



TENANT ENGAGEMENT EXPERTS

tpas

# Using Behavioural Insight techniques to recruit & retain board members

## A Tpas Case Study





# ‘We have saved you a place on our board’

With expectations on providers of housing to ensure they listen to the ‘silent voice’ and enable residents to really influence service Tpas are often asked to help **‘get more people involved’**.

Our pilot project “Engagement Maximiser” did just this.

Taking a theory – behavioural insight – and applying it practically to our passion – tenant engagement – is at the heart of our report. You can read our report here xxx you will see how behavioural insights can inform decision making, improve engagement and deliver positive results for people and communities.

We ventured into board recruitment territory this year and worked with Flagship Group to develop their campaign to recruit to the boards of Samphire Homes and Newtide Homes. It was an outstanding success. Using the baseline of a previous campaign, where 5 Applicants resulted in 0 appointments we had to get creative.

Working with a team at Samphire, including a tenant who is also a board member, we developed a recruitment and selection process and a communication campaign using behavioural insight techniques.



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## Our Aims

- Generate a larger pool of candidates to recruit from
- Achieve the outcomes of increasing diversity within board membership

## Our Work

- Coordinate workshops and project briefings
- Develop a compelling role description, person specification
- Identify and remove all barriers to recruitment
- A campaign that would bring about the behaviour we needed – people to apply for board membership

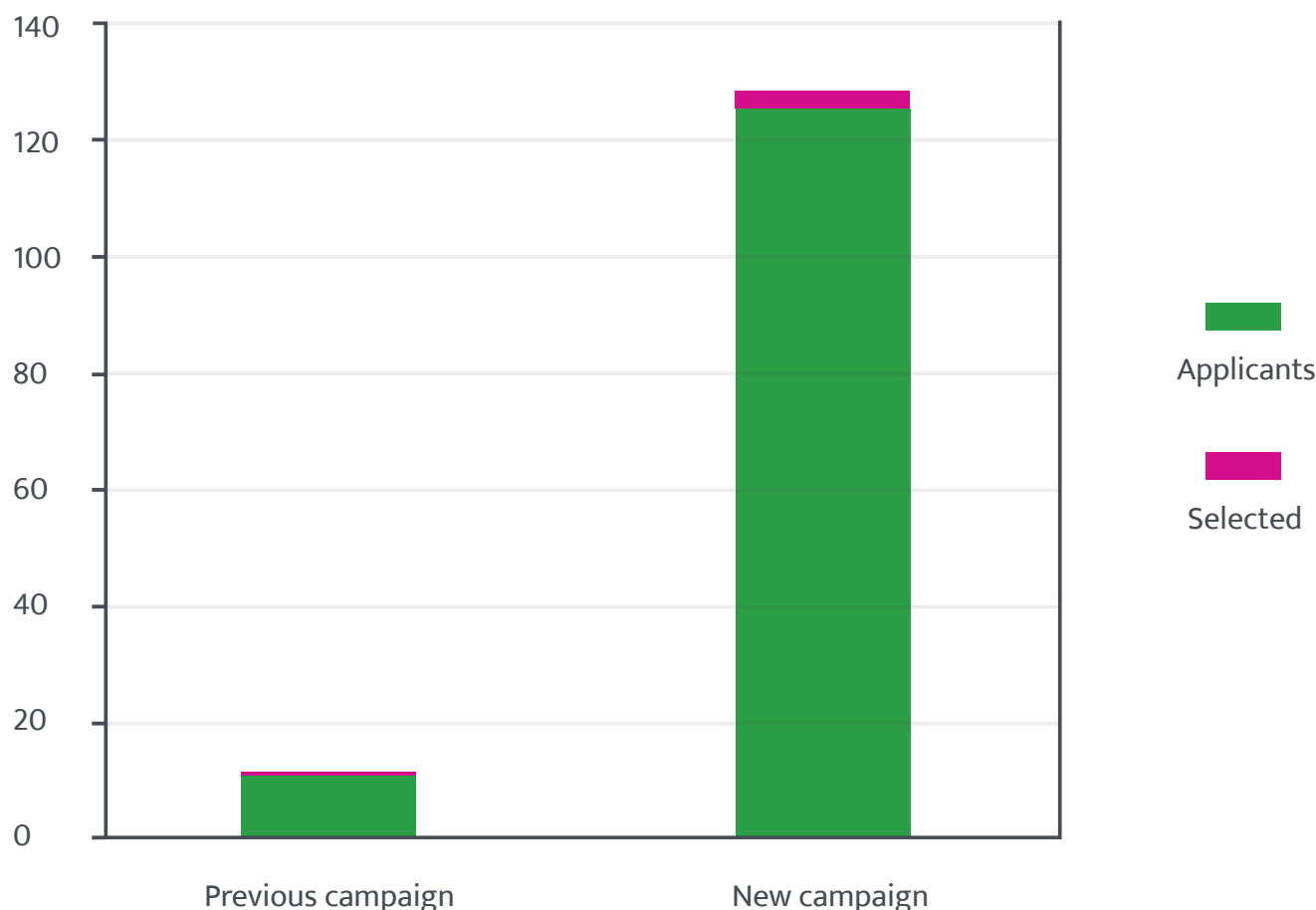
## How We Did It

- We ensured that our messages appealed to the target demographic using the right language and imagery using a behavioural lens.
- We threw out the tried and tested competency based selection and interview process, we made things real, we made the experience much more positive all round.





# The Results



We met our aims, had **118** applicants and **4** were appointed - **yes you read that right** - **118** applicants and **4** members appointed to the boards.

## Comparing the two title pages



**Before:** Long and intimidating



**After:** Simple and engaging with maximum results



# What our clients said

**Don't just take our word for it -hear what everyone had to say about it.**

"I just wanted to say an enormous thank you for helping us design and deliver our revised board recruitment campaign. We found 4 brilliant candidates that have been offered the roles, all of which were absolutely delighted when we called them this morning. The skills, experience and diversity we'll be adding to our boards will offer so much, I cannot thank you enough for helping us get to this place!

And Anna, thank you to you and Emma for helping turn our campaign into something engaging and interesting. Two candidates told me that 'we've saved you a place on the board' was what made them apply so there's our proof that the science worked!

If you're working with anyone that needs some convincing to recruit in this way please feel free to send them my way and I'll happily share with them the difference you've made to our board make-up.

I hope you'll see much more of us, and our board members, in the future."

**Marie Claire Delbrouque**

Managing Director (Samphire Homes)

"I work full time for a charity and was looking for something to expand my horizons and draw on my skills, I saw the role in an email and the line 'we have saved you a seat on our board' got my interest, it was very engaging throughout the whole process. I was able to talk about myself, my enthusiasm to 'make a difference', the experience I had was that the process was very open, warm and professionally handled. The debate was relaxed and well facilitated, following interviews again very welcoming atmosphere, which says a lot about the culture of the organisation. It was also great to meet other tenants and made the experience very enjoyable."

**Sara Betsworth**

Board Member





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“I applied after receiving a text from Samphire. I passionately believe in tenants being more involved and as a board member I will ensure good outcomes for tenants. The day I was invited to was a good flavour of what to expect, it was really well done and interesting to listen to other’s opinions. The interview was well conducted and a good experience, even if I was not appointed I enjoyed it.”

**Susan Feary**  
Board Member

“My experience of the services provided by Flagship Group/Samphire Homes is really good, this prompted me to ‘give something back’ as I have become really interested in them as a landlord. I sent in a video application and was really pleased to be invited to the mock board meeting, I met some really nice people. I felt very unprepared but thrilled to be invited back to the second day, this was fantastic and I am really proud to have been appointed.”

**Rhys Walters**  
Board Member

## More information

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For more information about the Tpas Behavioural Insight expertise, please visit:

[www.tpas.org.uk/behavioural-insights](http://www.tpas.org.uk/behavioural-insights)

For more information on Samphire Homes’ new board recruitment approach, please visit:

[www.samphire-homes.co.uk/about-us/samphire-board-recruitment](http://www.samphire-homes.co.uk/about-us/samphire-board-recruitment)



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