The *tackling stigma journey planner* is an attempt to capture the growing body of thinking about social housing stigma to enable tenants and landlords everywhere to think carefully about how to address the problem.

The journey planner is a framework for tenants and landlords to use to plan out a journey to tackle stigma. It aims to help landlords comply with various parts of the new **Consumer Regulatory Standards** for Registered Provider landlords. The journey planner will particularly assist tenants and landlords to work together to define what it means to comply with the standard to treat tenants with **fairness** and **respect**. It is also anticipated that the journey planner could contribute positively to:

a) improving the **Tenant Satisfaction Measures** that Registered Provider landlords are required to collect
b) the stated intention of the forthcoming Competence and Conduct Standard of achieving significant culture change to tackle social housing stigma.

What is social housing stigma?

Stigma in Social Housing takes on various forms. Various earlier research has set out how social housing tenants are affected by stigma, how it shapes their experiences and what can be done about it[1]. Our current research[2] has now added to this growing body of knowledge.

Below are some of the things said by tenants, assembled during this research (out of many instances), that informs what social housing stigma is (references in italics are comments that tenants have said they have heard staff or contractors say):

- It's a culture of superiority
- *They're only tenants... what do they want to know that for?*
- *We know what's best for you*
- We are the subservient partner – it's a culture of disrespect and distrust
- It's a hostile environment – it's pretend engagement – it's not meaningful
- There's a lack of accountability – a dismissive culture
- Landlords find ways to not take you seriously
- *You're getting free repairs – what are you complaining about?*
- *What does it matter if we're late for a repairs appointment? They're just tenants – they haven't got anything better to do than wait for us*

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[1] *"Stigma in Social Housing in England"* (Ejiogu and Denedo, 2021), *"It's Not Okay – A Guide to Tackling Stigma in Social Housing"* (Chartered Institute of Housing and Stop Social Housing Stigma, 2020) and *"Stigma in Social Housing in England: Feedback on the consultation responses"* (Denedo and Ejiogu, 2022)

[2] A survey, which gathered responses from 364 social housing tenants, 63 housing professionals and 9 contractors, as well as 13 focus groups with social housing tenants, housing professionals, and contractors

- *It's just a council house, mate!*
- *That'll do – they're only tenants*
- *You should be grateful that you have a social housing home*
- *You are the deserving poor – its poor people housing*
- They think we're thick, stupid and lazy
- Some people think you're a loser because you do not own your own house
- There's an assumption that people who live in social housing lack ambition
- People think we are useless because we live in social housing and that we don't have the ability to make decisions
- *Tenants don't work – they aren't educated*
- *We put loads of work into designing and building properties – then the tenants move in and trash them*
- *Building new homes is complicated enough – we don't want tenants interfering*
- Even when tenants are on Boards, they aren't heard – their voice is not meaningful
- They just wander into our gardens and around our homes – they don't bother to tell us they are coming
- Council houses are shit-holes – estates are treated as poor places to live
- They assume that people in social housing are of a lower class – second class
- *Tenants are all on benefits and cannot support themselves financially*
- Tenants are othered by homeowners – *we don't want to share our estates with social housing tenants*
- *Tenants buy large TVs*
- *Tenants have large families*
- Social housing tenants are portrayed in the media as a drain on society
- *It's all single mums in low paid jobs, seeking benefits. Its low class*
- *Social housing is for a specific type of people. Like people who live in poverty, like benefit scroungers, druggies, people who do not want to better themselves.*
- *Oh!!!! You're one of them, the great unwashed.*
- People think that social housing is of low quality, bad maintenance, poor service
- Post code biases when applying for jobs, insurances, credit card
- Post code prejudice from health service
- People assume that all tenants of social housing steal from you and are not trustworthy
- There is place based assumption - estates are linked with crimes, gangs, drugs, immigrants, mental health and disabled people and prostitutes
- When I answer questions from my colleagues to where I live - they're like "Oh"
- Poor services, you feel like you're ignored and you feel like you're begging for repairs service. You're made to feel that damp and mould is because of ritual bathing.

And so it goes on. No landlord would be proud of such comments. But actually - anyone who lives or works in UK social housing has come across attitudes like these.

So, it wasn't a surprise that social housing stigma was the most important issue raised by tenants in the post Grenfell Ministerial Roadshows. This led to the development of **Stop Social Housing Stigma** (SSHS) – a tenant-led campaign to present a positive image of social housing and its tenants and to challenge the stigma attached to social housing.

SSHS characterises tenant experiences of social housing stigma as:

a) conclusions being drawn about someone because they live in social housing.
b) conscious or unconscious negative, generalised and unfounded assumptions about the circumstances, behaviours and abilities of social housing tenants.
c) social housing tenants being considered to lack the capacity to input into decisions that affect them.
d) the neighbourhoods where social housing tenants live being treated as inferior.
e) housing staff, contractors, the media and others treating tenants without respect and empathy or in ways that demonstrate a lack of trust.
f) negative consequences for the lives of social housing tenants affecting their quality of life and life chances.

Social housing stigma has been referred to in various Government publications since Grenfell, but the intangible nature of the problem has meant that there have been limited national successful initiatives to address it.

The tackling social housing stigma journey planner

SSHS, with the **University of Durham**, **Sheffield Hallam University**, **Chartered Institute of Housing (CIH)**, **TPAS** and **YD Consultants**[3], initiated a project in 2023 to provide a framework to enable tenants and landlords to work together to tackle stigma. Following consultation (through our survey and focus groups) with tenants, housing professionals, contractors and others, and building on the research referred to above, **SSHS** and partners have developed a **tackling stigma journey planner** to help tenants and landlords work together to address the issues of stigma that are relevant to them.

Those who attended the focus groups agreed that tackling social housing stigma is a *journey*. It is not a clear tangible activity where a landlord can check things off as having been completed. It's a strange journey in that we don't quite know the destination or whether we will ever arrive. Different organisations are at different stages of the journey. Some have left the station and are making good progress; some are waiting for the train to depart; some are still searching for the right platform. And ... some don't know yet the benefits to their tenants of making the journey!

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[3] See Appendix 1 for details of the partners to the project, how you can contact us for further information and our acknowledgements for help in preparing this work

But what we know from our consultations is that the journey needs to be taken and the housing sector needs to learn together about what works and what doesn't work in relation to addressing social housing stigma.

Surely not more regulatory standards!
We are launching the journey planner at a time when landlords are doing what they need to do to comply with the new Consumer Standards, produce Tenant Satisfaction Measures, and address the forthcoming Competence & Conduct Standard, which looks set to involve training and development through CIH's Professional Standards.

Several have asked us how our journey planner fits with the new regulatory standards. The journey planner is not intended to add significant extra workload. We are not in a position to set *stigma standards* and nor would we want to.

But we anticipate that travelling on your tackling stigma journey will help you to comply with most of the new Consumer Standards and some aspects of the Governance standard. We particularly consider that the journey planner will help tenants and landlords define what it means for landlords to comply with the new standard that requires landlords to **treat tenants with fairness and respect**. Implementing the journey planner over time is also likely to improve the statistics that make up the **Tenant Satisfaction Measures**.

The journey planner will compliment and provide options for the work that landlords are already doing to comply with the standards. Whilst the regulatory standards are about outcomes landlords are expected to achieve, the **tackling stigma journey planner** is about tenants, landlords and partners working together to work out *why* certain things need to be done and *how* operational practice need to chan*ge*.

The **tackling stigma journey planner** is based on the understanding that shared common ground between landlords and tenants will result in developing *hearts and minds* support for what landlords are required to do. Appendix 2 provides an overview of where the **tackling stigma journey planner** can help in complying with regulatory standards.

Developing the journey planner
Our intention is that our final publication from this project will be produced in Spring 2025. That publication will include:

a) a report summarising what we have learnt from the survey and consultation and setting out the rationale behind the journey planner.
b) an updated stigma journey planner after we have piloted the journey planner with 9 or more pioneer travellers from September 2024 to March 2025.
c) produce various other materials such as case studies, videos and other supporting guidance.
d) any other learning we gather between now and Spring 2025.

We are launching the **tackling stigma journey planner** in its current form because we want tenants and landlords to test it out and to tell us what works and what doesn't.

Even at the end of our current programme in Spring 2025, we don't think this will be the end of what needs to be a developing tackling stigma agenda owned by tenants and landlords across the social housing sector. We are also keen to continue working with and hearing the views of the Regulator, Ombudsman, Government, the Chartered Institute of Housing, the National Housing Federation[4] and others to strengthen the campaign to tackle social housing stigma.

We expect and hope that how stigma is tackled will change and develop over time with different people and organisations implementing the **tackling stigma journey planner**, sharing case studies from adopting the journey planner and sharing new and innovative approaches to tackling stigma in social housing.

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[4] The Chartered Institute of Housing and the National Housing Federation's Better Social Housing Review particularly identified the importance of tackling stigma.

Using the tackling stigma journey planner

The journey planner is aimed at getting everyone thinking! What are we aiming for? What can we do to get us there? The journey planner consists of:

- **train tickets** – a set of commitments that will help you to board or remain on the tackling stigma train (set out below).

- **your travelling options** – a set of questions designed to help tenants, landlords and partners decide where your tackling stigma train is going, when you are going to take each leg of the journey, and the actions and plans you need to make so that your journey is successful (also set out below).

Our intention is that:

a) the landlord, tenants and other stakeholders workshop the stigma journey planner together in whatever way suits them.
b) they pick out the parts of the journey planner that are right for them at any one given time and focus on some or all the parts of the stigma journey planner.
c) an action plan is developed to achieve ambitions that come out of the introductory journey planner workshop(s).
d) targets and milestones are set in the way that the landlord would normally set them.
e) prospective evidence of targets and milestones will be identified and gathered over a period of time.
f) the landlord, tenants and other stakeholders reassemble after a period of time to consider achievement of targets and milestones, what progress had been made and to make plans to get to the next station.

In general, it is intended that tenants, landlords, contractors and any other stakeholders will work together to address negative stereotypes by making sure that tenant voices are heard and all tenants are treated fairly and with respect.

Are we all being challenging enough?

We heard very strong views being expressed by tenants that told us that landlords are not currently doing enough to tackle social housing stigma, but we also heard from landlords who are willing to travel whatever miles are necessary to challenge stigma in social housing.

It has been a difficult balancing act in developing the **tackling stigma journey planner** to ensure that the questions we are expecting you to consider are as robust as tenants would like them to be, whilst also ensuring that landlords are in a position to respond positively to them.

Social housing stigma has been with us for many years. It is deeply rooted in the culture and psyche of the social housing sector and society more broadly. Previous research[5] shows that stigma in social housing is complex because it sits alongside many other forms of stigma – stigmas about race and ethnic background, crime and drugs, mental health and disabilities, benefits and poverty, employment and class, ageism, geography and many other areas all jockey with social housing stigma – meaning that some social housing tenants suffer from *double* or *triple whammy stigma*.

So - what we say on all this is – we need to **challenge ourselves**. Never think that your work on stigma is done or that you will ever eliminate it completely.

However, with the right partnership approach and collective consensus between tenants and landlords, much can be achieved when honest and inclusive conversations around issues highlighted in this stigma journey planner are critically discussed with meaningful and impactful action plans implemented.

[5]   Ejiogu, A. and Denedo, M. (2021). Stigma and Social Housing in England. Available at https://www.durham.ac.uk/business/research/centres/centre-for-organisations-and-society/research-profile/case-studies/stigma-and-social-housing-consultation-report/

The train tickets

The tackling social housing stigma journey needs an ongoing and clear commitment to working extensively with tenants to address social housing stigma and to review progress in partnership between tenants, landlords and any other stakeholders.

Within the landlord:	
Ticket (a)	**Progress moves at the speed of trust** – doing what is necessary to build trust between tenants and the landlord
Ticket (b)	**Tenants Leading Change** (TLC) - enabling tenants to play leading roles in decision-making
Ticket (c)	**Fairness and hearing every voice** – how do we ensure diversity of opinions and inclusion of wide-ranging views?
Ticket (d)	**A culture of respect**, listening, explanation, dialogue and partnership with tenants
Ticket (e)	Tackling social housing stigma in **communications**
Ticket (f)	Tackling social housing stigma in **service delivery**
Ticket (g)	Tackling social housing stigma in **repairs**
Ticket (h)	**First-class staff** that demonstrate values and respect and address conscious and unconscious stigmatising attitudes and behaviours
Ticket (i)	**Stigma and governance** – ensuring that the governing body considers how stigma impacts tenants and can be tackled
Outside the landlord:	
Ticket (j)	**Celebrating social housing**, the volunteers and community work done by tenants
Ticket (k)	**Enabling tenants as ambassadors** to tackle social housing stigma
Ticket (l)	**Unite with tenants** - work with the tenant movement to tackle societal social housing stigma

Can we help guide you through the tackling stigma journey planner?

It has been suggested to us that we have included a lot in this **tackling stigma journey planner** and that some may not know where to start. We deliberately wanted to include all areas where stigma operates, but we have talked about tickets to enable you to consider stigma issues in bite size chunks. Those on the journey can start and finish each phase of the journey at any pace they wish and in the order of importance locally.

Nonetheless if tenants and landlords want us to tell you where to start, we can suggest the following pointers:

- **Trust** and a **culture of respect** (tickets **a** and **d**) are foundational
- in our focus groups, some have identified that how stigma works in respect of the **repairs service** (ticket **g**) is central to the negative experiences of tenants

- others have identified **communications** (ticket **e**) and **stigma in service delivery** (ticket **f**) as a key part of tackling stigma
- **SSHS** considers addressing landlord societal stigma (tickets **j** to **l**) to be of vital importance, but perhaps a united approach co-ordinated by **SSHS** between tenants, landlords and others across the country is necessary before we can properly address it

However, unfortunately all parts of the journey planner are important and they inter-relate with each other – making it difficult for us to advise on how best to navigate your journey.

We welcome you telling us how you are approaching the journey planner and we will capture any learning you provide us in subsequent versions of the journey planner (and potentially case study what you are doing if you tell us about it).

If you wish for our assistance in navigating the **tackling stigma journey planner** for your organisation, we may be able to provide facilitators to assist in your initial workshops and potentially beyond.

If you want our help to navigate the **tackling stigma journey planner** please get in touch
Nic - info@stopsocialhousingstigma.org or 07947 019287 or
Mercy - stigmaconsultation@gmail.com or 0191 3345107

The travelling options

It is up to tenants, landlords and other stakeholders to decide which tickets are needed, when they are needed and the plans needed to make the journey successful. Each part of the journey could be done at the same or at different times. The questions below are designed to help you make the right decisions for you about your journey.

Ticket (a) – Progress moves at the speed of trust

How do we ensure that:

- we regularly assess with tenants what trust means to tenants; how much tenants **trust** the landlord and what can be done to build **trust**?
- we regularly communicate collectively and seek partnership dialogue with tenants about key issues and challenges facing the landlord and the tenants?
- we have a culture of regular and respectful feedback to tenants both individually and collectively and of following up issues that arise with tenants?
- we have an honest and grown-up dialogue with tenants regarding issues they raise, respecting their knowledge about their homes?
- we are transparent with tenants about how and why decisions are made?
- we consciously ensure that tenants are listened to, recognised as stakeholders and not othered to build a meaningful ground for partnership and engagement?
- we consciously ensure that stigmatising assumptions about tenants that breeds distrust are dismantled?

Ticket (b) - Tenants Leading Change (TLC)

How do we ensure:

- **co-design** and **co-production** so that tenants play a leading role in decision-making throughout the organisation?
- we do things **with** tenants and not **to** tenants?
- tenants are given opportunities to shape strategies and policies at blank sheet of paper stages, and participate in difficult decisions?
- a positive relationship between Board/Council/Executive decision-makers and tenants?
- we properly support and provide training for tenants who play a role in decision-making?
- resident involvement teams are empowered to be a *gateway* rather than a *filter*?
- we acknowledge tenant achievements in decision-making and credit is given for tenant ideas?
- we never refer to *usual suspects* or have a *usual suspects* culture?
- we actively encourage tenant scrutiny in all we do?
- we welcome tenants helping to shape any new build programme we have and encourage tenants to input into the design and build process
- we understand that our money comes from tenants' rents; we are keen to share information about finance; we explain how it works; and we are happy to consider financial ideas suggested by tenants?

Ticket (c) – Fairness and hearing every voice

How do we ensure:

- a culture of **diversity** and **inclusion**?
- tenants help shape diversity in tenant involvement – where active steps are taken to enable young and old, people from different backgrounds, ethnicities, and cultures are encouraged and supported to participate?
- tenants help shape the multiple methods through which tenants can engage?
- tenants are encouraged to engage collectively in dialogue with the landlord as well as being able to input individually through digital methods; that tenants are encouraged and supported to build networks that have impact between themselves; and that tenants are encouraged to have a voice and use it to hold us accountable?
- tenants work with the landlord to interpret any input gathered from tenants through individual digital communications?
- we consciously address language barriers and open up accessible channels to communicate and engage with tenants beyond the usual mode of communication and engagement?
- we take steps to meet tenants halfway by having a significant and inclusive presence in the communities and estates were we own homes?

Ticket (d) – Culture

How do we ensure:

- a culture of respect, listening, dialogue & partnership with tenants and behaviours of staff fit within that culture?
- a culture of *home* – where everyone knows that the houses we own are tenants' homes and that no one uses words such as *stock, voids, assets, units?*
- staff are employed to manage properties, but not the tenants living in *their* homes?
- we are keen to work with local communities to improve neighbourhoods?
- when we set out the rights that tenants have (as required in the new Consumer Regulatory Standards) that we also tell them that they have a right to expect a respectful, listening and empowering culture where assumptions will not be made about them?
- we give support to new tenants to understand that they have a right to expect a respectful, listening and empowering culture?
- we have a culture where tenants are respectfully seen as partners and are listened to?
- we have a culture that challenges paternalistic attitudes and that empowers staff to challenge unacceptable and stigmatising behaviours?
- we have a culture where social housing tenants are not treated differently to leaseholders or shared homeowners?
- our approach to new or old multi-tenure estates and neighbourhoods includes careful consideration of how to break down stigmatising behaviours from homeowners, private landlords and their tenants?
- our culture goes beyond simple tick box regulatory compliance and that we consider with tenants why compliance with each regulation is the right thing to do?

Ticket (e) – Tackling stigma in communications

How do we ensure that:

- we work with tenants to review all communications to tenants to ensure they are clear, jargon free, warm and friendly, free from stigmatising rhetoric and in language used by people?
- pictures of real tenants (not images from websites) are used in publications?
- we work with tenants to put out positive stories about social housing tenants; we portray the person and not the stereotype; and we demonstrate the breadth and vitality of the people living in their homes?
- as much (if not more) coverage is given to publicising the importance and benefits to society of social housing and its tenants as publicity that promotes the organisation?
- our communications culture is a culture of transparency, where we aim to ensure tenants get all the information they need to input into decision-making and that reasonable information is not withheld?
- we do not portray tenants as vulnerable people we are here to save?
- we regularly consider whether any publicity reinforces negative stereotypes of social housing tenants, their homes and their neighbourhoods? We never refer to *sink estates, deprived areas* or *challenging* neighbourhoods?
- those who work in communications ensure that they reinforce a positive communications culture with all staff in the organisation?

Ticket (f) – Tackling stigma in service delivery

How do we ensure that:

- we treat all tenants in ways that we would want ourselves or members of our family to be treated – with respect and trust?
- we have a "can do" culture where everything is done to respond positively to tenant requests and if we can't, we explain why and offer alternatives?
- all service delivery staff consciously see tenants as knowledgeable stakeholders; we explain how systems work and do not simply state that something can't be done?
- we don't have a "guilty until proved innocent" service delivery culture? We believe tenants until there is a clear reason not to.
- no one makes assumptions about what tenants do or do not do in their personal lives or that their time is not valuable?
- we never make assumptions about what is right for tenants and that we always actively seek tenants' views on what they want?
- we instigate a *follow up* culture, where repairs, complaints and other service issues are routinely followed up to ensure matters raised by tenants are properly resolved?
- **the complaints culture** - we actively encourage tenants to say when they are not happy about something in their home, neighbourhood or how the organisation is run?
- our complaints culture goes beyond simple tick box compliance with the Housing Ombudsman's Complaints Handling Code (the Code) and the Regulatory Standards?
- we consider with tenants why compliance with each part of the Code is the right thing to do; we genuinely welcome complaints; we are transparent and communicate well with those involved with complaints?
- and we genuinely learn from complaints issues raised by tenants?

Ticket (g) – the repairs service

How do we ensure that:

- we regularly review with tenants, potential stigma in the repairs and planned maintenance services – the area that tenants particularly identify as being stigmatising?
- we consider how to raise awareness of conscious and unconscious social housing stigma with repairs managers and repairs operatives – including through circulation of our "repairs and social housing stigma" guidance?
- we consider with tenants whether including anti-stigma clauses in any contracts with repairs contractors would help to progress our tackling stigma journey?
- we have a "can do/can help" repairs culture as opposed to a "that'll do – they're only tenants" culture?
- our information to tenants about what they should expect from repairs managers and repairs operatives includes behaviours that will not stigmatise them?
- we regularly review with tenants how contractors, their operatives, and any sub-contractors are compliant with appropriate contractor codes of conduct that include reference to tackling stigma?
- we regularly review with tenants whether repairs operatives:
  a. treat tenants with courtesy and respect
  b. make assumptions about tenants, their homes, and roles tenants play in society
- those managing repairs and operatives respect that tenants take time out of their lives to be at home for repairs appointments; there are flexible appointments arrangements; and if there are reasons why operatives can't attend at agreed times, they will communicate with the tenant and engage with the tenant regarding any re-planning?
- we review with tenants how those managing repairs provide the right and sufficient information to contractors carrying out works in such a way that it lessens the chances that contractors will behave in stigmatising ways in respect of appointments, access arrangements and other features of the repair?
- we review with tenants how those managing repairs and contractors are addressing issues relating to vulnerability, accessibility, language barriers and other additional needs, cold calling and subsequent claims of non-access with respect to how these behaviours may be stigmatising vulnerable tenants?
- we review how our quality assurance of contractors and their sub-contractors includes not just checking standards of repair and issues raised through complaints, but also the attitudes and behaviours of repairs operatives?
- tenants are fully involved in the procurement of contractors; that anti-stigma clauses are included into contractor contracts; and that anti-stigma requirements filter down to sub-contractors?

Ticket (h) – first class staff

How do we ensure that:

- we build a diverse staff team that embeds a culture of **trust**, fairness, respect, compassion, accountability and empathy, and that these cultural attributes are seen to be necessary to build a professional and competent staff team?
- good staff behaviours and attitudes are recognised and applauded?
- we explain the difference between conscious and unconscious stigma to staff, raising their awareness of the impact of words and behaviours?
- we recognise that we are judged by how our staff communicate and as such our language and tone should be respectful?
- tenants are involved in staff recruitment, potentially for any role, but particularly for senior roles and with contractor appointments?
- staff recruitment particularly highlights building **trust**, fairness, respect and empathy as being a necessary requirement for all staff?
- staff handbooks reflect a culture of **trust**, respect and empathy, particularly emphasising that staff should do things with tenants rather than to tenants?
- we embed a culture of **trust**, fairness, respect and empathy in staff induction, involving tenants to instil appropriate behaviours and attitudes?
- conversations about tackling social housing stigma are encouraged and supported in team meetings, one to ones, staff training and development programmes?
- review of anti-stigmatising behaviours is part of staff line management?
- raising stigmatising behaviours and attitudes can be part of whistleblowing policies?
- staff are accessible to tenants and access is not only through contact centres or online?
- all staff, including senior and back office staff, are involved as part of their work in the community and engage with tenants?
- our staffing structure and the reasons for roles are explained to tenants with key staff responsible for services, repairs and complaints identified?
- tenants with lived experience are encouraged and facilitated to apply for employment with the landlord and the landlord's partners?
- staff are empowered to make urgent decisions where it affects a tenant's wellbeing?

Ticket (i) – stigma and governance

How do we ensure that the governing body:

- is aware of social housing stigma and any local work being done to address it?
- makes an anti-social housing stigma commitment and agrees appropriate strategies?
- considers how stigma will be tackled?
- directly engages with tenants to discuss stigma?
- takes overall responsibility that the stigma issues highlighted in the trust and culture tickets (tickets a and d) permeates through our strategic objectives, our structures and our operational culture?
- regularly reviews with tenants how they are amplifying tenants voice in decision making?
- sees, recognises and values tenants voice at the governance level - on the board, scrutiny panels and across our operations?
- includes tackling stigma as an intrinsic theme that permeates all strategies and policies?
- considers how its wider influence can tackle the wider stigmas felt by tenants from external bodies where they have influence?

Ticket (j) – celebrating social housing

How do we ensure that:

- we explain externally what social housing is?
- we celebrate the positive benefits of social housing?
- we tell positive stories of social housing tenants and tenant leadership though traditional and non-traditional media?
- we consider the Fair Press for Tenants guide and consider how we can help to support it?
- we will challenge any negative perceptions generated by the media and politicians?
- we engage with schools and elsewhere in the community to discuss the benefits of social housing?

Ticket (k) – enabling tenants as social housing ambassadors

How do we ensure that:

- we support tenants to be social housing ambassadors?
- a key part of our publicity is that tenants play a leading role in decision-making in our organisation?
- where we engage in national debate about policies that affect tenants, we tell Government and others that they should listen first to the voices of tenants?
- we empower tenants to be involved in community initiatives to create positive stories of their lived experiences and to challenge stigma?
- that we support tenants to play a role in national policy making that affects their lives and homes?

Ticket (i) – unite with tenants to tackle social housing stigma

How do we ensure that:

- we participate in debates with **Stop Social Housing Stigma**, other landlords, and others to develop ways to tackle societal social housing stigma?
- we feedback to **Stop Social Housing Stigma** about our progress with the journey planner so that SSHS can share best practice and continually improve the journey planner?
- we participate in campaigns that enable tenants to independently shape national policy making such as A Voice for Tenants, and the national agenda to build more social rent homes?
- we sign up as members of the **Stop Social Housing Stigma** campaign and encourage tenants and staff to also sign up as members?
- we support tenants to raise awareness of social housing stigma with local politicians and challenge any misrepresentations or stereotypes put out by politicians?

Appendix One – partners to the project and acknowledgements

a.   The partners to this project:

   i.   **the Stop Social Housing Stigma campaign**

         The SSHS committee:
         Lynne Brosnan - **Chair**   Nigel Hickmott
         Yaw Boetang - **Vice Chair**   Nasir Hussain
         Sally Trueman - **Secretary**   Colin Lincoln
         Fiona Brown - **Treasurer**   Indra Mudie
         Nigel Bowness   Barbara Seacombe
         Alan Chatfield   Sarah Simmonds
         Pam Hankinson

         Nic Bliss - **SSHS Campaign Director**

   ii.   **Chartered Institute of Housing**
         Sarah Davis – **Senior Policy & Practice Officer**

   iii. **Durham University Business School**
         Dr Mercy Denedo – **Associate Professor in Accounting**

   iv.   **Sheffield Hallam University**
         Professor Amanze Ejiogu - **Professor of Accounting, Society and Accountability**

   v.   **TPAS**
         Jenny Osbourne MBE – **Chief Executive Director**

   vi.   **YD Consultants**
         Yvonne Davies

b.   We gratefully acknowledge the funding support received from **Durham University** through its **Research Impact Fund** (RIF) for this project.

c.   We acknowledge and thank **those who have participated in the research** - we appreciate the support received from the respondents to the survey, and participants at the various focus groups - tenants, housing professionals and contractors for their insightful and critical comments in shaping this stigma journey planner. We appreciate the participants and the comments received on the presentation of the earliest draft of this stigma journey planner at the Tackling Stigma in Social Housing Working Group, Social Housing Roundtable, and at the Stop Social Housing Stigma webinar.

d. **Our Pioneer Travellers** - finally, we acknowledge the support we have received from the large number of landlords who have volunteered to be our "Pioneer Travellers" to pilot this stigma journey planner for the next six months.

Contact us: for further additional information or clarifications about the project and the **tackling stigma journey planner**, please reach out to us via email by contacting either
Nic - info@stopsocialhousingstigma.org or call 07947 019287 or
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Appendix Two – the journey planner and the regulatory framework

The **tackling stigma journey planner** relates closely to various elements of the Consumer Standards. In the text above, we have suggested that whilst the regulatory standards are about *what* landlords are required to do, the journey planner should be considered to be more about tenants and landlords working together to work out *why* certain things need to be done and *how* operational practice need to chan*ge*. The **tackling stigma journey planner** is based on the understanding that shared common ground between landlords and tenants will result in growing hearts and minds to support for what landlords are required to do.

Required Outcome 1.1 of the **Transparency, Influence and Accountability Standard** requires Registered Providers to treat tenants and prospective tenants with fairness and respect. Perhaps what we are trying to do with the journey planner is to provide greater definition of what *respect* in this context means and this is therefore an overarching theme of the journey planner.

Tickets **a** (trust), **d** (culture) and **e** (communications) are relevant across all service delivery Consumer Standards

Ticket **j** (celebrating social housing) is relevant to the **Neighbourhood and Community Standard** Required Outcome 2.1 Local Co-operation

Ticket **g** (repairs) & ticket **e** (communications) are relevant to the **Safety & Quality Standard** Required Outcome 2.3 Repairs, maintenance and planned improvements in respect of how repairs services are delivered and in respect of how tenants are communicated with and given information in respect of repairs

Ticket **c** (hearing every voice) and ticket **e** (communications) are relevant to the **Transparency, Influence and Accountability Standard** Required Outcome 2.1 in respect of meeting diverse needs and ensuring effective communications and information and Required Outcome 2.3 in respect of appropriately providing information about landlord services

Ticket **h** (a first rate staff team) is relevant to the **Transparency, Influence and Accountability Standard** Specific Expectation 2.1.3 in respect of enabling accessibility to staff

Ticket **b** (Tenants Leading Change) is relevant to the **Transparency, Influence and Accountability Standard** Specific Expectation 2.2.1 in respect of providing tenants with a wide range of meaningful opportunities to influence and scrutinise landlord strategies, policies and services

Ticket **e** (communications) is particularly relevant to the **Transparency, Influence and Accountability Standard** Specific Expectation 2.3.2 in respect of providing information to tenants that they have a right not to be stigmatised by their landlord or by repairs operatives

Ticket **f** (service delivery) is relevant across all service delivery aspects of the Consumer Standards but also specifically to the **Transparency, Influence and Accountability Standard** Specific Expectation 2.3.3 regarding an appropriate follow-on culture

Ticket **h** (staff team) is relevant to the **Transparency, Influence and Accountability Standard** Specific Expectation 2.3.5 in respect of providing information to tenants about the staff team

The Complaints Culture element of Ticket **f** (service delivery) and Ticket **e** (communications) relevant to the **Transparency, Influence and Accountability Standard** Required Outcome 2.5 in respect of providing a simple and accessible complaints procedure and that accessible information is available. Clearly the Complaints Culture element of Ticket f (service delivery) directly relates to the Housing Ombudsman's **Complaints Handling Code**.

Ticket **i** (governance) and ticket **b** (Tenants Leading Change) are relevant to the **Governance and Viability Standard** Required Outcome 1.1 in that Registered Providers are required to be accountable to their tenants

The stated aim of the forthcoming **Competence and Conduct Standard** was identified by the then DLUHC as setting a "broad, outcomes-focussed standard which will help to drive culture change and reduce unprofessional attitudes and stigma within organisations".

It is not yet known what will be included in the Government's direction on the Competence and Conduct Standard, but clearly all parts of the tackling stigma journey planner are directly related to achieving this stated aim.