

Agenda

09:30 Registration and networking

10:00 Chair's welcome and opening comments

Rob Griffiths, CEO, Housemark

10:05 Leading effectively through complexities and under pressure

Leaders in the housing sector face a variety of challenges, and the opening keynote will aim to motivate and empower them to navigate these complexities.

Garrett Emmerson is the former Chief Executive Officer of the London Ambulance Service (LAS) who led the Service through the COVID-19 pandemic, as well as responding multiple major incidents including the two London Bridge terrorist attacks and the Grenfell Tower fire tragedy.

His opening keynote will focus on key learnings from over 20 years experience, leading high performing leadership teams in the public sector, also including in senior positions in local authorities and Transport for London, where he was Chief Operating Officer for Surface Transport for over eight years, and during the 2012 London Olympics, including:

- How to balance often conflicting political, technical, professional and financial priorities to achieve successful outcomes.
- How to develop effective organisational strategies to deliver complex and often conflicting public sector priorities.
- How to build and sustain high performing executive teams, leading them on day to day basis as well as through planned and unplanned extraordinary events.
- How to perform under pressure leading high profile public facing organisations in times of extreme stress.
- How to manage media interest and maintain positive organisation perceptions whilst implementing difficult and potentially unpopular projects and policies.

Garrett Emmerson, the former Chief Executive Officer of the London Ambulance Service

10:55 Refreshment break

11:10 Navigating the regulatory landscape

In this session we will provide social housing leaders with the latest updates and insights to help them navigate the ever-changing regulatory landscape.

We will explore themes and risks from the regulator's viewpoint as social housing landlords respond to the challenge of balancing improved outcomes for tenants with meeting the demand for more affordable housing.

We will also discuss the regulatory challenges and approaches across the UK, focusing on what's currently at the top of the agenda for each of the regulatory bodies, and how we can ensure unified approaches across the board.

Karen Doran, Director of Regulatory Engagement, Regulator of Social Housing

Michael Cameron, Chief Executive, Scottish Housing Regulator

12:10 Business planning, sector risks and balancing priorities

In this session, we'll focus on strategic areas for your business in 2026, guided by the housing data trends. Adjusting priorities with limited funding can be challenging, but utilising strong business intelligence and sector insights can simplify this process.

We will examine current data and performance trends, along with the dynamics of social housing, to identify opportunities for business growth. We will also address risks such as market fluctuations and regulatory changes. Our goal is to develop data-driven strategies that enhance decision-making and help you effectively balance priorities in an ever-changing landscape.

Jonathan Cox, Chief Data Officer, Housemark

Fiona Fletcher-Smith, Group Chief Executive, L&Q

Host: Amanda Leonard, Associate Director, Housemark

12:45 Lunch and networking

13:30 How to overcome change fatigue and deliver successful business transformation

Transformation and change fatigue is the feeling of exhaustion and frustration that we can experience when we have a perception that too much change is taking place or there are continuous transformation initiatives being undertaken by their organisation. Organizations often simply encourage their employees to be resilient, placing the burden of finding ways to feel better solely on individuals. We will explore why leaders need to recognize that change exhaustion is a collective issue that needs to be addressed at the strategic level.

In this session, we will explore the top 10 challenges that prevent us from successfully innovating, along with strategies to overcome these obstacles.

Catherine Cross, Executive Director and Founder, 4OC

Tamara Fyffe, Director of Enterprise Solutions, Platform Housing

14:20 Comfort break

14:30 Panel session: What's on the horizon for the social housing sector strategy

In this session we will delve into the emerging trends and strategies shaping the social housing sector in 2025 and beyond, providing participants with insights into the challenges and opportunities ahead. We will explore the following themes and more:

- Technology and data-driven decision making, including the role of digital transformation, predictive analytics and smart technologies in improving service delivery and operational efficiency
- Sustainability and decarbonisation with the growing emphasis on green building practices, retrofitting existing stock, and integrating climate resilience into housing strategies.
- Community-centric approaches, including strategies for codesigning housing solutions with residents, tackling social inequality, and fostering inclusive neighbourhoods.
- Innovative financing models, exploring new funding streams, partnerships, and investment mechanisms to support long-term viability and growth.

Julia Mixer, Executive Director of Business Services, Anchor

Nick Clark, Chief Executive, Ore Valley Housing Association

Host: Amanda Leonard, Associate Director, Housemark

15:00 The power of the customer-focused leadership

The introduction of Tenant Satisfaction Measures (TSMs) by the Regulator of Social Housing in 2023 marked a significant turning point for landlords. Delivering an excellent customer experience starts with customer-focused leadership at the top.

We will explore why in those increasingly uncertain times, we need to focus on the outcomes for our customers, and why embedding inclusion as a service design principle is crucial. We will emphasise the need to prioritise customer outcomes as a key service design principle, as a tactical and strategic tool, aimed at understanding diverse needs and creating effortless experiences to ensure our services are effective for all tenant groups.

Jo Causon, Chief Executive, The Institute of Customer Service

Naomi Sweeting, Director of Customer Research & Insight, Places for People Group

15:50 Closing comments

Rob Griffiths, CEO, Housemark

Amanda Leonard, Associate Director, Housemark

16:00 Drinks reception and networking

17:00 Close