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DRIVING BUSINESS TRANSFORMATION IN HOUSING 2018

INNOVATION | TECHNOLOGY | LEADERSHIP

14-15 MAY
BUSINESS DESIGN CENTRE
LONDON

In association with

HouseMark 

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DRIVING BUSINESS TRANSFORMATION IN HOUSING 2018

14-15 MAY
BUSINESS DESIGN CENTRE
LONDON



Driving Business Transformation in Housing is a brand new event to empower you to drive forward evidence-based transformation in your organisation. Housing associations are all grappling with similar challenges and this conference is an opportunity to learn from each other, bringing together expertise and best practice in innovation and transformation from across the sector.

Housing associations across the sector recognise the need to transform their businesses, taking advantage of technological advances to meet the changing needs of customers and drive value and efficiency.

There's a huge amount to learn from the way other sectors have approached business transformation, so the programme offers a wide range of outside perspectives, tailored and translated to provide you with the guidance, inspiration and tools you need. You'll come away with the confidence to successfully implement innovative solutions and transform the way you work.

BOOK NOW
housing.org.uk/transformation
020 7067 1066 | events@housing.org.uk

Check the website for the latest programme updates

TAILORED CONTENT STREAMS WITH THE INSIGHT YOU NEED

WHATEVER
YOUR ROLE

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4 & 5TH

PLACES
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ONE DAY
PLACE FREE*

SEVEN STREAMS OF DEDICATED CONTENT FOCUSED ON THE NEEDS OF DIFFERENT GROUPS, INCLUDING:

▲ LEADERS

Leadership is essential to the delivery of transformation. Housing leaders will find the essential guidance and inspirational out-of-sector examples they need to be able to lead their organisations through culture change and deliver ambitious development goals.

▲ IT TEAMS

While there is more to innovation and transformation than IT, technology - and data in particular - is the key enabler of change. Our dedicated digital transformation stream reviews all the key technology trends and delivers the technical advice that IT teams require.

▲ HR AND ORGANISATIONAL DEVELOPMENT

People are key to successful transformation and unless you bring your people with you, your programme is likely to fail. HR teams will have the opportunity to explore all the key issues including, engagement, skills capacity, role redesign and workforce planning.

▲ FINANCE DIRECTORS

Radical innovation must consider the business's operating model. As a finance specialist, attend these sessions to challenge assumptions about tenure, competition and property management.

▲ CUSTOMER SERVICE TEAMS

Responding to the changing demands of customers is a key driver for organisational transformation. This stream will explore how to develop the ways in which you engage with your tenants and customers and use their feedback to reshape services.

▲ INNOVATION AND TRANSFORMATION LEADS

It can be lonely driving transformation on your own, so the conference has been designed to connect you with like-minded colleagues. Specialists in the field will find relevant content across all seven streams, including practical sessions focused on transformation techniques and culture change.

THE AGENDA WAS DEVELOPED IN CONSULTATION WITH THE ADVISORY BOARD:



Nick Atkin, Group Chief Executive,
Halton Housing Trust



Carolyn Brown, Chief Technology Officer,
National Housing Federation



Liz Haworth, Group Director Transformation
and Delivery, Torus Group



Rob Wray, Deputy Chief Executive,
HACT



Paul Taylor, Innovation Coach-Bromford Lab,
Bromford



Katie Moore, Group Head of Performance,
Risk and Intelligence, WM Housing



Austen Reid, Group Director of Development,
Clarion Housing Group



Stephen Russell, Director of Commercial
Services, HouseMark



Tom Way, Innovation Project Manager,
RHP Group

PROGRAMME DAY 1

MONDAY 14 MAY

09:00 Registration and exhibition opens

10:00 Chair's opening remarks

Chair: **Nick Atkin**, Group Chief Executive, **Halton Housing Trust**

10:10 **LEADING TRANSFORMATION AND TRANSFORMATIVE LEADERSHIP**

- What is business transformation and why is it crucial to the sustainability of the sector
- How to lead an organisation through transformation
- Using transformational leadership to inspire and engage people to change
- Uncovering and sharing the best innovation from outside the housing sector
- Why innovation is critical to your success

Matthew Horne, Acting Chief Executive, **The Innovation Unit**

10:50 **THE ROLE OF DIGITAL TECHNOLOGY AS ENABLER OF TRANSFORMATION**

- Using technology to respond to the changing demands and expectations of customers
- Re-imagining your organisation – using digital tools to reshape your services and the way you do business
- Analysing the future technology trends and how they will impact housing
- Exploring the opportunities to use Blockchain technology to transform housing
- Developing your digital strategy

Tom Loosemore, Group Director of Digital Services, **The Co-Operative** and Founder, **Government Digital Services**

David Anderton, Director of Transformation, **Bromford**

11:30 Refreshments and networking in the exhibition



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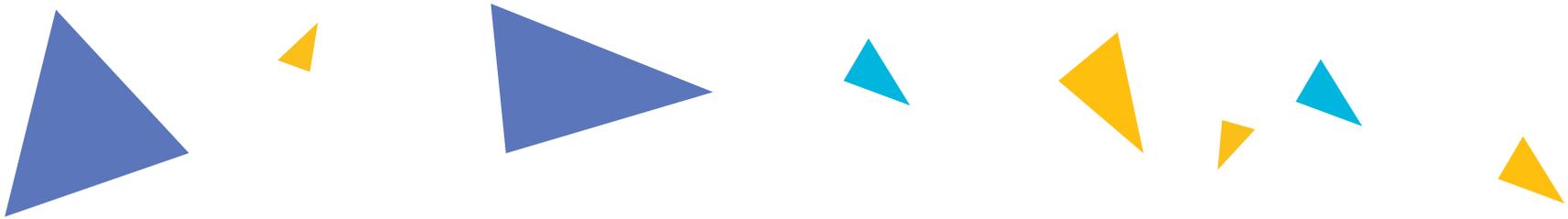
12:00 Breakout stream sessions – choose one

Digital transformation	Achieving culture change	Customer centred transformation	Overcoming the HR and OD challenges	Innovation in development and supply	New operating models	Transformation in practice
<p>S1: Assessing the digital maturity of the housing sector</p> <ul style="list-style-type: none"> • Mapping the sector's capacity to support change • How variable is IT capability across the sector? • Benchmarking your position • Developing strategies to enable the spread of best practice and mainstream the adoption of effective technologies across the sector <p>Carolyn Brown Chief Technology Officer National Housing Federation</p>	<p>S2: A practical guide to fostering an innovation culture</p> <ul style="list-style-type: none"> • Exploring the stages of innovation and how it diffuses • What are the factors that influence an organisation's culture of innovation? • Creating mechanisms that encourage staff to pitch new ideas <p>Tom Way Innovation Project Manager RHP</p> <p>Yogesh Gohil Head of Technology Flagship Group</p>	<p>S3: Delivering user centred transformation of customer services</p> <ul style="list-style-type: none"> • Achieving complete self-service and automation • Realigning traditional teams to match the customer journey • Learning from leading customer focused businesses <p>Clare Muscutt Director CMXperience and former Head of Customer Experience Sainsbury's</p>	<p>S4: Developing the skills capacity to deliver large scale change</p> <ul style="list-style-type: none"> • What are the skills gaps? • Leadership • Customer service • IT and data analytics • Change and programme management • Growing your own versus acquiring from other sectors <p>Amanda Leonard Managing Director and Chief Marketing Officer PerfectStorm.Inc</p> <p>Stephen Russell Director of Customer Experience and Insight HouseMark</p>	<p>S5: Transformational partnerships and joint working</p> <ul style="list-style-type: none"> • Creating new delivery vehicles to achieve ambitious levels of housing supply • Exploring the mechanisms available to achieve joint working • Looking for new partners – expanding our horizons 	<p>S6: Undertaking an operating model review</p> <ul style="list-style-type: none"> • Taking the time to reflect on what kind of business you are and what kind of business you want to be • Service rationalisation - what services do you need to provide? • Changing what it means to be a social landlord • Developing a tenancy agreement only landlord service 	<p>S7: Applying the principles of Lean in housing</p> <ul style="list-style-type: none"> • An introduction to Lean theory • Achieving efficiency by focusing on value to customers • Realigning the system around the value stream in practice in the housing sector



12:45 Breakout stream sessions – choose one

Digital transformation	Achieving culture change	Customer centred transformation	Overcoming the HR and OD challenges	Innovation in development and supply	New operating models	Transformation in practice
<p>S8: Achieving the smart home vision</p> <ul style="list-style-type: none"> Sensors, preventative technology and the internet of things Enabling self-diagnosis and reporting Achieving life cycle savings through preventative maintenance Smart homes, within smart cities <p>Topi Tiihonen CEO and Co-Founder Skenarios</p>	<p>S9: Developing a network of transformation change agents</p> <ul style="list-style-type: none"> Supporting the delivery of culture change Moving to a more agile, collaborative and innovative way of working Identifying your “transformers” who can be champions for change Evaluating the effectiveness of the approach to enable spread <p>Sarah Mbatha Former Director of Customer Service and Transformation East Thames</p>	<p>S10: Enabling 100% digitalisation</p> <ul style="list-style-type: none"> Mapping your customers’ digital journey Completing all interactions digitally Transforming the customer on-boarding process <p>Carole Galsworthy Director of Business Improvement, IT and Communications Halton Housing Trust</p>	<p>S11: Undertaking engagement and consultation with staff</p> <ul style="list-style-type: none"> Why engagement is essential to the delivery of transformation How internal communications can steady the business during uncertainty and change Bottom up change – empowering staff to lead change 	<p>S12: Building for new markets</p> <ul style="list-style-type: none"> Helping the growing group of people who don’t qualify for social housing but are priced out of the private market Developing rental offers for millennials Creating shared living options Expanding the options available to older people <p>Nigel Wilson Group Chief Executive Officer Wythenshawe Community Housing Group</p>	<p>S13: Transforming tenure models</p> <ul style="list-style-type: none"> Moving to fixed term tenures for all new tenants Exploring a range of alternative tenure options Eliminating the barriers to switching the tenure of property Creating new tenures and service offers for young people Is the future tenure-blind? 	<p>S14: Using data to support improvement and transformation</p> <ul style="list-style-type: none"> Data use in improvement science for dummies What will success look like? Ensuring you can measure improvement Creating the capability to demonstrate return on investment to your board Identifying measurable KPIs for your business <p>Jennifer Scarlett Benchmarking Manager Home Group</p>



13:30 Lunch and networking in the exhibition

14:30 Breakout stream sessions – choose one

Digital transformation	Achieving culture change	Customer centred transformation	Overcoming the HR and OD challenges	Innovation in development and supply	New operating models	Transformation in practice
<p>S15: Embracing a cloud based digital future</p> <ul style="list-style-type: none">• What are the benefits of a cloud based system over traditional software systems?• Ensuring the interoperability of new cloud based systems with existing and legacy housing management systems	<p>S16: Lessons in culture change from the public sector</p> <ul style="list-style-type: none">• Key learnings from NHS culture change programmes• What we can learn from local government transformation• Supporting the cultural transition to digital public service delivery	<p>S17: Headless user interfaces and chatbots in housing</p> <ul style="list-style-type: none">• Using chatbots to support individuals who are reluctant to engage digitally• Assessing the future of contact centres• Learning from the best web based businesses	<p>S18: Role redesign in housing</p> <ul style="list-style-type: none">• Liberating staff through automation and digitisation to focus on new roles• Digital support teams to help customers struggling with channel shift• Patchless housing management roles <p>Collette King Chief Executive Equity Housing Group</p>	<p>S19: Mainstreaming modern methods of construction</p> <ul style="list-style-type: none">• Overcoming the challenges that have prevented modular construction becoming mainstream• Reviewing the current evidence base• 3D printing houses	<p>S20: Competition and choice - trends in the German housing market</p> <ul style="list-style-type: none">• How does social housing function in a competitive marketplace – lessons from Germany• Diversifying your product and service offering to respond to customer demand• Designing niche products for new target markets• New approaches to branding and pricing <p>Dr Mathias Hain Managing Director Ritterwald</p>	<p>S21: Running an ideas lab</p> <ul style="list-style-type: none">• Learning techniques to encourage expansive thinking• Greenhousing new ideas• Techniques for ideas generation and for developing innovative products and solutions <p>Bethan Buck Futures Programme Coordinator National Housing Federation</p>

15:30 Refreshments and networking in the exhibition

16:00 LEARNING FROM THE BEST – CROSS SECTOR LESSONS IN TRANSFORMATION

- Disrupt or be disrupted – you choose – exploring how disruption has worked in other sectors
- Learning from the operating practices of modern consumer facing digital businesses
- Exploring how the NHS and the public sector have approached innovation and transformation

James McClure, General Manager Northern Europe, **Airbnb**

Brendan Sarsfield, Chief Executive, **Peabody**

Dr Liz Mear, Chief Executive, **The Innovation Agency**

17:00 NETWORKING RECEPTION

Our hosted networking is specifically aimed at helping you to make the connections you need. Build solutions by sharing experiences with those grappling with the same issues as you.

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PROGRAMME DAY 2

TUESDAY 15 MAY

09:00 Registration and exhibition opens

10:00 Chair's opening remarks

10:15 DATA DRIVEN DECISION MAKING - RELEASING THE POWER OF INFORMATION

- Knowledge is power – how to make the most of the information you have
- Learning how global businesses use insight and intelligence to better understand their customers and drive growth
- Developing an information-enabled strategy that improves decision-making and performance
- Using predictive analytics in property and real estate
- Exploring how the best housing providers are using insight to tailor services and improve value

Stephen Russell, Director of Customer Experience and Insight, **HouseMark**

Chris Lees, Workplace Strategist and Entrepreneur, **Serendipity29**

Daniel Fujiwara, Director, **Simetrica**

11:30 Refreshments and networking in the exhibition

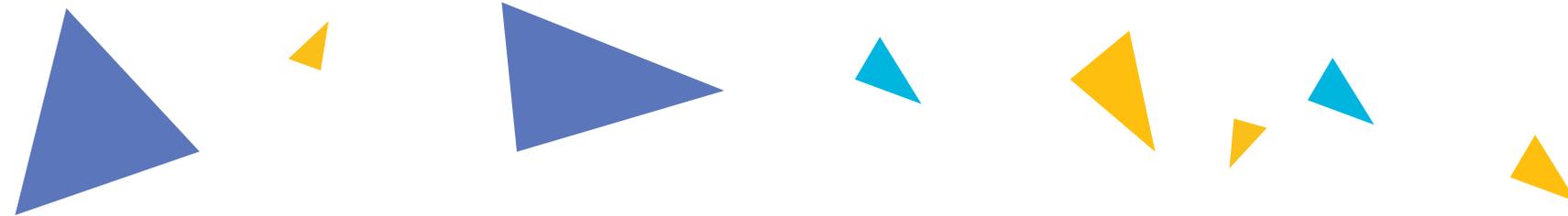


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12:00 Breakout stream sessions – choose one

Digital transformation	Achieving culture change	Customer centred transformation	Overcoming the HR and OD challenges	Innovation in development and supply	New operating models	Transformation in practice
<p>S22: Enabling agile and mobile working</p> <ul style="list-style-type: none"> Exploring the technical solutions that release the efficiency benefits of mobile working Developing and implementing agile working principles Engaging with and supporting staff to work in new ways <p>Anna Sargeant Assistant Director of Operations East Thames</p> <p>Carole Galsworthy Director of Business Improvement, IT and Communications Halton Housing Trust</p>	<p>S23: Leading culture change</p> <ul style="list-style-type: none"> Identifying the characteristics of transformational leaders Creating a clear leadership vision Leading from the front – the power of visibility Developing line managers for an evolving culture <p>David Done Chief Executive RHP</p>	<p>S24: Innovation in tenant and customer engagement and communication</p> <ul style="list-style-type: none"> Tailoring messages to different audiences with diverse needs Supporting the development of a strong tenant voice New models of tenant governance and building management 	<p>S25: Realising the transformative potential of merger</p> <ul style="list-style-type: none"> How to bring together two cultures successfully Using merger to deliver greater value for money Merging and transforming in tandem <p>Austen Reid Group Director of Development Clarion Housing Group</p> <p>Amanda Leonard Managing Director and Chief Marketing Officer PerfectStorm.Inc</p>	<p>S26: Innovative development financing options</p> <ul style="list-style-type: none"> Beyond grant - finding new ways to fund the delivery of a new wave of large scale tenure blind development Creating financial incentives to bring together new kinds of collaboration Integrating housing development with infrastructure projects Learning from successful public private partnerships around the world 	<p>S27: Adapting your culture to match your new business model</p> <ul style="list-style-type: none"> Explaining the rationale for change and managing the narrative Stressing continuity, developing a vision for the new business model linked to the existing values of the business Empowering staff to live the new values Taking a new approach to business planning <p>Anne Chapman Head of New Business and Commercial Services Golding Homes</p>	<p>S28: Utilising a programme management approach to manage large scale change</p> <ul style="list-style-type: none"> Recognising the complexity and scale of the challenge - why you need a project management office Understanding the role of a PMO in transformation: taking project outputs and managing change within business-as-usual so that outputs deliver outcomes Embedding Agile project management <p>Collette King Chief Executive Equity Housing Group</p>

12:45 Lunch and networking in the exhibition



13:45 Breakout stream sessions – choose one

Digital transformation	Achieving culture change	Customer centred transformation	Overcoming the HR and OD challenges	Innovation in development and supply	New operating models	Transformation in practice
<p>S29: Exploring the opportunities in automation and artificial intelligence</p> <ul style="list-style-type: none"> • AI and the workplace – what will housing look like in future? • Robots and automation in construction • Using AI to transform housing management, create value for money and deliver meaningful services for your customers <p>David Levenson Managing Director Coaching Futures</p>	<p>S30: Why does culture eat strategy for breakfast?</p> <ul style="list-style-type: none"> • What is culture and why is it so important? • Why is culture so resistant to change? • Mechanisms to measure your culture • Proven techniques for driving culture change <p>Michael West Professor of Work and Organisational Psychology Lancaster University Management School and Head of Thought Leadership The King's Fund</p>	<p>S31: Achieving a 24 hour response rate for repairs and maintenance</p> <ul style="list-style-type: none"> • Enabling reporting and response in real time • Achieving “Just in time” delivery of services without scheduling • Learning from the best in the commercial sector 	<p>S32: People powered transformation</p> <ul style="list-style-type: none"> • Sharing a successful approach to whole organisation change • Recognising that unless you bring staff with you efficiencies will not be sustainable • Using data to track progress and make it visible to staff • Ensuring change continues once the transformation programme is over 	<p>S33: Building sustainable and energy efficient homes</p> <ul style="list-style-type: none"> • Making the zero carbon home a reality • Achieving near zero energy costs with innovative materials and technology • Integrating renewable energy generation into new builds • Undertaking retrofit to improve energy efficiency 	<p>S34: Lessons in property management from the private sector</p> <ul style="list-style-type: none"> • Recognising the need for a new kind of relationship with your customers • How to be a better landlord - what can we learn from commercial property managers 	<p>S35: Service redesign in housing</p> <ul style="list-style-type: none"> • An introduction to service redesign methodologies • Applying the lessons of service redesign to customer service redesign in housing

14:30 Breakout stream sessions – choose one

Digital transformation	Achieving culture change	Customer centred transformation	Overcoming the HR and OD challenges	Innovation in development and supply	New operating models	Transformation in practice
<p>S36: Data and analytics in housing</p> <ul style="list-style-type: none"> Eliminating the barriers using big data in housing Creating a common data standard Strategies to ensure your data is accurate, available and secure Planning for the impact of GDPR <p>Arturo Dell Director of Technology and Innovation HouseMark</p>	<p>S37: Measuring culture</p> <ul style="list-style-type: none"> Reviewing a range of culture assessment methods and tools Exploring the value of using ethnography in housing Is it possible to measure a change in culture? 	<p>S38: Developing a new relationship with tenants and customers</p> <ul style="list-style-type: none"> Beyond paternalism – giving responsibility and ownership to tenants Changing the way you respond to complaints Responding to competition and choice New approaches to customer retention <p>Dr Rob Wray Deputy Chief Executive HACT</p> <p>Elsbeth Mackenzie Chief Executive Thrive Homes</p>	<p>S39: Workforce planning for the future</p> <ul style="list-style-type: none"> Identifying the future skill sets required by housing associations Aligning talent development pipelines with future needs of the business Predicting the potential impact of automation on housing jobs 	<p>S40: Innovation in regeneration, place making and stock investment</p> <ul style="list-style-type: none"> Assembling innovative partnerships to drive forward place-based renewal The unique contribution housing can make New approaches to tenure mix Managing the story and communicating a positive message on regeneration 	<p>S41: Tailoring your service offer to the needs of customers</p> <ul style="list-style-type: none"> Recognising the differences in your customers Developing a flexible service offering for different groups Using insight to predict and match your offer to each customer Building new services around the needs of communities you serve <p>Howard Dawson Director of Residential Services Thames Valley Housing</p>	<p>S42: Creating your own innovation lab</p> <ul style="list-style-type: none"> Understanding the principles of innovation Pursuing disruptive innovations and imagining the impossible What an Innovation Lab is and what it isn't Strategies to ensure effectiveness and focus

15:15 Refreshments and networking in the exhibition

16:05 **CREATING A BOLD VISION OF THE FUTURE**

- Utopia or dystopia – what does the future hold?
- Update on the National Housing Federation's Futures Programme
- Looking 10 years into the future – how should housing be preparing?

Mark Stevenson, Author: *We Do Things Differently*, An Optimist's Tour of the Future, Advisor to Virgin Earth Challenge, Atlas of the Future, Civilised Bank, Futurist in residence at National Theatre of Scotland

James Green, Futures Programme Director, **National Housing Federation**

17:00 Close of conference

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SECTOR
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LEADING
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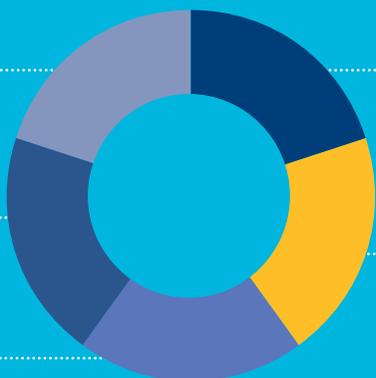
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To find out more about getting involved as a sponsor please contact James Mosciki on 020 7067 1148 or james.mosciki@housing.org.uk

To find out about exhibiting contact Julian Hurst at Foremarke Exhibitions on 020 8877 8899 or housing@foremarke.uk.com

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EXHIBITIONS

DELEGATE FEES

The conference fee includes attendance at all sessions, refreshments and lunch on both days. It also includes the conference networking evening. Accommodation is NOT included and should be booked separately.

ACCOMODATION

For exclusive accomodation rates visit transformation.housing.org.uk/event-information/accomodation.

EARLY BIRD DISCOUNT - BOOK BY 23 MARCH TO SAVE £150 PER DELEGATE

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Standard	£745	Standard	£835
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		Early bird	£895
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*Group discount: When you book 4 places you will get a 5th one day place free.

BOOKING FORM

PRIORITY CODE: BT0518DM

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Event Support Team; National Housing Federation
Lion Court, 25 Procter Street, London, WC1V 6NY



PAYMENT

I understand that payment must be made at time of booking

Total payment £

- Tick this box if you want to pay by credit/card and we will contact you to take payment
- I enclose a cheque made payable to the National Housing Federation
- I have paid by BACS and attach the remittance advice (please quote BT0518 on all BACS transmissions)

National Housing Federation bank details are: Lloyds, Kings Cross Branch, 344 Grays Inn Road, London, WC1X 8BXSort code: 30-94-73 Account No. 00113238

WHERE DID YOU HEAR ABOUT THE CONFERENCE?

- Letter/leaflet from the Federation
- Search engine
- Twitter
- Federation external affairs manager
- Email
- Employer/Colleague
- Phone call from the Federation
- Other (please specify) _____

ORGANISATION DETAILS

Organisation name: _____

Contact name: _____

*Group discount: When you book 4 places you will get a 5th one day place free.

ALL CANCELLATIONS MUST BE MADE IN WRITING. Cancellations will be charged a £150 cancellation fee. The full fee is payable for any cancellations received after 16 April 2018.

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Please tick the box if you do not wish to receive information about existing and future products and services provided by the National Housing Federation.

Please tick the box if you do not wish to have your details passed to third party organisations.

Places are subject to availability and early booking is advised. Please ensure that the names of individual delegates are included as you would like them to appear on the delegate list and their name badge. You should also indicate each delegate's session preferences. Please note that any delegates whose bookings are received after 2 April 2018 may not appear on the final delegate list.

1ST DELEGATE

Name: _____
Job title: _____
Delegate email: _____
Delegate Tel: _____
Twitter handle @: _____
Dietary/other requirements: (e.g. wheelchair access) _____

Breakout sessions:

Please indicate session number

Monday
12:00 S 12:45 S 14:30 S
Tuesday
12:00 S 13:45 S 14:30 S

2ND DELEGATE

Name: _____
Job title: _____
Delegate email: _____
Delegate Tel: _____
Twitter handle @: _____
Dietary/other requirements: (e.g. wheelchair access) _____

Breakout sessions:

Please indicate session number

Monday
12:00 S 12:45 S 14:30 S
Tuesday
12:00 S 13:45 S 14:30 S

3RD DELEGATE

Name: _____
Job title: _____
Delegate email: _____
Delegate Tel: _____
Twitter handle @: _____
Dietary/other requirements: (e.g. wheelchair access) _____

Breakout sessions:

Please indicate session number

Monday
12:00 S 12:45 S 14:30 S
Tuesday
12:00 S 13:45 S 14:30 S

4TH DELEGATE

Name: _____
Job title: _____
Delegate email: _____
Delegate Tel: _____
Twitter handle @: _____
Dietary/other requirements: (e.g. wheelchair access) _____

Breakout sessions:

Please indicate session number

Monday
12:00 S 12:45 S 14:30 S
Tuesday
12:00 S 13:45 S 14:30 S

5TH DELEGATE

Name: _____
Job title: _____
Delegate email: _____
Delegate Tel: _____
Twitter handle @: _____
Dietary/other requirements: (e.g. wheelchair access) _____

Breakout sessions:

Please indicate session number

Monday
12:00 S 12:45 S 14:30 S
Tuesday
12:00 S 13:45 S 14:30 S

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Forthcoming Events

06 Mar	The Comms Event 2018, London
14-15 Mar	Housing Finance Conference and Exhibition, Liverpool
17 Apr	HR in Housing Conference and Exhibition, London
07 Jun	Affordable Home Ownership Conference and Exhibition, London
14 Jun	Housing Governance Conference and Exhibition, London
05 Jul	HANA Awards, London
11 Sep	Leaseholder and Tenant Service Charges Conference and Exhibition, London
06 Sep	National Housing Awards, Entries open 12 March, London
19-20 Sep	National Housing Summit – the National Housing Federation’s Annual Conference, London
03 Oct	Treasury Management Conference and Exhibition, London
17-18 Oct	Asset Management and Maintenance Conference and Exhibition, Birmingham
25 Oct	Audit Committees Conference, Birmingham

**NATIONAL
HOUSING
FEDERATION**

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’s why we represent the work of housing associations and campaign for better housing. Our members provide two and a half million homes for more than five million people. And each year they invest in a diverse range of neighbourhood projects that help create strong, vibrant communities.



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