Disruptive Innovators

BULLETIN 02
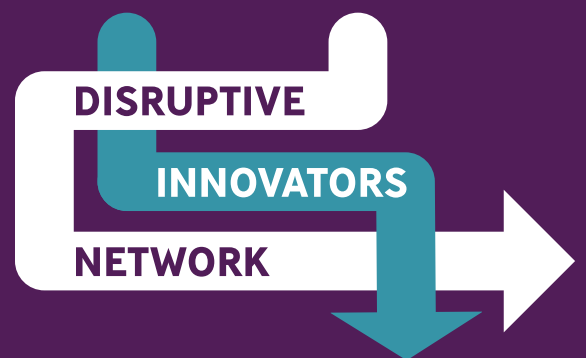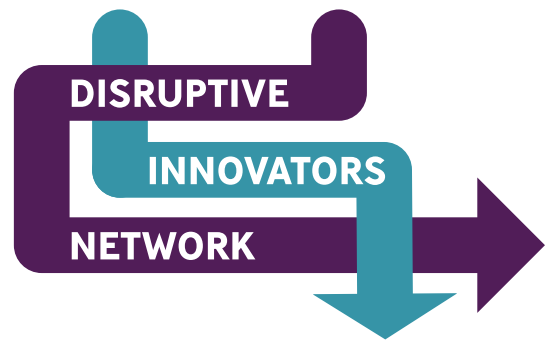
DISRUPTIVE INNOVATORS NETWORK

Media Partner
INSIDE HOUSING

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REFLECTING ON OUR FIRST SIX MONTHS

With Spring imminent, I've been reflecting on the first six months of the Disruptive Innovators Network and on its future.

Naturally, I'm pleased that we have met our initial membership target. I'm really encouraged by the willingness of organisations to subscribe to a network based on collaborative innovation because they are committed to radical improvements in how they operate and in the quality of services provided to residents.

I've been excited by the Network's success in facilitating new relationships between DIN members, our delivery partners (BT, Amazon, Microsoft and Rackspace) and the start-up community. I've had great feedback from start-ups who took part in the 'lightning pitch' sessions at DIN meetings and have been invited to field-test their solutions by DIN members. Collaborative innovation in action!

With a view to a full offer to DIN members interested in new ways of solving problems, we have been piloting hackathons and innovation sprints – which allow members to undertake rapid problem definition, followed by designing, building and testing prototype solutions - all in 24 hours. Hackathons tend to be tech-led whereas innovation sprints are more process-led. Participation can involve individual organisations or DIN members working collaboratively. We ran our first 'Hackathon' at Vivid Homes in January, supported by Microsoft and Amido. We have another couple of sprints lined up for the Spring. Contact me if you want to know more.

DIN is also looking to help those organisations who just need that extra push to 'kick start' the development of an innovation culture. We are currently piloting with a couple of members a five-element six-month 'innovation launchpad' programme to give DIN members:

- a baseline assessment of current innovation culture - using the Dolphin Index to identify the cultural starting point, areas for improvement and the scale of the change required.
- Problem statement design to provide a focus on 2 or 3 organisational issues we can seek to resolve during the innovation sprint
- A tailored programme of in and out of sector learning experiences linked to those improvement priorities
- Thought leader and expert practitioner interviews and presentations
- concluding with an innovation sprint

If you want to know more and think this might be something your organisation might benefit from, please get in touch.

At our next meeting on 20 March, DIN will explore the impact of the sector's desire to innovate on the future of housing IT. Do we need a 'cloud-first' strategy, as has been adopted by central government and the NHS? How can legacy and current systems work with cloud-based solutions? What will the housing IT teams of the future look like and how will they operate?

We've had excellent feedback on December's DIN summit (video highlights circulated to members and a DIN report). We plan to publish the bulletin three times a year and are looking for content from DIN members. Please contact the bulletin editor with case studies, new ideas and words of wisdom!

Finally, I've been reflecting on the need for a public debate on what disruptive innovation in social housing should look like and can achieve. Please let me know your views on these topics.

Till our next bulletin, keep being disruptive!

Ian Wright
Managing Director - ian.wright@disruptiveinnovatorsnetwork.co.uk

Founding partner

Delivery partners

LEAN ON ME

An interview with Avril Chester, founder and CEO of Cancer Central

Upon receiving a cancer diagnosis, patients experience a range of emotions – including disbelief, anger, fear, guilt – and an acute need to find out more information about prognosis, treatment, care, support and financial matters.

The internet provides a flood of knowledge, and of course the hospital medics help as much as they can, but much of the information is generic. It can be a minefield to source personalised information and support at a local level.

In 2016, as Avril Chester lay in bed in her parents' home in Eastbourne, recovering from breast cancer surgery and undergoing chemotherapy, she decided that when she got well, she would do something about this. She had an epiphany, stimulated by "the love and fear in my mother's eyes when she tended me in my worst moments" and the practical necessity of finding a hat to cover up her temporary hair loss. Her solution was to set up Cancer Central.

Avril's vision is for Cancer Central to become an authoritative free source of information for patients, family, carers and friends. Its strapline is 'help is here – where you can now search one centralised source for cancer services and support'. Its modus operandi is to 'help the person, not the patient'. Cancer Central does not plan to directly provide services itself.

Cancer Central divides its user base into 'information providers' and 'information seekers'. It deploys mapping technology (GIS) in the background so that the search will signpost to local availability of respite care, counselling, nutrition advice, benefits advice, insurance, local transport assistance, hats and wigs and lingerie, incontinence products, physical activity, books, complementary therapy, local patient forums and charitable support and financial assistance.

The directory will highlight free and charged-for services, with a focus on local businesses, charities and support, and is intended to be a more personalised experience than existing provider lists supplied at present.

Her aim is to offer real choice to patients and their support networks. Key to success is sourcing, validating and updating links to service providers. The user community will play a key role in the initial sourcing and ongoing validation of services and their quality.

"The challenge now is finding all those incredible businesses and charities who support those affected by cancer and asking them to register with us for free. A single view across the UK does not exist, we all have a piece of the jigsaw and we need your help to find everyone - #HelpisHere".

Avril knew that this new mission was a challenge. "I had to become a first-time entrepreneur and create a start-up by using my savings, with no staff and no guaranteed forward investment".

What she did have to draw on was extensive experience as a full-time and interim CIO and project management director at a range of organisations and nominations for Future CIO of the Year 2017, Digital Leader of the Year 2018 in the Women and IT Awards and since setting up Cancer Central, winning Entrepreneur of the Year 2019.

**AVRIL CHESTER,
FOUNDER AND CEO,**
Cancer Central

Avril's next step was to decide what type of business Cancer Central should be. "I was clear that Cancer Central would be a technical platform, that it would not be a fundraising charity run by trustees but a 'social impact business'". To do this, she decided that Cancer Central would be constituted as a community interest company (CIC) which could trade, apply for investment and provide dividends for its funders. Avril wanted to show commitment to the public by adopting the CIC legal requirement that 65% of profit is reinvested in the company's social purpose – whilst still rewarding investors.

Now Avril had to develop a 'proof of concept' and the technology platform. She ran a hackathon in early 2018, a moment she describes as "the best day of my career so far". This led to pro-bono technical support from TechFINIUM (platform), IBM Watson (artificial intelligence), ROQ (software testing), American Express (workshops and another hackathon), Expedia (volunteering day) and over 20 other organisations and 100 individuals.

"Though still in its infancy Cancer Central has created 'Ask Ave', a digital assistant that employs conversational search to customise information based on geography and cancer type. Most recently we have announced a collaboration with Sparkcentral who will provide a direct way for users to contact cancer-related companies via popular communication channels, such as chat, SMS, and WhatsApp".

Cancer Central went live, 28 months after Avril's 'lightbulb moment' and nine months after dedicating herself full time, as a first-phase rollout in autumn 2018. **cancercentral.org.uk**

She achieved this through the force of her effervescent personality. Throughout the interview, she does as much laughing and smiling as chatting. She openly shares her personal experience to inform, motivate and inspire those around her. Her recent book *Be with me, It's C* has been described as "an incredibly wonderful collection of inspirational poetry, touching our hearts and minds while showing us how someone copes with the dreaded 'C' word". Avril is also documenting her journey from a technical executive to hopeful entrepreneur, in a humorous business book to be published later this year.

Avril is now at the point where she needs more than the much-appreciated pro-bono support to sustain the business. To set up a staff team, she is seeking long term investment via commercial partnerships.

Avril thinks the possibilities for disruptive innovation are endless and that profit-making entrepreneurs are the best partners for the public and non-profit sectors. She is a firm believer in 'buying in' best-of-breed digital support and capacity rather than attempting to 'grow your own'.

"Cancer Central is about community and innovation, connecting with experts from different fields across industries to achieve our vision. A new word to describe this working style is Cominovation."

"Cominovation is not just about problem solving, it is the complete process of finding solutions – from identifying a need, developing ideas, sourcing support, to delivery. It involves individuals giving their time, skills and/or expertise to something they are passionate about and coming together with like-minded people to innovate for a common purpose".

Three years on, Avril's cancer is in remission and Cancer Central is now live. Avril has so much to live for and shares her vision with so much enthusiasm, laughter and compassion that it reminds us all to treasure the gift of life and focus on making the world a better place whilst we are here.

Interview by Ross Fraser

Be with me, It's c by Avril Chester available at Amazon. **Click here** to purchase

BUILDING AN INNOVATIVE CUSTOMER-CENTRIC WORKPLACE CULTURE
An interview with Oke Eleazu

Oke Eleazu is Chief Operating Officer at Bought by Many, the fastest growing insurance company in the UK today. He is also an international authority on customer excellence and innovation. Previous corporate experience includes being Customer Services Director at Prudential and Director of Customer Experience at Sainsbury's. He has written one of the most accessible management books ever published – *The Cult of Service Excellence: How to build a truly customer-centric culture*

DIN met up with Oke to focus on how to build and, crucially, maintain that innovative culture in social housing. This is what he had to say.

Working with social housing customers helped me develop my ideas

Even though I've worked at a senior corporate level for years and visited many great businesses when researching my book, one of my most important and humbling experiences has been being the Chair of Bromford Group's Customer Engagement Group for six years. I was inspired by their customers' stories, how they face up to the hardships and challenges life has dealt them and make the best of it. I want staff who share that empathy. It helped me develop my ideas and convinced me that they would work in both the commercial and non-profit sectors.

Middle managers are the biggest blockage to cultural change, but it's often not their fault

I meet a lot of senior leaders who are clear on what they want but are frustrated. "Why is innovation not happening? Why don't the guys on the 'front line' get this despite everything we've done to communicate the need for change?"

The blockage is often in middle management. Middle management is the hardest job in any business. You are taking strategic ideas that have come from the senior team and trying to translate them into things that people on the 'front line' care about. Somewhere along the way the middle manager needs to put their own flavour on what is essentially a 'translation job' of cascading ideas.

Senior managers need to recognise that the middle management issue is often one of their own making. They want middle managers to think strategically but they also want them to just get the job done – how many widgets have you sold or how many people have you served? If middle managers are 100% utilised on operations, when do they have the capacity to think strategically?

KPIs are normally focused on core operations not innovation. The necessity of meeting core business targets prevents middle managers from having the mental energy to think strategically. And they need to, if the front line is to be encouraged to think about more than the 'view from their desk'.

If you don't redefine the role of the middle manager nothing is going to change

You need to discover and coach natural leaders in middle management and the front line and get these 'informal leaders' to cascade the vision down throughout the organisation.

"If middle managers are 100% utilised on operations, when do they have the capacity to think strategically?"

This means that you need to fundamentally redefine the role of middle management. No longer can it simply be output or income related performance – middle managers must become empowered coaches and developers and educators of staff, innovators and ambassadors. I saw this very clearly at Sainsbury's. The most successful stores were those where the managers defined their role to be as much about leadership and communication as about delivery management.

This means that you radically redefine the middle manager's job description – still covering delivery

OKE ELEAZU,
CHIEF OPERATING OFFICER,
Bought by Many

but weighted slightly in favour of leadership and coaching. Different job descriptions mean that you employ different people and get different and better results. Increasing ambiguity in the workplace also means that you need to avoid over-precise job descriptions.

Employ passionate 'game changers' with a personal growth mindset

At Bought by Many we are looking for employees focused on personal growth. How can I become a better version of myself? How can I align my personal growth for the benefit of the business?

Working with Bromford Group customers made me reflect on the value of human resilience in the workplace. Self-awareness is another crucial attribute. I look to recruit people able to learn from success and failure who have resilience to cope with set-backs, rather than those with great technical qualifications.

We also look for people who have a passion for something. If they've got that, it comes through in their everyday life and they bring that passion to the workplace.

Two key interview questions are "give an example of how you overcame adversity in your personal life or career to date" and "can you tell me one thing you are passionate about and why?"

If people struggle with these questions, they are probably not the right person for us. I have interviewed a number of people who have been honest about issues that, previous to my time at Bromford, I would have thought would be problem. However, their resilience has shone through and I decided that they were exactly the right fit for our business.

Training is very important but is often done badly. Training middle managers involves redefining the purpose of the business and its ideals, articulating a compelling North Star vision, and then directly working with the whole middle management population in the business to bring them on that journey.

You can't train for culture. You recruit for personality and train for skill. And recruiting a diverse workforce makes the business more effective in meeting the needs of an increasingly diverse consumer population.

Be ruthless and decisive at probationary interviews

We have a three-month probation period and we use it! We recruit what we think are great people, we train them in what they need to do and what we expect of them and then we assess them rigorously after three months. If staff don't live and breathe the values of the organisation, then they

don't fit. You need to protect that fit desperately. We fire less people down the track because we let more people go at the end of their probation.

We use probation as a real safeguard for our business, by taking out people before they can have a cross-polluting impact on other staff. In too many businesses, people are let through probation when they are never going to make it. Too many excuses – often personal –diminish the effectiveness of the probationary process.

Staff empowerment is vital but can be tricky in regulated industries

Sometimes the best service comes from staff who bend the rules to help a customer.

But in most regulated industries there is a tension between compliance and empowerment - "you can't do that!" If people are scared by rules, empowerment will never happen. There is a huge amount of regulation in financial services but less in retail. Social housing – post Grenfell – probably falls in the middle.

We use probation as a real safeguard for our business, by taking out people before they can have a cross-polluting impact on other staff.

I'm directly responsible for regulatory compliance at Bought by Many, which means that its my job to solve this problem. I've redesigned the compliance function to be in sympathy with the business. I'm very clear on what 'regulatory rules' must be observed but also on what 'business rules' can be bent and where the boundaries between these two rules are. There is space everywhere between the 'red lines'. You can innovate between the lines.

You can't maintain an innovative customer-centric culture without staff turnover

Most successful businesses have minimal turnover but this can be a problem in terms of innovation.

It can be useful to have a reasonable amount of turnover, as you need new ideas to come in if you're going to maintain the culture of innovation. New colleagues from a diverse background bring fresh ideas and different perspectives.

The ideal scenario would be to means move on a small proportion of staff each year, not because they are doing a bad job but to the recruit someone who does it differently. In doing so, you raise the bar for all staff in terms of the personal growth mindset.

Interview by Ross Fraser

THE 10 SHADES OF CORPORATE INNOVATION

Corporate innovation takes many different forms...

Corporate innovation is notoriously difficult, especially for big businesses. It can mean breaking down established processes and systems, and experimenting... Often to the point of failure. So how can companies innovate successfully? Luckily, there's more than one way to skin a cat.

▶ 1) Dedicated innovation teams

Dedicated innovation teams are set up within a company to focus on innovation. Placing a specific marker around innovators can allow the business to allocate resources to greater effect. The members of the innovation team are free to pursue new ideas without distracting from or compromising their work within the wider organisation. Innovation teams are not necessarily confined to businesses. In 2016, the UK Cabinet Office set up the **Open Innovation Team** to search for partnerships to inform policy in light of digital disruption. However, creating dedicated teams can be viewed as excluding others from innovation, and could stifle rather than encourage it.

▶ 2) Intrapreneur programmes

Intrapreneurs are employees within a large corporation who act like entrepreneurs. Intrapreneur programmes simply equip internal employees with the resources they need to pursue innovative ideas. It is about empowering employees so that they can – or at least feel that they can – innovate independently. **Adobe**, for example, created **Kickbox** as an internal blueprint for innovation. Employees received a cardboard box containing a six stage guide, notebooks, and most importantly a £1,000 pre-paid credit card. Through Kickbox, Adobe could provide individual empowerment at scale. Kickbox is now an open source resource that any business can access.

▶ 3) Hosted accelerator/ incubator programmes

In hosted accelerator/incubator programmes, businesses do not acquire promising companies but instead invite them to grow under their wing. This usually includes the provision of resources like funding, contacts and physical space to support the company's growth. This is clearly attractive to the startup, but it also creates important connections between the host and the companies it decides to foster. In 2016, **Oracle released Oracle Startup Cloud Accelerator** to tap into the startup infrastructure. Following successful applications, startups are given 24 weeks of mentoring. The risk lies in supporting a startup that fails to deliver, or expending more resources than initially intended.

▶ 4) Innovation tours

During innovation tours, corporates visit another organisation or project location to see how they are structured. The organisations can include other companies, government agencies, or even academic institutions. Visitors usually receive guided tours, hear pitches and attend conferences where they can meet potential partners and be exposed to new ways of working. Ultimately, the goal is to get a fresh perspective on how their own business could be run. **UK Finance**, for instance, **invited members to attend a study tour at Airbnb** to gain 'insight into disruptive behaviours.'

"Without a clear strategy to back it up, innovation is just a buzzword"

▶ 5) Innovation outposts

Innovation outposts are physical offices set up in places of strategic business importance. Outposts attempt to track trends, follow technological advances and make connections with local companies. They can range from a single representative to an entire building of staff members, but in either case must communicate effectively with the larger business. The most obvious setting for an innovation outpost is Silicon Valley, which is where **Mercedes-Benz** set up their own facility in 2014. The aim of the outpost was to **follow the developments of other automotive and mobility companies to inform R&D** – particularly concerning autonomous vehicles.

LAURA COX,
SENIOR STAFF WRITER
D/SRUPTION

6) External accelerators

Working with a third party accelerator like **Y Combinator** or **500 Startups** gives established companies the chance to understand and learn from startup culture. It is arguably easier than a hosted programme, because the external accelerator already has extensive contacts and resources at its disposal. **Barclays** partnered with **Techstars** to set up the **Barclays Accelerator, powered by Techstars** – a FinTech focused, 13 week programme where selected startups receive mentoring from leading industry professionals, access to Barclays businesses and the Bank's broader network, the opportunity to pitch their companies to potential investors and the ability to join Techstars' alumni network. By working with Techstars, Barclays benefits from the expertise, contacts and investment of a major accelerator provider.

7) Technology and education partnerships

Partnerships between technology companies and academia can be mutually beneficial, providing a talent pool for companies and potential resources for the academics. The collaborations can be set up between companies and research facilities, universities, individuals or relatively novel education hubs like coding schools and data camps. Investing in a university or academic research project can also help to improve the company's image as one that accepts social responsibility. The success of these partnerships relies heavily on communication, especially when precious intellectual property is at stake.

8) Investment

Businesses can encourage innovation by funding a product, service, company or project that is beneficial to them. **Aviva**, for example, invests in InsurTech startups so that it can take advantage of the services and products they are developing and, as a result, fuel market growth. This can block competition and give access to important market data. Companies may also use investment to establish a presence in certain areas by financing a project or physical building such as a factory. Any investment, however, comes with an associated level of risk.

9) Acquisition

Rather than relying on internal development, businesses can acquire promising companies (young or otherwise). Google, an undoubted innovation expert, has made over 170 acquisitions since its launch. In theory, acquiring a company saves time and resources – but only if it is successful, relevant, and can be integrated with the parent company. Acquisitions often come in response to changing markets. In 2015, for example, German publishing giant **Axel Springer** bought **Business Insider** for $450m. The sale represented Axel Springer's recognition that publishing was changing, and becoming digitalised. Through the acquisition, Axel Springer **extended its global digital audience by 200 million.**

"Dedicated innovation teams have many tangible benefits but can be viewed as excluding others from innovation, and could stifle rather than encourage it"

10) Innovation Labs

Last but not least, a business can build a specific environment for innovation in the form of a lab. Labs have become increasingly popular, enabling a section of a wider company to experiment – and consequently to fail. These physical spaces thrive on new ideas, but their success rests on how well their aims and endeavours are communicated back to the core business. Last year, Arsenal launched its innovation lab in collaboration with corporate innovation specialist **L Marks**. The lab aims to work with businesses to **improve customer experience and engagement**. "The Arsenal Innovation Lab demonstrates how larger organisations can harness the agile nature of startups to future proof their operations and deliver world class experiences," says Daniel Saunders, CEO of L Marks.

"Innovation Labs have become increasingly popular, enabling a section of a wider company to experiment – and consequently to fail"

Corporate innovation can happen within or outside of a business. It can be carried out by internal employees, or contracted to third parties. It can be the sole task of dedicated labs or teams, or everyone's responsibility. How best to innovate relies on the business itself. What problems need to be solved, who should be tasked with solving them, and in which industry or areas? Before deciding on any of the above options, businesses need to know what they want to achieve. Without a clear strategy to back it up, innovation is just a buzzword.

THE UNAWARE HOME

I've been reading a very interesting book over the last few weeks: *'The age of surveillance capitalism'* by Shoshana Zuboff is a critical view of the way in which the large tech companies are collecting huge amounts of data which is then processed by machine learning and AI to generate behavioural predictions which are in turn sold to advertisers for huge profits. The book covers a lot of ground and presents today's reality from a different perspective. I was captivated by the description of an experiment in the year 2000 where engineers and researchers in Georgia Tech built the very first incarnation of an IoT enabled dwelling called the 'Aware Home' which they imagined as a human-home symbiosis.

'There were three working assumptions: first, the scientists and engineers understood that the new data systems would produce a brand-new knowledge domain. Second, it was assumed that the rights to that new knowledge and the power to use it to improve one's life would belong exclusively to the people who live in the house. Third, the team assumed that for all of its digital wizardry, the Aware Home would take its place as a modern incarnation of the ancient conventions that understand "home" as the private sanctuary of those who dwell within its walls.[1]'

What I find fascinating about the Aware Home is how different reality turned out less than twenty years later. The technology that powered this futuristic experiment has now become mainstream, but the vast amounts of data collected by the plethora of IoT devices does not belong to the people who live in today's version of the Aware Home.

We seem to take for granted that these internet-enabled services will be collecting our personal data and sharing it widely.

Sometimes in unexpected ways such as when an Alexa device in the US got its voice commands **mixed up** and emailed a recording of a private conversation between a couple to one of their friends. Despite these extreme examples we continue buying these products, hoping this won't happen to us and accepting the collection of our personal data in exchange for services. We have agreed to these terms and conditions. It's just that we do it without thinking.

The legal framework of the internet is based on complex contracts that nobody reads. The Australian consumer advocacy group Choice hired an actor to read the 73,198 words of Amazon Kindle's terms and conditions. It takes 9 hours! In a similar study, a group of researchers from the University of London determined that if a customer were to enter the Nest ecosystem of connected devices and apps they would need to review around 1000 contracts.
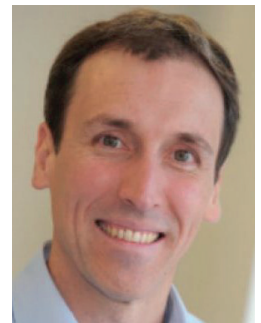
ARTURO DELL,
Director of Technology and Innovation, HouseMark

Actor reading the 73,198 words of Amazon Kindle's terms and conditions

It is even **argued** that these contracts are carefully designed to nudge users to click without thinking, as an automated response to a carefully crafted stimulus. I find myself clicking 'agree' many times a day and consider it part and parcel of using the internet and technology products.

"These contracts are carefully designed to nudge users to click without thinking"

What is probably most ironic, is that with the introduction of GDPR in May last year there seems to have been an explosion in the number of agreements to click on every site. What is also true is the exponential increase in data breach complaints to European data protection regulators. Since the introduction of GDPR there have been over **95,000 complaints raised**.

1. Shoshana Zuboff, The age of surveillance capitalism (Profile Books, 2019. Loc 147)

This points to a growing dissatisfaction with the current state of affairs. Some of these complaints are being raised by UK social housing tenants or leaseholders who have an expectation that their landlords are protecting their data. This will become increasingly complex as the sector deploys IoT technology more extensively.

There is another interesting dimension to today's reality which wasn't envisaged in the year 2000 as part of the Aware Home's experiments. As more intelligent devices are installed in the home and connected to the internet, the risk of an attack by hackers takes an entire new dimension. There is now the possibility to hijack internet-connected 'things' which interact with the physical world. All of a sudden the role of cybersecurity experts goes from preventing an attacker being able to encrypt someone's spreadsheet or send phishing emails to trying to deal with attackers who are able to **stop someone's pacemaker**, take **control of a crane** in a construction site, **replace the video image and sound** from an internet connected doorbell device or simply **hijack the home's thermostat** and ask for a ransom.

The security of the connected home is becoming a national defence priority for many countries as highlighted by the **Japanese government's effort** to hack IoT devices in the homes of ordinary members of the public to identify weaknesses and resolve them in advance of the 2020 Olympics.

We have managed to turn an idealistic experiment from the year 2000 into everyday reality but at the same time introduced new challenges regarding the ownership and protection of the behavioural data collected as part of the use of internet-enabled services. We are also becoming aware of the potential for cyber attacks on the physical world which may cause problems at an unprecedented scale. One thing is sure; the drive to build the connected home of the future will continue and is something which the housing sector must embrace.

What skills will the housing staff of the future need in order to advise and protect their residents? Will it be necessary to write alternative user guides such as **these** which focus on how to be aware of and minimise the inevitable digital surveillance being introduced into their homes with every new IoT device? Will it be necessary to have the skills to prevent attacks into internet connected home equipment or the building management system? In relation to the complex and extensive contracts, will landlords be able to provide clarity for residents to understand what happens to their data?
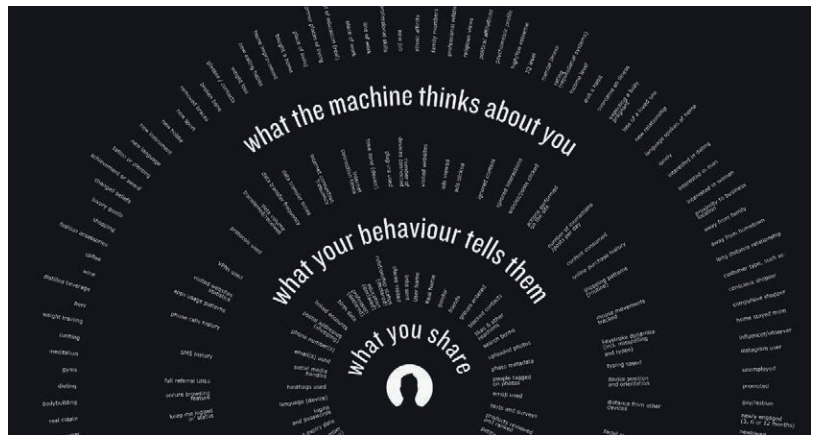

Digital identity has 3 layers and users can only protect one of them. Data awareness campaign.

At HouseMark we have been thinking about these issues for a long time and in 2017 published *'Transparency and Trust: A guide to data protection and privacy for social landlords and tenants'* which provides extensive guidance on how to safely collect, use and store personal data in the housing sector.

Following the significant interest generated from this publication and to dive deeper into these issues we have established a Warning Advice and Response Point (**WARP**) for housing providers. WARPs have been going in the UK government for over 20 years and are groups of cybersecurity and data protection experts who work together to improve the security of their organisations through information sharing and collaboration. Chaired by Jeanette Alfano, Director of Technology and Transformation at Optivo and managed by HouseMark; the group started meeting in 2019 and collaborating on key topics such as the challenges of **secure communications** with partners such as local authorities or the police, how to mitigate security risks by achieving **Cyber Essentials Plus** certification and more immediate concerns such as how to respond to the **letter** from Fiona MacGregor to all CEOs of housing associations regarding the access to data stored in cloud facilities in Europe in the scenario of a no-deal Brexit.

We are aiming to keep the current group small with no more than 25 organisations but we are hoping to grow into regional WARPs over the next 6 to 12 months. With support from the National Cyber Security Centre and a number of security experts, we will be building the resilience of the sector to ensure that as we move to a more connected future with all its challenges, we have the tools and the skills to respond. If you are keen to join, please get in touch.

arturo.dell@housemark.co.uk
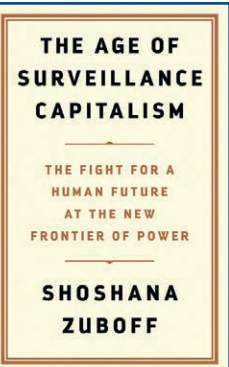
THE AGE OF SURVEILLANCE CAPITALISM

THE FIGHT FOR A HUMAN FUTURE AT THE NEW FRONTIER OF POWER

SHOSHANA ZUBOFF

The Age of Surveillance Capitalism: The Fight for a Human Future at the New Frontier of Power by Shoshana Zuboff available at Amazon. **Click here** to purchase

VISIT INNOVATORS IN AMSTERDAM AND BRUSSELS

International Learning Experience – 11-14th June 2019

DISRUPTIVE INNOVATORS NETWORK
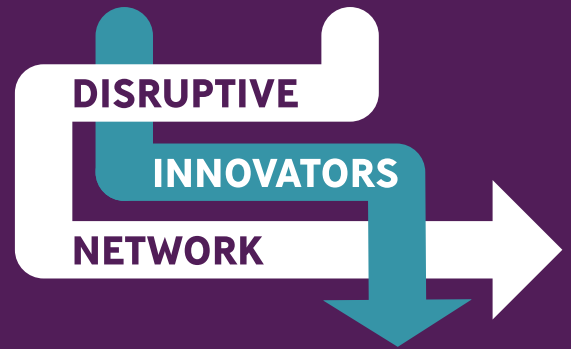
HOSTS

HENK KOREVAAR,
Founder and CEO Corponet

PROF. KOEN KAS,
Founder Healthskouts and health house ambassador

LOCATIONS

AMSTERDAM

BRUSSELS

The Disruptive Innovators Network is delighted to offer its members the opportunity to participate in an exchange visit to innovation leaders in Holland and Belgium.

Beginning our trip in Amsterdam, we will meet with peers from Corponet - the equivalent social housing Innovators network to DIN.

We then travel to Brussels to meet with Professor Koen Kas, learn some new techniques for service transformation and spend time at his 'Health House'.

Innovation amongst Dutch housing associations

DIN members will learn about how housing providers are coming to terms with:

- How technology is changing the future of work and the way Dutch housing associations operate
- How Dutch housing providers are responding to disruption and fostering innovation
- Start-up showcase – 'lightning pitches' from creative start-ups working with the Dutch social housing sector
- Smart and intelligent communities – How will housing providers engage with their communities in the future?
- Visit to a 3D printed house **3dprintcanalhouse.com**

Innovation in Belgian health and social care

DIN Members will experience the future of health and social care in Koen Kas' Health House laboratory **health-house.be** by exploring the use of:

- Artificial intelligence
- 3D printing
- Wearable tech
- Nanotechnology
- Virtual and augmented reality deployments
- Robotic care

Objectives – DIN members will:

- Develop new European peer networks with which to share thinking and learning
- Understand how our European counterparts are investing in innovation, in the built environment, the future of work and services to residents
- Come back with fresh ideas which are transferable back into their own organisations

Places are very limited.

If you would like to join us on this experience or want me information please drop me a line by 12th April at ian.wright@disruptiveinnovatorsnetwork.co.uk. Or give me a call on 07946509322.