Care, business consultant, Springfield Property, Viewpoint HA, Link HA Outputs: New inclusive living concept and knowledge exchange
Home of the Future	**Digital Asset Management** Partners: Bruach Design, Castlerock Edinvar, University of Edinburgh, Cairn HA, SBHA, SFT Outputs: Managing assets for the future resource for SFHA members
Home of the Future	**Green Infrastructure Design Fund** Partners: Scottish Natural Heritage (lead), Architecture & Design Scotland, Scottish Government Outputs: Green infrastructure projects being developed by HAs with support from SNH/ SG & shared across the sector

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3. Evaluation findings

3.1 Highlights

Feedback from surveys and interviews on the Programme in general were overwhelmingly positive; several respondents specifically commented that the Programme meets the current and future needs of the sector and that the collaborative, cross-disciplinary approach was a welcome step-change for SFHA, specifically. Highlights from the evaluation are as follows:

Bootcamps – Participants generally came into the Bootcamps without preconceived expectations (some commented it was not clear from the beginning what participating entailed), but were overwhelmingly positive about their experience. Bootcamp participants remarked on the unique engagement approaches taken on the day, and generally valued the opportunity to be in the room with a diverse range of participants. Many participants as a result of their participation went on to join a Project Team relating to their Bootcamp theme.

Projects – Participants generally went into the Projects with high expectations having previously been involved in the Bootcamp, and felt energised and empowered to be innovators in the sector. Although some project members expressed having been successful in their goals to date (notably, within the Home of the Future theme), some project participants were less confident about achievements to date but were nonetheless optimistic for year 2.

Innovation Community – Those not involved in either the Bootcamps or Project Teams generally expressed not being fully aware of what the wider Programme involved, or of the opportunities in which they could more actively engage with the Programme, but were keen to learn more and be kept informed of future Programme developments.

The evaluation findings are structured by the programme themes.

3.2 Home of the Future Bootcamp – Baseline and Year 1 survey findings

Following the Home of the Future Bootcamp in September 2018 participants were asked to complete evaluation forms. Overall, feedback provided by the 14 returns were very positive at baseline stage.

▪ All respondents agreed the bootcamp helped to engender a shared purpose and develop ideas collaboratively. There was less agreement about next steps; whether new approaches had been learned, or if they had new ideas which were of use to their organisation as a result of having participated in the Bootcamp. See Chart 2.

▪ The new ideas that came from the Bootcamp were quite vague - 3 participants specifically mentioned Passivhaus, and half made reference to bringing a diverse group of people together as being particularly innovative.

Chart 2. Baseline Evaluation for responses for Home of the Future Bootcamp – Outcomes
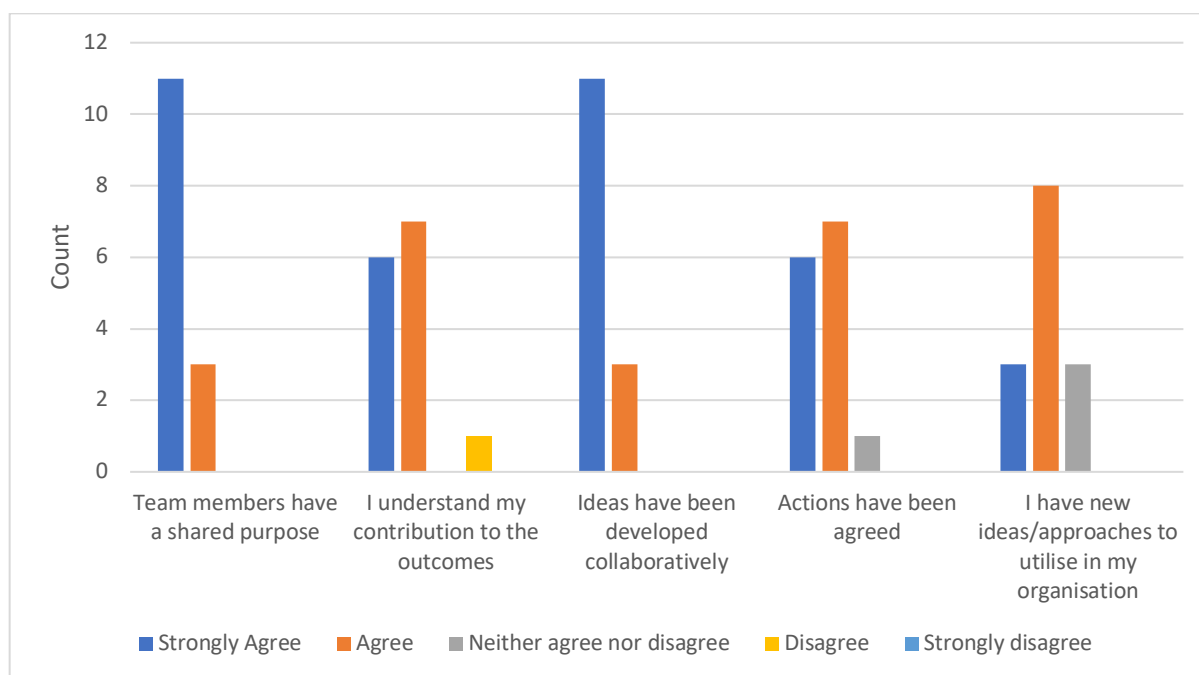
At baseline stage, what people liked most about the bootcamp was the opportunity to share new ideas with a diverse group of people. Others identified specific techniques used to facilitate new thinking on the day as particularly enjoyable aspects. See Chart 3 for a summary.

Chart 3. Baseline Home of the Future Bootcamp evaluation for responses – What did you like best?
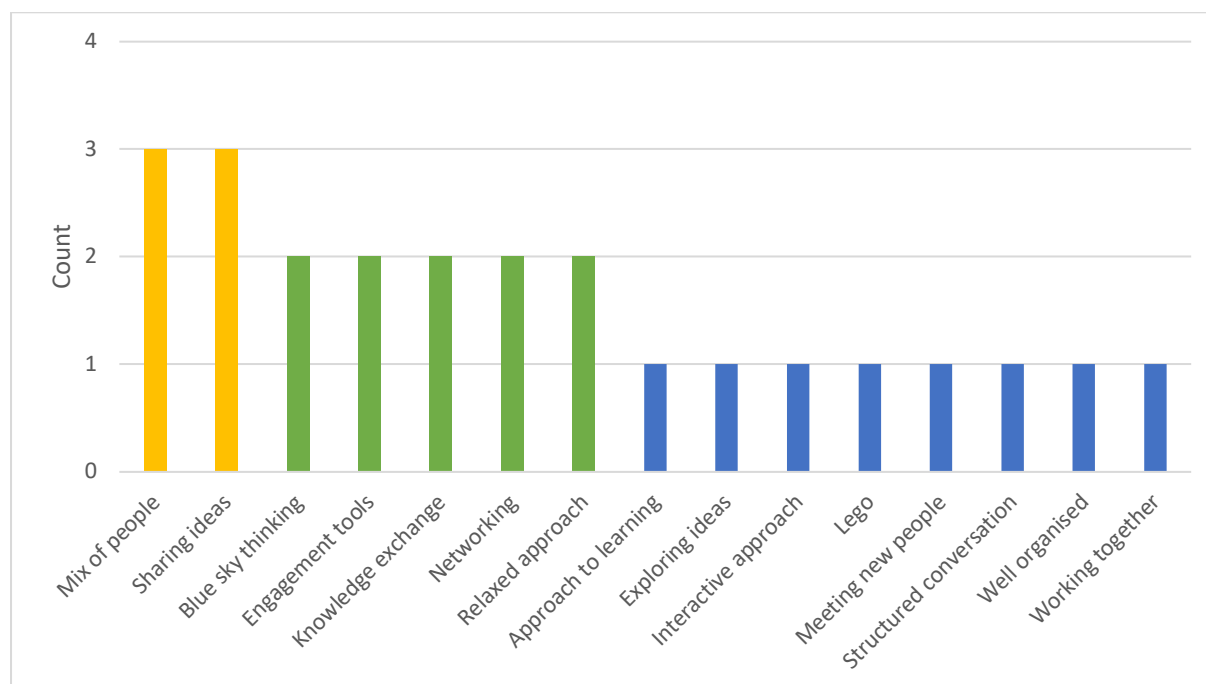
At the start of the Innovation Programme launch in April 2018 participants in the three themes were asked six questions on their perceptions on their ability to innovate, and more broadly, their organisation's role in innovation and the capacity of the sector as a whole to encourage new thinking. These questions were asked again one year later. Comparing the two sets of responses, we found the following changes in the responses of participants:

▪ Generally, respondents are more confident in their ability to drive innovation; previously more than half reported feeling 'somewhat' confident, whereas now the majority feel 'very' confident.

▪ Majority of respondents are now much more likely to test and try new things, compared to over a quarter of respondents reporting that they were unlikely to do so at baseline.

▪ The perception of innovation at the sector level registered a notable shift in opinion; the majority of respondents now think people generate creative ideas and that new things happen more often within the sector, whereas previously most believed this was not the case.

There was less of a perception shift regarding their own organisations; in both the baseline and year 1 survey responses were mixed with regards to how often employees generate new ideas and how often new ways of thinking about an issue are considered in their organisation. See Table 2 for a distribution of baseline and year 1 responses.

Table 2. Perceptions of Innovation – Baseline compared to Year 1
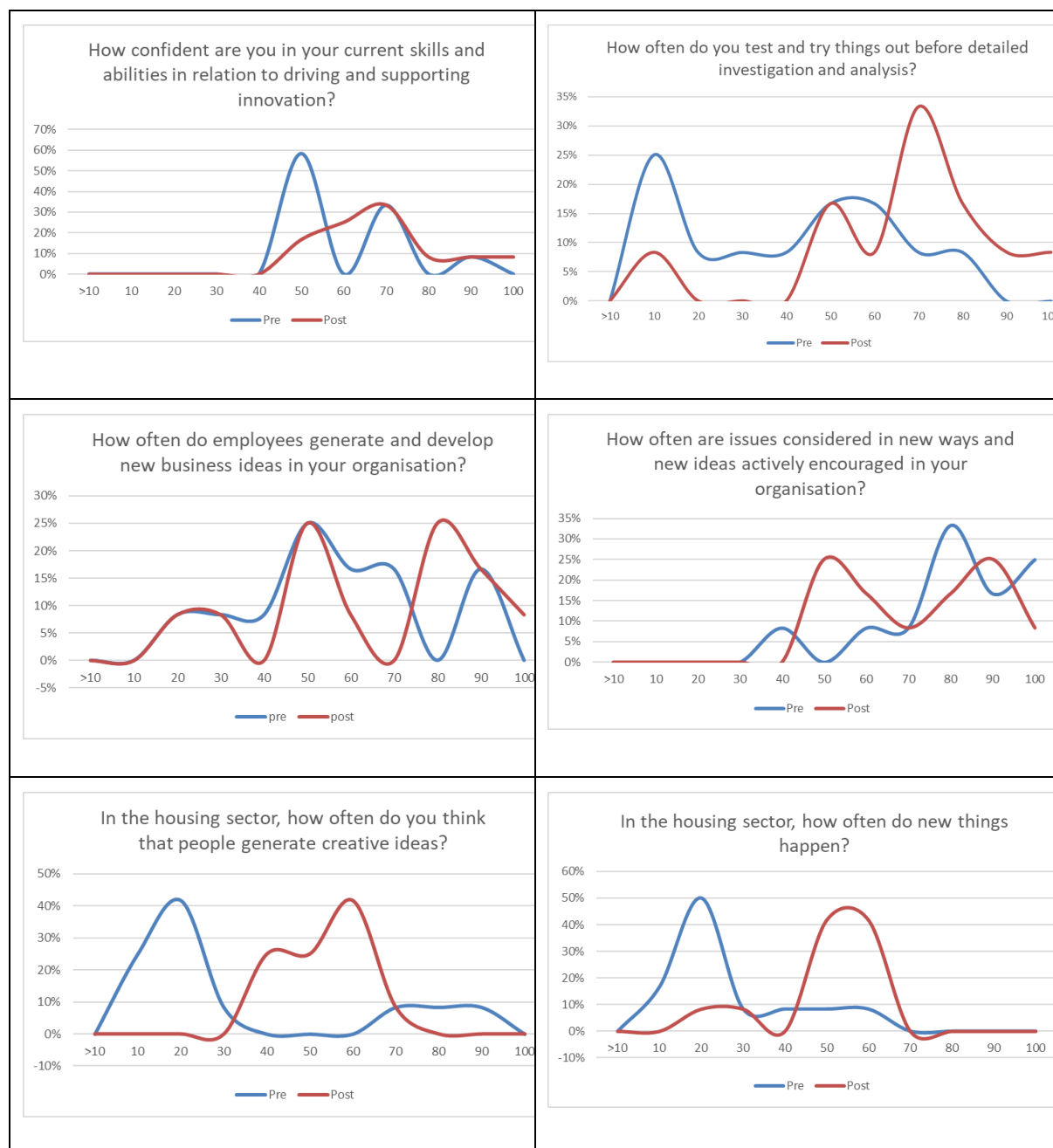
The positive opinions about the bootcamps were repeated in the Year 1 survey – this is based on 65% of the 17 Bootcamp attendees who responded to the survey[2]:

- Most of the respondents agreed that the bootcamp was better than they thought it would be, and only two said it was about the same as they expected;

- 8 out of the 11 strongly agreed that participation was facilitated well during the event;

- Half of the participants strongly agreed that they learned examples of good practice;

- In line with the initial evaluation form, all the respondents agreed that the ideas shared in the Bootcamp were useful, with six strongly agreeing.

At the end of year 1, in terms of their greatest contribution, most responses explained having offered a different perspective on an issue or challenging ways of thinking about a particular problem (see table 3 below for responses).

Table 3. Greatest contribution to the Home of the Future Bootcamp – Survey responses

Leading a session, posing questions and increasing interest in the challenges.
Working on ideas as part of a group
The bootcamp enabled me to get some buy-in to an innovation idea with respect to green infrastructure and social housing
sharing details of our collaborative project in south west Glasgow
Different, more commercial perspective.
Feedback from participants on benefits of a digital asset management system
Sharing our progress, our desires and our reasons for creating homes for the future
I was the lead for the MMC project and launched a joint challenge with SFHA on MMC which Eildon HA was successful and was awarded £50k of academic funding for their collaboration project.
I really enjoyed the creative sessions, and supported different avenues of thought. I was able to give examples of academic evidence and input.

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[2] Respondents included four from housing associations, two academics, two from the public sector and others in industry and consultancy. Respondents were mostly managers and directors.

3.3   Home of the Future Project Team

The Innovation Programme survey invited project team members to respond to questions relating to their experience in specific projects. 11 of the 12 respondents[3] had also participated in the Home of the Future Bootcamp.

- Half of respondents felt the overall project was much better than they thought it would be. For all respondents, involvement in the project team over the course of the year either met or exceeded everyone's expectations.

- Half of respondents stated they were strongly motivated to participate in the team over the next 12 months; just one respondent explained not sharing this motivation (it is unclear why this is the case).

- Most believed the Home of the Future project team had a shared vision, with half of respondents strongly agreed that this was the case (See Table 4 for responses).

Table 4. Shared vision of the Home of the Future Project Team – Survey responses

Provide a sector framework for HA's to support the transformation of their asset management practices / processes to digital management.
To develop a framework for digital asset management for the sector that can be implemented incrementally and across numerous organisations independent of existing digital systems.
Provide support to enhance the green infrastructure in major developments
Helping organisations work with data to discover and problem solve across people and housing - from commissioning to demolition.
To seek to support social housing providers to deliver better integrated design of green infrastructure in a social housing setting and to embed learning and good practice in the sector
Inclusive design as a default
place for modular but sector generally unconvinced
to develop an offering that will support tenants to have accessible and affordable internet access at home

[3] Respondents were mostly working for housing associations (5), although three respondents were from public sector organisations, two were academics and others were in consultancy and built environment firms. Most were managers and CEOs, with two academics, and one service provider.

To develop an approach for widespread digital asset management systems and processes across the sector
Connecting people and property, modelling future and improving standards and knowledge to make better decisions
The project has come to an end however the result was the launch of the MMC joint challenge and a successful award was granted.
To increase access to housing, specially for disadvantaged groups. To create houses that let people live and age well.

- There was less consensus that an action plan was in place, with 5 of the 12 strongly agreeing that this was the case. A similar proportion of the group felt they were empowered or equipped to be able to act on the goals of the team.

- 8 out of 12 respondents felt that the project team they were working in under the Home of the Future theme was successful in meeting its goals for the year. See Table 5 below for project team achievements reported by respondents.

Table 5. Achievements of the Home of the Future Project Team – Survey responses

assessment of existing tools relating to D.A.M processes collaboration with external partners proof of concept pilot set up sector consensus on priority of project
Identifying the challenge and an approach that would remain accessible to a wide range of organisations rather than a rigid solution.
Running a workshop at the Innovation Factory.
We have engaged with a variety of potential partners and are moving towards agreement with some partners
We have got funding to develop an inclusive design framework
workshop collation of collaborative projects
Outlining the need for a better system, workshopping what a system might look like, what information is consistent to all RSLs
Workshop, raised awareness and appetite for change
The challenge launch.
Creation of a concept of 'inclusive living'.   Create a literature review of evidence to support the vision of inclusive living Create a strong partnership aiming to implement the vision of inclusion living.

As had been the case in the baseline survey, responses on the whole were very positive of their experience in the project team to date. One area which was less positive, however, was the platform used facilitate participation. Half of project respondents felt that the online platform hindered team participation. Only 2 of 12 respondents were very happy with Slack.

3.4 Home of the Future – Expectations for Year 2

In general, participants continuing to work within the project teams looked forward to networking and developing practical solutions and specific initiatives over the next 12 months. Table 6 below provides a summary of responses outlining expectations for the up coming year.

Table 6. Expectations for the Home of the Future theme in Year 2 – Survey responses

Continue to share practice information and exchange ideas, develop the project into something tangible for the organisations and wider industry.
More knowledge and understanding
Involvement in research projects with SFHA partners
Opportunities to deliver and embed good practice with regard to green infrastructure as part of social housing developments
greater buy-in for volumetric, modular housing
further collaboration and driving further digital change across the social housing sector
Wider network of opportunities that I can bring back to my organisation to expand what we can offer to clients.
Seeing the progression of tools and resources to help RSLs implement better digital processes
Improve learning, a project outcome that can be replicated and support for test base within our stock
I am involved with the Digital Asset Management project which may have the potential to be put forward for ISCF funding to look at developing a BIM model for housing associations in partnership with the SFHA, SFT and other HA's.
I hope to gain new partners and real change for the housing sector through the development of a new concept and tool called 'inclusive living'

3.5 Home of the Future – Interviews with Project Team participants

Two participants from project teams (Inclusive Living and Digital Asset Management) in the Home of the Future theme agreed to be interviewed.

Feedback on Experience – In line with feedback collected from the surveys, the experience of participants in Home of the Future projects was very positive. In terms of meeting the projects' goals for the year, both participants explained their respective teams have been successful. For example, the Inclusive Living respondent explained having collectively 'outlined a concept and vision for the future' and well as developing 'a framework for how the housing sector can take the work forward.' The respondent from the Digital Asset Management team clarified his response by explaining that the team was successful insofar as that the 'dialogue is ongoing' and it is 'very much an active programme'. This respondent also agreed that the team has contributed to new thinking in the sense that existing practice is being applied to the Scottish RSL sector for the first time.

Both respondents explained the strength of the project was in the diversity of the team with one participant arguing this being the case for the Programme in general: The Innovation programme has brought a wide variety of people together who have managed to deliver new and exciting things. The key strength of the programme has been those networking opportunities and linking the housing sector to wider expertise. Often the housing sector has a tendency to look 'inward' and the innovation programme has almost given permission to look 'outward' into new and exciting ideas and partnership working (Inclusive Living participant).

In terms of barriers the team was confronted with over the past year, both explained time constraints perhaps impeded progress as well as the resources required to meet project goals. One respondent specifically referred to the expense of a comprehensive scoping exercise as an obstacle and that perhaps a solution would be to co-opt collaborators from other fields to contribute to the project.

Prospects for Year 2 – Both respondents were very optimistic for the year ahead and were confident that their respective teams had the diversity and level of skill required to take the projects forward and specifically feed into the Scottish Government consultation on the Scotland 2040 in the years ahead. One respondent specifically spoke about feeling empowered to innovate change in the sector as a result of participating in the Programme: *I feel very confident and empowered to take the new vision for the housing sector forward – and excited! The report and research around Inclusive Living is exciting, motivational and the Innovation programme has opened the door to give permission and an obligation to be more ambitious. The Innovation programme has pushed us to think strategically, to think of the future and see that future as a positive one. Often the housing sector is all about 'doom and gloom', and I know that is for good reason. But this innovation programme is about what housing does well, and how we can take best practice forward (Inclusive Living participant).*

In terms of challenges going forward, communication was highlighted as an issue. One participant felt progress was currently 'stalled' and that for the most part the team has rejected the Slack platform for more 'traditional' communication channels such as email and face-to-face meetings. The other respondent mentioned that keeping up momentum is a challenge for the year ahead, that there was a 'risk the new vision is not taken up'.

Recommendations – In both interviews respondents specifically mentioned that the Leader of the Innovation and Future Thinking Programme was key to sustaining ambition and driving progress forward. Respondents explained that in general SFHA has played a crucial role to 'push the sector to be future thinking and ambitious'. Specifically, '*[the Programme Leader] has been excellent to support the project, she can't do more really. SFHA's role in supporting the team is largely around communication – facilitating engagement and also raising awareness generally, for example for providing a platform at the conference to engage others and build interest (Digital Asset Management participant).*

When asked specifically what SFHA should do in the year ahead, one participant emphasized the Programme's role in disseminating the work of projects and creating ownership going forward. Additionally, one respondent explained that there was a right balance of skills across the Programme 'for now' but that participation and partnership 'should grow in the future'.

3.6   Service Transformation Bootcamp – Baseline and Year 1 survey findings

The Service Transformation Bootcamp was held in August 2018 and feedback provided by the 17 returns were generally positive, as was the case for the Home of the Future Bootcamp. Charts 4 and 5 provide detail. Below is a summary of responses:

- All respondents agreed the bootcamp helped to engender a shared purpose and develop ideas collaboratively.

- Nearly all were in agreement about next steps; just one participant was unsure about the actions being agreed, whether new approaches had been learned, or if they had new ideas which were of use to their organisation as a result of having participated in the Bootcamp.

- The new ideas that came from the Bootcamp were more specific than responses from the Home of the Future Bootcamp, some examples include: the 'Denmark Model', a Common Housing App, a new approach to managing difficult to let properties, and GSM sim cards.

In general, what people liked most about the Service Transformation bootcamp were the specific engagement tools employed and generally the networking opportunity the bootcamp offered. See Charts 4 and 5 for a summary.

Chart 4. Baseline Evaluation for responses for Service Transformation Bootcamp – Outcomes
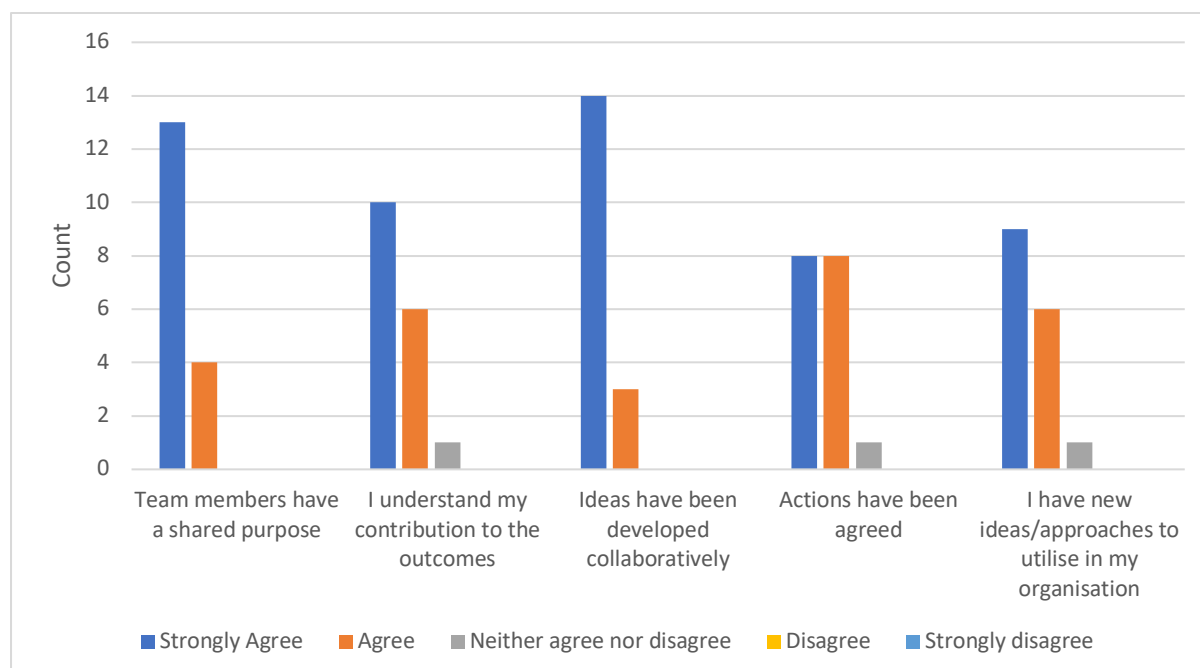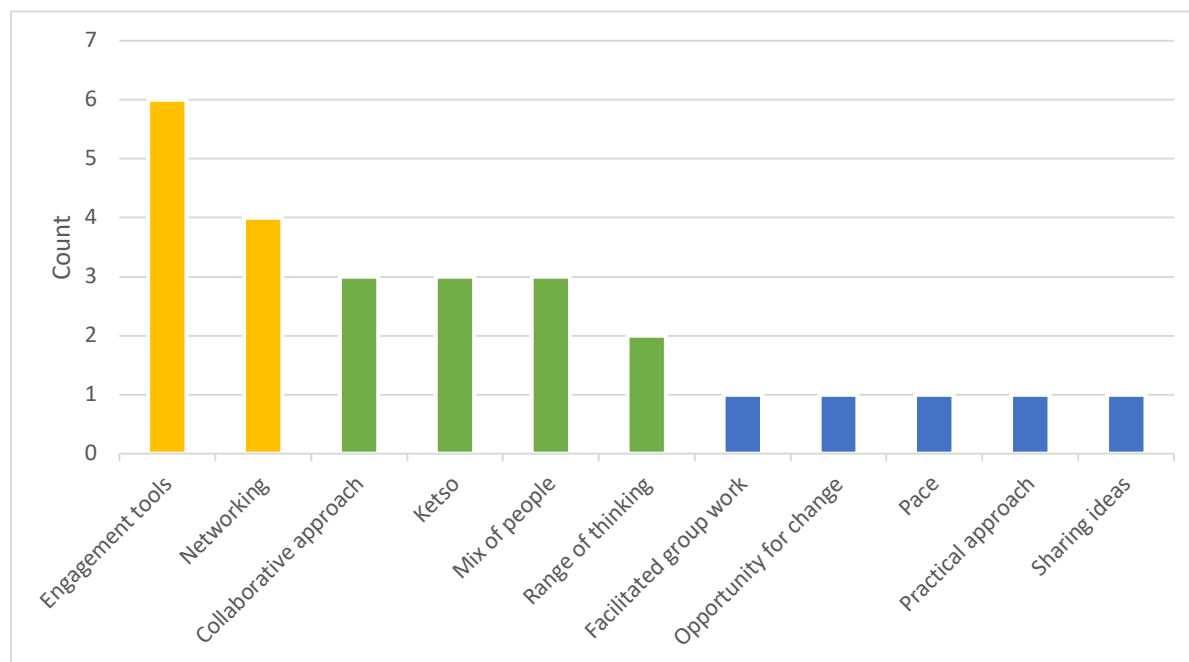
**Chart 5. Baseline Service Transformation Bootcamp evaluation for responses – What did you like best?**

Service Transformation participants were also asked six questions on their perceptions of innovation in the sector, as well as their ability to innovate and their organisation's role in innovation. These questions were asked again one year later. Whereas there was a notable shift in perception in the Home of the Future, there was less difference in how the respondents in the Service Transformation theme responded in year 1 compared to the baseline survey. For example:

▪ Generally, respondents felt similarly confident in their ability to drive innovation; although fewer in the group now registered not feeling very confident.

▪ A similar proportion of respondents are likely to test and try new things as had been the case at baseline, although fewer numbers now reported being unlikely to do so.

▪ The perception of innovation their own organisations remained relatively unchanged; at both baseline and year 1 responses were mixed with regards to how often employees generate new ideas and how often new ways of thinking about an issue are considered in their organisation.

As had been the case in the Home of the Future theme, there was a notable shift in opinion regarding the perception of innovation at the sector level; the majority of respondents now more likely to think that new things happen more often within the sector, whereas at baseline less than a third believed that this was the case. See Table 7 for a distribution of baseline and year 1 responses.

Table 7. Perceptions of Innovation – Baseline compared to Year 1
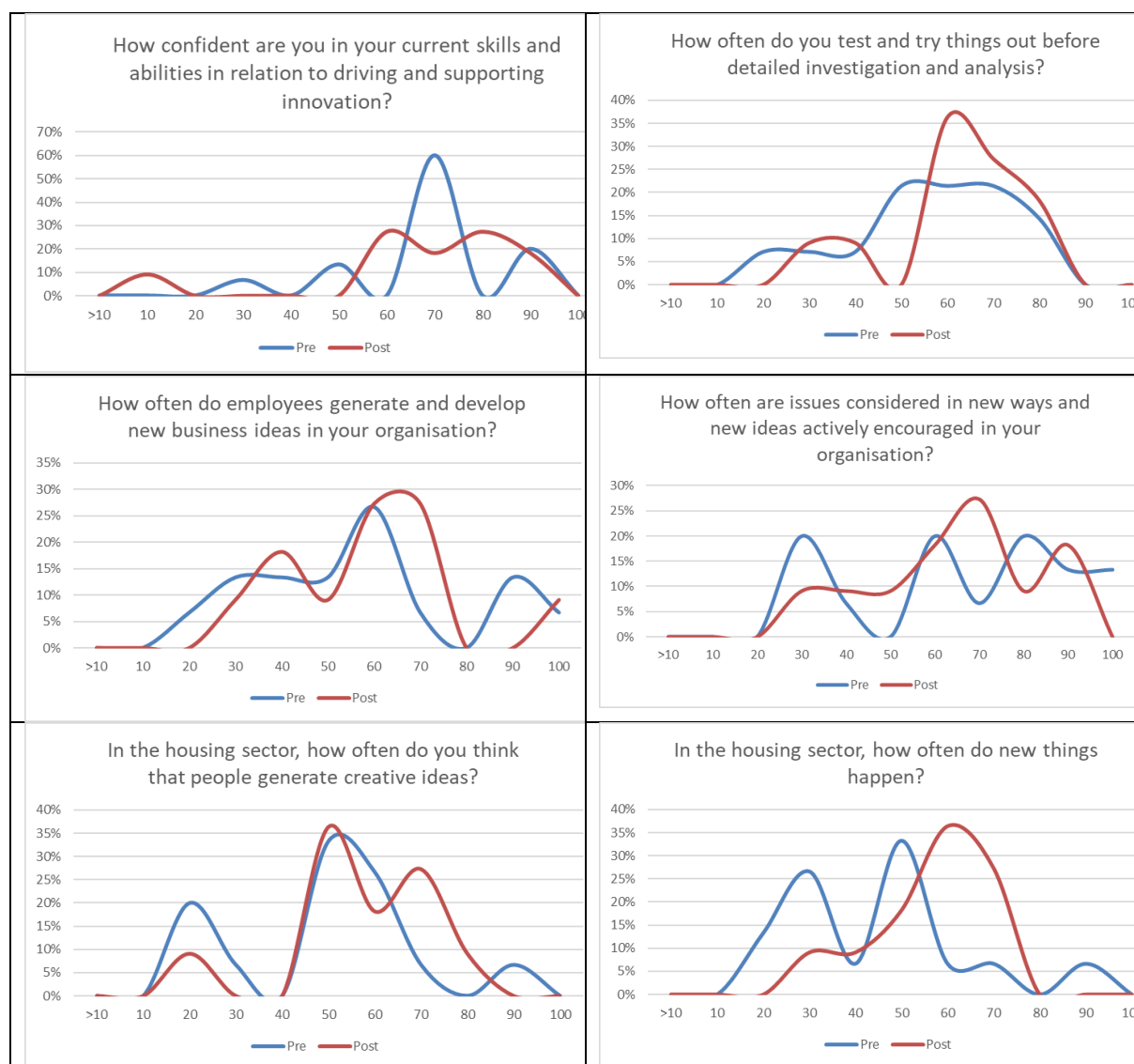
Bootcamp attendees were again asked about their experience in the wider Innovation Programme. 10 of the 17 Bootcamp (59%) attendees responded to the survey, below is a summary of their responses:[4]

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[4] Respondents included nine from housing associations one academics. Respondents were mostly managers and directors, there was only one service provider responding to the survey.

▪ Most of the respondents agreed that the bootcamp was better than they thought it would be, and three said it was about the same as they expected.

▪ 7 out of 10 strongly agreed that participation was facilitated well during the event.

▪ All but one participant felt they learned examples of good practice.

▪ All the respondents agreed that the ideas shared in the Bootcamp were useful, with two of the ten strongly agreeing. All participants reported having shared what they had learned in the Bootcamp with others.

In contrast to the responses in other Bootcamps, some respondents pointed to providing specific practical solutions, such as developing a toolkit, as their greatest contribution. Other responses suggested that their unique point of view as their valuable contribution, for example from a service provider perspective (see table 8 below for responses).

Table 8. Greatest contribution to the Service Transformation Bootcamp – Survey responses

I have helped to develop a pack that others within the sector can use.
I have really enjoyed exploring practical solutions to issues that have been discussed to death at other forums, conferences and events.
Ideas and experience
Presenting at the Finance Conference re: the outcomes to date.
developing design thinking ideas subsequently shared in Housing Scotland
Moving forward our service development toolkit
I was initially shocked that many of those involved in the program were mainly managers and senior members within the sector. Being able to contribute from a front-line perspective would therefore be my biggest contribution within the boot-camp.

One aspect which could be improved (as identified by Service Transformation respondents) is attracting more participants to contribute to the Bootcamp. Home of the Future Bootcamp respondents also indicated a need for wider participation. Similarly, a few respondents expressed the need for 'external expertise' to be brought in, and the need for others 'in and out of sector' to contribute to the process.

3.7   Service Transformation Project Team

The Innovation Programme survey invited project team members to respond to questions relating to their experience in specific projects. 7 of 8 respondents[5] had also participated in the Service Transformation Bootcamp.

▪ Although all respondents reported that involvement in the project team had either met or exceeded their expectations, only one of the 10 respondents thought the project was much better than they thought it would be.

▪ All respondents stated they were motivated to participate in the team over the next 12 months, with 3 of the 10 strongly.

▪ Most believed the Service Transformation project team had a shared vision, however two respondents were not sure. A similar proportion was reported in other themes (See Table 9 for responses).

Table 9. Shared vision of the Service Transformation Project Team – Survey responses

Our shared vision is to understand how tenants and staff will access housing services in 2040.
To step up and innovate new approaches to customer service in the sector that improve efficiency effectiveness and are designed to provide modern landlord services for modern era customers
Facilitating internet access for all customers
Not sure we reached a conclusion.
To introduce a new more customer-oriented service design process
Achieve sector wide engagement into the work the HIC projects are doing in order to improve services and working environments for the future.

There was more consensus in this group that an action plan was in place compared with other project teams, with just one participant out of the 8 being unsure of next steps. Furthermore, the online platform seemed to be viewed more favourably than in other teams with 6 out of 8 respondents felt that the online platform facilitated participation.

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[5] Respondents were all from housing associations. All were managers and CEOs apart from one service provider.

However, progress on the action plans in the Service Transformation teams seem to be less positive then in the other themes. For example:

▪ Half of the Service Transformation project team felt equipped to act on the shared vision;

▪ Half of respondents felt the Service Transformation team was successful in meeting their goals for the year. See Table 10 below for project team achievements reported by respondents.

Table 10. Achievements of the Home of the Future Project Team – Survey responses

Producing the Service Transformation pack for other colleagues within the sector to use.
Variable
Lessons learned from other organisations who have provided internet access to some of their customer base
Sharing knowledge of what works.
Developing a practical toolkit for service design
RSL's have been able to engage in conversation with staff, tenants and board members on the future of the social housing sector. Keys themes can be identified from these conversations across the sector which gives other projects focus areas to work with.

3.8   Service Transformation – Expectations for Year 2

As in other project teams, participants in Service Transformation projects looked forward to networking and developing practical solutions over the next 12 months. A desire to continue to work collaboratively for sector-wide change was shared among the 6 respondents. Table 11 below provides a summary of responses.

Table 11. Expectations for the Home of the Future theme in Year 2 – Survey responses

Continuing to work with like-minded people within the sector who want to make a difference.
Help sector transformation
Personal development, networking, learning from other organisations,
knowledge, good practice and networking
More practical resources to apply in the business
I hope to make more connections within the housing sector and to collaborate more with peers to overcome common issues within housing service provision, using innovation as our main tool.

3.10 Service Transformation – Interviews with Project Team participants

Three participants from project teams (two from Service Design and one from Internet for Tenants) in the Service Transformation theme agreed to be interviewed.

Feedback on Experience – Experience within the Service Transformation project teams was slightly more mixed than responses in Home of the Future projects. Similar to the experience of participants in the other two themes, respondents in Service Transformation projects placed a high premium on being able to collaborate with others 'outside of housing', that by inviting others from other disciplines was a way to 'bring in new thinking'. One participant, however, expressed some frustration that he perceived that that was little movement beyond sharing of ideas, explaining: *'working with others and learning successes from elsewhere, and vice versa, is great but I wonder, if others are now ready to actually do something?' (Internet for Tenants participant).* Similar sentiment was expressed by another participant who explained that although good progress has been made in the team, he felt that so far the project 'hasn't pushed the boat out' but nonetheless there were some 'useful snippets'.

Participants in Service Transformation projects also shared similar feelings to those raised in the Home of the Future projects that the innovation to date (albeit early days) is limited to the novelty of its application or approach, and not, strictly speaking, brand new or blue sky. As one participant clarifies, there has been *'new thinking yes, but not new ideas. The new thinking is the way that we approach customer service and how we deal with customers, the new ideas will come out of this process and the new technology. The design thinking approach has made us think differently about the relationships we have with our tenants'* (Service Design participant).

Another participant was slightly more downbeat with regards to innovation: '[*the process' has been innovative for some; for those who have done no thinking about [digital inclusion] previously, then it will be quite new to them. But for me there is nothing really new that has been addressed in the project… Might need more diversity in the group (it is nearly all white male) to generate more ideas. It's the same people having the same conversation'* (Internet for Tenants participant).

Prospects for Year 2 – All respondents expressed commitment to the Programme going forward, however, perhaps more so than in other themes, these respondents highlighted the barriers their respective teams faced in the year ahead. For example, some raised logistical issues relating to team members being a geographically dispersed group, and that pressures of the day job also makes it difficult to commit the time needed to move things forward. One respondent explained the project has 'definitely lost momentum' and that there was 'no point in meeting if there were no deliverable to talk about'. Another suggested that Slack as a platform was inadequate for participation, and felt that '*videoconferencing would be more appropriate. I don't think you can express your views in text the same way you can in person or in virtual meeting. It's a good repository but it's not good for brainstorming'* (Service Design participant). The other respondent in the same project agreed that there was a 'lack of continuity' but that the Programme Leader '*has been great at facilitating progress and keeping the right pace'.*

When prompted on what they were most looking forward to in the year ahead, respondents tended to have a longer view and spoke generally about sectoral change, as one respondent stated: '*seeing

change happen in the sector is a much longer term goal, say 2 or 3 years down. Really, the innovation programme needs to go beyond year 2. Some of the team has been happy with taking small steps forward, im too impatient for that. Now is the time for thinking big' (Service Design participant).

The other respondent from the Service Design project felt confident that the team would move eventually get beyond 'a hybrid of using what we already got but just in a different way' and that the team should 'give more credit to the terrific knowledge and skills' collectively held in the project.

Recommendations – Maintaining, or in some cases re-igniting, momentum was a theme across responses for recommendations going forward. When probed on how best to drive progress forward, some respondents focused on the role SFHA had in the process. One participant questioned whether or not SFHA could host a 'centralized repository' of good practice. This respondent suggested that the 'innovation hub protype' on the SFHA website might be the appropriate platform, or if lacking capacity to do so, should promote a single point for knowledge exchange. Another respondent raised a more existential dilemma for the sector more broadly and the scope for SFHA to forge a new and distinct identity for Scottish housing associations as part of this Programme: '*I have been disappointed that in this Programme there hasn't been the opportunity to ask wider questions about the sector – What sort of providers do we want to be? Where do we want to position the sector? …This visioning can still happen and there is opportunity to do so with the [Scottish Government] 2040 Project'* (Service Design participant).

Although perhaps not as resoundingly positive about the Programme to date as other themes, all three Service Transformation respondents emphasized the value and the potential the Programme has for transformational change and was broadly a welcome change from the previous SFHA membership offering of years past, that the Programme in general signalled a 'new flavour of SFHA'. Another participant agreed and explained that SFHA is now supporting innovation in the sector in a way that had not done previously, that *'creating this programme is the big step that was needed to drive innovation. Previously, SFHA was more confined to individual subject areas, but now it is a lot more opened up, and cross-disciplinary. It is early days, but it is promising and encouraging. I can see real potential in this new approach. We just need to keep the momentum up'* (Service Design participant).

3.11 Poverty Impact Bootcamp – Baseline and Year 1 survey findings

15 evaluation forms were returned following the Poverty Impact Bootcamp in August 2018 and generally feedback provided was very positive at baseline stage, as was the case in the other Bootcamps. However, actions following the Bootcamp seemed less clear for the Poverty Impact theme. For example:

- All respondents agreed the bootcamp helped to engender a shared purpose and there was strong agreement that ideas were developed collaboratively.

- There was less agreement about next steps with 3 of 15 unsure if an action plan was in place; and a similar number unsure if they had new ideas which were of use to their organisation as a result of having participated in the Bootcamp. See Chart 6 for a summary.

Chart 6. Baseline Bootcamp Evaluation for responses for Poverty Impact Bootcamp – Outcomes
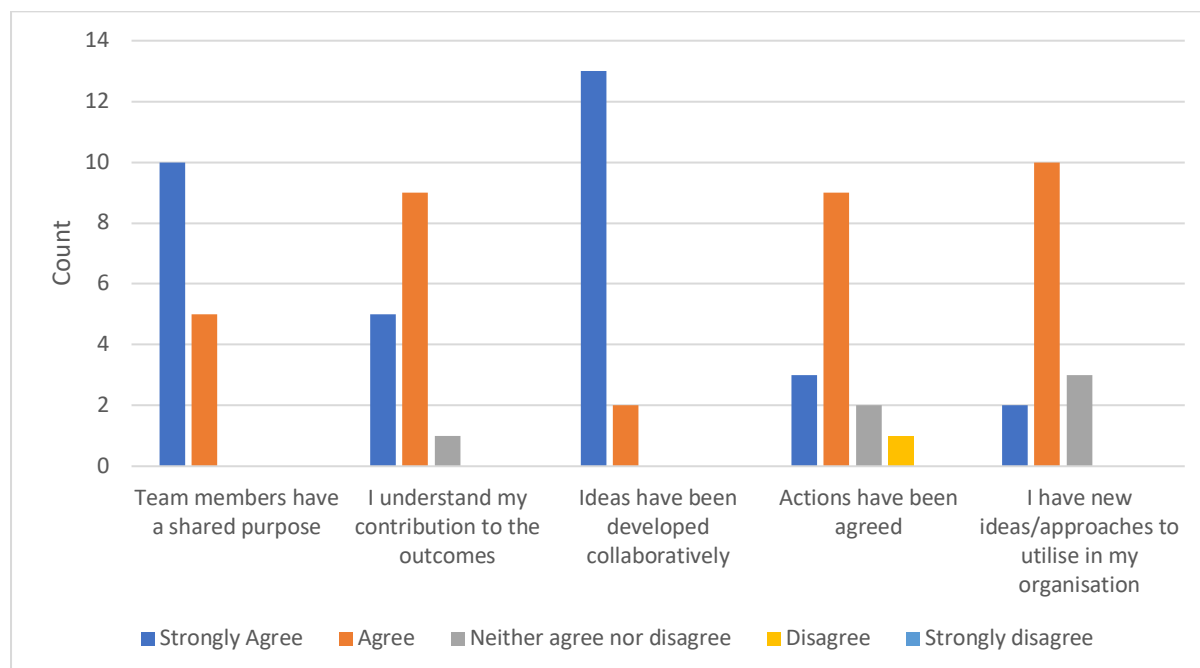
The new ideas that came from the Bootcamp largely referred to engagement techniques employed in the Bootcamp, and some respondents reported that it was too early in the process to comment on new ideas being generated.

Similar to the other Bootcamps, what people liked most about the Poverty Impact bootcamp was the opportunity to share new ideas with a diverse group of people. Others commented specifically on the creative and interactive approach used on the day. See Chart 7 for a summary.

Chart 7. Baseline Poverty Impact Bootcamp evaluation for responses – What did you like best?
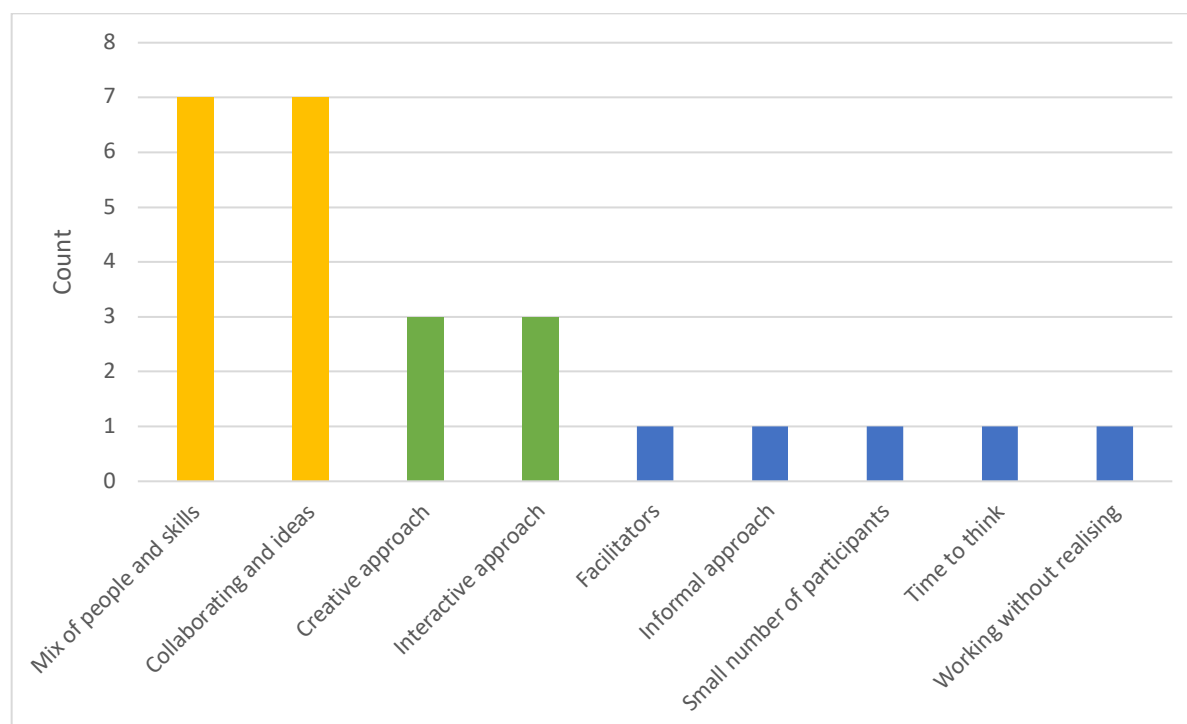

Poverty Impact participants were asked questions regarding their perceptions of innovation in the baseline survey and again one year later. As had been the case with Service Transformation respondents, there was less difference in how the respondents in the Poverty Impact theme responded in year 1 compared to the baseline survey than was demonstrated in the Home of the Future theme. For example:

- Generally, respondents felt similarly confident in their ability to drive innovation; although fewer in the group now registered not feeling very confident.

- A fewer number of respondents now reported being very likely to test and try new things as had been the case at baseline, however a smaller proportion at year 1 now reported being unlikely to do so.

- In contract to responses from the Home of the Future and Service Transformation themes, there was no notable shift in opinion regarding the perception of innovation at the sector level; although a smaller proportion of respondents are now less likely to indicate that the sector does not generate creative ideas very often, a smaller proportion now believe that new things happen more often within the sector.

Unlike in the other two themes, the perception of innovation within their own organisations seemed to have shifted; for example, at year 1 respondents were more likely to report employees generating new ideas 'very often' compared to baseline, and similarly, nearly half of respondents feel that new ways of thinking in their organisation happens very often, compared to less than a quarter of respondents at baseline. See Table 12 for a distribution of baseline and year 1 responses.

Table 12. Perceptions of Innovation – Baseline compared to Year 1
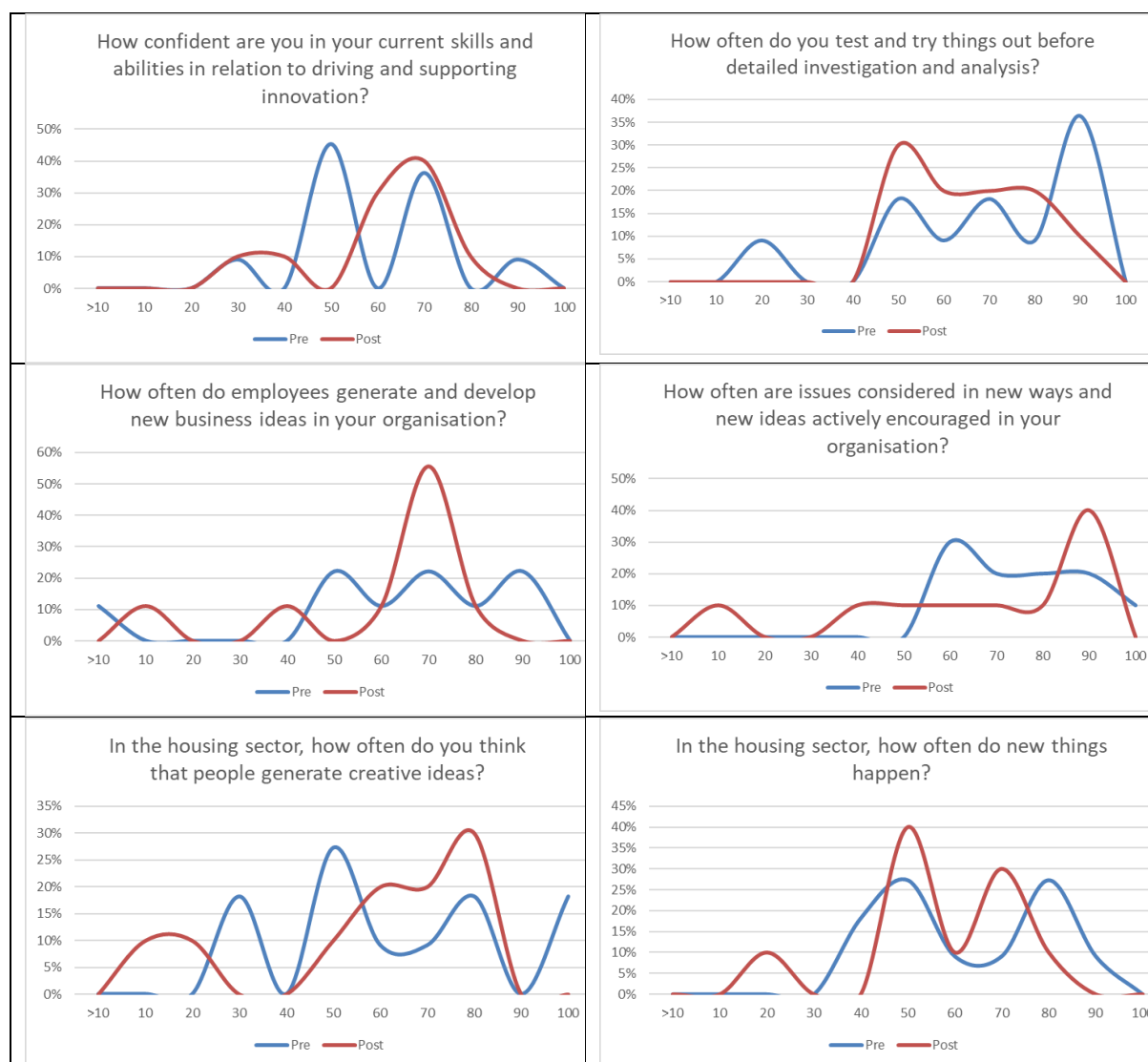
As with the other themes, the positive opinions about the Poverty Impact bootcamp were broadly repeated in the Year 1 survey – this is based on 8 of the 15 (53%) Bootcamp attendees who responded to the survey[6]. However, it should be noted that there was one outlier in this theme who tended to be less satisfied across all domains. Summary of responses are as follows:

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[6] Respondents included four from housing associations, one academic, and others from the voluntary sector and consultancy. Respondents were a mix of managers and directors, one board member, one researcher and one service provider.

- Compared to other themes, there was broad consensus amongst the Poverty Impact respondents that networking was either a primary or secondary reason why they became involved in the Programme. In this regard, the bootcamp met or exceeded expectations for all but one of the respondents (who was a bit disappointed).

- All but one respondent agreed that the ideas shared were useful, with 5 strongly agreeing this was the case.

- All respondents agreed that they learned examples of good practice (one strongly) and most agreed that they had shared what they had learned on the day with others.

- 6 out of the 8 strongly agreed that participation was facilitated well during the event;

At the end of year 1, in terms of their greatest contribution, respondents reported varying degrees of participation, including active listening, sharing ideas and facilitating events. As response to this question, one participant offered a suggestion for improvement, explaining that it was not clear at the outset what was expected of participants to contribute to the programme, in terms of time and commitment. (see table 13 below for responses).

Table 13. Greatest contribution to the Poverty and impact Bootcamp – Survey responses

Background knowledge
Demonstrating commitment and active participation in the programme by engaging in one of the main elements.
Participating and listening and sharing ideas, always with a person-centred approach.
Difficult to say so far. What wasn't clear at the outset was the time contribution that may be required. It has been difficult to attend all the meetings and keeping up to speed requires a fair amount of time.
Good practice
Evaluation of the existing social impact and SROI toolkits available and feeding back suggestions as to what indicators may be useful for RSL's aiming to capture Social Impact measures going forward.
Facilitated

3.12 Poverty Impact Project Team

The Innovation Programme survey invited project team members to respond to questions relating to their experience in specific projects. Three of the six respondents[7] had also participated in the Poverty Impact Bootcamp. As in the case of the Poverty Impact Bootcamp, responses were generally positive, apart from one respondent who registered dissatisfaction across the survey questions concerned with the project team. For example,

- With the exception of one respondent, involvement in the project team over the course of the year either met or exceeded everyone's expectations. For one respondent, the project was much better than they thought it would be.

- All but one respondent stated they were motivated to participate in the team over the next 12 months; with 2 strongly agreeing.

- All respondents agreed there was an action plan in place, with half strongly agreeing.

Interestingly, only half of respondents believed the Poverty Impact project team had a shared vision, despite all agreeing that there was an action plan in place (See Table 14 for responses).

Table 14. Shared vision of the Poverty Impact Project Team – Survey responses

Have an accessible impact measurement framework and tool for RSLs to demonstrate the social and economic impact of their activities
Early days but a willingness to collate and best evidence SROI and other innovations in the RSL sector
Improving Customer Engagement
To develop a tool for measuring social and economic impact in Scotland
to have a common consistent and usable method for evidencing the impact and value of Housing in reducing poverty

Feeling that the project team was successful over the last year was generally lower for the Poverty Impact project teams than for other themes. Only two respondents felt that the project team they were working in under the Poverty Impact theme was successful in meeting its goals for the year. See Table 15 below for project team achievements reported by respondents.

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[7] Respondents were mostly working for housing associations (5),with one academic. Most were managers and CEOs, and one researcher.

Table 15. Achievements of the Poverty Impact Project Team – Survey responses

I can't comment on the past year, as I have only been involved in Project team since March 2019.
Above is non committal as Ive only just become involved but good work has been done looking at different models of SROI - some way to go to refined this.
The team has surveyed HAs on their approach to measuring social and economic impact and has organised a demonstration on current practices. It has tested various models etc.
still a work in progress

Compared to the responses to the baseline survey, responses concerning their experience in the project team to date were more mixed (although it should be noted that this conclusion is drawn from just six responses which is roughly half the number responding on the other themes). For example:

- Only two of the six respondents reported feeling empowered to act on the action plan (despite most reporting that that their experience exceeded their expectations and that they were motivated to continue their involvement in the project teams); and

- Most respondents appeared dissatisfied with the online platform, with just one respondent agreeing that Slack facilitated team participation.

Relatedly, no respondents were able to comment on specific innovations arising from the project teams. One respondent explained that the work in their project has been '*more process focussed and reviewing existing tools rather than any specific innovations*' and that '*innovation is in bringing together housing reps to discuss impact measurement.*'

3.13 Poverty Impact – Expectations for Year 2

In general, participants continuing to work within the project teams looked forward to networking and developing practical tools (namely, an approach for measuring impact) over the next 12 months. Table 16 below provides a summary of responses outlining expectations for the up coming year.

Table 16. Expectations for the Poverty Impact theme in Year 2 – Survey responses

Input to development of impact measurement in housing sector. learn from others and share my experience
Insights into how my organisation can innovate and report of SROI alongside learning front best practice elsewhere
Opportunities to learn
Hope to continue to meet new people in the sector, develop professional relationships, identify opportunities for collaboration, learn new skills, all while helping to make a difference by contributing something to the development of a new tool for measuring social and economic impact of housing associations

Still hope to be able to contribute to an overall product (measuring tool) and valuable outcomes as well as personal development

Looking to gain better appreciation of transformational change approaches and how the various strands interconnect and complement the overall objectives. This will be of primary importance to our organisation, but more widely all providers across the sector as we move into more digital work spaces.

3.14 Poverty Impact – Interviews with Project Team participants

Three participants from the Measuring Impact project agreed to be interviewed.

Feedback on Experience – Similar to respondents in the other two themes, participants in the Measuring Impact project highly valued the collaborative approach taken by the Programme. One participant explained that being part of a 'collective involvement of a very knowledgeable group of people' had been 'personally rewarding', and another respondent described the experiential learning that has taken place within the project as 'excellent, bar none'.

As with other projects, participants in the Poverty Impact theme were careful not to overstate achievements to date, explaining that 'it is very much a work in progress' but have been successful in the sense that 'all the right people are in the same room'. Echoing other respondents, one participant explained the team has been successful insofar as a commitment had been made, but had yet to realise any specific goals: *'If the goal for the year was to have a collective commitment, then yes they have been successful with the launch of the [poverty impact] manifesto. But if the broader goal was to decide on a route to that, then I would say no [the project has not been successful].'*

A similar measure of caution was also raised with regards to project innovation. As other themes have acknowledged, the Measuring Impact team explained that the approach taken in the project is not new, *per se*, but will be new to Scottish Housing Associations: *'the project has been innovative in the sense that individual organisations have begun to think about SROI [social return on investment], but it's not a particularly innovative thinking around SROI approaches. It's the collaborative approach which generates understanding which can lead to new thinking. At the moment new thinking is a bit patchy, but it's a journey to get organisations thinking about how SROIs can influence business decisions'.*

Prospects for Year 2 – All three respondents were looking forward to year 2 of the programme, and perhaps for different reasons. One respondent specifically mentioned the value they hoped to bring to their organisation as a result of participating in this project, and another participant focussed on the project's collective goal for the year of making a business case for the sector as a whole to engage in wider role. Related to this ambition, the other respondent looked forward to having the project come to a conclusion, by commissioning work for a consultant to take work forward. On this objective for the year ahead, one respondent was keen to register their disagreement with the project's approach and urged SFHA to take the role in sign-pointing the team to readily available open-source resources, and explained that*, 'it feels like not there yet and that there is a lot of running before walking happening'.*

Perhaps touching upon disagreement in the group, one respondent explained that the potential barrier to progress in the upcoming year is the fact that there are a myriad of approaches to measuring social impact and the group will eventual need to decide on a method which best fits a diverse sector: *'the downside, is there is no one answer to this. No silver bullet. It is a journey that we have only just started'.* Another respondent also acknowledged a range of interests (sometimes conflicting) in this work, and emphasized the effective role the Programme Leader has had in managing continued engagement: *'the difficulty of bringing a broad range of interests in and managing that but also keeping up momentum. [The Programme Leader] has been excellent at facilitating that'.*

Recommendations – There was agreement amongst respondents that SFHA in general has been very supportive of the project work, and one respondent could not offer any suggestions for improvement other than continue to support the work in year 2: *'[SFHA] have been great at providing a central resource, driving interest and recruitment, and providing a resource to continue the work'.* Another respondent agreed, and applauded SFHA's supportive approach: *'[SFHA] have been building on things and doing what needs to be done to drive innovation – giving time, space and patience for things to develop'.* As in other themes, another respondent urged for work to continue beyond year 2: *'At this stage but a longer term vision is needed – not just at year one, but the important work will be several years down the road'.*

Thinking beyond the confines of the specific project, one respondent recommended that a focus for year 2 should be in linking the work of all the projects together. This respondent suggested that the Measuring Impact project is one possible route, that SROIs are the common thread through all the various work streams: *'[SFHA] can facilitate more connection between the project group and other work streams – for example, impact should not be treated as a separate thing, but something that sits aside multiple aspects (for example, wider role, investment etc). We need to move beyond talk of wider role (wider role fund no longer exists) and instead shift conversation to community investment activities – this is something the project team can do along with the help of the SFHA.'*

3.15 The Innovation Community

Roughly half of respondents (35 of 64) to the year 1 survey were not involved in either the Bootcamps or in specific project team, but were part of the general 'innovation community', and some were likely to have participated in the Innovation Factory at the start of 2019. The following gives a summary of their experience of the Innovation Programme to date.

- Half of respondents explained the Programme was better (either by a lot or a little) than they had thought it would be. About a third said it was about the same and just one said it was somewhat worse than their expectations.

- As with other respondents, most had become involved mainly for networking opportunities, as well as being interested in personal development. Access to resources and organizational capacity was less important to these respondents.

- Many respondents hoped that from their participation in the Innovation Programme they would be able to share ideas with others in the sector, incorporate what they have learned

into their business practices, and exchange knowledge with a diverse range of people. See Table 17 for a summary of responses.

Table 17. What the Innovation Community hoped to gain from the Innovation Programme

Information to feed into our internal panning processes
Developing alliances to share experience (both positive and negative) both with the programme and on a bi-lateral basis.
I am keen to continue innovating ideas for new homes
Challenge my learning
Help improve and modernise services to ensure organisation and wider sector thrives
Focusing more on future. Combining new fields to housing.
Major involvement and bidirectional collaboration.
Being part of a disruptive change in how homes are designed.
As above, synergy across the sector to influence others,   Energy to test innovation in how we engage. Practical levers to maximise application and experimentation of innovation for independent living.
Continued development of our knowledge and raised awareness of A&DS and how we can help
Knowledge exchange
As listed 1 to 4 above
Hope to find the capacity to engage more proactively in a focused way in order to bring more benefit to the organisation
ideas, skills, networks
I have only recently became involved, so looking to improve my understanding and awareness to benefit my organisations objects in its business plan.
innovative ideas and good practice
More understanding, practical and academic skills
Some practical tools to implement - exchanging ideas is great but often the same topics are repeated. I'd like to see more resources for how to turn ideas into reality and this may involve campaigning for large scale change, or small solutions/quick fixes that have a tangible impact.
Input to development of impact measurement in housing sector. learn from others and share my experience
Opportunities to learn
Knowledge access for areas of development for my association
As per the priorities identified at 4.
New contacts, opportunity to share experiences and learn from others
Insights into how my organisation can innovate and report of SROI alongside learning front best practice elsewhere
For my organisation to be part of, and gain from, the learning from the project.

> Being able to apply some of the thinking and learning to improve customer and business outcomes. Seeing the tools work operationally and have a real impact. Innovation changing the perception of the Sector as being at the forefront of new thinking.

> Again, as an SFHA Board Director, I hope that we can move towards tangible outcomes from the programme, for the benefit (ultimately) of tenants and service users as well as wider society

> It's more about improving housing and adaptation options for people rather than me gaining anything but I have learned a lot and extended my network

General innovation community respondents to the year 1 survey were also asked about their perceptions of innovation in the sector. These responses are summarised below and unlike in the previous sections, these are not compared to a previous baseline. Instead, these responses are compared to respondents who had been part of a specific 'theme'; specifically all respondents who had been involved in either a Bootcamp or a Project Team.

Generally, respondents who had participated in a Bootcamp or Project Team had a more positive view of innovation happening in the sector and were more likely to see themselves as 'innovators'. Interestingly, there was no considerable difference between the general community and the more active Programme participants in their perception of their own organisations as innovators in the sector, although it is notable that there is a small proportion of more active respondents strongly believing that new ideas are strongly encouraged in their workplace. Below in Table 18 you will see responses from the innovation community (blue line called 'community') compared to respondents who were more actively involved in the Innovation Programme (red lined called 'theme').

Table 18. Perceptions of Innovation – Innovation Community compared to those within a theme

How confident are you in your current skills and abilities in relation to driving and supporting innovation?

How often do you test and try things out before detailed investigation and analysis?

How often do employees generate and develop new business ideas in your organisation?

How often are issues considered in new ways and new ideas actively encouraged in your organisation?

In the housing sector, how often do you think that people generate creative ideas?

In the housing sector, how often do new things happen?

4. Conclusions and Recommendations for Year 2

4.1 Conclusions

The majority of participants engaged in various Programme elements (bootcamps, projects, innovation factory and wider innovation community) were overwhelmingly positive about their experience and there appeared to be a consensus that the effort and approach to driving innovation in the sector was welcome and timely. In general, positive feedback mainly centred on the Programme's ambition of a holistic and cross-disciplinary approach to orientating the sector towards future thinking. Notably, there was very positive feedback was given specifically to the role of programme leadership in facilitating engagement.

Looking at the evidence on what actual impact the Programme may have made in relation to participants attitude and confidence around innovation and future thinking we can see that these have clearly shifted positively pre and post the Programme for each of the themes. This appears to be most marked for Home for the Future, although there is a positive shift in attitudes about innovation across the themes. We can also see that those that are more actively involved in the themes (boot camps and projects) are more likely to test and try new ways of working. In addition to thinking about system change, the Programme has evidently provided opportunities for individual personal development, particularly for potential future leaders. In terms of the specific themes, there is generally positive feedback overall, although within a small number of the Service Transformation and Poverty Impact project groups there were a few more downbeat conversations and sense of less drive, or need for an injection of momentum into the project groups.

However, it is clear from the evaluation findings that the programme has been welcome, and has stimulated thinking in a new way for the housing association sector. It has provided a start for collaboration, and participants suggested the need for this to continue, for dissemination and embedding ownership around the work achieved to date. There are calls to find ways to keep the momentum going for the very positive work and experiences achieved in year 1. In terms of the SFHA offer, it was repeatedly mentioned that this was a welcomed 'refreshing' initiative from the SFHA – and one which was meeting members' needs and wants. One challenge to SFHA is whether this work should move to linking projects, and whether there should be a wider discussion around the position of the sector as a whole, rather than to innovate only through the specific themes.

In terms of achievement against the six expectations for the programme listed above it is clear that the programme has stimulated thinking on the key challenges in the sector, it has provided opportunities for collaboration, to develop talent and to create a platform to share innovation. It is still too early to assess whether a clear impact has been made to customer and business value. Respondents are clear that this fresh offer to SFHA members is highly valued.

4.2   Recommendations for Year 2

In terms of recommendations for development, these largely relate to communication, engagement and management, detailed below.

Communicating and continuous opportunities for involvement – Engagement in the Programme varied between wanting to be 'kept in the loop' to more active involvement in a specific project. For those who have not been involved in the process early on, there seemed to be a disconnect between a desire to become more involved and an understanding of what opportunities were available (and what degree of commitment was involved).

For example, some responses from the innovation community (i.e. those not involved in a specific work stream) felt unsure what work was being undertaken and how they might be involved going forward. Whereas, others who had been involved in the beginning now feel obligated to something they feel they cannot necessarily commit to (one survey respondent for example expressed feeling inundated by communication after having participated in a one-off Bootcamp - and now regrets having been involved). In the year ahead, opportunities for involvement should be clearly communicated across the community, with regular opportunities given for participation, combined with a clear understanding of what the involvement actually entails in terms of commitment. Related to this, the benefits of becoming actively involved (personal, organizational and sectoral) should be made apparent.

Holistic approach, oversight and common threads – Many respondents expressed appreciation for the level of programme leadership devoted to managing work across the work streams. Much of the feedback stressed needing this good work to continue into year 2 (unchanged). Other more specific feedback suggested that one way to incentivise continued (whether intensified or re-invigorated) momentum was to make clear how individual elements (bootcamps, projects, leadership events) fit across the piece. What was commended in the approach was the holistic manner in which innovation is now being driven (commenting that previously the work of the SFHA tended to be contained within defined work streams); the tendency for the work going forward to revert back into separate and distinct efforts (either in the three themes, or in the ten projects) should be resisted. To this end, there should be a regrouping exercise to link the work back together and, as one participant suggested, find a common thread that links through all the work.

Facilitating networks – Overwhelmingly, participants enjoyed the opportunity for a diverse range of interests and expertise, in different fields and disciplines, to come together for a common goal. There was consensus that the occasions to participate physically were a success (for example, in the bootcamps or innovation factory) and that criticism was limited to there being a lack of people involved in these events. Continued work towards recruitment and perhaps targeted co-option could be undertaken for specific elements. Specifically, some feedback from the projects expressed a need to have what was described as 'external expertise' brought in to play either an advisory role or for training. Some participants saw academics playing this role.

Respondents expressed the need for **re-thinking virtual working**. Many respondents felt Slack was not an adequate platform for facilitating engagement. Specifically, people felt there were 'too many channels' for communication competing for attention, that there was not an alert function in Slack to

make participants aware that there was activity, there was a concern that files were not held permanently on the platform (that these would eventually be lost), and importantly, there did not seem to be a function for online collaboration and that the platform was best served a (temporary) repository of information. Although many respondents did not offer an alternative solution, a handful suggested that there could be an online function on the SFHA website that had much of the same functionality of Slack which could be only accessed by members. One respondent suggested that this type of platform could then be promoted to incentivise SFHA membership (as a recruitment tool) and with increased take up could assist in its ambition of sector-wide transformational change.

Reinvigoration of themes or projects to keep up the momentum – in particular the Service Transformation theme appears to merit re-ignition. Ideas include developing a central point for knowledge/innovation exchange perhaps through the SFHA website as a platform, or another platform. Logistical and time challenges which can wear down innovation could be mitigated through effective virtual working (reference facilitating virtual working as above). Seeking out more exemplary practice from those that have not yet participated may also help provide a new spark for these projects.

How to sustain the programme – it is clear that the SFHA's new approach has been welcomed by members, and participants mentioned looking beyond 2 years to continue the programme. It is recommended that the SFHA now consider how to mainstream this approach, perhaps by rolling out the approach to its wider staff group, facilitated by the current programme leader, rather than relying on one person to lead it.