

Agenda

09:30 Registration and networking

10:00 Welcome

Rob Griffiths, Chief Executive Officer, Housemark

Chair's Welcome and Opening Comments

Amanda Leonard, Associate Director, Housemark

The opening comments will reflect Housemark's core purpose: giving housing leaders the confidence to make decisions that make a difference for their customers, their people and their organisations.

10:10 From Pressure to Possibility: The Courage to Lead

Social housing leaders are navigating constant change, and our agenda reflects the scale and pace of that challenge. Oli will open our day with a dynamic session, that will wake up our spirit of exploration and will invite leaders into a journey of courage, curiosity and empowering new perspectives.

We'll explore some of the self-limiting myths that can hold teams back, discover practical strategies for connecting with others and learn how to build a culture where honesty and openness fuel performance. Through Oli's inspiring storytelling this session will reflect on what it truly means to lead people through change, pressure, and the hardest of moments.

Oli France, Expedition Leader, Adventurer

11:00 Reflection time – table discussion

11:05 Strategic Leadership in a New Housing Policy Era

The UK housing sector is moving into a period of significant policy and structural change, with national strategy shifts, new rent frameworks and ongoing local government reorganisation reshaping how organisations plan, invest and deliver services.

For senior leaders this creates both uncertainty and opportunity, demanding a clear understanding of the policy landscape and its long-term implications for planning, supply ambitions, housing development pipelines and the delivery of new affordable homes.

This session will bring together key sector voices to provide a forward-looking view of what this new era will mean for strategic leadership. Speakers will examine how evolving structures, regulatory expectations and the future role of local authorities will shape decisions about new-build programmes, development risk and long-term investment strategy.

Kate Dodsworth, Chief of Regulatory Engagement, Regulator of Social Housing

Alistair Smyth, Director of Policy and Research, National Housing Federation

Helen Collins, Head of UK Living and Affordable Housing, Avison Young

11:55 Refreshment break

12:10 **AI as Core Business: When AI Becomes Business-as-Usual**

AI is no longer a future innovation for housing leaders, it's becoming business-as-usual. Drawing on Housemark's sector-wide intelligence and trend analysis, this session will help leaders make sense of the data, AI and tech trends reshaping the sector, and what it means to run an organisation where digital, data and AI are embedded in everyday operations.

We'll explore how providers are using predictive insight, automated assurance and data-driven decision-making to improve services and manage risk, while also addressing the growing threat landscape, from cyber security vulnerabilities to AI-enabled fraud and data breaches.

Jonathan Cox, Chief Data Officer, Housemark

Scott Bache, Lead Product Manager, Housemark

Adam Kramer, Director, Client Security Advisory Service, Barclays

Additional panellist invited

13:00 Networking lunch

13:30 **Future Proofing Social Housing Finance**

This session will discuss how the sector can build a resilient, future-proof funding models that blends stronger grant support, smarter borrowing strategies, and innovative partnerships. It will look at how organisations are navigating viability pressures, reassessing risk, and unlocking investment in a world where long-standing financial assumptions no longer hold.

We will discuss how housing providers can build resilient, future ready financial models through stronger grants, smarter borrowing, and innovative partnerships to support sustainable investment in genuinely affordable homes. We will compare emerging approaches, and open the discussion around new financing structures, strategies, and the evolving role of grants in making genuinely affordable homes viable. We will explore financial strategies that can underpin sustainable growth in 2026 and beyond required to rebuild capacity to borrow and invest.

Gloria Yang, Executive Director of Finance, Moat Homes

Michael Figg, Head of Social Housing, Barclays

Lenaic Couderc, Lead Analyst, Moody's Agency

14:20 Refreshment break

14:35 Mergers, Growth and Change: Leader to Leader conversation

This session will explore the leadership capabilities required to steer through mergers, pursue sustainable growth, and manage change without losing sight of organisational purpose and values.

This conversational session will examine how leaders assess strategic fit and prepare their organisations for change, focusing on the leadership needed for cultural and operational integration, organisational redesign, and purpose-driven transformation.

Paula Kennedy, Chief Executive Officer, Hedyn

Dan Hawthorn, Executive Director for Homes & Communities, Camden Council

Additional panellist invited

15:25 Reflection time – table discussion

15:30 The Future Is Human: People Centred Leadership in a Digital Age

This session will explore why, in an era of AI and rapid technological change, the most effective social housing leaders will be those who stay grounded in humanity. It will look at how empathy, lived experience and authentic leadership can guide organisations through digital transformation, strengthen governance and rebuild trust with residents and communities.

The discussion will focus on how leaders create psychological safety, shared purpose and cultural stability across boards, senior teams and frontline staff.

We will consider how coaching-led, empathetic leadership supports teams and builds confidence, and why self-esteem and diverse representation are essential to building inclusive, future-ready organisations.

Lara Oyelede, CEO Black on Board and a former President of the Chartered Institute of Housing

James Aidoo, Leadership Coach, CEO and Founder, Innerscope

Dan Blake, Group Director of Communities, Kingdom Housing Association

16:20 Chair's Summary: What We Learned Today

The Chair will reiterate the key insights from today's sessions. From the shifting policy and regulatory landscape to the realities of AI adoption, financial resilience, governance, and the human-centred leadership.

Rob Griffiths, Chief Executive Officer, Housemark

Amanda Leonard, Associate Director, Housemark

16:30 Networking

17:00 Close