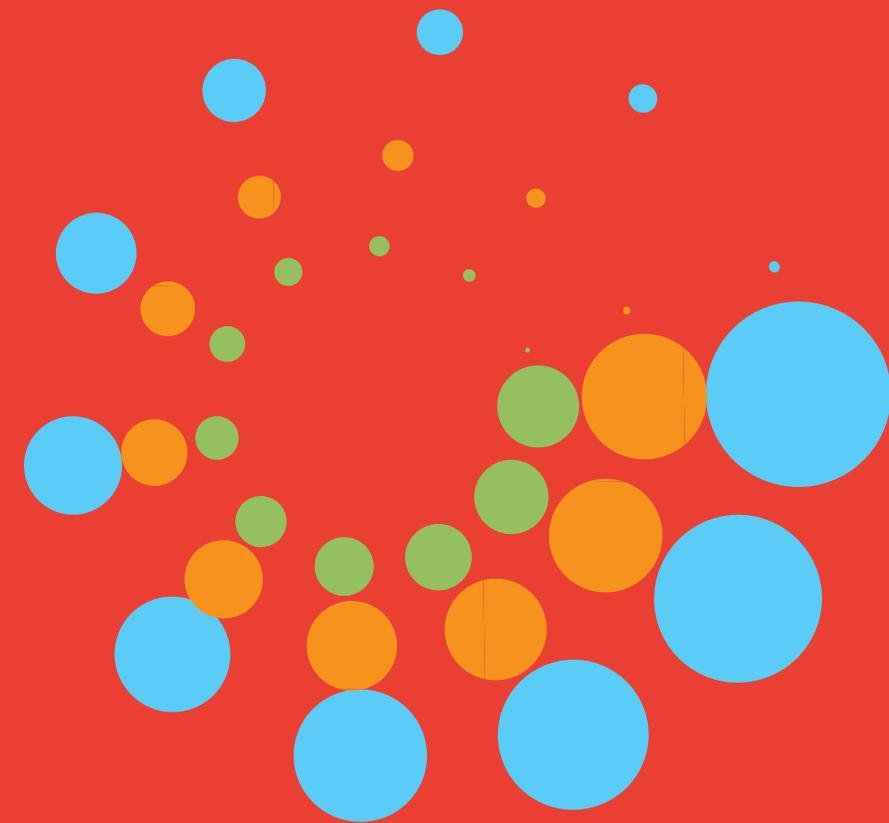


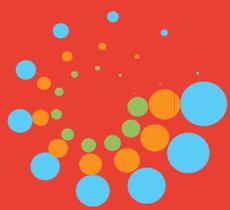


Working and Growing in Place Learning and Development Programme

January 2021 - June 2021

A new programme of support, learning and development for housing associations to help them successfully embrace the future opportunities of working at place.





The benefits

Beginning in 2021, this six month programme will bring housing associations (HAs) together into a learning network to help them explore the challenges and new opportunities of place-based working as we emerge from the Covid-19 pandemic.

The programme will explore some of the key issues around the role of social landlords in place and translate current and new opportunities into plans for future service delivery.

At the end of the programme, housing association delegates will have new insights into their place-based roles, have explored the opportunities to translate these into strategy, organisational design and operational plans, and developed a peer network of place-based leaders in housing.



A learning opportunity

The Covid-19 pandemic has brought the vital importance of the place-based work of housing associations into sharp focus. Alongside the challenges presented by the pandemic, housing associations are grappling with a range of issues, from the future of resident engagement to meeting the 2050 net zero carbon target.

Dealing with these challenges and opportunities requires leadership at all levels. It will need new skills and expertise, as well as the strengthening of existing ones. Investing in our people, our leaders and our residents, with the expertise and skills needed, has to be part of our strategy going forward.

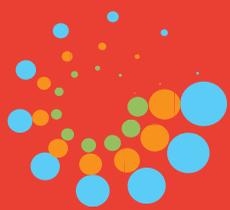
In September 2020 HACT and PlaceShapers published *Places After the Pandemic*, which explored social landlords' future role in places. The report was based on interviews and focus groups involving over 100 PlaceShapers members.

A key recommendation of the report was to create a series of learning and development programmes for PlaceShapers' members so they can collaborate and explore how best to work in place. *Working and Growing In Place* is the first of these new programmes.

As community-based social landlords, PlaceShapers members are uniquely focused. They are already key partners in the community, whether with their tenants and local people or local government, NHS organisations and many others. How these relationships are strengthened, and how organisations and services are designed, how they are funded, and how they contribute to levelling up policies are key considerations going forward.

How local services are delivered and how they work with people and communities is more dynamic than it ever has been. This presents major opportunities for housing associations to show leadership and enable their unique strengths in both assets and expertise to play a core role in communities now and in the future. Like their place-based partners they also face significant challenges, but they also have choices to make about where and how to invest, that can build more resilient communities for the longer-term.

We know HAs want to play a full roll supporting the lives of their tenants and communities. But to do so will require new knowledge, relationships and conversations. This six month learning programme provides you with all the information needed to achieve this.



Our approach

Our approach combines the strengths of Action Learning, Professional Development and Business/Organisational Development:

- The Action Learning approach works with a network of peers and draws on co-mentoring and group coaching to problem solve and build expertise together.
- Expert Input - in the form of masterclasses, briefings and demonstrations - helps participants gain necessary knowledge and deepen understanding in new areas.
- A focus on Leadership Development ensures participants are able to work within their organisations and their communities to inspire colleagues, challenge cultures, and deliver change.

We encourage organisations to nominate two members of staff who will participate in the programme. This ensures continuity over time (we recognise that sometimes people move on during the life of a programme) and builds capability in different parts of your business.



How to programme will run

The Working and Growing in Place Learning and Development Programme will be a learning forum for up to 20 PlaceShapers members established to:

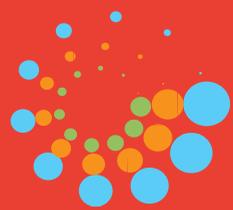
- strengthen their understanding of how to engage with and lead alongside their local place-based partners;
- build awareness of the current and emerging environment and the competencies that are needed to deliver within a place setting;
- consider how to transform their business and services to strengthen their connection with and roles in communities;
- explore, discuss and address critical and difficult issues;
- involve timely and very well targeted development opportunities relating to innovation;
- capture cutting edge knowledge that can be more widely disseminated;
- model some of the joint work in practice that has been described in policy; and
- describe and refine the offer of housing associations as systems leaders and community anchors.

At its core will be group of housing associations working together as an action learning set to develop and embed the new expertise being offered. Additional bespoke consultancy will be on offer to target and embedded the learning in business and governance systems, as well as address wider organisational culture.

Members will work together to define and articulate their offer to and leadership in local systems. They will appreciate how they can shape local and national policy and programmes, how resources can be unlocked to deliver place-based impact, and the governance and leadership issues of working across organisational and sector boundaries.

The ultimate aim of the programme will be to demonstrate leadership and cement long-term partnerships that transform organisations, people and place.

The programme runs over six months, involving a pre-programme diagnostic and four learning days. Each learning day is a mix of presentations from external speakers, resources and exercises to deepen understanding and turn insights into plans, and an Action Learning Set to provide peer support, challenge and growth on implementation and wicked problems.



Our experts

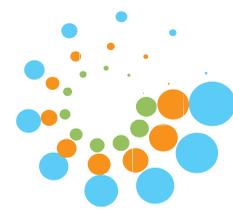
The programme draws together expertise from a range of people and organisations and will be facilitated by:

Andrew van Doorn – Chief Executive, HACT.

Rachael Orr – Director, PlaceShapers

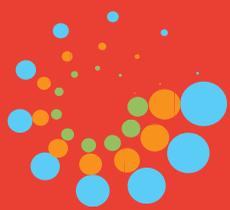
Rob Sugden – Head of Communities and the Centre for Excellence in Community investment, HACT

There will be a range of guest speakers who will bring insights and expertise on place-based working .



Your journey through the programme





How do you join?

HACT and PlaceShapers are now recruiting members to this ambitious and crucial programme. For a further conversation about what we can offer you, please contact:

Andrew van Doorn, Chief Executive, HACT

Email: andrew.vandoorn@hact.org.uk

or

Rachael Orr, Director, Placeshapers

Email: rachael.orr@placeshapers.org



Programme information

Key dates

The provisional dates for the programme are:

Pre-programme diagnostic:
January 2021 – February 2021

Day 1: 24 March 2021

Day 2: 27 April 2021

Day 3: 24 May 2021

Day 4: 21 June 2021

All these sessions will be conducted online, although if restrictions lift we will look to hold meetings in person.

Costs

The main part of the programme last for 6 months and costs £2,000 + VAT.