LEADING DIVERSITY BY 2020

In June 2015 CIH launched its presidential commission on leadership and diversity – which aimed to improve the diversity of leadership in our sector. We invited housing providers to sign up and deliver against the 10 challenges by 2020. There has been some great and innovative work going on – read about the progress of the signatories below.

If you haven’t signed up yet, clock here to visit our website.

How we have responded to our promises to the sector over the last 12 months?

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Action</th>
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<tr>
<td>Provide a framework for excellence through our equality and diversity charter</td>
<td>Following last year’s review of our equality and diversity charter 141 organisations have now signed up to deliver against the commitments in the charter</td>
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<td>Create a bespoke online platform containing a range of advice, information and case studies which highlight what works and why</td>
<td>We developed a webpage designated to the work of the presidential commission – read our blogs and find out what others are doing here <a href="http://www.cih.org/leadingdiversityby2020">http://www.cih.org/leadingdiversityby2020</a></td>
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<td>Provide mentoring support to all student members who are working towards chartered membership</td>
<td>CIH offers a tailored mentoring service for our members to help you develop into leadership positions across the sector. <a href="http://www.cih.org/Careers">http://www.cih.org/Careers</a></td>
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<td>Ensuring that content for CIH qualifications and our learning and development resources actively promote diversity and its benefits</td>
<td>All our learners sign up to our code of ethics. We know that many learners do our programmes to help them progress in their careers and take on more senior positions. Aspects of our programmes which support the drive for more diverse leadership include:</td>
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<td>• The flexible nature of our programmes means that people can fit them around other commitments e.g. caring</td>
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<td>• People can learn with us regardless of where in the country (and beyond) they are based - ability to/cost of travel not an issue, people in remote locations not disadvantaged</td>
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<td>• Presentation of materials and publicity – we bear diversity in mind when choosing illustrations, case studies etc</td>
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<td>• Course content:</td>
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<tr>
<td>1. Equality &amp; Diversity (L3) draws extensively on the CIH E&amp;D charter</td>
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<td>2. Ethical practice (L5) encompasses equality &amp; diversity issues</td>
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<td>• Course content – generally ensuring through our routine editing that E&amp;D principles are upheld</td>
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<td>We launched a new CPD module on Ethics this year to help housing professionals apply ethical principles to their practice.</td>
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Committing to the leadership and diversity challenges has had a really positive impact - here’s a taster of how organisations have changed how they work…

In May 2017, we carried out a second survey to continue to track the progress of those organisations who have signed up to the “Leading Diversity by 2020” challenges. The headline results are on pages 2-5.
1. Know the make-up of your communities and annually consider how you can improve the diversity of your board, leadership and staff teams.

Of those who completed our survey, 19% felt they had achieved this challenge, while 82% are currently working towards this.

Here’s a snapshot of the type of things our signatories have been doing to progress towards this challenge:

- An annual HR equality analysis comparing the profiling of staff, tenants and the area in which they operate
- All senior managers and managers have undertaken unconscious bias training

2. Compile diversity-related data on the composition of your 1) board, 2) executive team and 3) total workforce, and publish it in an accessible format in your annual report.

Of those who completed our survey, 29% felt they had achieved this challenge, while 71% are currently working towards this.

Here’s a snapshot of the type of things our signatories have been doing to progress towards this challenge:

- Quarterly reports are provided to our board and executive teams
- Information is presented every September in our tenants newsletter and annual review

3. Challenge all staff (and external agencies) responsible for recruitment to ensure that all shortlists include appropriate candidates from under-represented groups.

Of those who completed our survey, 37% felt they had achieved this challenge, while 64% are currently working towards this.

Here’s a snapshot of the type of things our signatories have been doing to progress towards this challenge:

- Developed specific mechanisms to unlock talent, specifically, how we can attract and retain females into senior roles as part of the Gender Pay Gap Review
- Ensure that shortlisting is done on merit without knowledge of the applicants personal details to avoid any unconscious bias

4. Ensure staff members involved in recruitment have completed mandatory training to ensure fair recruitment processes.

Of those who completed our survey, 50% felt that they had achieved this challenge, while 50% are currently working towards this.

Here’s a snapshot of the type of things our signatories have been doing to progress towards this challenge:

- All of our managers are supported and coached on a one to one basis throughout the recruitment and selection process by HR" - WHG
- All staff undergo training in this area
- An ongoing/rolling programme of recruitment training is in place
Leadership and Diversity Challenges - The Impact

5. Set an aspirational target for board/committee recruitment from under-represented groups to ensure that your governance structure is representative of the wider communities you work in.

Of those who completed our survey, 29% felt that they had achieved this challenge, while 71% are currently working towards this.

Here's a snapshot of the type of things our signatories have been doing to progress towards this challenge:

- Customer profiles and UK diversity benchmarking are used as aspirational targets
- Recruitment is specifically targeted at under-represented groups

“We are aiming for a greater diversity in age profile, to attract more young board members”
- Pobl Group

6. Have in place succession and talent management strategies which reflect the principles of inclusion and diversity, so that all staff can succeed and progress, if they have the right skills and values.

Of those who completed our survey, 38% felt that they had achieved this challenge, while 62% are currently working towards this.

Here's a snapshot of the type of things our signatories have been doing to progress towards this challenge:

- A new values based recruitment process ensures that all staff new into post hold our values as well as the skills and experience required to do their job
- Working on a project with Inclusive Employers and the House of Commons on a project entitled The Speakers BAME Leadership challenge
- A talent management strategy and three Leadership Academy modules

“Our new People Strategy will develop the new corporate theme of ‘growth’ to include personal growth”
- Swan Housing

7. Identify and provide appropriate mentoring and coaching opportunities for staff and Board members.

Of those who completed our survey, 48% felt that they had achieved this challenge, while 52% are currently working towards this.

Here's a snapshot of the type of things our signatories have been doing to progress towards this challenge:

- Running an ILM coaching course for a number of colleagues from the community empowerment team who are then able to offer coaching to tenant volunteers
- An informal ‘buddying’ system in place to enable Board members to share skills
- Developed a Leadership Development Programme which includes input on how to coach employees

“We have launched a leadership academy focused on developing staff”
- Midland Heart

8. Make diversity training mandatory for all staff, and use your corporate communication and culture strategies to ensure diversity is embedded with the organisational values.

Of those who completed our survey, 76% felt that they had achieved this challenge, while 24% are currently working towards this.

Here's a snapshot of the type of things our signatories have been doing to progress towards this challenge:

- Provide a range of more specific ongoing training for our staff in our suite of E&D/power courses
- Diversity training is mandatory, we offer a variety of delivery mechanisms including drama based training and on line training

“We have set up a a Diversity Champions Network, a network of staff from all areas who take the lead on diversity issues in their areas”
- Tower Hamlets Homes
LEADERSHIP AND DIVERSITY CHALLENGES - THE IMPACT

9

Champion the business case for a diverse workforce and leadership by encouraging your colleagues, peers and partners to sign up to the challenge.

Of those who completed our survey, 43% felt that they had achieved this challenge while 57% are currently working towards this.

Here’s a snapshot of the type of things our signatories have been doing to progress towards this challenge:

- Promote Leading Diversity by 2020 with organisations and networks they participate in
- Launching diversity champions across the workforce
- Speaking at sector events promoting the business case for diversity


10

Sign up and work towards the CIH charter for equality and diversity.

95% achieved this challenge and 5% are working towards it.

- It has provided a clear focus for excellence in equality and diversity performance
- The commitments have highlighted strengths in this area and help to provide a renewed focus.
- Included new challenges in overall equality and diversity strategic action plans.