

Leadership 2025: Creating a more diverse leadership

CHC Leadership Conference 2018
19th June



Overview

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1.	Introductions
2.	Diverse Leadership
3.	Wales' response to Diversity
4.	Case Study: Leadership 2025
5.	Wrap up

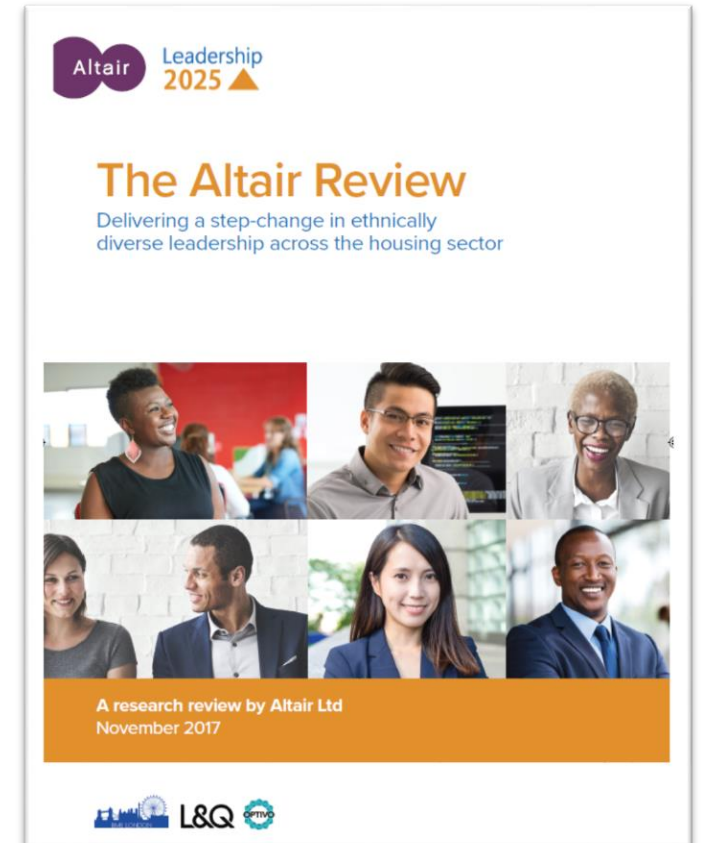


The Altair review

Delivering a step-change in ethnically diverse leadership across the housing sector

The review looked at:

- identifying where the sector stands currently
- developing a business case for diverse leadership
- scoping what the sector can learn from its past and present leaders and from other sectors
- highlighting what changes the sector should make now, a five-point plan



The Facts – where the sector stands

- BME individuals make up only 4.5% of all executives in the sector
- Contrast with 17% of social renting households in England in 2015/16 headed by a non-white person
- Only 50 BME board members out of 735 in total (or 6.8%), with 18 boards having no BME representation



Lessons from the past

- The race riots of 1981 and 1985 brought the need for racial equality to the fore of housing policy and the set up of BME housing organisations
- These organisations had acted as a springboard, providing previous BME leaders with the opportunity to take up leadership positions early in their careers
- Unconscious bias can create substantial barriers for those from ethnic minority backgrounds looking to develop their skills, networks and careers in the housing sector.

1. Report annually on key diversity statistics



Report on key diversity statistics in their annual reports, including BME representation at Executive and Board level

2. Set aspirational targets



Organisations set aspirational targets for their board and committee recruitment from under-represented groups

5. Lead by example



Chief executives and boards should take a pro-active and visible role in promoting, monitoring and endorsing all recommendations from the research

3. Interview more diverse pools of candidates



Organisations should commit to interviewing at least one BME candidate when recruiting to senior leadership positions and also ensuring their interview panels also include representatives from diverse backgrounds

4. Develop the leadership pipeline



Organisations actively develop their leadership pipeline, by placing an increased focus on developing talent of junior BME individuals in their organisations.

- Leadership



Board

Leadership



Executive

Leadership



HR, Recruitment, OD

- Some optimism
Stakeholders and Diversity Champions



Leadership Diversity Champions





Leadership 2025: Programme Ambitions

Vision and Mission

The vision of this programme is:

“a housing sector that is vibrant and diverse at all levels”

The mission of this programme is:

“to support and empower BME senior managers to become the sector leaders of the future”



The objectives of this programme are:

- for BME people within Housing Associations to feel there is a path for leadership
- To achieve better representation of people from BME backgrounds at senior levels.
- To facilitate a sector-wide cultural shift that recognises BME people are as likely to succeed as non BME people



- A regular cohort of BME Leaders as a visible part of the sector's wider leadership
- The Programme is designed to ensure that the individual has the best chance of career progression
- In the run up to 2025, there will be a number of milestones e.g. a staging post by 2020, an established programme to support up to 10 individuals every year and a well regarded evaluation programme
- Level of support to include providing coaching and mentoring advice to the next cohort of leaders



An intensive personal senior leadership development programme (SLDP)

Support BME Leaders, (in both mainstream and BME organisations) to assist them in making the transition to member of SMT or Executive Team

The nine-month programme covers:

- Core Programme – comprehensive learning experience to reflect on the type of leader each participant wants to be
- Strategic Leadership Programme – with Roffey Park mixed groups
- Mentor support from sector leaders
- Technical masterclasses with housing experts



James Murray with the Leadership 2025 candidates at the programme launch at City Hall

Issues/Common myths	Solutions
There isn't the talent	Leadership 2025 CEOs running mainstream HA
The business case for investing isn't strong	Research is compelling
Diversity slides down the agenda	Most active in 1980s/1990s Gaining traction again
Unconscious bias	We appoint people like us Wider awareness of the issue

- Government's Race Disparity Audit – look at how different ethnicities are treated across public services
- Parker Review – FTSE 100 Boards
- Lloyds becomes first FTSE 100 firm to set ethnic diversity target for senior management
- PwC reporting on ethnicity pay gap



Leadership
2025 ▲

Thank you/ Diolch
Any questions/ Unrhyw gwestiwn?