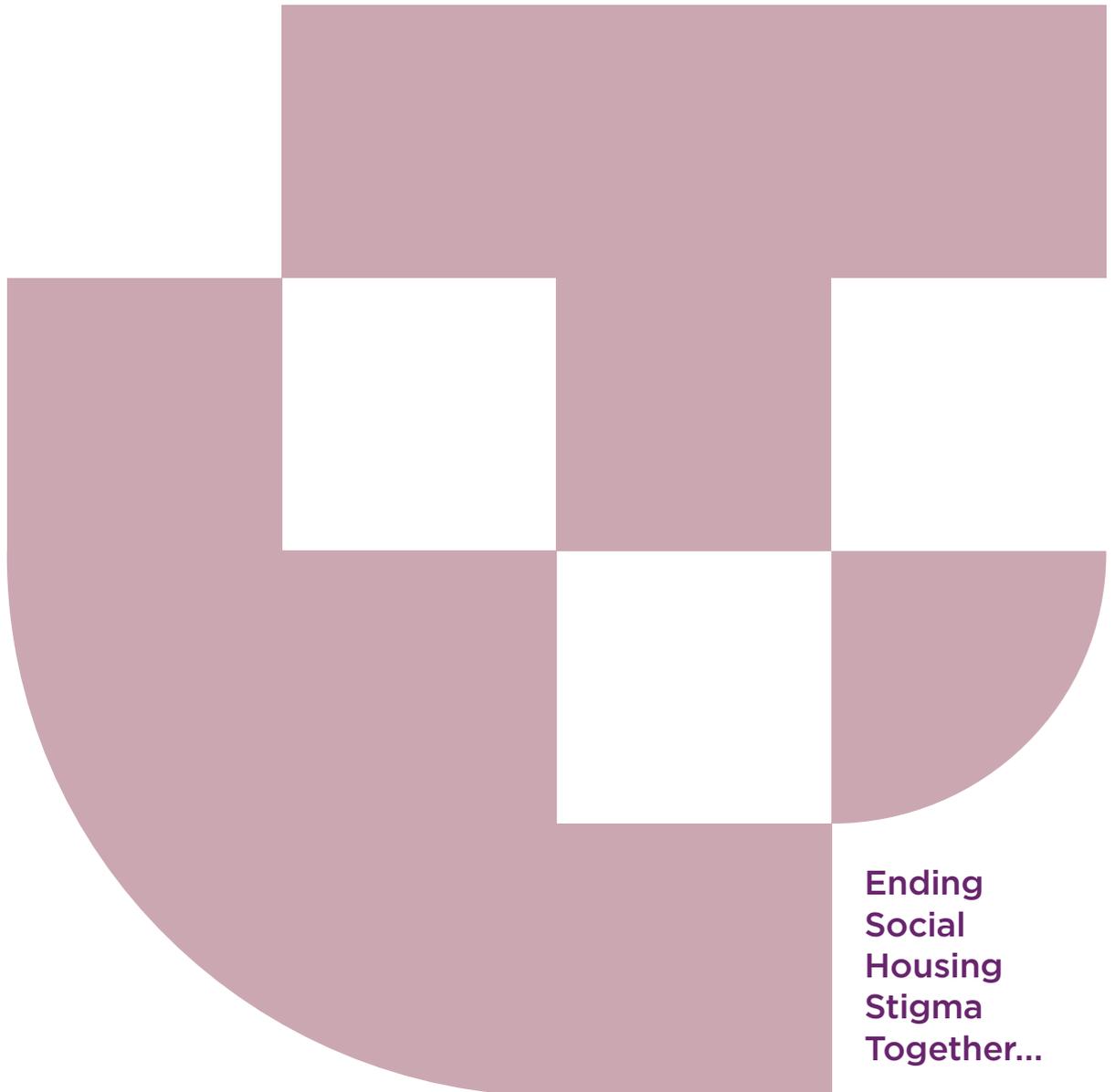


The Tackling Stigma Journey Planner

Nic Bliss, Mercy Denedo & Amanze Ejiogu



About the Authors

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Mercy Denedo is an Associate Professor of Accounting at Durham University Business School. Her research critically explores the intersections of social, accountability, and environmental challenges, with a focus on sustainability, housing, extractive industries, prisons, and water governance, to inform policy, enhance practice, and promote social justice for marginalized communities.

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We acknowledge the support and contributions we have received from the 11 landlords who volunteered to be our "Pioneer Travellers" to pilot the stigma journey planner, the contributors of the case studies as well as their tenants, staff, contractors and others who participated in the workshops.

Address for correspondence

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The Pioneer Travellers were:

Colchester Borough Homes, Greatwell Homes, The London Borough of Croydon, London & Quadrant, Medway Council, Mid Suffolk & Babergh District Councils, Newcastle City Council, Progress Housing, Thirteen Housing, Trident Housing.

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The tackling stigma journey planner



Introduction

The **Tackling Stigma Journey Planner** is a framework for tenants, landlords and others to use to plan out a journey to tackle stigma. It is a flexible framework that enables discussion and debate about what social housing stigma is and what actions can be taken to address it.

What do we mean by social housing stigma?

Stigma in social housing comes in many forms. Earlier research sets out how social housing tenants are affected by stigma, how it shapes their experiences and what can be done about it¹. Our current research² has added to this growing body of knowledge, as has research carried out by the G15 group of housing associations³ which found that nearly half of tenants feel stigmatised living in social housing, and nearly half of those feel stigmatised because of something the landlord has or has not done. Reading that across the whole sector, that amounts to nearly two million tenancies.

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 or meaningful involvement.
- f) negative consequences for the lives of social housing tenants affecting their quality of life and life chances.

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

3 "Taking the Stigma out of social housing: The Residents View" (G15 2025). Further stigma research – "Breaking Barriers: Understanding and Reducing Social Housing Stigma" (Flagship Group 2025).

We have produced a set of short films of tenants, housing professionals and academics talking to camera (available on SSHS's and Durham University's website) about social housing stigma which illustrate stigma perceptions.

SSHS has worked with **Dr Mercy Denedo (University of Durham), Professor Amanze Ejiogu (Sheffield Hallam University), Chartered Institute of Housing (CIH), TPAS and YD Consultants⁴** to produce this journey planner. Survey and focus groups consultations led to the launch of a prototype journey planner at the Housing Community Summit in September 2024. This led to pilot projects to test and further develop the Journey Planner with 11 Pioneer Traveller landlords (6 local authorities – including one Arms-Length Management Organisation – and 5 housing associations) from October 2024 to May 2025⁵.

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 best place to start from. And ... some don't know yet the benefits to their tenants and improved organisational culture of making the journey!

What is clear is that a journey needs to be taken. There could be many ways that that journey could be taken. The key is that tenants, landlords and others need to be in an ongoing dialogue with each other about stigma and the housing sector needs to learn together about what works and what doesn't.

Surely not more standards!

The Journey Planner is not intended to add extra workload. Nor is it intended to add an additional set of stigma standards. However, travelling on your tackling stigma journey will help you to demonstrate compliance with many of the Consumer Standards and some aspects of the Governance Standard. The Journey Planner will help to define what it means for landlords to **treat tenants with fairness and respect**, and implementing action points relating to it over time is likely to improve **Tenant Satisfaction Measures**.

The Journey Planner complements and provides 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 based on shared common ground between landlords and tenants resulting in developing hearts and minds support for what tenants want and 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.

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 an ongoing journey where we don't quite know the destination and it may feel like we will never arrive.

⁴ See Appendix Three 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

⁵ The methodology, conclusions and recommendations from this research is set out in "Challenging Stigma in social housing – the Tackling Stigma Journey Planner".

The journey planner

The **Journey Planner** is aimed at getting everyone thinking! What are we aiming for? What can we do to get us there? A journey starts with getting tickets – a set of commitments that will help you to board or remain on the tackling stigma train:

The tickets	
Ticket (a)	Culture moves at the speed of trust – doing what is necessary to build the right culture and trust between tenants and the landlord
Ticket (b)	Tenants Leading Change (TLC) - enabling tenants to play leading roles in decision-making
Ticket (c)	Tackling stigma in service delivery and repairs
Ticket (d)	First-class staff – demonstrating values and respect and addressing conscious and unconscious stigmatising attitudes and behaviours
Ticket (e)	Stigma and governance – ensuring that the governing body considers how stigma impacts tenants, communities and organisational culture and having oversight of how stigma will be tackled
Ticket (f)	Celebrating social housing – the volunteers and community work done by tenants; enabling tenants as ambassadors; uniting with tenants to tackle wider societal housing stigma

Within each ticket are a set of questions designed to help tenants, landlords and others decide where your tackling stigma train is going; when you are going to take each leg of the journey and in what order; and the actions you need to make your journey successful.

There could be various ways that you and your tenants consider your journey. We set out how we approached the Journey Planner with our Pioneer Travellers in Appendix One and in the case studies report. It is intended that tenants, landlords, contractors and any other stakeholders can use the Journey Planner in whatever way suits them to work together to address stigma issues that are important to them. The more that tenant voices are heard in considering the Journey Planner, the more effective outcomes are likely to be.

We welcome you telling us how you are approaching the Journey Planner. We may produce a case study of what you are doing if you wish

If you want our help to navigate the tackling stigma journey planner please get in touch

Nic - info@stopsocialhousingstigma.org or 07947 019 287 or

Mercy - stigmaconsultation@gmail.com or 0191 334 5107

The tackling stigma journey planner

It is up to tenants, landlords and other partners to decide together which tickets are needed, when and the plans needed to make the journey successful. The questions below are designed to help you make the right decisions for you about your journey.

Overarching questions to be considered alongside each ticket:
• Stigma strategy - how successful is our strategy to tackle stigma?
• Dialogue - how successfully are we creating dialogue between tenants, staff at all levels, operatives, contractors and others?
• One Team - how much of a “one team” approach have we built, bringing together tenants, staff from all sections, contractors, Board Members/ Councillors and others?
• Feedback - have we fed back to Stop Social Housing Stigma about our progress to share best practice and continually improve the Journey Planner for others?
• Stop Social Housing Stigma campaign membership - is the landlord a corporate member; have we encouraged tenants, staff and contractors to sign up as members?



Ticket (a) - Culture moves at the speed of trust

Trust	do we regularly discuss with tenants what trust means to them? Do we assess how much tenants trust the landlord; do we consider what can be done to build trust?
Culture	do we have a culture of fairness, respect, compassion, accountability, empathy, listening, dialogue & partnership with tenants? Do behaviours of staff, board members/ councillors fit within that culture?
Communication and partnership	do we regularly communicate collectively and seek partnership dialogue with tenants about key issues and challenges?
Transparency	do we have a culture of transparency, where we explain how and why decisions are made? Do we aim to ensure tenants get all the information they need to input into decision-making?
Follow up	do we have a culture of following up issues with tenants?
Dialogue	do we have an honest and grown-up dialogue with tenants regarding issues they raise, respecting their knowledge about their homes?
A culture of home	does everyone appreciate that the houses we own are tenants' homes and that they should be respected as such? Have we ensured that no one uses words such as stock, voids, assets, units?
A right to expect respect	do we set out the rights that tenants have and that they have a right to expect a respectful, listening and empowering culture where assumptions will not be made about them?
Breaking down tenure barriers	do we have a culture where social housing tenants, leaseholders and shared homeowners are not treated differently? Do we actively seek to break down barriers between them?
Beyond tick boxes	do we go beyond simple tick box regulatory compliance? Do we consider with tenants why compliance with each regulation is important to tenants and the right thing to do?

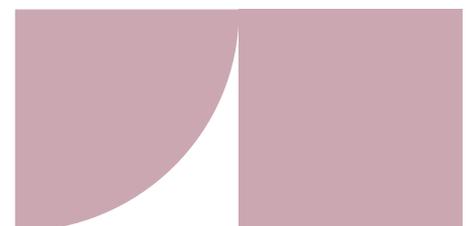


Ticket (b) - Tenants Leading Change (TLC)

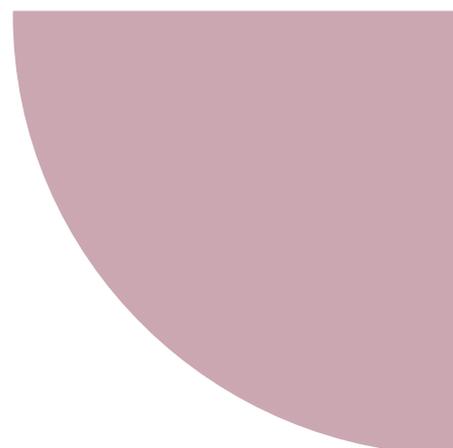
Co-design and co-production	do tenants play a leading role in decision-making throughout the organisation? Do tenants have opportunities to shape strategies and policies at blank sheet of paper stages? Can tenants participate in difficult and/or financial decisions?
A collective tenant voice	are tenants encouraged to engage collectively in dialogue with the landlord as well as being able to input individually through digital methods? Are tenants encouraged and supported to build networks between themselves? Are tenants encouraged to have a collective voice and use it to hold us accountable?
Diversity and inclusion	can tenants help shape diversity in tenant involvement – where active steps are taken to enable young and old, people from different backgrounds, ethnicities, and those who are unable to access services online to engage? Do we ensure that tenants from diverse cultures are encouraged and supported to participate?
Multiple methods	are the multiple methods by which tenants can be involved in the organisation developed by and agreed with tenants?
Interpreting data	are tenants able to collaborate with the landlord to interpret any data gathered from them?
Making involvement enjoyable	have we considered what is likely to lead to tenants wanting to be involved? Have we developed involvement activities around tenants? Do we use innovative techniques to get across complex information? Do we hold events that are of relevance to tenants? Do we aim to make involvement enjoyable?
Demonstrating tenant impact	do we demonstrate clearly how tenant involvement leads to action and delivery? Are we clear about how final decisions are made and if decisions are changed? Do we publicise how tenants have impacted on decisions? Do we acknowledge and publicise tenant achievements?
Personal benefits	do we consider with tenants what personal benefits might be available to support tenant involvement – eg. personal development through supporting CIH, TPAS or other qualifications; attendance at conferences; nominations for awards?
Tenant training	do we provide training for tenants who play a role in decision-making?
Direct engagement	does our approach to strategic involvement of tenants include direct engagement between staff and tenants?
Stigma surveys	do we survey tenants about social housing stigma and/or include questions about stigma and its impact in tenant surveys?
All staff buying in	do we encourage a positive relationship between tenants and Board/Council/Executive decision-makers? Are all staff (including back-office staff) encouraged and supported to engage with tenants?
The usual suspects	do we ensure we never refer to usual suspects?
Tenant scrutiny	do we encourage tenant scrutiny in all we do? Do we provide support as necessary to tenant scrutineers? Do we show enthusiasm for tenant scrutiny in all its forms as a means of improvement?
New build and major repairs programmes	do we welcome tenants helping to shape any new build or major repairs programmes? Do we encourage tenants to input into the design, repair and build process?

Ticket (c) – Tackling stigma in service delivery and repairs

Believing and trusting tenants	do we believe and trust tenants unless there is a clear reason not to? Do we recognise that tenants are the experts in their homes and knowledgeable stakeholders? Do we ensure that tenants' concerns are not dismissed? Do we ensure that we don't stigmatise the majority of tenants as a result of our systems to protect the landlord from negative actions by a minority of tenants?
A can-do culture	do we have a "can do" culture where everything is done to respond positively to tenant requests? If we can't, do we explain why and offer alternatives? Do we explain how systems work, not simply stating that something can't be done?
Getting to know you	are we using resources to gather information about tenants as a means of building relationships with them, enabling tenants to raise issues and discuss issues of concern? Are we publicising why we are gathering tenants' personal data? Are we using all staff or contractor contact to gather information?
Tenants' time is valuable	are we ensuring that no one makes assumptions about what tenants do or do not do in their personal lives or that their time is not valuable?
What do tenants want	are we making sure we never make assumptions about what is right for tenants and that we always actively seek tenants' views on what they want?
A follow up culture	are we instigating a follow up culture, where repairs, complaints and other service issues are routinely followed up to ensure matters raised by tenants are fully resolved?
Warm and friendly communications	are we working with tenants to review all communications to tenants to ensure they are clear, jargon and acronym free, warm and friendly, free from stigmatising rhetoric and assumptions and in normal language?
Personalising communications	do we personalise communications with tenants – sense checking and adapting template letters and other communications?
Landlord entrances	are the physical entrances to landlord offices accessible, welcoming and community friendly? Do tenants have to wait a long time to be seen?
Allocations	does debate happen with tenants, the local authority and others on how allocations systems can be adapted to better support sustainable communities?
Tenancy sign-ups	are there discussions with tenants about how tenancy sign-ups and follow up meetings are carried out to ensure that new tenants are welcomed into their new communities and that they are offered the information and support they need?
Complaints	do we actively encourage tenants to say when they are not happy about something in their home, neighbourhood or how the organisation is managed? Does our complaints culture go beyond simple tick box compliance with the Housing Ombudsman's Complaints Handling Code and the Regulatory Standards?



Ombudsman requirements	do we consider with tenants why compliance with the Ombudsman's Code is the right thing to do? Do we communicate well with those who have made complaints? Do we discuss the annual report and self-assessment required by the Ombudsman with tenants, including those who have made complaints?
Learning from complaints	do we discuss lessons learnt from complaints and actions that will prevent re-occurrence with tenants?
Repairs (all the above applies also to repairs, but our work with tenants has shown that repairs is an area that tenants can find particularly stigmatising)	
Repairs communication	are we communicating well with tenants so that they are kept informed about repairs, particularly where there might be delays or challenging issues? Are we treating tenants as part of the team to get repairs done?
Reviewing conscious and unconscious stigma	do we regularly review with tenants, conscious and unconscious stigma in the repairs and planned maintenance services?
Setting tenant expectations	do we provide information to tenants about what they should expect from repairs managers, contact centres, our directly employed operatives, and our contractors and their operatives?
Respect and assumptions	do we regularly review with tenants whether: <ul style="list-style-type: none"> a. they are treated with courtesy and respect b. they feel that assumptions are being made about them, their homes, their communities, and the roles they play in society?
Appointments and cold calling	do we ensure that flexible repairs appointments are available? Do we ensure that there is no cold calling, including by surveyors and others working on behalf of the landlord? Do we ensure that those managing repairs and operatives respect tenants taking time out to be at home for repairs appointments? If there are reasons why appointments can't be kept, is this communicated to the tenant?



Providing information to contractors	do we review with tenants how providing the right and sufficient information to contractors carrying out works (especially where vulnerabilities are involved) lessens the chances that contractors will behave in stigmatising ways in respect of appointments, access and other features of the repair?
Addressing additional needs	do we review with tenants how those managing repairs, operatives, and contractors are addressing issues relating to vulnerability, accessibility, language barriers and other additional needs?
No access communications	do we review whether our “no access” communications are valid and/or whether the way they are done is stigmatising?
Asset management	are major works and improvements programme, lifecycles of components, the lettable standard, environmental improvements, and health and safety compliance and funding priorities all discussed with tenants?
Home Condition Survey	do we refer to “Home Condition Surveys” rather than “Stock Condition Surveys” which suggests that they are not tenant’s homes?
Major works information and choice	are tenants provided with information about when major works will be done in their homes? Are choices available to tenants? Can tenants pay for higher standards or additional components?
Quality assurance	do we review the attitudes and behaviours of repairs operatives (directly employed or through contractors and their sub-contractors) alongside quality assuring standards of repair and issues raised through complaints?
Contractor procurement	are tenants fully involved in the procurement of contractors? Are anti-stigma clauses included into contractor contracts? Do anti-stigma requirements filter down to sub-contractors?

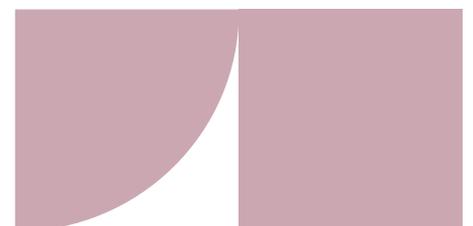


Ticket (d) – first class staff

Staffing culture	are we building a diverse staff team which embeds a culture of trust, fairness, respect, compassion, accountability and empathy? Are these cultural attributes are seen to be necessary to build a professional and competent staff team?
Staff recruitment	are tenants involved in staff recruitment, potentially for any role, but particularly for senior roles and contractor appointments? Does staff recruitment particularly highlight building trust, fairness, respect, accountability and empathy as being necessary requirements for all staff?
Staff handbooks	does the staff handbook reflect a culture of trust, fairness, respect, compassion, accountability and empathy?
Staff induction	is the right culture embedded into staff induction? Are tenants involved to instil appropriate behaviours and attitudes?
Interpreting data	are tenants able to collaborate with the landlord to interpret any data gathered from them?
Start to finish accountability	do we have a culture of “ownership” and “responsibility”, ensuring that someone takes responsibility and “owns” progress on issues, jobs, complaints and concerns raised by tenants?
Stigma training	do we provide comprehensive stigma related staff training, potentially involving tenants in delivery, to include believing tenants; active listening; awareness of unconscious bias; professional conduct and boundaries; culture issues (tackling the “I’m the landlord and you’re the tenant” culture); admitting when something has been done incorrectly; accountability for poor performance; being honest; not overpromising and saying when something can’t be done; sharing reasons and any alternatives; the language and words used and how they feel to tenants?
Staff management and development	are conversations about tackling social housing stigma encouraged and supported in team meetings, line management conversations and staff training programmes?
Whistleblowing stigma	is it straightforward, non-discriminatory and acceptable to raise stigmatising behaviours and attitudes as part of the whistleblowing policy?
Staff/tenant relationships	are we developing and valuing strong and enduring staff/tenant relationships? Are we reviewing how staff from different departments are accessible on a face-to-face basis for tenants and that access is not only available through contact centres or online?
All staff engagement	are all staff, including senior and back-office staff, involved as part of their work in engagement with tenants and in the community?
Staffing structures	is our staffing structure publicised? Are the purposes of roles explained to tenants? Are key staff responsible for services and complaints identified?
Tenant employees	are tenants with lived experience encouraged and facilitated to apply for employment with the landlord and the landlord’s partners? Do we review whether essentials that prevent tenants applying for roles are essential? Do we value lived experience alongside qualifications?
Empowered staff	are staff empowered to make urgent decisions where it affects a tenant’s wellbeing?
Celebrating positive behaviours	are we recognising staff exhibiting positive action relating to tackling social housing stigma? Do we celebrate success? Do we pass on compliments and ensure that they are known about at a senior level?

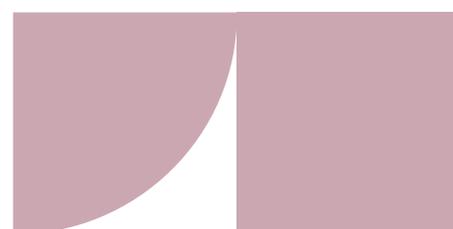
Ticket (e) – stigma and governance

A Tackling Social Housing Stigma commitment	has the Board/Council made a commitment to their tenants to tackling Social Housing Stigma? Has it set an overarching tackling stigma strategy? Does it monitors its delivery?
Strategic responsibility for tackling stigma	does the Board/Council take overall responsibility that a tackling stigma culture permeates through organisational values, strategic objectives, structures and operational culture?
Governance information	is governance information provided to tenants – including: <ul style="list-style-type: none"> a) information about how the Board/Council and Committee structures are set up b) regular summaries of key issues being considered and agreed at governance level c) the issues that Board Members/Councillors consider are of most importance to tenants and how they know that this is the case?
Governance meetings with tenants	are Board Members/councillors taking part in multiple opportunities to meet with tenants?
The Strategic Plan	does the Board/Council seek tenant support for strategic priorities? Is tackling social housing stigma included as a strategic priority?
Stigma as a cross-cutting theme	does the Board/Council considers all housing related issues in the light of tackling social housing stigma?
How your rent is spent	does the Board/Council require that how rent income is used is explained to tenants? Does this explanation include comparisons with previous expenditure and expenditure in other landlords? Does the explanation set out how good value for money is being achieved?
Promoting community cohesion	does the Board/Council take responsibility for ensuring promotion of community cohesion, good neighbourliness and civic engagement as a means of tackling stigma, particularly when approving development of new homes?
Tenant voice	does the Board/Council regularly review with tenants how tenants' voices are amplified in decision making? Does the Board/Council see, recognise and value tenants voice at the governance level?
Wider influence	does the Board/Council consider how its wider influence can tackle the wider stigmas felt by tenants from external bodies?



Ticket (f) – celebrating social housing

Positive stories	do we publicly celebrate the positive benefits of social housing? Do we work with tenants to put out positive stories about social housing tenants (using pictures of real tenants (not images from websites) in social media, newsletters and in the press?
Publicity strategies	do we widely publicise the importance and benefits to society of social housing and its tenants?
Celebrating tenant leadership	do we widely publicise where tenants play a leading role in decision-making?
Portraying tenants	do we ensure we do not portray tenants as vulnerable people we are here to save or that tenants need saving?
Negative stereotypes	do we regularly consider whether any publicity reinforces negative stereotypes of social housing tenants, their homes and their neighbourhoods? Do we ensure we never refer to sink estates, deprived areas or challenging/difficult neighbourhoods?
Cross tenure harmony	do we seek to facilitate harmony and partnership between tenants, leaseholders, shared and outright homeowners?
Community initiatives	do we empower tenants to be involved in community initiatives and to create positive stories of their lived experiences and contributions?
Fair Press for Tenants	do we consider the Fair Press for Tenants guide and how we can help to support and deliver it?
Schools, colleges and the Police	do we engage with schools, colleges, the police and others in the community to educate on the benefits of social housing and the roles that they can play to help us and tenants tackle social housing stigma?
Local politicians	do we support tenants to raise awareness of social housing stigma with local politicians and challenge any misrepresentations or stereotypes portrayed?
Tenants as social housing ambassadors	do we support tenants to be social housing ambassadors and to play a role in national and local policy making that affects their lives and homes?
Listen to the voices of tenants	do we engage tenants in national debate about consultations and policies that affect them? Do we suggest to Government and others that they should listen to the voices of our tenants before developing their agendas and policies?
Tackling wider societal social housing stigma	do we participate in debates with the Stop Social Housing Stigma campaign, other landlords, other tenant groups, and others to develop ways to tackle societal social housing stigma?



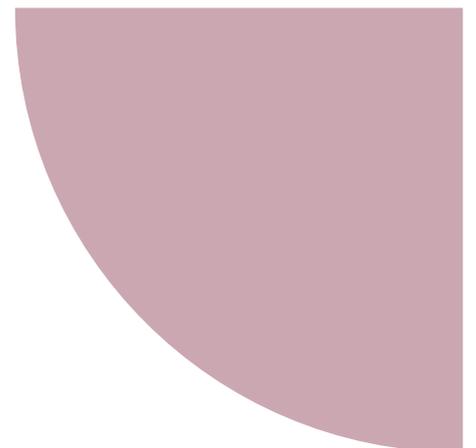
Appendix One – the methodology used with the Pioneer Travellers

The methodology we used with the Pioneer Travellers is set out in the case study report together with lessons learnt from that methodology. This methodology could be replicated by other landlords, but there may be other methodologies. The key intention is that:

- a) there is consideration of the tickets and questions set out in the Journey Planner
- b) the more that tenants are part of that consideration, the more likely that outcomes from using the Journey Planner will result in tackling stigma. There are also potential benefits from involving staff, operatives, contractors, board members/councillors and others in consideration of the Journey Planner.

The methodology generally worked well. Feedback from the Pioneer Traveller workshops was positive, and generally each of the Pioneer Travellers has reported progress in tackling stigma as a result of them. However, there were some learning points identified by the Pioneer Travellers set out in the case study report.

The feedback we had from our Pioneer Travellers on the workshops was extremely helpful and we have made use of the feedback to design a revised workshop process we will use with landlords who wish to work with us on the Journey Planner in the future. We have shared the points set out above to assist future landlords who may wish to make use of the Journey Planner to consider how best to do it.



Appendix Two – the journey planner and the Regulatory framework

The **tackling stigma journey planner** complements various elements of the Consumer Standards. Whilst the regulatory standards are about evidencing what landlords are required to do, the journey planner is about tenants and landlords working together to work out why certain things need to be done and discussing how operational practice needs to change. The **tackling stigma journey planner** builds on the understanding that shared common ground between landlords and tenants will result in growing hearts and minds to support what tenants want and what landlords are required to do.

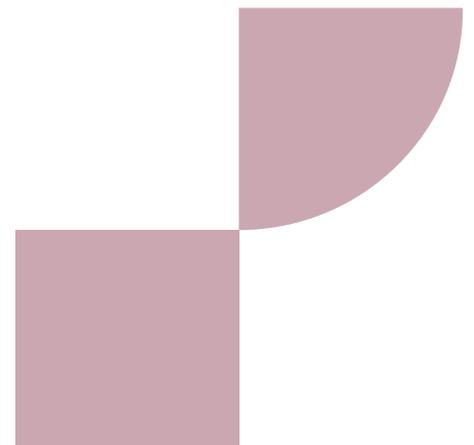
- Required Outcome 1.1 of the **Transparency, Influence and Accountability Standard** requires Registered Providers to treat tenants and prospective tenants with fairness and respect. The journey planner seeks to provide greater definition of what respect in this context means.
- Ticket a (culture moves at the speed of trust) is relevant across all service delivery Consumer Standards
- Ticket f (celebrating social housing) is relevant to the **Neighbourhood and Community Standard** Required Outcome 2.1 Local Co-operation
- Ticket c (Service delivery and repairs) is 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 b (Tenants Leading Change) is 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 d (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 a (culture moves at the speed of trust) 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 c (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 d (a first-class 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 c (service delivery) is 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 e (stigma and 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 in the Ministerial consultation as setting a “broad, outcome-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.



Appendix Three – partners to the project

a. The partners to this project:

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

The SSHS committee:

Lynne Brosnan - Chair	Nigel Hickmott
Yaw Boateng - Vice Chair	Nasir Hussain
Sally Trueman - Secretary	Becci James
Fiona Brown - Treasurer	Colin Lincoln
Nigel Bowness	Jim Martin
Joseph Deville	Keith Playell
Pam Hankinson	Barbara Seacombe
Pauline Hardmann	Sarah Simmonds

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
Caritas Charles – Policy and Insight Manager

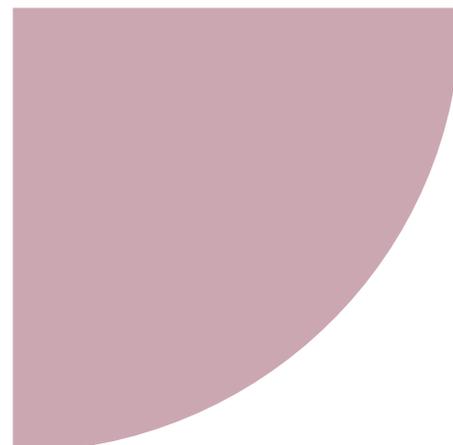
vi. **YD Consultants**

Yvonne Davies

b) 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 019 287** or

Mercy - stigmaconsultation@gmail.com or call **+44(0)191 334 5107**



References

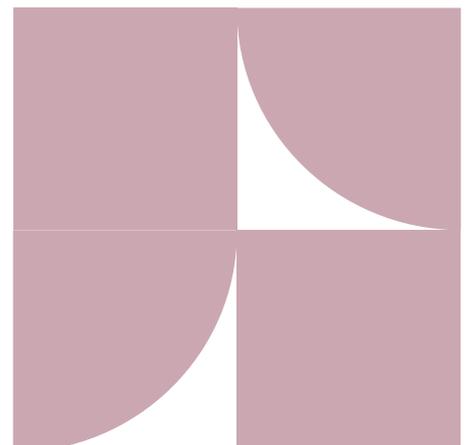
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Stigma and Social Housing in England: Feedback on the consultation responses

Marcy Denardo & Amanze Ejiogu



<https://www.durham.ac.uk/business/research/centres/centre-for-organisations-and-society/research-profile/case-studies/stigma-and-social->



The ending social housing stigma journey planner

The ending social housing 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 Customer 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 standards to best tenants with fairness and respect. It is also anticipated that the journey planner could contribute positively to:

- i) Improving the Tenant Satisfaction Measures that Registered Provider landlords are required to collect
- ii) The stated intention of the forthcoming Competence and Conduct Standard of achieving significant cultural 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. Here it raises their experiences and what can be done about it. Our current research¹ 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 interviews). They inform what social housing stigma is (experiences 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 know that for?
- We know what's best for you.
- We are the professional partner... it's a culture of disrespect and distrust.
- It's a hostile environment... it's a pretend engagement... it's not meaningful.
- There's a lack of accountability... a dismissive culture.
- Landlords find ways to not talk to you seriously.
- You're getting that reply... what are you complaining about?
- What about if another man he's late for a repair appointment? They're just tenants - they haven't got anything better to do than wait for us.

¹ 'Housing professionals and tenants' (Ejiogu and Denardo, 2019). 'It's the idea of Stigma in Housing: Stigma in Social Housing' (2019) and 'Stigma in Social Housing: Stigma in Social Housing' (2019) and 'Stigma in Social Housing: Stigma in Social Housing' (2019) and 'Stigma in Social Housing: Stigma in Social Housing' (2019).

² A survey, which gathered responses from 268 social housing tenants, 63 housing professionals and 6 contractors, on 14 housing issues with social housing tenants, housing professionals and contractors.

[housing-consultation-report/
https://stopsocialhousingstigma.org/](https://stopsocialhousingstigma.org/)