



**BOARD**  
**EXCELLENCE**  
**IN HOUSING**

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HOUSING  
FEDERATION**

**6-7 FEBRUARY 2020**  
**HILTON LONDON**  
**BANKSIDE**

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Book by Friday 18 October

## BUILDING FUTURE-READY LEADERSHIP

As the board member of a housing association you have a huge opportunity to drive change in the sector and contribute sustainable value to your organisation.

Throughout the two days at the Board Excellence in Housing Conference, we'll explore the ways you can take advantage of this unique opportunity.

This year we're transforming the event, taking a huge step forward in the type of content and formats we deliver to help you progress your strategic vision and plans for your organisation.

We've structured the agenda to make the sessions as interactive as possible so you can get the best value from our speakers. You'll work collaboratively with your peers to refocus your current approaches and develop new ways of thinking about your work as a board.

### Key themes

- Connecting your board's capabilities to business needs
- Rebuilding trust and reputation after downgrading
- Achieving a partnership focused on visibility, clarity and accountability
- Climate change and the long-term implications for the social housing sector
- Joining up housing and public health
- Building a business case for investment in new technologies
- Resident-landlord relationships and the Social Housing Green Paper

### What's new this year?

- **50+ expert speakers** from within and beyond the housing association sector
- **Chairs challenger series** – dedicated sessions exclusively for chairs
- **Speed mentoring** – discuss your challenges and ambitions with experienced board members
- **Boards academy** – expert briefings to achieve excellent governance
- **Tenant engagement** – explore new ways of engaging with residents
- **Roundtable discussions** – problem solve and learn from your peers

### Expert speakers from housing associations and organisations beyond the sector



## PROGRAMME DAY ONE

Thursday 6 February 2020

09:00 Registration and refreshments

09:15

Early doors (optional)

ED1 **BOARDS ACADEMY** Assurance and good governance

- Understanding assurance
- What does good governance look like?

Boards academy sessions are dedicated to new board members or people who work in other sectors.

ED2 **Collaborative leadership**

This is your opportunity to discuss the next wave of action to change attitudes and practices in the areas of leadership, inclusion, culture and performance.

**Fiona Hathorn**, Managing Director, Women on Boards

10:30 **Chair's opening remarks**

**Lord Bob Kerlake**, Chair, Peabody Trust and Peabody South East

10:40 **LEADERSHIP** Creating an organisation that has the speed of a start-up

- Building resilience at board level
- If you could build your board from scratch, how would you do it?
- Delivering for your customers

**Mark Goodridge**, Chair, Parkinson's UK

**Debbie Roche**, Board Member and Tenant, Plymouth Community Homes

**Diana Warwick**, Chair, National Housing Federation

11:10 **TRUST** Listen. Understand. Influence.

Drawing on his experience with the Metropolitan Police, the FBI and the United Nations, Richard will provide unique and inspirational expertise in assertiveness, handling tough conversations and negotiation to help you reconsider the way you build rapport, gain trust and exert influence.

**Richard Mullender**, Former Hostage Negotiator, Scotland Yard

11:40 **Networking break**

During the breaks, throughout the two days, drop by the National Housing Federation stand to speak to staff and find out how to make the most out of our offer to boards.

**“An excellent networking opportunity and a wide variety of informative and thought provoking discussions with and by experts in their field, with lots of opportunity for interaction.”**

**– SOVEREIGN HOUSING ASSOCIATION**

Book 2 places and get the 3<sup>rd</sup> half price

**12:10 Spotlight on – please select one option:**

Short, sharp talks that will give you food for thought to discuss over lunch.

Partnerships	Downgrading	Tenants
<p><b>S1 Achieving sustainable win-win relationships with local authorities</b></p> <ul style="list-style-type: none"> <li>Strategic aspirations: can you achieve success in isolation?</li> <li>How to ensure there is a level of trust and confidence to enable a sustainable partnership</li> <li>Removing barriers and focusing on shared values</li> </ul> <p><b>Dave Richmond</b>, Assistant Director Neighbourhoods and Housing, Hull City Council  <b>Councillor Paul Smith</b>, Cabinet Member for Housing, Bristol City Council  <b>Tony Stacey</b>, Chief Executive, South Yorkshire Housing Association</p>	<p><b>S2 Learning from crises: strengthen your decision making</b></p> <ul style="list-style-type: none"> <li>Emerging from a regulator downgrade</li> <li>Strengthening your approach to return to your previous rating</li> <li>Rebuilding trust and reputation</li> </ul> <p><b>Bronwen Rapley</b>, Chief Executive, Onward Homes  <b>Bob Walder</b>, Chair, Saffron Housing Trust</p>	<p><b>S3 Putting human stories at the heart of your strategy</b></p> <ul style="list-style-type: none"> <li>How can boards take a lead on tenant voice initiatives?</li> <li>Breaking down silos to drive tenant engagement</li> <li>Measuring the success of engagement to hold your executive team to account</li> </ul> <p><b>Peace Ayiku-Nartey</b>, Tenant Board Member, Phoenix Community Housing  <b>Anne McGurk</b>, Chair, Phoenix Community Housing</p>

**12:50 Networking lunch with optional sessions during the break**

**Optional sessions – please select one option (limited spaces):**

<p><b>L1 Speed mentoring</b></p> <p>You will be paired with a well-respected sector figurehead for a 15 minute informal chat about your goals and the challenges you face.</p>	<p><b>L2 TENANTS How well do you really know your residents and communities?</b></p> <p>Take part in a very different type of workshop to really get you thinking about how you work with your tenants.</p> <p><b>Take Stock Exchange</b></p>
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**13:50 Breakout sessions – please select one option:**

Risk management	Diversity	Transparency	Chair Challenger Series
<p><b>S4 Operating in a world of volatility, uncertainty and complexity</b></p> <ul style="list-style-type: none"> <li>The risk exposure: sector risk profile update</li> <li>What are the skills and competencies needed to mitigate emerging risks and ensure an organisation's recovery?</li> <li>Ensuring that stress testing is an ongoing practice</li> </ul> <p><b>Fiona MacGregor</b>, Chief Executive, Regulator for Social Housing</p>	<p><b>S5 The impact of diversity on a board's performance</b></p> <ul style="list-style-type: none"> <li>Explore why diversity at the top improves performance</li> <li>Examine why it's so important to invest and diversify now</li> </ul> <p><b>Shruti Bhargava</b>, Chair, Unity Housing</p>	<p><b>S6 From front line to the board: promoting data transparency</b></p> <ul style="list-style-type: none"> <li>Amplify board engagement through data driven decisions</li> <li>Ways to sample data and use it to track performance</li> <li>What data does your board need and how can it maximise insights gained?</li> </ul> <p><b>Laurice Ponting</b>, Chief Executive, HouseMark</p>	<p><b>S7 Dealing with difficult conversations</b></p> <p><b>Wayne Morris</b>, Vice Chair and Senior Independent Director, Yarlington</p> <p><b>Closed-door sessions, exclusively for chairs (limited spaces).</b></p>

**14:45 Breakout sessions and roundtables - please select one option:**

Roundtables	Great Places	Supported housing
<p><b>RA Modern governance: achieving excellence</b></p> <p>The governance of housing associations has transformed and generated new opportunities, incentives, tensions and contradictions. What is your organisation doing differently in this new environment?</p> <p><b>Facilitated by: Paul Bayly</b>, Head of Governance and Compliance, National Housing Federation  <b>Alex Marsh</b>, Professor of Public Policy, School for Policy Studies, University of Bristol  <b>Joanne Tilley</b>, Executive Director Corporate Services, emh</p>	<p><b>RB Building more homes: how to increase development</b></p> <p>Housing associations are building more new homes every year, returning to land-led development and forming new partnerships. Examine the new opportunities and explore how to deliver more new homes.</p> <p><b>Facilitated by: Jackie Jacob</b>, General Manager for Housing Programmes, Homes England  <b>Clare Paredes</b>, Head of Communications and Marketing, National Housing Federation  <b>Robert Pert</b>, Director Housing Development and Regeneration, Savills</p>	<p><b>S8 Great Places report: best practice learnings</b></p> <p>Hear more about the final recommendations from the commission and consider your local challenges. We'll explore some direct actions you can take to support stronger and more stable communities.</p> <p><b>Dr. David Walker</b>, Bishop of Manchester; Chair, Wythenshawe Community Housing Group and Great Places Commissioner</p>
		<p><b>S9 How do housing and support currently fit together?</b></p> <ul style="list-style-type: none"> <li>Learnings from best practice examples to improve existing housing and support</li> <li>Developing new specialist housing</li> <li>Responding flexibly to the diversity and complexity of people's individual needs</li> </ul> <p><b>Angela Gascoigne</b>, Chief Executive, SHAL Housing  <b>Mark Stuart</b>, Chair of the Audit and Risk Committee, SHAL Housing  <b>Raife West</b>, Chief Executive, Havant</p>

**15:30 Networking break**

**16:05 PARTNERSHIPS Embracing the future through new models of joint working**

- The role of public-private partnerships in increasing delivery
- The current political backdrop and how it's impacting partnerships
- Achieving an operating environment focused on visibility, clarity and accountability

**David Cowans**, Group Chief Executive, Places for People  
**Kate Henderson**, Chief Executive, National Housing Federation  
**Claire Kober**, Managing Director Homes, Pinnacle Group and Former Leader, Borough of Haringey  
**Mark Lloyd**, Chief Executive, LGA

**16:45 FUTURE FOCUSED Building the business case for investment in new technologies**

- Business case for digitalisation: upfront cost vs. potential return on investments
- Where do you see the biggest opportunities for digitalisation within your organisation?
- Addressing how your board talent needs to evolve to support these efforts

**Sarah Wilkinson**, Chief Executive Digital, NHS

**17:25 Chair's closing remarks**

**Lord Bob Kerlake**, Chair, Peabody Trust and Peabody South East

**18:00 Drinks reception**

**19:00 Dinner and evening entertainment**

Your opportunity to network with colleagues old and new at a sit down dinner and enjoy the evening's entertainment. Given the popularity of this dinner, please register your attendance when booking your conference ticket.



# PROGRAMME DAY TWO

Friday 7 February 2020

09:00 Registration and refreshments

09:15 Early doors (optional)	
<p>ED3 <b>BOARDS ACADEMY Code of governance</b></p> <p>We'll examine how you can apply the Federation's code of governance to your housing association and consider the questions you should be asking to ensure your organisation is compliant.</p> <p><b>Paul Bayly</b>, Head of Governance and Compliance, National Housing Federation</p>	<p>ED4 <b>Homelessness</b></p> <p>With unprecedented pressures on housing, we'll explore practical insights and ideas from organisations tackling homelessness head on.</p> <p><b>Polly Neate</b>, Chief Executive, Shelter <b>Jon Sparkes</b>, Chief Executive, Crisis</p>

10:00 Chair's opening remarks

**Lord Bob Kerlake**, Chair, Peabody Trust and Peabody South East

10:05 Climate change: long term implications for the social housing sector

- The impact of climate change and austerity on bottom line
- Building homes fit for the future
- Assurance around building safety

**Fiona Harvey**, award-winning Environment Journalist, The Guardian

10:45 Economic update

**Trevor Williams**, Visiting Professor, University of Derby and Chairman, Institute of Economic Affairs, Shadow Monetary Policy Committee

11:15 Networking break

11:45 Breakout sessions and roundtables - please select one option:

Roundtables	Green Paper	Market outlook
<p>RC <b>Domestic abuse: it's a board issue too</b></p> <p>Share knowledge and experiences, and develop networks to support and lead your organisation to tackle domestic abuse.</p> <p><b>Facilitated by: Gudrun Burnet</b>, Group Lead on Domestic Abuse, Peabody <b>Alison Inman</b>, Board Member, Colne Housing and Saffron Housing Trust <b>Patrick Ryan</b>, Chief Executive, Hestia</p>	<p>RD <b>Tackling segregation</b></p> <ul style="list-style-type: none"> <li>• Creating properly integrated developments</li> <li>• Increasing affordability and maintaining neighbourhood mix</li> </ul> <p><b>Facilitated by: Paul Hassan</b>, Board Member, United Communities <b>David Procter</b>, Chair, Together Housing Group <b>Debbie Roche</b>, Board Member and Tenant, Plymouth Community Homes</p>	<p>S10 <b>Social Housing Green Paper: what's next?</b></p> <ul style="list-style-type: none"> <li>• Setting clear expectations: a change is coming for the sector</li> <li>• Rebalancing the resident-landlord relationship</li> <li>• A new regulator on the horizon: what are the implications?</li> </ul> <p><b>Speakers to be announced</b></p>
		<p>S11 <b>Navigating funding and treasury in a post-Brexit world</b></p> <ul style="list-style-type: none"> <li>• Exploring the impact of current market conditions on the sector</li> <li>• New types of funding options</li> <li>• Best practice and observations on raising funds in different markets</li> </ul> <p><b>Mark Lewis</b>, Chair, Trent and Dove <b>Nicky Wilden</b>, Deputy Chair, Origin Housing</p>

12:30 Networking lunch with an optional session during the break

L3 **Speed mentoring (limited spaces)**

You will be paired with a well-respected sector figurehead for a 15 minute informal chat about your goals and the challenges you face.

13:30 Breakout sessions – please select one option:

IDA	Health	Leadership	Chair Challenger Series
<p>S12 <b>In-Depth Assessments (IDAs): how to achieve the best possible outcome?</b></p> <ul style="list-style-type: none"> <li>• Understand what's involved in the IDA (and 2nd IDA) process, focusing on assurance and accountability</li> <li>• How to pull together your best evidence and present your assurance</li> <li>• Q&amp;As to help you prepare for your meetings with the IDA team</li> </ul> <p><b>Kelsey Walker</b>, Director, Housing Consultancy, Savills</p>	<p>S13 <b>Bringing housing and public health together</b></p> <ul style="list-style-type: none"> <li>• The role housing associations can play in improving and maintaining people's health</li> <li>• Understanding how the NHS and social care commission work</li> <li>• New partnerships on the horizon for better health and care outcomes</li> </ul> <p><b>Richard Gleave</b>, Deputy Chief Executive and Chief Operating Officer, Public Health England <b>Domini Gunn-Peim</b>, Director of Health and Wellbeing, CIH Consultancy</p>	<p>S14 <b>Learning from mistakes: opportunities to strengthen your governance</b></p> <ul style="list-style-type: none"> <li>• Why "it's how we do things round here" isn't good enough</li> <li>• Eliminating blame culture</li> <li>• Understanding and accepting responsibility</li> </ul> <p><b>David Edwards</b>, Board Member, PA Housing <b>Helen White</b>, Chair, Wales Regulatory Board</p>	<p>S15 <b>Dealing with conflicts of interest and other major governance breakdowns</b></p> <p><b>Wayne Morris</b>, Vice Chair and Senior Independent Director, Yarlington</p>
			<p>Closed-door sessions, exclusively for chairs (limited spaces).</p>

14:25 **INFLUENCE** Challenge, support and test executive thinking

- Connecting organisational needs to your board's capabilities
- Assurance vs. reinsurance
- Driving sustainable, durable value beyond initial one-off impact

**Judith Common**, Chair, Believe Housing  
**Kate Henderson**, Chief Executive, National Housing Federation  
**Angela Lockwood**, Group Chief Executive, North Star  
**Liz Potter**, Board Member, Housing 21

15:05 Take Stock Exchange LIVE performance

Take Stock Exchange will take you on a journey through communities, creating a dialogue through differences, encouraging empathy and developing trust.

**Take Stock Exchange**

15:35 Chair's closing remarks

**Lord Bob Kerlake**, Chair, Peabody Trust and Peabody South East

# HOW TO BOOK

	<b>SUPER EARLY BIRD (by 18 October 2019)</b>	<b>EARLY BIRD (by 13 December 2019)</b>	<b>STANDARD</b>
<b>Member</b>	<b>£589</b>	<b>£664</b>	<b>£739</b>
<b>Public sector/ not-for-profit</b>	<b>£659</b>	<b>£734</b>	<b>£809</b>
<b>Private sector</b>	<b>£779</b>	<b>£854</b>	<b>£929</b>

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**PRIORITY BOOKING CODE:** BE20WEB

**“Excellent conference, informative panel discussions and breakout sessions. Great for networking and sharing experiences. I would definitely recommend.”**

**– WOMEN'S PIONEER HOUSING**

IN PARTNERSHIP WITH



The National Housing Federation is the voice of affordable housing in England. We believe that everyone should have the home they need at a price they can afford. That is why we represent the work of housing associations and campaign for better housing. Our members provide 2.6 million homes for more than six million people. And each year they invest in a diverse range of neighbourhood projects that help create strong, vibrant communities.

**DISCLAIMER:** This programme is correct at the time of going to press. In the event of one or more of the advertised speakers being unable to attend, for reasons beyond the control of the conference organisers, we reserve the right to make alterations or substitutions to the programme as deemed fit. All timings are provisional and may be subject to change. Views expressed by speakers are their own. The National Housing Federation disclaims any liability for advice given or views expressed by any speaker at the event or in notes or documentation provided for the delegates.

Please note that filming and photography may be taking place at the conference for promotional purposes. If you would prefer not to be captured, please let the conference staff know on the day.

**Priority  
booking code:  
BE20WEB**