



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 10 challenges by 2020. There has been some great and innovative work going on – read about the progress of the signatories below.

COMMITMENT

ACTION

Provide a framework for excellence through our equality and diversity charter

We reviewed our equality and diversity (E & D) charter earlier this year - 134 organisations have now signed up to deliver against the commitments in the charter

Create a bespoke online platform containing a range of advice, information and case studies which highlight what works and why

We have developed a webpage designated to the work of the presidential commission – read our blogs and find out what others are doing here: cih.org/leadingdiversityby2020

Provide mentoring support to all student members who are working towards chartered membership

We offer a tailored mentoring service for our members to help them develop into leadership positions across the sector.

Ensure that content for CIH qualifications and learning and development resources actively promote diversity and its benefits

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:

- The flexible nature of our programmes means that people can fit them around other commitments
- People can learn with us regardless of where they are based
- Presentation of materials and publicity conforms to accessibility guidelines, and we bear diversity in mind when choosing illustrations, case studies and guest authors
- Course content is developed to ensure equality and diversity principles are upheld – and some courses include specific modules focusing on E&D, including:
 - o Equality & diversity (L3) draws extensively on the CIH E&D charter
 - o Ethical practice (L5) encompasses equality & diversity issues

We launched a new CPD module on ethics this year to help housing professionals apply ethical principles to their practice.

In addition, all of our learners sign up to our code of ethics: cih.org/conductandethics

Share relevant good practice at member events and national and regional conferences.

Over the last 12 months we have celebrated the great work our sector has been doing through our programme of national and regional events – for example through workshops on equality and diversity, turning your commitments into reality at TAI 2016, a joint event with HDN later in 2016, and by showcasing the work of the charter signatories and others at our regional events.

Facilitate and present an annual survey which will track our sector's progress against the 10 challenges for housing providers

In May, we carried out a survey to track the progress of those organisations who had signed up to the 'Leading diversity by 2020' challenges. You will find the headlines on pages 2-6.

Committing to the leadership and diversity challenges has had a really positive impact – here's a taster of how organisations are progressing against the challenges, and how they have changed the work they're doing.

CHALLENGE 1

KNOW THE MAKE-UP OF YOUR COMMUNITIES AND ANNUALLY CONSIDER HOW YOU CAN IMPROVE THE DIVERSITY OF YOUR BOARD, LEADERSHIP AND STAFF TEAMS.

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

- Started to use scorecards to monitor their board and staff by gender, age, ethnicity, disability, sexual orientation, religion and belief
- Set up 'come on board'-style campaigns as a way to encourage a more diverse range of people to apply for board membership

46%

achieved this challenge

54%

are working towards this challenge



It has enforced our commitment at board and staff level as well as publicly

Newydd Housing Association

CHALLENGE 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.

Signatories have:

- Made plans to include this information in their annual report
- Collected diversity data via questionnaire, in order to identify any gaps in the make-up of boards, executive teams and general workforce

32%

achieved this challenge

68%

are working towards this challenge



[It] made us stop and think about the way we operate, not just in terms of leadership and recruitment but all of our processes

NPT Homes

CHALLENGE 3

CHALLENGE ALL STAFF (AND EXTERNAL AGENCIES) RESPONSIBLE FOR RECRUITMENT TO ENSURE THAT ALL SHORTLISTS INCLUDE APPROPRIATE CANDIDATES FROM UNDER-REPRESENTED GROUPS.

Signatories have:

- Included information about equality and diversity in the workplace in recruitment adverts
- Asked for recruitment agencies to provide diverse shortlists of candidates
- Required members of recruitment panels to have completed equality and diversity training

32%

achieved this challenge

68%

are working towards this challenge



All managers have undertaken our in-house and leadership and development program

Incommunities

CHALLENGE 4

ENSURE STAFF MEMBERS INVOLVED IN RECRUITMENT HAVE COMPLETED MANDATORY TRAINING TO ENSURE FAIR RECRUITMENT PROCESSES.

Signatories have:

- Set up unconscious bias training for staff
- Required managers to get involved with leadership and development programmes

59%

achieved this challenge

41%

are working towards this challenge



It has provided cross-business sign-up and leadership from the top of the organisation

Accord Housing Association

CHALLENGE 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.

Signatories have:

- Utilised data from local councils and census findings
- Formed groups with other housing organisations in order to reflect wider communities and learn from other teams
- Set targets regarding under-represented groups

18%

achieved this challenge

82%

are working towards this challenge



We actively encourage people from under-represented groups to apply for positions. Our targets are set utilising data from the council and the census. Bradford is a multi-cultural city and our board composition reflects this

Incommunities

CHALLENGE 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.

Signatories have:

- Developed a variety of leadership and development programmes aimed at current and aspiring managers
- Introduced new internal processes around appraisals, personal development and performance which help identify the potential for succession
- Revised organisational values to reflect the principles of leadership, inclusion and diversity
- Developed a specific talent management strategy

36%

achieved this challenge

64%

are working towards this challenge

CHALLENGE 7

IDENTIFY AND PROVIDE APPROPRIATE MENTORING AND COACHING OPPORTUNITIES FOR STAFF AND BOARD MEMBERS.

Signatories have:

- Introduced new internal coaching and mentoring scheme
- Joined up with other regional housing providers to provide cross organisational mentoring services
- Introduced a 'buddy' system for new staff and board members

45%

achieved this challenge

55%

are working towards this challenge



All line managers have been on coaching courses... We are still in the early stages of our ambition to be a coaching organisation

Six Town Housing

CHALLENGE 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.

Signatories have:

- Held a diversity day/week which provided a range of awareness raising and learning opportunities for employees and involved residents
- Employed the services of external diversity and inclusion providers – drama/ scenario based training was very popular
- Developed/ commissioned online/ e-learning diversity training for all staff followed individual discussions at 1-1s and team meetings

59%

achieved this challenge

41%

are working towards this challenge



We have mandatory diversity and inclusion training for our staff and managers... We have an annual diversity week and have a number of accreditations...

Affinity Sutton

CHALLENGE 9

CHAMPION THE BUSINESS CASE FOR A DIVERSE WORKFORCE AND LEADERSHIP - ENCOURAGE YOUR COLLEAGUES, PEERS AND PARTNERS TO SIGN UP TO THE CHALLENGE.

Signatories have:

- Set up internal inclusion and diversity working groups to act as champions and embed values across the organisation
- Created posters displaying the 10 challenges across the business
- Used staff communications – website, intranet, Facebook to highlight the positives of having a diverse workforce

45%

achieved this challenge

55%

are working towards this challenge



Given a focus to our work rather than just churning out the same old stuff year on year

Six Town Housing

CHALLENGE 10

SIGN UP AND WORK TOWARDS THE CIH CHARTER FOR EQUALITY AND DIVERSITY.

Signatories have:

- Gained a new focus to their work
- Started to follow the principles laid out in the charter
- Taken time to "stop and think" about the way they do things.

85%

achieved this challenge

15%

are working towards this challenge

TO FIND OUT MORE, OR SIGN UP TO LEADING DIVERSITY BY 2020, VISIT: CIH.ORG/LEADINGDIVERSITYBY2020

