



Chartered Institute of Housing



 SOUTH WEST 2025

Conference Welcome



Elly Hout
chief operating officer and
deputy chief executive of
Peabody and CIH president



 **SOUTH WEST 2025**

Tenants and governance: fostering a culture of inclusive and healthy challenge



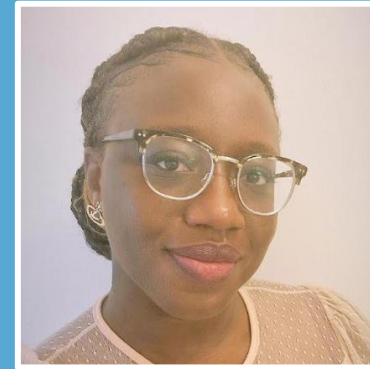
Megan Hinch
Senior policy offer,
CIH



Nic Bliss
Campaign director, Stop
Social Housing Stigma



Mick Warner
Associate consultant,
Housing Diversity Network



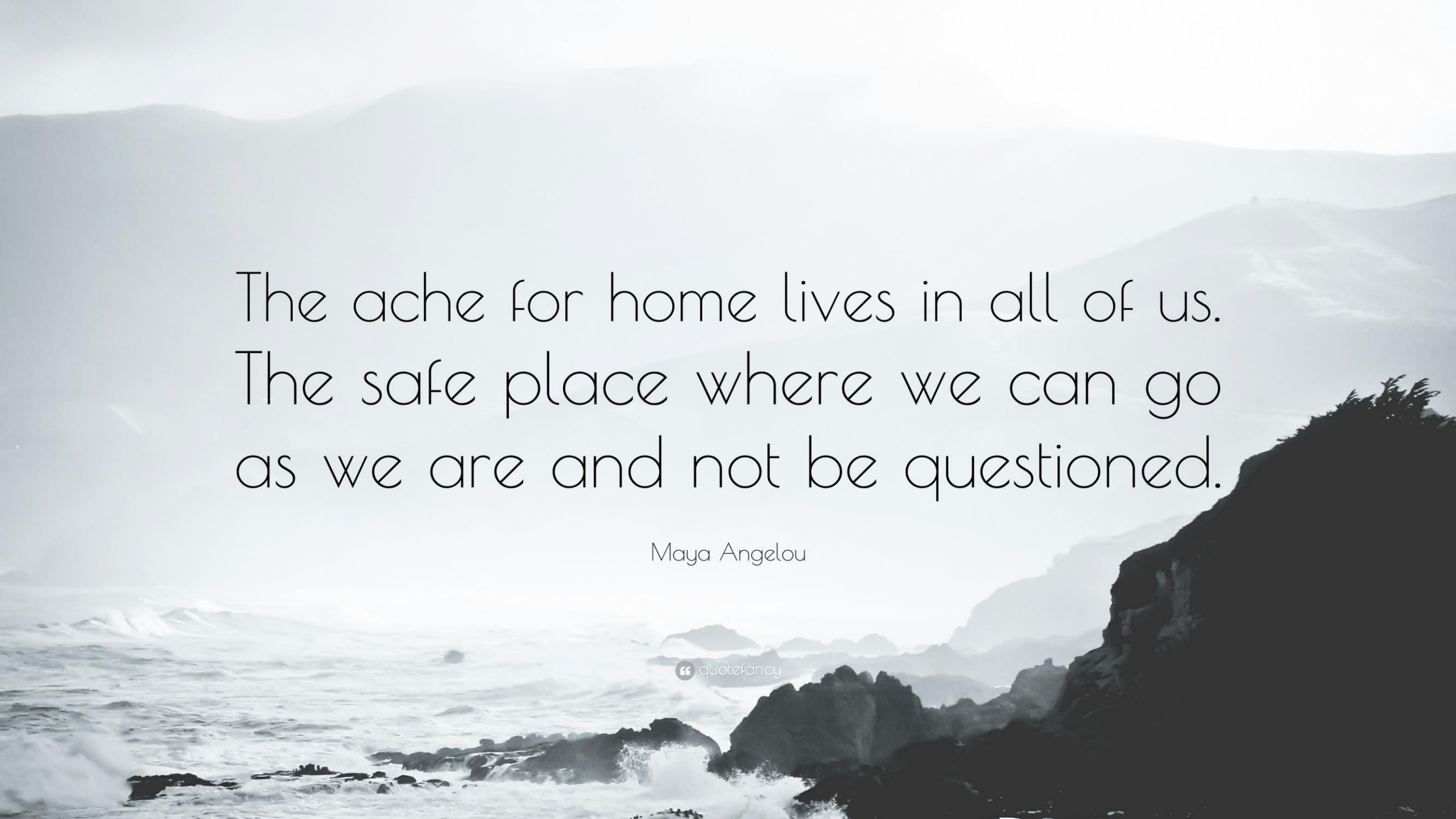
Dee Kanco-Hammond
Head of risk governance
and reporting, St Mungos



Caritas Charles
Senior policy, insight and
innovation manager, TPAS







The ache for home lives in all of us.
The safe place where we can go
as we are and not be questioned.

Maya Angelou

quote fancy

Words Have Power

regulation
touchpoint
data journey
customer
units assets
decant ASB
insight mapping TSM
vulnerable
affordable



Words that matter

- Transparency
- Accountability
- Influence

Words That Challenge

- Power
- Trust



Consumer v Citizen

SUBJECT	CONSUMER	CITIZEN
DEPENDENT	INDEPENDENT	INTERDEPENDENT
TO	FOR	WITH
RELIGIOUS	MATERIAL	SPIRITUAL
DUTY	RIGHTS	PURPOSE
OBEDY	DEMAND	PARTICIPATE
RECEIVE	CHOOSE	CREATE
COMMAND	SERVE	FACILITATE
PRINT	ANALOGUE	DIGITAL
HIERARCHY	BUREAUCRACY	NETWORK
SUBJECTIVE	OBJECTIVE	DELIBERATIVE



Tenant Voices in Governance

- Culture and Purpose
- Co-creation
- Insight and Delivery
- Scrutiny

“I want to live in a world where we view access to housing, basic needs, privacy and dignity as human rights (rather than as privileges).”

– Stasha



Steps to empowerment

- A “Golden Thread” of engagement.
- Access to data
- Clear communication
- Open to monitoring and scrutiny

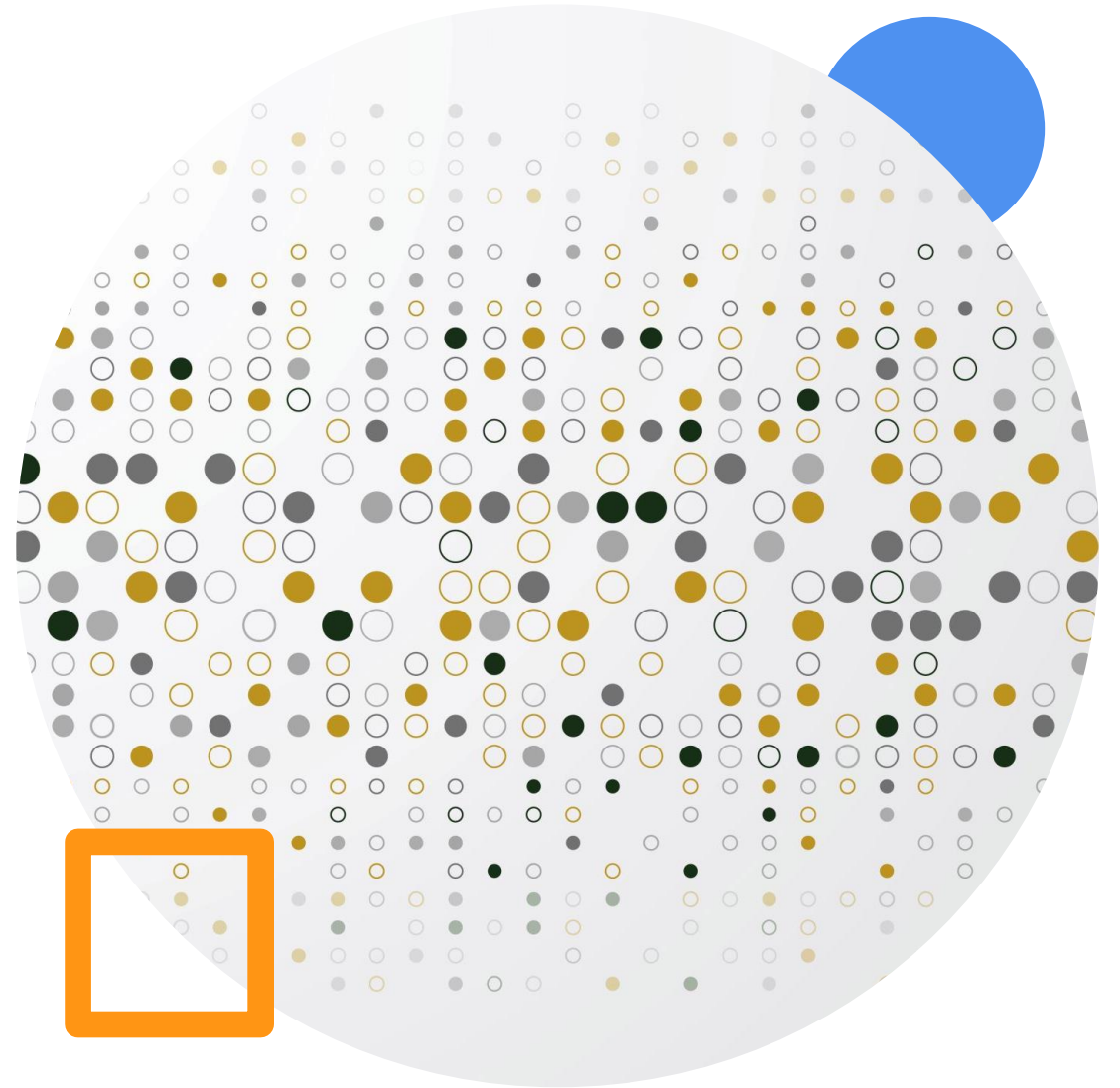




Title: Practical Strategies for Embedding Tenant Voices into Governance Frameworks

Using Governance to Remove
Barriers, Enable Participation, and
Empower Communities

Presented by: Dee Kanco-
Hammond





Why Tenant Engagement Matters

- **Why Tenant Engagement Matters**
- Strengthening governance through meaningful tenant involvement
- Ensuring fair and transparent decision-making
- Creating stronger, more resilient communities

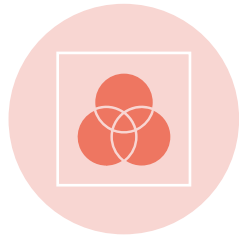


Barriers to Tenant Participation



- Lack of structured representation
- Limited access to decision-making forums
- Engagement fatigue and disinterest
- Barriers to digital and in-person participation
- Unclear pathways for influence

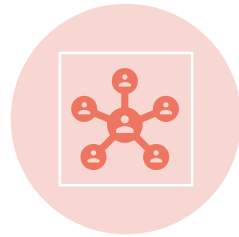
Using Governance Frameworks to Remove Barriers



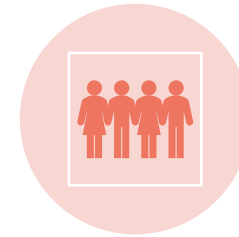
ENABLING PARTICIPATION -
ACCESSIBLE MEETING
STRUCTURES, HYBRID
ENGAGEMENT OPTIONS,
LANGUAGE SUPPORT



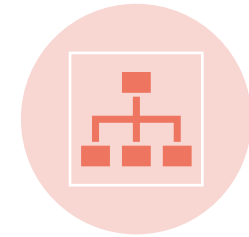
BUILDING TRUST & ACCOUNTABILITY -
CLEAR FEEDBACK LOOPS,
DEMONSTRATING IMPACT
OF TENANT VOICE



**CREATING PATHWAYS
FOR INFLUENCE** -
FORMAL TENANT
REPRESENTATION,
ADVISORY PANELS, CO-
DESIGN OPPORTUNITIES



**ENSURING EQUITY IN
DECISION-MAKING** -
POLICIES THAT REFLECT
DIVERSE NEEDS,
TARGETED OUTREACH
FOR UNDERREPRESENTED
GROUPS



**EMBEDDING TENANT
LEADERSHIP** - TRAINING,
MENTORSHIP, AND
STRUCTURED
GOVERNANCE
INVOLVEMENT

Practical Strategies for Tenant Voice Integration

Formal Representation –
Tenant board members,
advisory panels, co-
design committees

**Clear Communication
Channels** – Tenant
forums, digital platforms,
newsletters

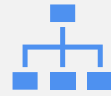
**Feedback &
Accountability
Mechanisms** –
Complaints as learning
opportunities leading to
change

**Training & Capacity
Building** – Tenant
leadership and
governance training

**Inclusive Policies &
Frameworks** – Person-
centred approaches,
serviceability for those
with trauma

Diverse Representation
– Targeted outreach,
flexible participation
options

Strengthening Links Between Tenants and the Board of Trustees



Tangible Governance Pathways -
Ensuring tenant concerns translate into
board-level decisions



Tenant-Led Governance Initiatives -
Resident steering groups with direct
influence



Complaints as a Tool for Change -
Learning from issues and embedding
solutions into governance



Participatory Decision-Making - Co-
designing policies, budgets, and
service improvements

What Does Good Look Like?



Active Tenant Participation* – Clear, structured opportunities for involvement*



Embedded Governance Influence* – Tenants contributing to board-level decisions*



Transparent Feedback Loops* – Demonstrating how tenant input leads to change*



Sustainable Engagement Models* – Long-term commitment, training, and support*



Why Tenant Engagement is Important Despite Its Challenges

- **Ensures Fair & Equitable Decision-Making** - Governance must reflect tenant needs and priorities
- **Builds Trust & Accountability** - Clear communication and evidence of impact
- **Improves Service Delivery & Policy Effectiveness** - First-hand insights drive better decisions
- **Overcomes Barriers Through Innovation** - Digital and hybrid engagement bridge participation gaps
- **Creates Sustainable Communities** - Stronger tenant-governance partnerships lead to resilience
- **Turning Complaints into Opportunities** - Using governance to ensure grievances lead to change

Practical Strategies – A Summary

Formal representation through governance structures

Clear and accessible communication channels

Feedback mechanisms that lead to change

Training and capacity-building for tenants

Inclusive, person-centred policies

Diverse and equitable representation

Strong governance pathways linking tenants to decision-making



Conclusion & Call to Action



Key Takeaways:

Tenant engagement strengthens governance and removes barriers

Structured pathways enable tenant participation and influence

Innovation and inclusion drive sustainable engagement

Governance should be **person-centred, locally driven, and accessible to all**

Next Steps:

✓ **Challenging the status quo** - Identify key areas to strengthen tenant governance integration

✓ **Embedding real accountability** - Implement structural changes that enable participation


✓ **Creating long-term solutions** - Continuously evaluate and refine engagement strategies



Thank you!

- Questions?

Let's discuss how we can tailor these strategies to your organisation.



CIH South West Conference

13 February 2025

Housing Diversity Network's Board Mentoring Programmes

Mick Warner
HDN Associate

Existing Board Mentoring Programmes

- Board Accelerator Programme
- Board Trainee Programme

Elements of the Programmes

- Workshop programmes
- One-to-one mentoring support
- Support from a Personal Development Coordinator
- Strengthscope assessment
- Activities and learning opportunities organised by the sponsoring organisation
- Free/discounted attendance at selected HDN events

Workshop programmes

- 10 Board Accelerator Programme workshops over 12 months. These workshops are largely technical, knowledge-based sessions
- 8 Board Trainee Programme workshops over two years. Whilst these workshops contain an element of technical, knowledge-based sessions, they are more geared towards developing the skills needed as a board member

Tenant Board Member Programme (1)

“Our Tenant Board Member Programme aims to address these challenges [of being a tenant board member] by equipping tenant board members with the skills and tools they need to become ‘board-ready’ more quickly so that their voice carries even more weight”

Builds on feedback which we have received from tenants who have experienced the Board Trainee Programme and the Board Accelerator Programme

Tenant Board Member Programme (2)



- Strengthscope exercise, mentoring relationship and support from a Personal Development Coordinator similar to the other Programmes
- Three tailored workshops to ensure proper support and preparation for the Programme and to emphasise the role of the Board member and the importance of hearing (and acting on) the tenant voice and diverse views
- Board Accelerator Programme workshops
- A “buddy” from within the tenant’s organisation to offer practical support along the learning journey

Thoughts?

Questions?

Comments?

www.housingdiversitynetwork.co.uk

mick@housingdiversitynetwork.co.uk



A tenant-led campaign

presenting a positive image of social housing and its tenants
challenging the stigma attached to social housing

A need for cultural change in social housing



Stigma – the most important issue raised by tenants in the post Grenfell Ministerial roadshows

The Prime Minister – there is a need for cultural change in the social housing sector

Deputy Prime Minister - we must remove the shackles of stigma that are too often associated with social housing.

Should those who need public subsidy so they can have a home be treated as second class citizens?

G¹⁵

research – taking the stigma out of social housing

- Survey of 3,000 residents
- Just under half said they felt stigmatised for living in social housing
- Just under half of those said that stigma comes from their interactions with the landlord
- Other stigmas come from interactions with customer service organisations such as banks, mobile phone companies, dealing with official authorities such as the police
- 36% embarrassed to tell someone they live in social housing



What needs to happen?

- It's not going to change by tinkering around the edges
- It's a long-term journey of change to build trust, respect and the right culture
- It needs strategic leadership

Is the question ...

- How do we empower effective tenant board members who can play a meaningful role in shaping housing policies and services? – or:
- **How do we build effective leadership in the social housing sector?**
- Enormous governance/finance challenges in the social housing sector but ...
- That we need stringent Consumer Regulatory Standards suggests that governance and leadership in the social housing sector was not ... is not ... what it needs to be



The tackling stigma journey planner



Chartered
Institute of
Housing



Durham
University
Business School

Sheffield
Hallam
University

Sheffield
Business
School



TEENANT ENGAGEMENT EXPERTS
tpas

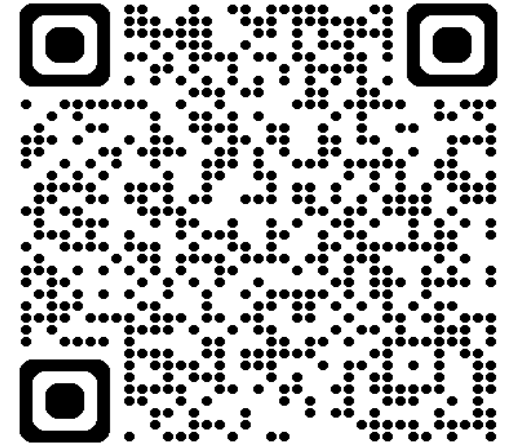


- Tackling social housing stigma is a journey – hence a journey planner
- A framework to enable tenants, landlords and others work together to develop practical actions to tackle stigma
- Now following the *journeys* of 10 pioneer travellers
- A wealth of material coming out of the action plans
- Final report and other material by May 2025 – Parliamentary Launch



SSHS membership

- We want to build the membership
- Tenant, supporter & corporate memberships are available
- It's FREE – you don't have to do anything!
- It's easy – go to our website - [Stopsocialhousingstigma.org/membership](https://stopsocialhousingstigma.org/membership)
- Member webinars and member Bulletins



SCAN ME



stopsocialhousingstigma.org



info@stopsocialhousingstigma.org

How to talk about homes: Social Housing



Natalie Tate
Strategic communications manager,
Joseph Rowntree Foundation and
Nationwide Foundation



Rachael Williamson
Interim director of policy,
communications and external
affairs, CIH



Talking about Homes

The toolkit

- [How to talk about homes](#)

Further practical guides

- [Talking about homes, homelessness and poverty](#)
- [How to grow support for building social homes](#)
- [How to talk about private renting](#)
- [Building consensus for building new homes](#)

[Sign up for news and updates](#) from the Talking about Homes project.
Get in touch Natalie.tate@jrf.org.uk or on LinkedIn - natalietate77



**Time to go and meet the
exhibitors**

**Please head to your chosen
breakout rooms at 11:45**



CH SOUTH WEST 2025

**Time to grab some lunch and
go and meet the exhibitors**



CH SOUTH WEST 2025

People at the heart of placemaking



Amanda Taylor
Director of placemaking,
Nash Partnership



Catherine Ryder
CEO,
PlaceShapers



Matt Buckham
Managing director - SNG
Community Foundation, SNG



Paul Smith
CEO,
Elim Housing



People and Place Friendly Engagement



Nash Partnership

- Nash has a long history of community-led regeneration projects
- We can demonstrate that our proposals have been shaped by local engagement
- We put people at the heart of placemaking

Today we want to talk about...

- Ways to listen and work with communities who are affected by regeneration.
- Examples of our engagement experiences that range from large-scale strategic projects to individual dwellings
- Share lessons learnt



District-wide Engagement Blaenau Gwent

**nash
partnership**

01

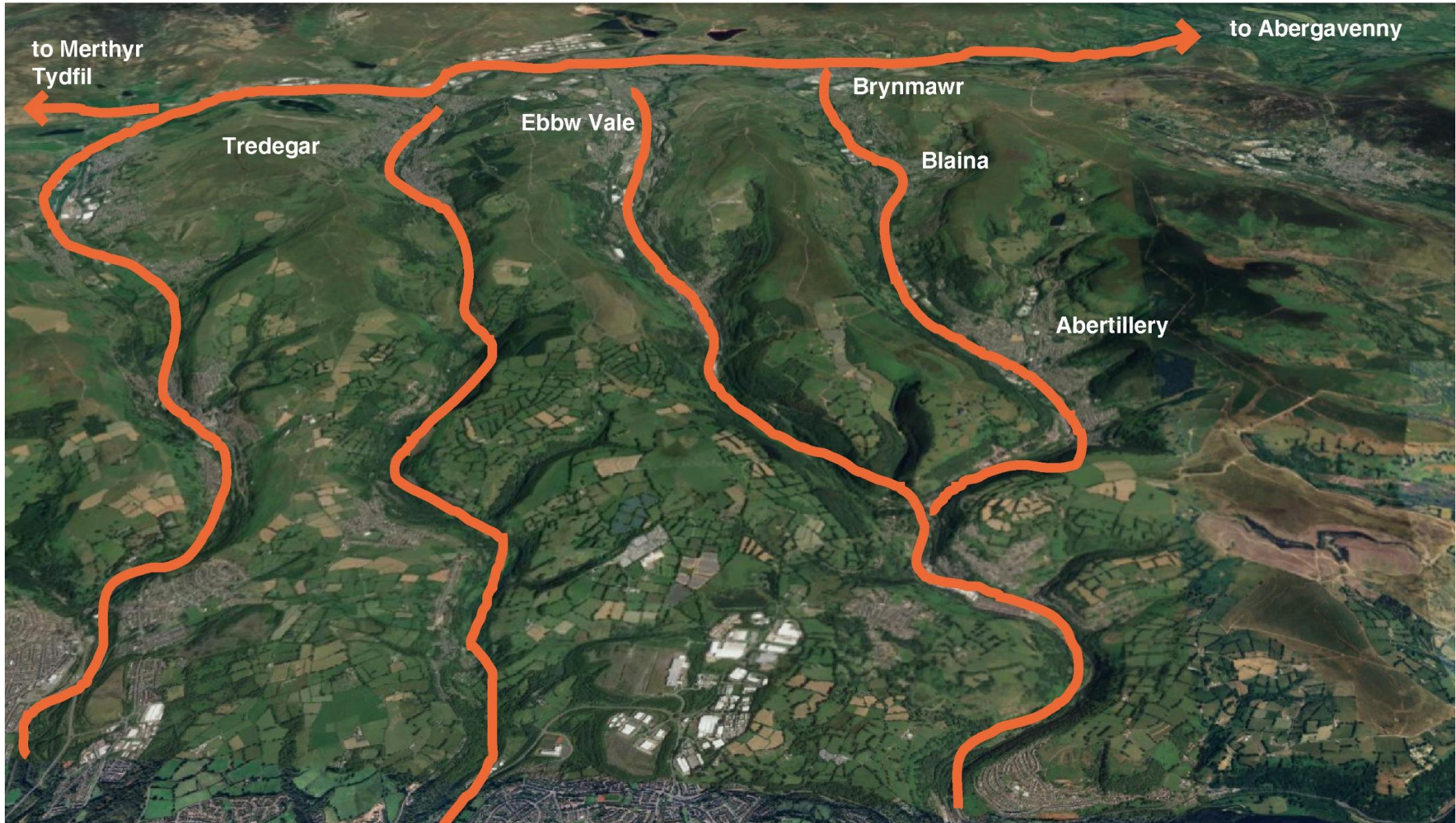
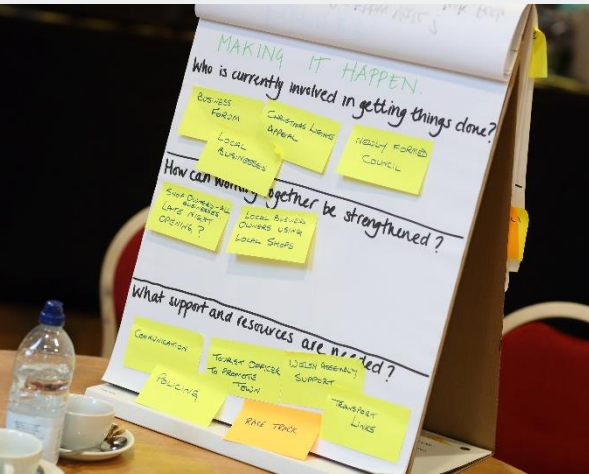
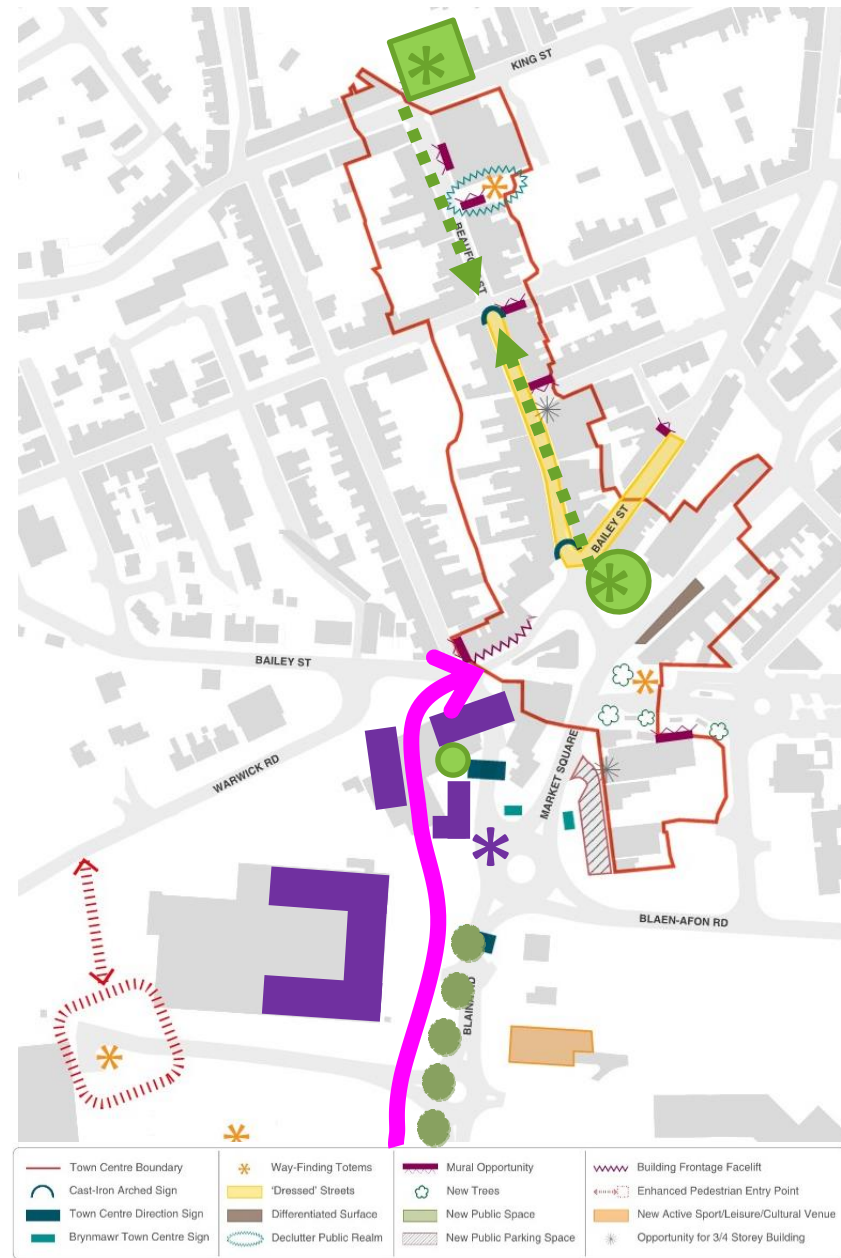


Image: Google Earth





Town Centre Uses in Brynmawr (May 2017)



Potential Future Physical Improvements to Brynmawr Town Centre

Town Centre Engagement

Horsefair, Pontefract

02



Extract from Jollage's Map 1742



Current Photo looking up Horsefair

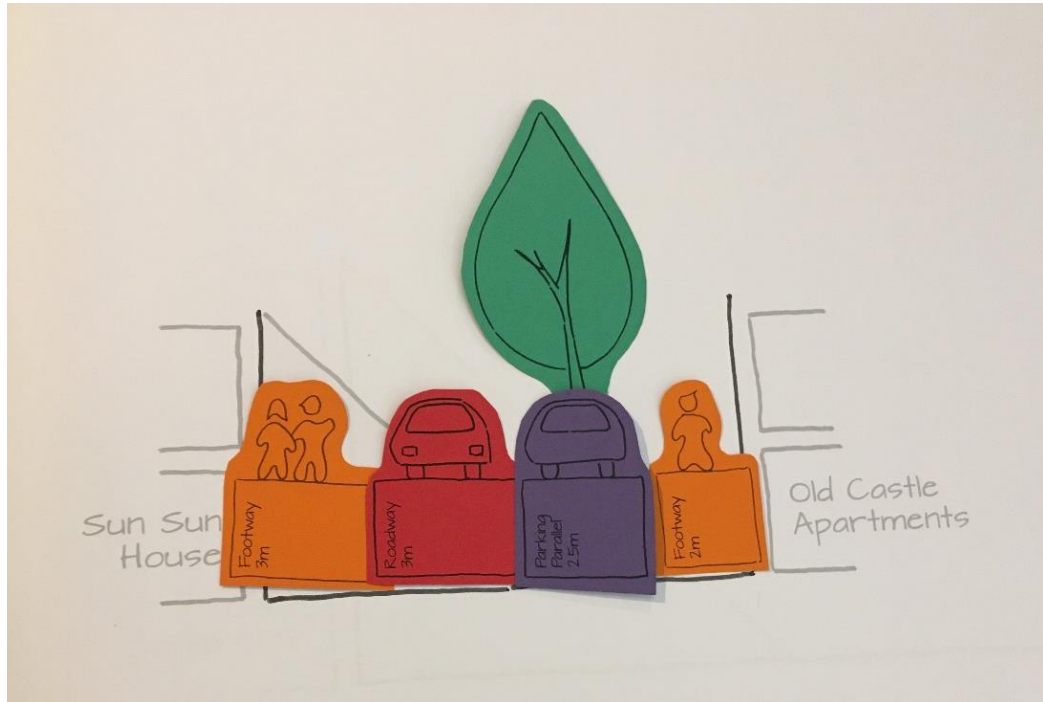


Historic Photo from top of Horsefair

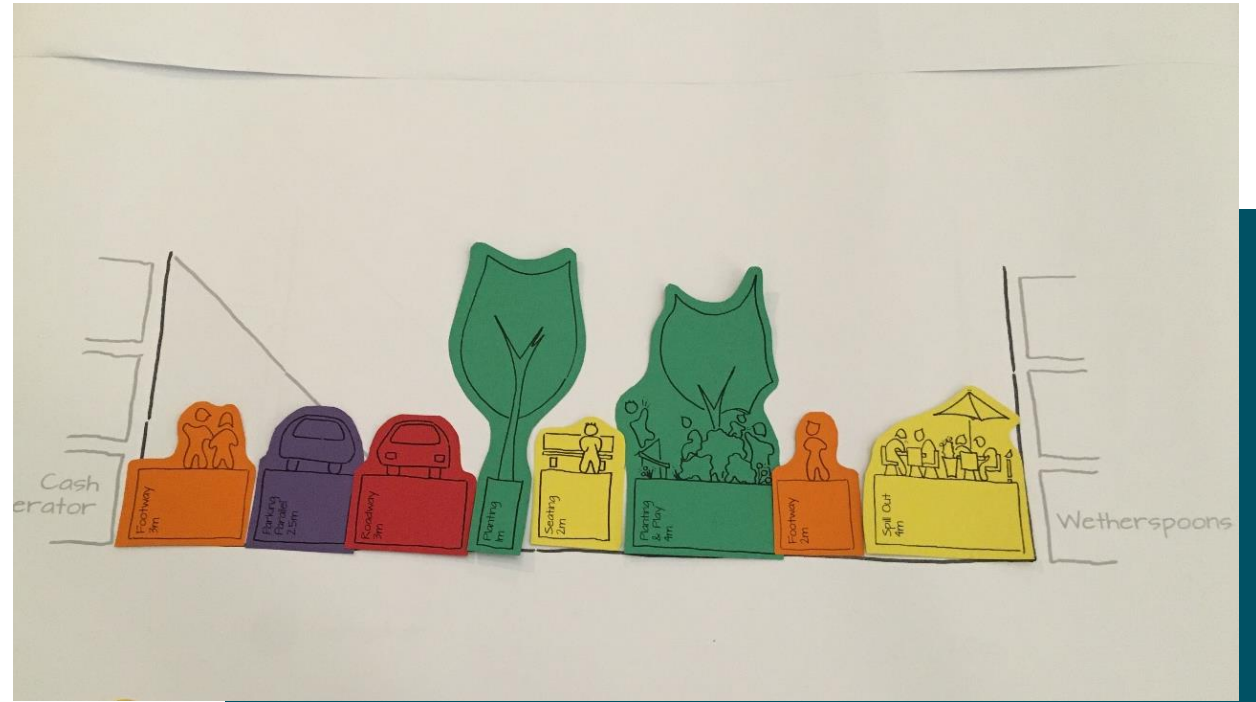


Photo of Horsefair now from a similar position



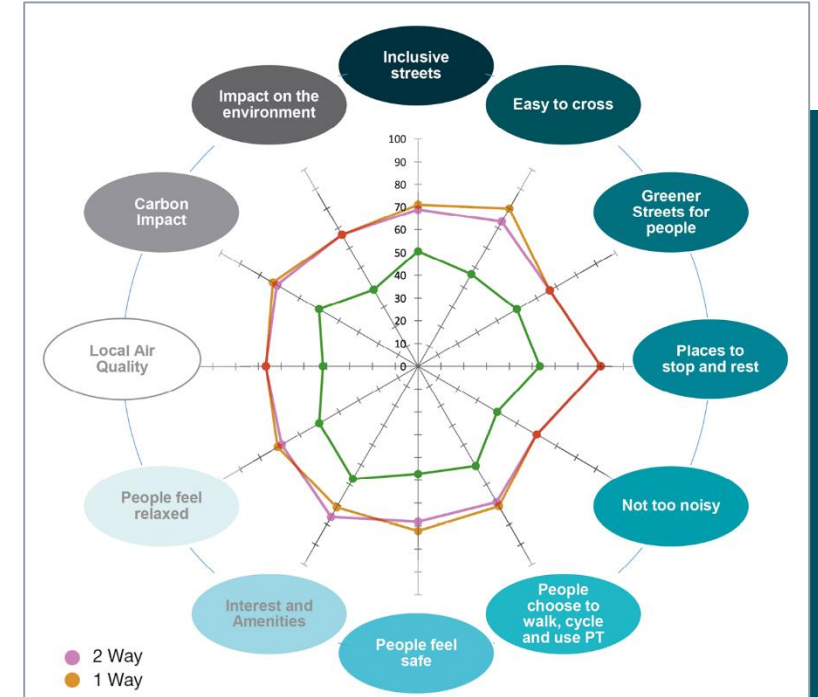
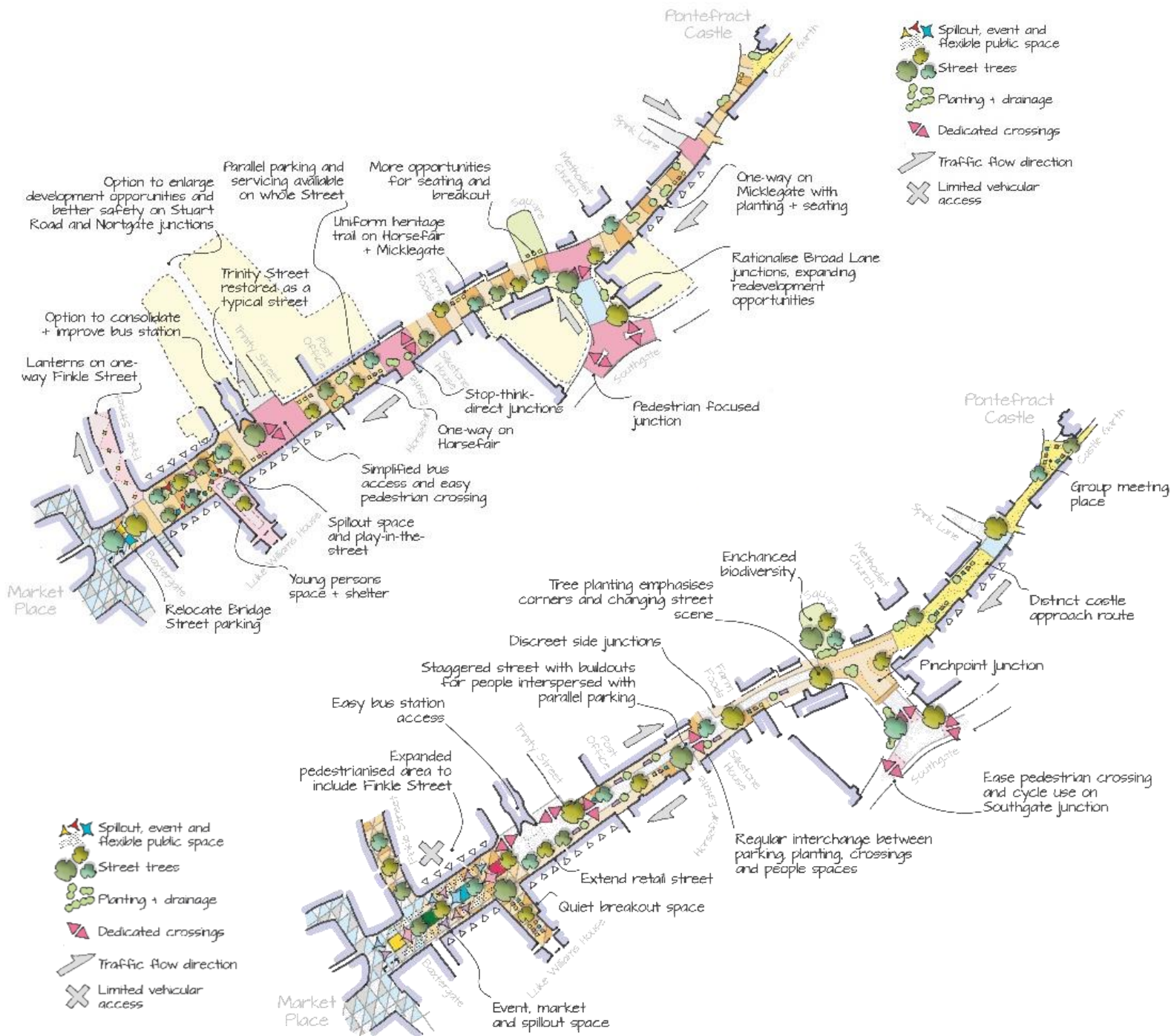


November workshops - street design game (Micklegate)



November workshops - street design game (Upper Horsefair)





Streets for People Scores comparison (1-way option and 2-way option overlaid)

Community Engagement

Glencoyne Sq, Southmead

03



Image: Google Earth







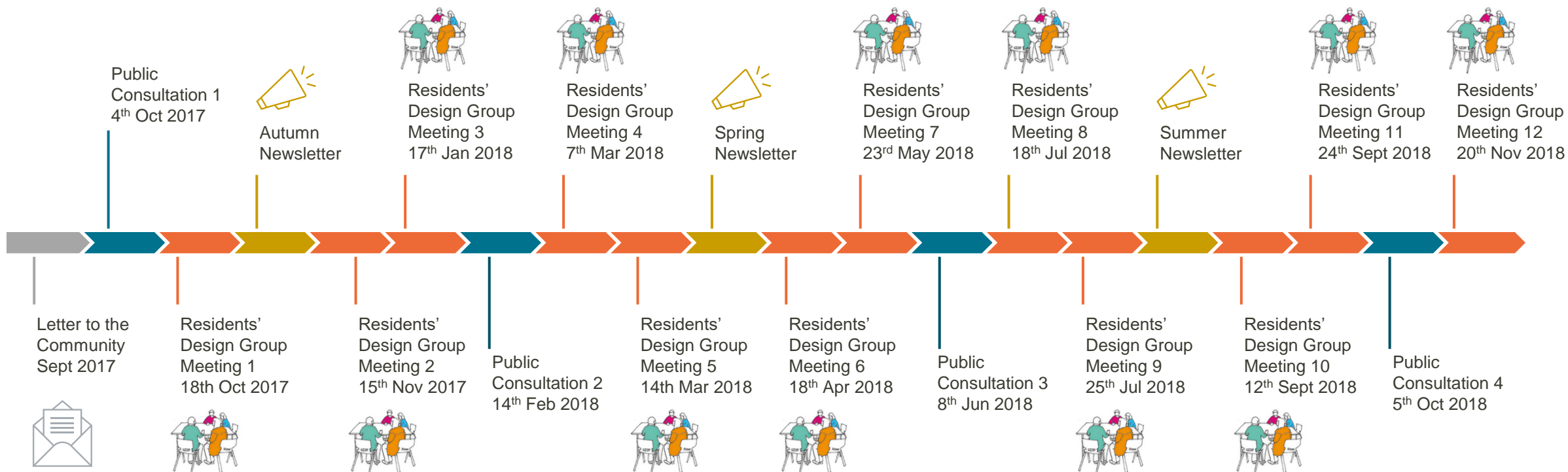
- A RELAX ARNSIDE ROAD**
Pedestrian priority space, easy, comfortable and safe for all to enjoy
- B HEALTH CENTRE**
Health centre and possible other uses such as a library on Arnside Road
- C COMMUNITY CENTRE**
Renewed Community Centre with flexible and adaptable space for all
- D DUNMAIL ROAD**
Possible new link through to Greystoke Avenue, taking local traffic away from Arnside Road
- E TOWN CAR PARK**
New direct access from Greystoke Avenue with an improved layout, drainage and planting
- F NEW CAR PARK**
Possible additional car park to support access and vibrancy of the Town Centre

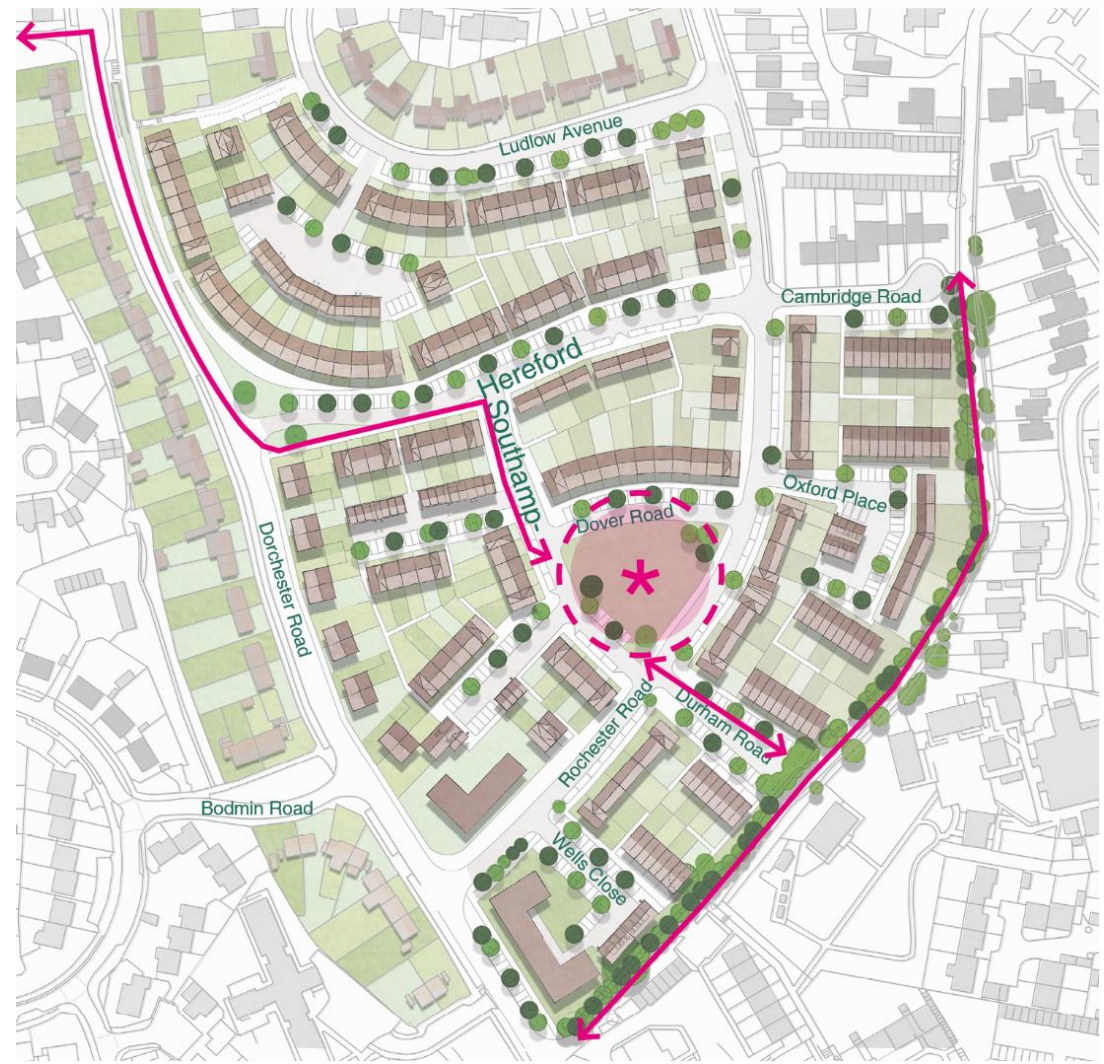
- G SITTING STEPS**
Extension of Arndale Road including a new health centre, library and community facilities
- H GREYSTOKE TRAIL**
An avenue to enjoy, with opportunities for community planting, active play and biodiversity
- I PLAY AREA**
Central play area amongst existing trees; with potential for lawns, wild-flowers and social spaces

Neighbourhood Engagement

Priorswood, Taunton









Resident Engagement

Regeneration of St Pauls, Cheltenham

05





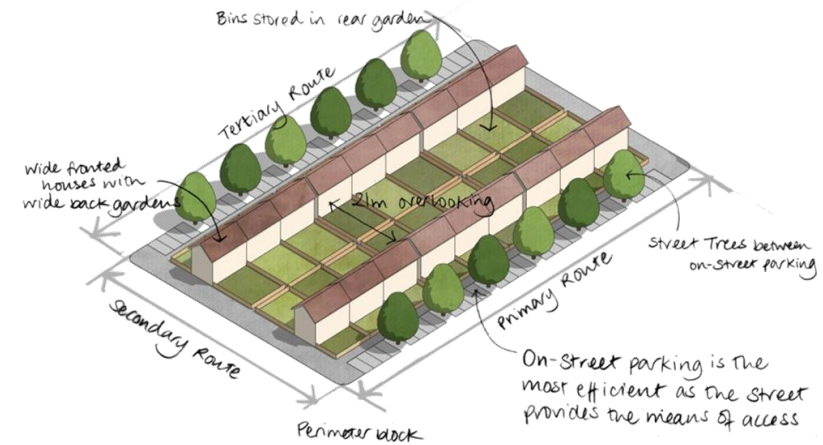
Lessons Learnt

06

Lessons Learnt

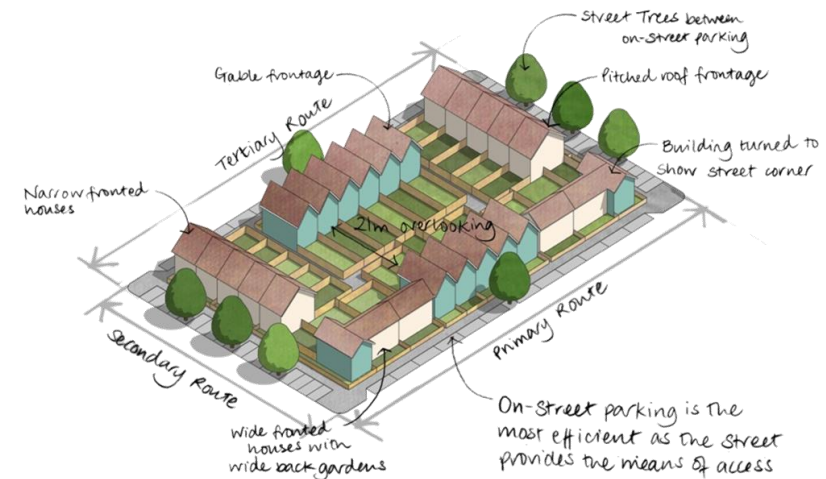
- Explain the purpose of the engagement
- Explain your role and the extent of your influence
- Be flexible – build time into the programme, review the pace and refresh if needed
- Use appropriate presentation style - including using Teams or digital engagement

Back to back wide-fronted terrace housing



Schedule	
Number of Houses	18
Number of Trees	12
Number of Parking Spaces	56
Number of Parking Spaces per House	3.1
Site Area (ha)	0.52
Density (dph)	34

Enclosed perimeter block with houses that address the street corner



Schedule	
Number of Houses	27
Number of Trees	8
Number of Parking Spaces	56
Number of Parking Spaces per House	2
Site Area (ha)	0.52
Density (dph)	52

Lessons Learnt

- **Common issues** eg Parking, bins
- **Unseen issues** – mental health, accessibility, unseen physical issues
- **Recommended information** - Residents Charter, homeowners, tenants, phasing
- **Benefits** – takes time and investment but can save time and can have wider social value

Our vision for the future.

The SNG Corporate Plan
2023-26

A close-up profile photograph of a woman with dark skin and braided hair, looking upwards and to the left. She is wearing a bright orange top. The background is dark with soft, out-of-focus light spots in shades of purple and blue.

Matt Buckham
Managing Director – SNG Community Foundation

Feb 2025



About us

Find out more about Sovereign's background and our Southern and Southwest homes.

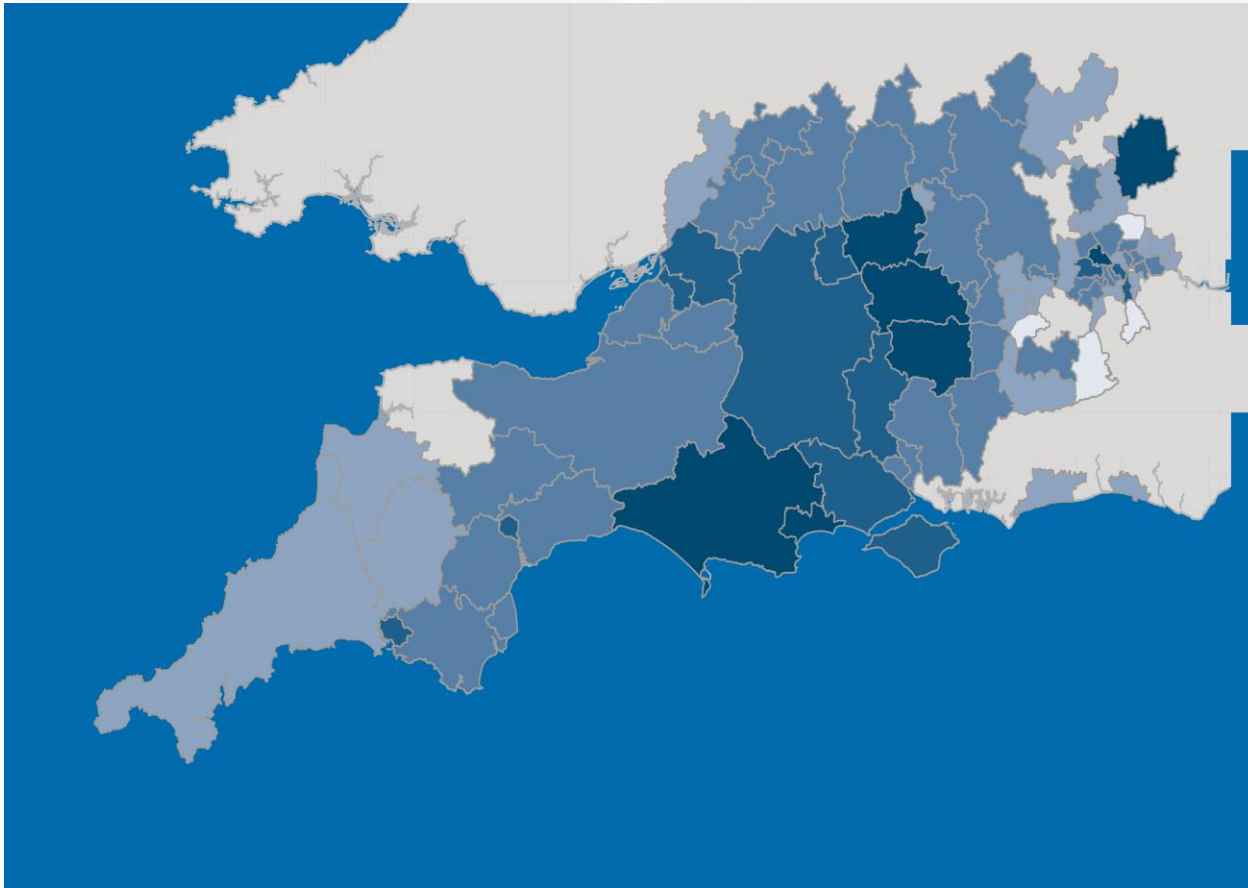
[Sovereign website](#) →



About us

Find out more about Network Homes' background and our London and Hertfordshire homes.

[Network Homes website](#) →



Merged @ October 2023

- 84,000 existing homes
- 210,000 customers
- 25,000 new build target (10y)
- 15,000 Retrofits (10y)
- £9.4b investment (10y)
- £ 100m Community Foundation (10y)

Homes and Place

2019

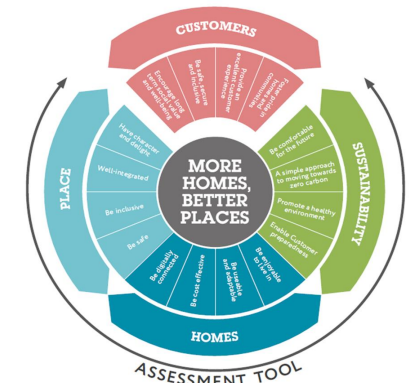
Co-created with Customers

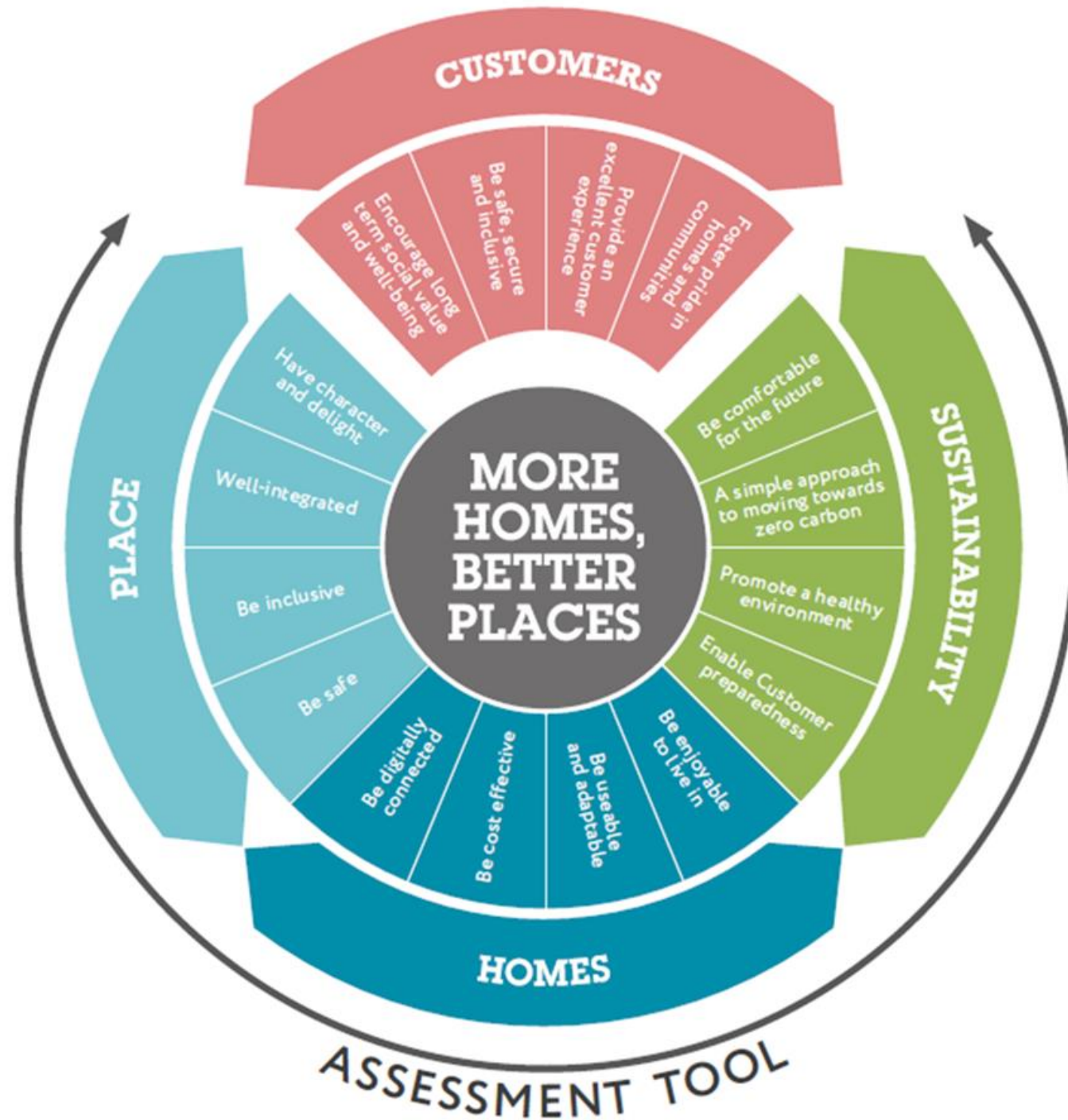
Statement of Principle

Holistic Sustainability

Method of assessing
Homes and Places

New and Existing Homes





Well-defined streets and spaces:
At all scales, streets and spaces are well designed with a clear hierarchy, good sight lines and are pedestrian friendly. They are intuitive to navigate, well-connected and integrated. Are accessible to all, link to consider all transport modes

No Score "Re-think"

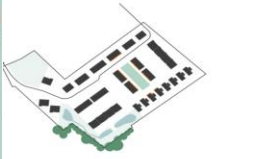
Streets that are poorly defined, well-overlooked and lacking quality e.g. Car dominating tarmac roads and footpaths. If available design review and planning feedback can solve problem



P2 - Architectural Quality: Buildings are well-designed, composed and detailed. Internal spaces create great living environments that relate positively to private and public external spaces. Use of quality materials, animation and natural surveillance.

Good Standard

Architecture is locally distinctive, using quality materials and detailing. Measure: Planning secured and supported by positive Design Review feedback/ Good reviews of completed scheme.



P5 - Working with the site and its context: Development has been designed in a way that is sympathetic to site constraints, surrounding conditions, climate and local history/ distinctive character. It relates positively to place and through analysis.

Very Good Standard

As Good plus addresses and incorporates the site constraints and seeks to enhance its environment. Design and Access Statement demonstrates a direct relationship between constraints and opportunities and in turn a relationship between the design of the development.



P1 - Distinctive Place: Overall scheme designed holistically and has a strong character that is locally distinctive. Buildings, streets, open spaces, materials and landscape integrate well and represent great place-making.

No Score "Re-think"

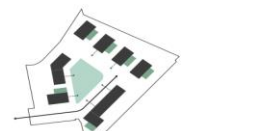
Masterplan and scheme design is utilitarian and might be anywhere. Measure: Poor Building for a Healthy Life score/ negative Design Review / planning feedback.



P3 - Well-defined streets and spaces: At all scales, streets and spaces designed with suitable enclosure, human scale, richness - use of quality materials, animation and natural surveillance.

Good Standard

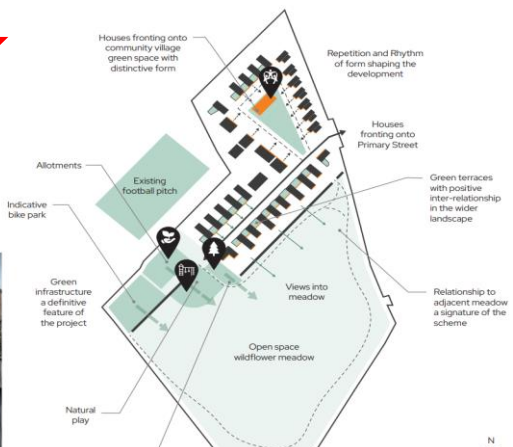
A strong hierarchy of connected streets and spaces at all scales. Street width, material and accessibility should respond positively to the immediate surroundings.



P1 - Distinctive Place: Overall scheme designed holistically and has a strong character that is locally distinctive. Buildings, streets, open spaces, materials and landscape integrate well and represent great place-making.

Very Good Standard

Good plus a distinctive environment is created which is demonstrated through the Design and Access statement.



P4 - Legible, easy to find your way around: Streets have a clear hierarchy, good sight lines and are pedestrian friendly. They are intuitive to navigate, well-connected and integrated. Are accessible to all, link to consider all transport modes

No Score "Re-think"

Layout and design of streets and spaces is poor making it difficult for people to find their way around. Lack of Desire Lines in / out / through the site.



P4 - Legible, easy to find your way around: Streets have a clear hierarchy, good sight lines and are pedestrian friendly. They are intuitive to navigate, well-connected and integrated. Are accessible to all, link to consider all transport modes

Good Standard

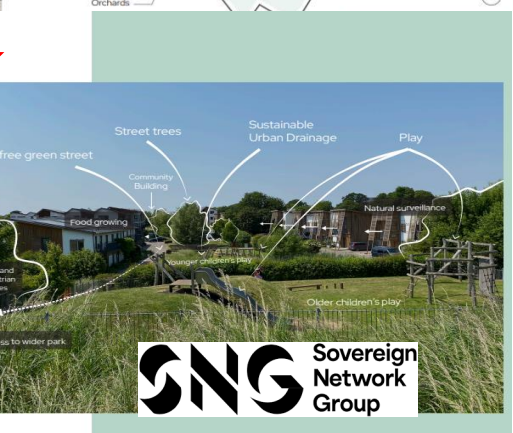
Street layout is well designed making navigation easy. The Design and Access Statement has responded to desire lines and differing modes of movement.



P3 - Well-defined streets and spaces: At all scales, streets and spaces are well designed with suitable enclosure, composition, human scale, richness - use of quality materials, animation and natural surveillance.

Excellent Standard

Very Good plus streets should form basis for strong community-focus and high-quality public realm. Play and/or Green Streets are provided.



Hanham Hall, Bristol

Shaping the future of **Buckskin & South Ham**

Your Community Newsletter - Edition 5, November 2024



A great read
for everyone

- Community co-design associates – local residents trained in placemaking and consultation techniques in regeneration areas



Stockwell Park, Brixton.





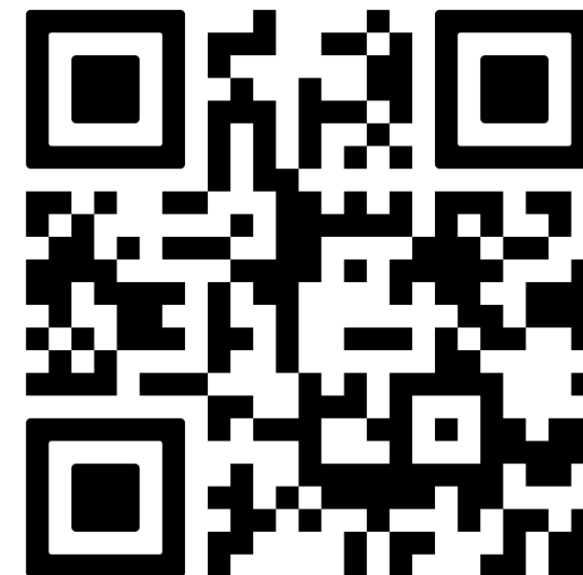
Community Foundation






















We will invest **£100m of investment** across our communities where we have homes over the next decade

£1b of social impact to communities over the next decade

Our Impact 2023

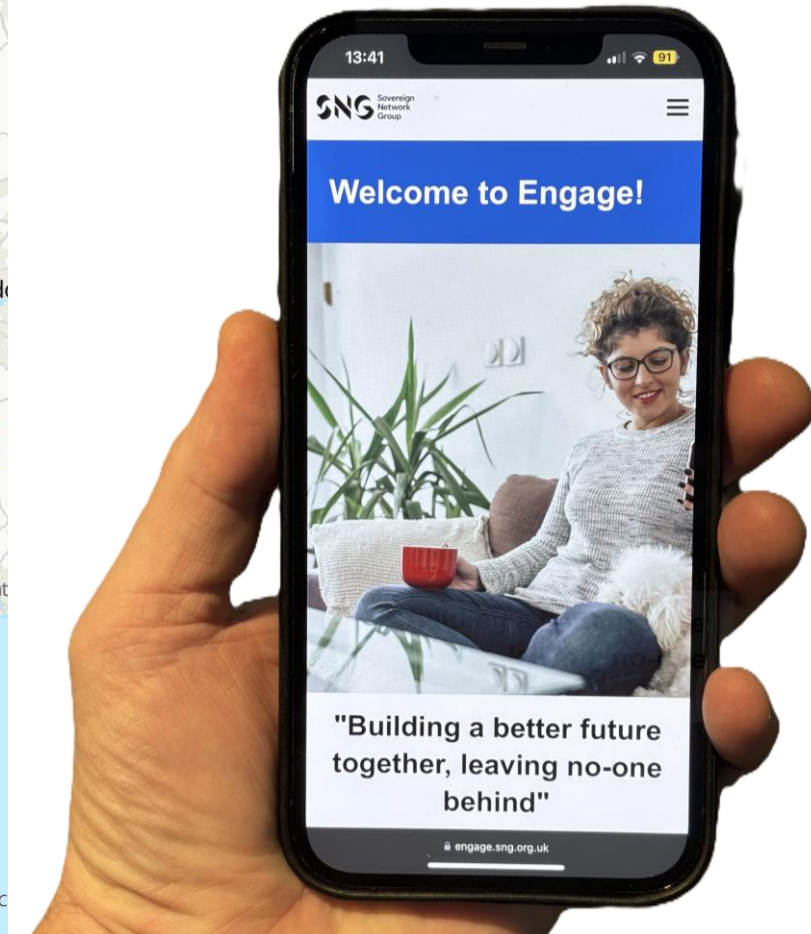
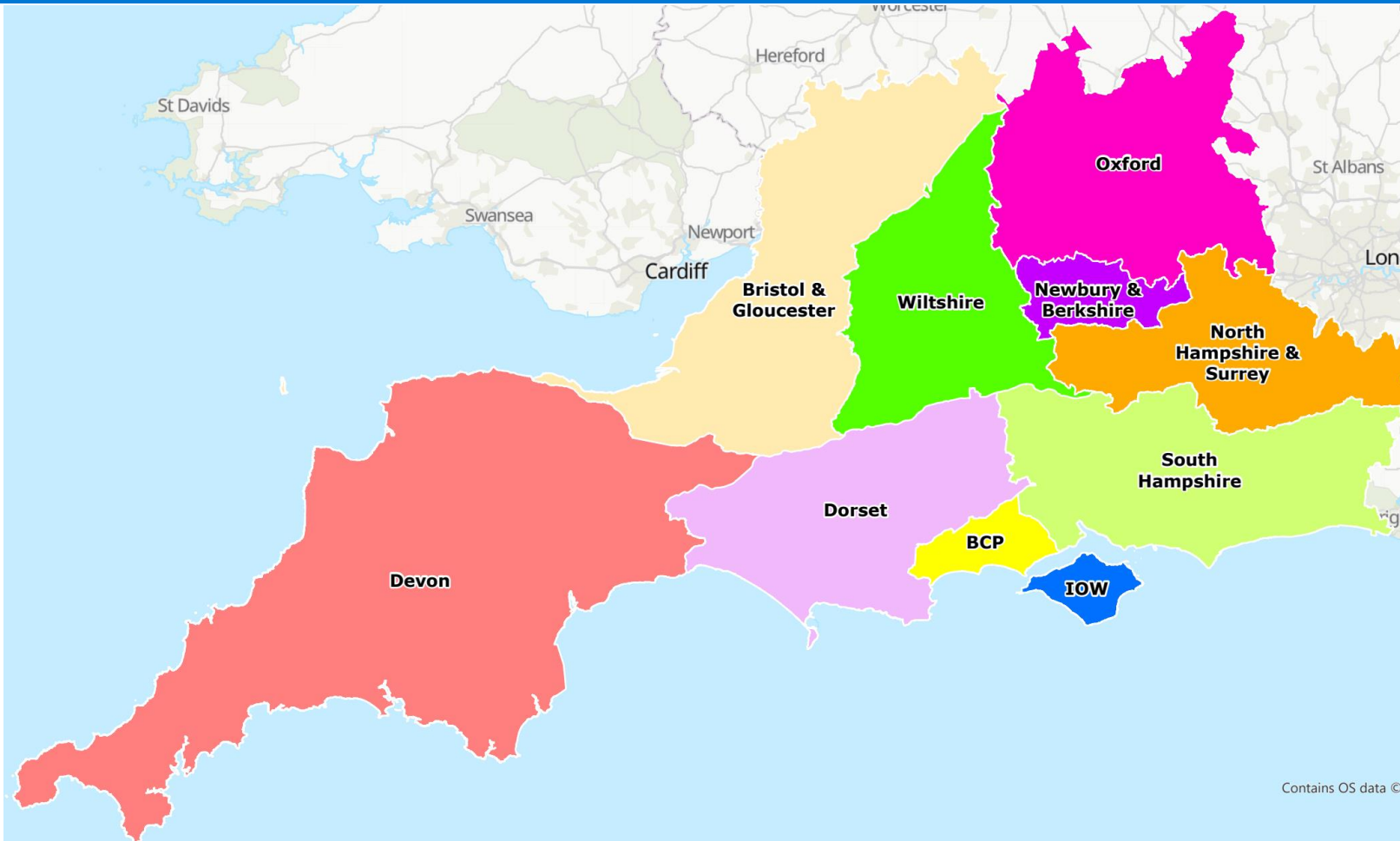
Scan this QR code to download our Community Impact Report 2023:



 3,473 Live well outcomes	 47 New Neighbourhood events	 954 Digital Inclusion Outcomes	 354 Young people taking part in social action through #iWill	Over £68m of social value generated (Measured using HACT's Wellbeing Valuation) 	 311 Community Conversations
 83 people supported with BSU and Self Employment Support	 £2,602,269 External funding secured either directly by Sovereign or Sovereign partners	 55,646 Beneficiaries from our grant giving programmes	6,497 Money Matters Outcomes  1,798 Fuel poverty and energy advice outcomes 	 622 Customers supported to get online	
 3002 Training outcomes	 960 customers engaged with the Employment and Skills Team	£3,430 Social Value Levy paid to Sovereign for grant giving programmes 	£382,440.85 Saving to customers following an intervention 	 14	
300 people supported to get new jobs 	52% Of jobs gained with support from the team sustained for 6 months 	435 Community Organisations supported by the Community Investment Team 	5,484 People engaged with the Community Investment Team 	14 Tins of paint donated for a community centre refurbishment by our suppliers	

Listening to understand and act

- Localities & community indicator model

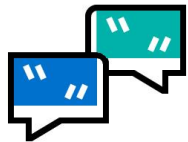


Engage

Our new digital platform designed to help customers contribute, connect & collaborate



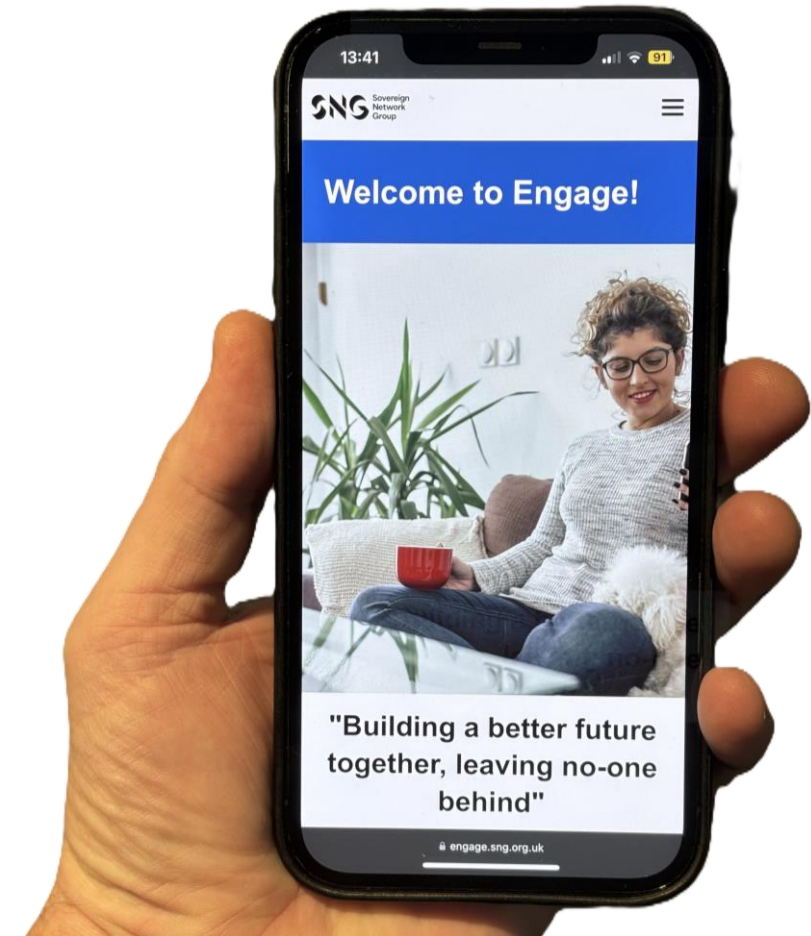
Meaningful, flexible way to influence and scrutinise SNG's strategies, policies and services.



Customers can share their thoughts, feedback, and ideas - whenever and wherever suits them



Variety of digital opportunities through surveys, polls, discussion forums, and much more.



Engage

The journey so far....



“Soft-launched” in January 2025

- ✓ Issued internal comms with colleagues
- ✓ Posted on Facebook for customers
- ✓ Over 2800 customers have ‘visited’ Engage



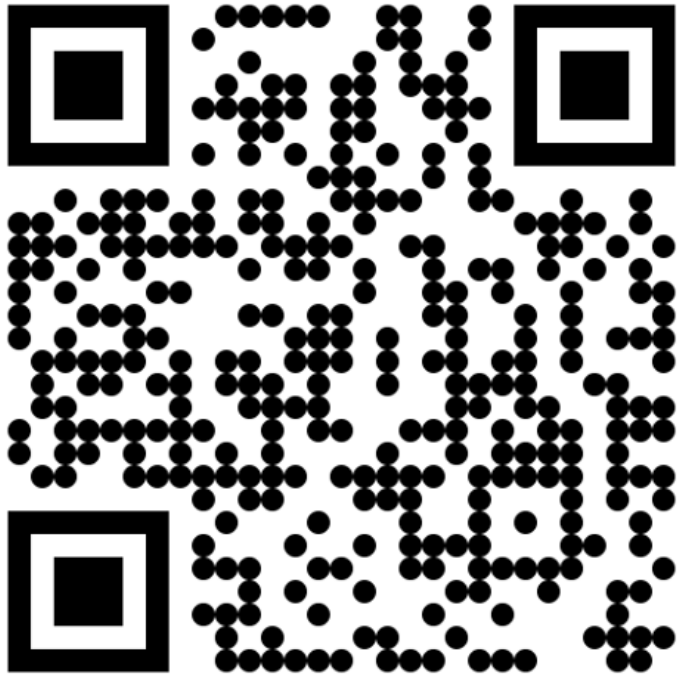
“Hard-launch” in April 2025

- * IVRs (contact centre hold message for customers)
- * Email signatures
- * Customer newsletters
- * Broader social media outreach



Engage

Take a look for yourself



Discover how SNG customers connect, collaborate, and contribute on [Engage](#) by scanning the QR code above



Contact my Customer Engagement colleague, James Taylor james.taylor@sng.org.uk to find out more!

Thank You

Time to go and meet the
exhibitors



 SOUTH WEST 2025

Reflections and aspirations - Southwest 2025



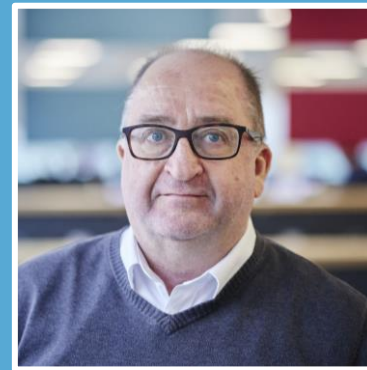
Rachael Williamson
Interim director of policy,
communications and
external affairs, CIH



Chris Grose
Managing director,
Chris Grose Consultancy



Mike Ash
Freelance senior housing
advisor, Newton Council



Paul Butterworth
CIH Southwest regional
lead
Legal director, Foot Anstey



Lili Vetter
EDI specialist,
Wythenshaw Community
Housing Trust



Closing remarks



Rachael Williamson
Interim director of policy,
communications and
external affairs, CIH





Chartered Institute of Housing



 SOUTH WEST 2025