



Gera Patel
Partner, Campbell Tickell

Stepping out of your comfort zone

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We are lucky to work in sectors that are strong on social values and committed to making a difference. So, most days I feel confident that I won't be seeing evidence of direct discrimination in a senior recruitment process.

I am not so naïve as to think that it never happens – and people are probably a bit more careful when I'm around. But I do genuinely believe that I work in a sector where most people care about diversity and are strongly committed to fairness. What I do see on a regular basis is something more subtle.

So, I'm making this plea to all of you powerful people who make decisions about appointments to senior roles. Consciously or unconsciously, interview panels can create situations where the invisible measurement bar for candidates ends up being higher for people who represent some kind of 'difference'.

What is being played out here is that everyone feels more comfortable with what feels familiar to them. So, there is a tendency to appoint candidates

Welcome to CT Brief: Diversity Focus

While there have been great strides forward in the ways diversity is recognised and treated, it is still under attack in many places, and we are in danger of regressing. Inside, contributors discuss how to ensure diversity, of both people and perspective, in the boardroom, at work, and through recruitment processes, as well as assessing the current environment across the not-for-profit and private sectors. Plus, extra pieces on issues such as Brexit, which is too topical not to include! We hope you find it interesting and useful.

Send us your thoughts via LinkedIn or to zina.smith@campbelltickell.com

The best candidate at an interview panel may be the person who brings the most difference to your organisation

who put you at ease. This can lead to the view that this is 'our kind of person' or 'they will fit in really well'. Occasionally, these may be legitimate assessments – but not all of the time. And certainly not in an organisation where leadership diversity is already limited.

Please think about this when you are poised to make that all-important decision on whom to appoint. And ask yourself, why is it that this person makes me feel comfortable, but that person doesn't? Take the time to properly reflect upon this (remembering that you probably told your recruiter that you wanted to see a diverse range of candidates). Then ask yourself why the person who represents the biggest difference couldn't be the best appointment.

It takes real courage to appoint someone to a leadership role who is strikingly different from what you already have. Someone who is going to stretch you and the team. Someone whose approach to work



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Ceri Victory-Rowe
Senior consultant, Campbell Tickell

Strength in board diversity

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Board diversity matters. Indisputably, as Simon Blake, deputy chair at Stonewall, wrote in our [November 2018 CT Brief](#): “diversity brings strength and creativity.” He added: “diverse boards bring different viewpoints and experience, helping to manage risk effectively.”

Collective recognition of the inherent value of diversity is changing board recruitment. Although there is some way to go for many organisations, there is every prospect that boards of the future will be much more diverse. But is amassing a collection of individuals with diverse characteristics enough to allow

organisations to realise the benefits of diverse boards?

Professor John Carver wrote about boards as incompetent groups of competent people. This is often used as a shorthand for the fact that we must not – in our laudable rush to populate boards with highly skilled people – lose sight of ensuring that the board becomes more than the sum of its parts.

In other words, at the heart of an effective board lie not only skills and experience, but the culture, values, attitudes, behaviours, expectations and ways of working. Each of these – which together fashion governance and dictate the value an organisation extracts from

its board members – is shaped by diversity (or the lack of it).

Diverse perspectives

A group of people who possess truly diverse characteristics, have diverse experiences and approach issues from different perspectives can make for interesting, and at times testing, board meetings. The role of the chair becomes harder, and even more pivotal, when groupthink is less likely, when board members challenge each other as well as the executive team, and when contributions are sometimes unexpected or unconventionally expressed. If boardroom culture fails to adapt to this, governance may be ineffective and board members may disengage.

The benefits of creating a boardroom dynamic where diversity is truly valued and can thrive are, however, huge. Organisations attending to their board recruitment can hope to reap these rewards.

But to realise these rewards, boards must recognise that attention to diversity has to go beyond recruitment, important as that is (see box, left). This should apply to boards and their chairs.

To discuss this article,
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Beyond recruitment: how to cultivate board diversity

- | | | |
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| <p>1. Define – and role-model – values for the organisation that prioritise inclusivity, tolerance, respect and curiosity.</p> <p>2. Create an inclusive culture spanning the boardroom environment, format of meetings and how different contribution styles are accommodated.</p> <p>3. Recognise and take action when the dynamic isn't right – leading the way by calling out bias,</p> | <p>discrimination, prejudice and unhelpful assumptions.</p> <p>4. Embrace diversity of perspective in the boardroom. This means accepting that some discussions may take longer.</p> <p>5. Dedicate time to exploring preferences and ways of working, and promote difference as something to be valued.</p> <p>6. Get the practical basics right in order to</p> | <p>accommodate diverse needs: meeting timings, childcare, travel, virtual meetings, etc.</p> <p>Of course, many organisations already attend to these things. Those that get it right have every prospect of attracting and retaining a diverse board, and creating a governance dynamic to which diversity of thought and perspective is central. They will be stronger for it.</p> |
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is informed by different life experiences and diversity of thought (a quick shout out to the chief executive and panel with whom I was interviewing recently, who did exactly that for their executive role).

I am not sure why you, as that powerful person, wouldn't also

“Ask yourself why the person who represents the biggest difference couldn't be the best appointment”

want to show the same courage. I sometimes walk away from recruitment processes asking myself: When did we become so frightened of hearing a different perspective? Why are we so threatened by difference? Are the foundations of a successful organisation so precarious that there is no resilience to manage change in a leadership post that

could also bring greater diversity?

I hope these thoughts help to generate some conversations. I for one am up for more debate from all perspectives. Some action would also be very welcome.

To discuss this article,
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Evie Copeland, *Vice chair, CIH Futures*
Neil Goodrich, *chair, CIH Futures*

Building a career in housing



CIH Futures was set up as an advisory panel to the Chartered Institute of Housing in spring 2017. The panel quickly evolved into a formal board made up of young volunteer housing professionals from across the UK.

We continue to pioneer housing as an exciting place to apply knowledge, skill and ambition – supporting the CIH to build sector appeal to bring the best talent to housing (see box, below right).

“I fell into housing” is a common, but clumsy and unconstructive way often used to describe an arrival into a sector that many love working in. One of our biggest tasks as a board is to grapple with the fundamental challenge of reaching those places where housing careers are completely unheard of.

Our offer to new professionals has grown significantly in the past 18 months. Our team became the driving force behind Housing 2019's Delegate of the Future event, also hosting a warm-up welcome networking session the night before.

Contributors to our Futures50 blog series joined the programme, presenting their own professional expertise as a key part of the conference agenda. Futures50 as a concept has been incredibly well received by the housing sector. The full series can be viewed at <http://medium.com/@cihfutures> – where countless young professionals are beginning to make their mark.

Jet boosters

When developing talent within the sector, it is easy to focus on large, one-off opportunities. Many

are excellent to put jet boosters on career development. Yet whether you are developing an individual, a team or an organisation, the small, everyday stuff matters as much as the big-ticket items.

Our remit has grown from day-to-day career development, to supporting young professionals into their first board position. Yarlington Housing Group was the first organisation to proactively

seek a young professional, offering a first-class development package for the post, and Saffron Housing Trust followed suit. We welcome the chance to support organisations with similar initiatives.

Outside In

All of our work this year has supported the upcoming launch of our Outside In strategy. This sets out how we will be more inclusive as a board, giving more opportunities to those building their careers to help them flourish. This is a commitment from us, already being honoured by a few leaders in the sector as well, that whatever events we are invited to, and whatever projects we are involved in, we will [share our platform](#).

At CIH Futures we will do our bit, but the organisations and people that make up this great sector need to do theirs too. We look forward to working together towards that aim.

For more information on CIH Futures, visit www.cih.org/CIHFutures

To discuss this article, contact **Greg Campbell**

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“We are keen to ensure that we use our platform for good and help as many as possible to develop their careers”

To date, CIH Futures can be credited with:

1. Raising more than £20,000 for Women's Aid.
2. Launching a £5-per-month professional membership offer for the under-30s.
3. Our continued work to kickstart a meaningful dialogue about the value a young workforce can bring to organisations.



Ashleigh Ainsley
Co-founder, Colorintech

Making the tech sector inclusive

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Colorintech is focused on one mission – to make Europe the most inclusive tech hub in the world. We do this by building programs that create access for ethnic minorities to some of the world's most innovative companies.

As the technology industry becomes an increasingly influential actor in our society, new innovations, from artificial intelligence to virtual reality, increasingly challenge our conceptions of representation. When ethnic minorities are excluded from the decisions that shape these views, we push divisiveness to the forefront. Exclusion becomes mainstream and we foster an environment where xenophobia, racism and discrimination are acceptable outcomes from our designs, products and workplaces.

Britain's boardrooms

The boardrooms of Britain's leading companies do not currently reflect the ethnic diversity of either the UK or their key stakeholders, including customers, suppliers and employees – all of whom are critical to their success. Our research shows that in 2018, less than 3% of board

leaders in the technology sector came from a BAME background, despite ethnic minorities making up 14% of Britain's population. Why is this and how can it be changed?

Support to change

Organisational leadership has a key role in changing this. But those charged with leading this change need to be supported. Through our work driving forward the agenda for a more inclusive business ecosystem, we have encountered a range of professionals working towards this aim. Unfortunately, we have found that many individuals are often hamstrung by their organisations and leaders on this mission.

Common complaints from leaders of diversity include not having the budget, teams, or internal buy-in to implement even basic changes, such as measuring and tracking diversity figures in their organisation. On the extremes, there are active movements trying to force out those who aim to make our platforms more equitable (see [Ellen Pao's experience at Reddit](#)).

We were not satisfied that these stories were told, nor was

there sufficient spotlight on these individuals and the change we are collectively trying to make. We wanted to ensure that the industry has clear guidance on how to build diverse environments, foster inclusion and engender belonging for all under-represented communities.

Having commissioned research spanning top executives from Monzo to Netflix, our recommendations are clear (see box, below). Our work spans geographies. We want to foster collaboration and share the learnings we observe from more than a decade of work pursuing similar aims in the US. There is no reason why the UK and other European countries cannot also demonstrate best practice.

While it is clear more work needs to be done, we are forthright in our belief in the ability of Europe to become the world's most inclusive technology hub.

Ashleigh Ainsley will be speaking at the CT20 Futures Event on 28 October 2019. To hear more from him and other creative leaders across the voluntary, public and private sectors, book here:

www.campbelltickell.com/events/ct20futures/

Find out more about colorintech:

www.colorintech.org/about



Our recommendations

1. For founders, executives, and leaders in companies who have a chief diversity officer (CDO):

- Allocate budget and resource to Diversity & Inclusion (D&I).
- Marry inclusion and diversity with your strategic objectives.
- Help your workforce to value D&I principles.
- Think globally and locally.

2. For founders, executives, and leaders in companies who don't have a CDO:

- Recruit one.
- Recruit widely.
- Start early.

3. For stakeholders who are looking to engage with diversity and inclusion leaders:

- Set selective, realistic objectives and KPIs.
- Measure, iterate and improve.
- Live and breathe your values.

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@DanielOGleser
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@tamant_Maint
@UKPhysGutha

Velocity

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What will the world look like in **20 years' time?**

To celebrate Campbell Tickell's 20th anniversary year, we are excited to announce our CT 20 Futures Event. Join us this October in London for a thought-provoking and interactive discussion with creative thinkers and leaders across the voluntary, public and private sectors to discuss the future of society. Topics to be covered include the future of community, leadership, governance, technology and more!

Date: 28 October 2019
Venue: RocketSpace, 40 Islington High St, London N1
(Nearest tube: Angel Islington)
Timings: 16.00 – 18.00 followed by drinks & canapes
Book your tickets: campbelltickell.com/events/ct20futures/
Enquiries: events@campbelltickell.com

Confirmed speakers:



Julia Unwin, CBE
Chair, Independent
Inquiry into Future of
Civil Society



Shamik Dhar
Chief Economist, BNY
Mellon Investment
Management



Joanne Roney, OBE
Chief Executive,
Manchester City Council



Ashleigh Ainsley
Co-founder, Colorintech



Lisa Taylor
Founder, Coherent Cities
and Executive Director,
Future of London



Mark Gregory
Chief Economist, EY



Michelle McEtrick
Group Brand Director,
Tesco



Einstein Ntim
Managing Partner, Africa
Future Fund and CEO,
GlobalStartupEcosystem.com



Paul Bickerton
CEO, London Football Association

Harnessing the power of grassroots football



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The London Football Association is responsible for governing, safeguarding and developing grassroots football across the capital. Established in 1882, we have a rich history. We have been undergoing a period of exciting transformation and modernisation, with a new board and CEO in place and a new strategy to take us to 2024.

Our vision is to harness the power of grassroots football to enrich more lives in London. We are passionate about the wider benefits that football can bring to society and want to work with a broader range of partners across the capital to make this happen.

What is grassroots football?

Grassroots football is football that is non-professional and non-elite. This includes, but is not limited to: amateur adult, women and children's football, schools and youth football, small-sided football and even futsal. In short, grassroots football is played by the masses at a level where participation and a love of the game are the driving force.

Challenges

The challenges currently facing the grassroots game have been well documented. People are migrating

Engaging with under-represented groups in grassroots football will require a more diverse workforce

to more bite-sized forms of football, particularly in London, and this is having an impact on our traditional 11-a-side leagues.

The importance of embedding the right safeguarding standards has quite rightly increased but this is placing a significant administrative burden on our volunteers. Rising costs mean that local clubs and leagues are struggling financially.

These challenges should be of concern not just to those people who care about football, but to everyone. Local clubs and leagues improve the physical and mental health of people in the local community, creating employment and personal development opportunities for all and bringing diverse communities together like no other sport can.

A new strategy

The London Football Association represents this part of the game. Our new strategy sets out a bold new ambition – one that, if successful, will ensure that the grassroots game in London can thrive again.

It has five headline goals, underpinned by 13 specific objectives. These goals are to:

- 1** Create safer environments for people to thrive
- 2** Lead the growth of structured football in London
- 3** Improve access to the game for under-represented groups
- 4** Develop a workforce as diverse as the city itself
- 5** Improve the business to better engage with and serve our members

Diversity

Diversity is central throughout the new strategy, ensuring that three under-represented groups have more opportunity to play football: women, people with disabilities, and people from lower socioeconomic backgrounds. Engaging with these groups will require a more diverse workforce, and a number of objectives in the strategy focus on recruiting more women and people from a BAME background to coach, referee and administer football.

We've already made a good start, such as our 100 FC women's coaching programme, and we are creating small-sided leagues in partnership with Play Football, targeting young men aged 16-19.

Partnerships

To deliver this strategy, we need to engage with a much wider range of sporting and non-sporting organisations such as local authorities, housing associations and a variety of national and local charities and community groups.

If you think a partnership with the London Football Association could help you deliver some of your organisational aims and objectives then we'd love to hear from you. Please email me at Paul.Bickerton@londonfa.com to get the ball rolling.

To discuss this article, contact
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John Perry
Policy adviser at the Chartered Institute of Housing

The 'right to rent' is discriminatory – enough is enough



Chartered
Institute of
Housing

The new home secretary, Priti Patel, is now overseeing the review of the 'hostile environment' immigration policy promised by her predecessor, Sajid Javid. In many ways housing is the most urgent issue. Obliging private landlords to check the passport of anyone applying for a letting (the 'right to rent') is a key element of the hostile environment.

But this was dealt a major blow in a court judgement sought by the [Joint Council for the Welfare of Immigrants \(JCWI\)](#), which said the scheme discriminates against people according to their nationality.

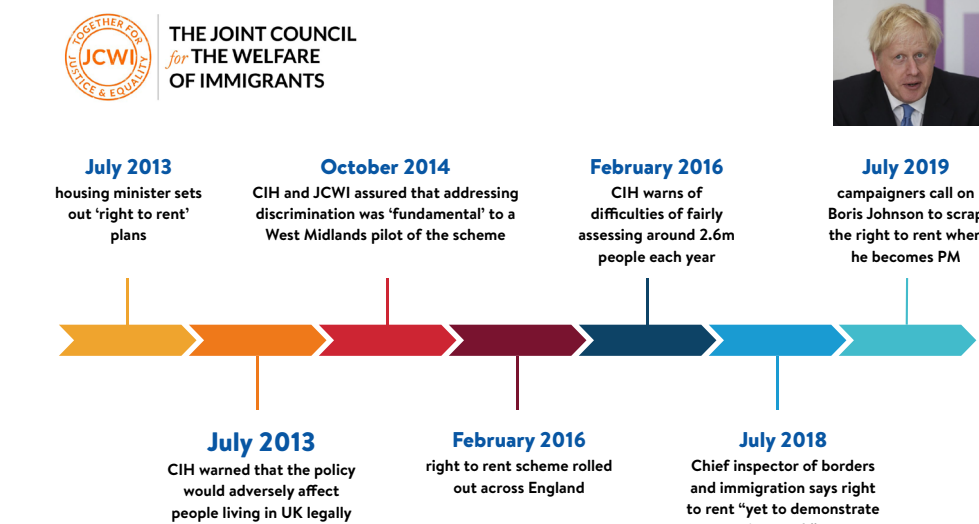
Mr Justice Martin Spencer's judgement on 1 March was excoriating, saying the scheme "not merely risks causing illegal discrimination, but is certain to do so". If the judgement is upheld on appeal, the Home Office will have to find a way to make the scheme compatible with human rights law. In the meantime, it cannot be extended to the rest of the UK as the Home Office planned.

Championing the cause

It took more than five years to win an argument that was championed from the start by the Chartered Institute of Housing. In 2013 the housing minister wrote to the CIH's chief executive, setting out plans to deter 'illegal' immigrants by obliging landlords to make document checks. The CIH immediately said that such a change would affect people living legally in the UK, as landlords would likely play safe by rejecting anyone who failed to produce a UK passport.

Along with the JCWI, we repeated our arguments in the run up to the pilot scheme that took place in the West Midlands, and were assured in October 2014 that discrimination was "the most fundamental question" to be addressed.

Despite this, the scheme was rolled



Housing is the most urgent issue in the 'hostile environment' immigration policy – of which the 'right to rent' is a key element

out across England in February 2016. The CIH again warned that, with around 2.6 million people to be checked each year, "landlords may simply discriminate against anyone they believe isn't British, even if they have a legal right to live in the UK". The CIH pointed out that a scheme costing £4.7 million a year had led to only 31 'illegal' migrants being removed from the country. Then last year, the chief inspector of borders and immigration reported that the right to rent "had yet to demonstrate its worth," confirming the CIH's point that the discriminatory effects of the policy were not being monitored.

Worsening discrimination

[Research by the JCWI](#) found that 51% of landlords are less likely to rent to non-British tenants and 48% are less likely to rent to those without a British passport. A [Residential Landlords Association \(RLA\) survey](#) also found that half of landlords are reluctant to let properties to working migrants and some will not even rent to European nationals. Given the complexity of rules relating to EU nationals after Brexit, such discrimination is likely to worsen. And recently, the RLA,

the JCWI and 'the 3 million', which represents EU citizens in the UK, urged Boris Johnson to scrap the right to rent.

The Home Office is to appeal against the High Court judgement, and will face evidence from landlords of the problems that their own sector is experiencing and which are leading many of them to discriminate, as well as further evidence on behalf of migrants and black and ethnic minority groups.

But instead of pursuing the appeal, why doesn't the Home Office abandon a costly measure which has had little impact on illegal immigration and whose bad effects were highlighted in the Windrush scandal? Sajid Javid could only issue an apology for its effects. Will Priti Patel, also from a second-generation immigrant family, now say enough is enough?

John Perry runs the CIH housing rights website. Find out more:
www.housing-rights.info

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Zina Smith

Marketing and communications co-ordinator, Campbell Tickell

Top 5 'diversity-related' LinkedIn topics

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LinkedIn Content Intelligence recently analysed engagement with diversity-related content across its platform over a six-month period from October 2018 to March 2019. The research revealed which topics drive the greatest engagement.

Report findings

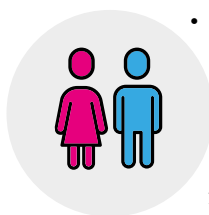
First, the report showed who is looking at these subjects. Executive-level staff engage most with diversity-related content, with senior partners 4.6 times more likely to do so than the average LinkedIn user. Regarding industries, financial firms (venture capital and private equity firms) are most strongly represented as engaging with diversity issues, followed by PR, communications and management consultancy. The absence of public sector and not-for-profit sectors is curious, although may reflect the demographics of LinkedIn.

The following diversity-related topics were ranked from highest to lowest engagement.

1. Gender

It is no surprise that gender tops the list. The subject is most commonly written about, therefore the most engaged with. Most popular were:

- [Research on workplace equality and innovation.](#)
- [The relationship between gender diversity and business productivity.](#)



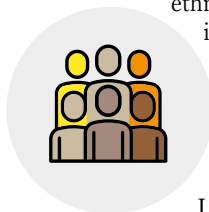
- An analysis of [how female support networks correlate with greater diversity](#); and gender-diverse businesses and top female leaders.

- International Women's Day campaigns proved popular, as well as [the need for male allies](#), and where [industries are failing in this area](#).

Stories of women in positions of leadership featured in 12% of the top 50 most engaging posts.

2. Ethnic diversity

Two themes were most popular here: discrimination in the workplace/recruitment, and stories of people overcoming such challenges – applicants from ethnic-minority backgrounds in the UK had to [send 60% more applications to get a positive response](#).

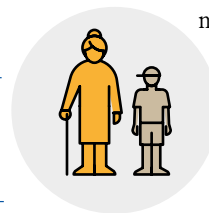


3. LGBTQ+

Popular subjects on LGBTQ+ included both positive and negative stories. For example, individual role models, who have been open about their sexuality, such as the [Metropolitan Police chief Cressida Dick](#), while stories of workplace discrimination were also prominent.

4. Age

Negative stories predominately related to the dangers of ageism, with popular articles published by the advertising and technology sectors, such as [the results of a survey](#) which found ageism across the media, advertising, PR and



marketing fields. The most popular content took a more positive position, for example the [TED talk by Chip Conley](#), on 'what baby boomers can learn from millennials at work and vice-versa'.

5. Cognitive diversity

This is defined as 'differences in perspective or information processing styles' ([Harvard Business Review, 2017](#)). Popular content included improving knowledge about the benefits of different ways of thinking and doing, such as: ['dyslexia – why are employers still afraid?'](#).



What does this show?

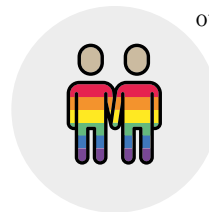
Organisations are certainly engaging with a wide range of diversity-related content at a senior level. This could indicate that diversity is 'mission-critical' for successful businesses. However, notably missing from the list of topics is class, which is still a pertinent issue for organisations.

This research is just a snapshot, other topics may yet come to the fore. It would be useful to compare results with previous surveys and

other media channels to see whether the topic ranking altered in any significant way. But the question remains: how far do those reading these articles go to change the status quo?

That's one for more scrutiny.

More information on this research is available [here](#).



LinkedIn Demographics

- Approximately 575 million users, across 200 countries, with around [25 million](#) users in the UK.
- Under [44% of LinkedIn users](#) are women
- 45% of LinkedIn article readers are in senior positions (managers, directors, etc.).
- [50% of users earn £45,000-plus compared with just 22% users, earning up to £14,000.](#)

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Sharon Carter
Chief executive, Habinteg

Delivering accessible homes for future generations

Habinteg
Accessible homes
Independent lives

Four years ago, when the optional access standards were introduced to building regulations for the first time, it was felt that housing policy had passed a huge milestone. Through Building Regulations Part M4, planning authorities were able to specify a proportion of new homes to be built to the accessible and adaptable standard (Category 2) and the wheelchair-user standard (Category 3). The downside is that the standards are optional.

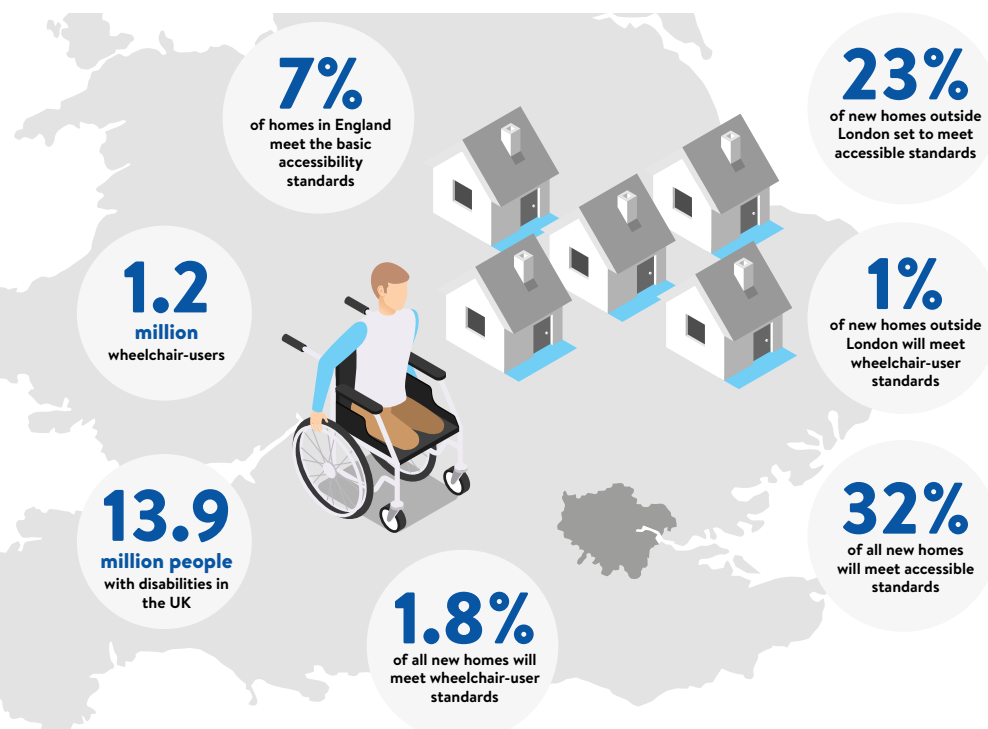
On 25 June, there was much jubilation in the Habinteg office on hearing the government announce its intention to consult on making higher accessibility standards for new housing mandatory. We saw a chink of light that could propel the delivery of accessible homes at a scale we feel the country desperately needs.

Now, with a new PM in Downing Street, there is the inevitable churn of ministerial appointments. We expect the new secretary of state for housing, communities and local government, Robert Jenrick, and new housing minister Esther McVey, will have new priorities. We don't yet know whether the momentum that was gathering around accessible homes will be lost. We hope that as a former minister for disabled people, McVey will understand how housing can affect independence and quality of life for people with disabilities.

Basic standards

At present, only 7% of homes in England meet the basic accessibility standards. Yet there are 13.9 million (22%) people with disabilities in the UK, including 1.2 million wheelchair-users. Alongside that we have a rapidly ageing population with the proportion of people over 65 set to rise to 28% by 2036.

In June, we released our [Insight Report: A Forecast for Accessible](#)



Habinteg's report found shortfalls in the projected number of homes outside London that will meet accessible and adaptable standards

Homes. We reviewed 322 local plans across England and estimated the trajectory for delivery of accessible housing between 2019 and 2030.

We found that outside London just 23% of new homes are set to meet accessible and adaptable standards, and just 1% will meet wheelchair-user standards. London's ambition to deliver all new homes to an accessible and adaptable standard boosts the overall figure to 32% and 1.8% respectively. To put it another way, the projected delivery ratio for every person with disabilities is 1:72 new homes, and for wheelchair-users it is 1:903.

Accessible homes are vital to enable older persons and those with disabilities to live safely and independently. Failing to address the deficit in the number of accessible and adaptable homes will mean the new properties we build are not able to meet the needs of our ageing and disabled populations. We are still living in

homes built hundreds of years ago. Homes that are built now are estimated to last 2,000 years given the current rate of development.

Fit for the future

To redress the balance, we will continue to call on the government to make the accessible and adaptable M4(2) Category 2 the mandatory baseline for all new housing. As the former Mayor of London, Boris Johnson has seen this policy in action and the benefit it brings. Let's hope the new vigour of his prime-ministerial administration translates into an ambitious, future-focused vision for housing. The government must seize the opportunity now to set the standard for design and ambitious targets for delivery to create places that will remain fit for future generations.

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Liz Zacharias
Senior consultant, Campbell Tickell

Ensuring social care workforce growth

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Skills for Care's [recent report](#), released in August 2019, provides an interesting overview of the size and structure of the adult social care sector and workforce in England.

The most eye-catching headline is that the sector needs to grow by 580,000 jobs simply to keep up with the growing number of over-65s (see box, right). Alongside this, the report highlights some interesting trends, for example that social care has the second-highest vacancy rate of all occupations (the NHS has the highest vacancy rate). Adult social care vacancy rates increased from 5.5% in 2013 to 8.0% in 2018.

Challenges

The challenges facing social care generally are well known and include local authorities managing increasing demand alongside reducing finances. This long-term trend has continued to the point where the adult social care system is commonly referred to as 'broken'.

This is further affected by the increased complexity of needs among people requiring social care support, partly compounded by the increasing thresholds for access to services introduced by many councils to manage demand.

Then there is the prevalence of low pay and an uncertain career path, with a general perception of care work as a low-status occupation.

That said, a [recent survey](#) did find changing attitudes, with eight in 10 people surveyed (83%) believing that care work is highly skilled and increasingly complex, and that pay rates should reflect this.

This poll, conducted by Survation for the GMB union, also revealed that 80% of people surveyed believe that care workers should be treated the same as NHS workers are treated in terms of levels of pay, training and conditions.



Key findings from the Skills for Care Report: the size and structure of the Adult Social Care Sector and Workforce in England 2019 (Aug 2019)

The main changes in the adult social care sector since 2009 highlighted in this section are:

1. An increase in the size of the workforce (up 22% between 2009 and 2018).
2. An increase in independent sector jobs (up 30%, or 290,000 jobs).
3. A decrease in local authority jobs (down 37%, or 65,000 jobs).
4. An increase in jobs within independent sector care homes with nursing (up 26%, or 60,000 jobs).
5. An increase in the number of jobs in domiciliary care (up 205,000, or 43%) although the rate of increase has been slower in recent years (up by 27,000 jobs, or 4%, since 2014).



The Skills for Care report states that the sector needs to grow by 580,000 jobs

Brexit

Alongside these well-rehearsed issues is the Brexit steam train coming down the track and an associated new immigration policy. The prospect of Brexit has seen EU migration – a mainstay of the care workforce – reduce over the past three years since the referendum, and there does not appear to be a burgeoning or even nascent domestic market taking the place of EU carers.

The proposed £30,000 minimum threshold for migrant salaries is beyond the budget of most care organisations and it is hard to see

any quick remedy to this staffing shortfall. What is an already difficult situation is likely to worsen. While the new government has promised [a once-and-for-all resolution to the care funding situation](#), will we really see a silver bullet fix to the problem? I don't think so and I am not alone.

[Recent research](#) from Anchor Hanover, England's largest not-for-profit provider of care and housing for older people, revealed that 68% of people do not trust promises of social care reform, while nearly three-quarters (73%) of people surveyed worry about not being able to afford to pay for their care needs in later life.

Action needed

Below I have set out what I believe needs to be done to improve prospects for care staff:

1 A really good PR campaign that focuses on how important care work is to the UK, and how highly skilled people must be to work in the care sector.

2 A structured career path with apprenticeships, as well as clear competency-based recruitment and skills, and aptitude development as well as leadership development. This would be valuable for many occupations, but for care it would be a real step forward if people were rewarded and recognised for being good care workers and continuing as care workers – rather than the upward trajectory of having always to include a step up to management, where in reality a different skill set is needed.

3 A revised pay structure – underpinned by a proper care funding settlement.

We need a training pathway, pay structure and career path that puts

Continued on page 11 →



Oli Pinch
Head of networks, Future of London

Am I part of the problem?



I am a middle-class, white male in my mid-30s. There are more of me in the built environment sector than any other demographic.

Despite appearances, I am an advocate for diversity, leading [Future of London's Speaker Diversity Network](#).

This initiative promotes opportunities for under-represented groups and brings fresh voices to the urban debate.

I see my 'lack' of diversity as a strength. It is an opportunity to stand out from my peers and show a way forward. Achieving real diversity doesn't mean moving people like me out of the way; it is about using my privilege to practise inclusive leadership and provide opportunities to people from under-represented groups.

This isn't easy for everyone and even the vocabulary – BAME, disabled, people of colour, LGBTQIA – can be confusing and difficult to use correctly. We need to get comfortable with these terms. There is already considerable [evidence](#) for why diversity is important. One statistic shows that where at least 30% of a business's board are female, the company is likely to boost its [bottom line](#).

The figure may not tell the whole story and could motivate people for

"Diversity doesn't mean removing people like me; it is about using my privilege for inclusive leadership"

the wrong reasons, but the point is that diversity invites innovation.

If we want to develop new solutions for the problems we face, we must invite people with different experiences and ideas. What matters now is how to achieve this.

Future of London's Speaker Diversity Network provides free, small, group public speaking workshops with honest feedback from peers and experienced presenters. Tied to that effort, FoL hosts a vetted Speaker Bank of sector experts from varied disciplines and backgrounds who can be matched to events.

The Network also invites organisations to nominate people from under-represented groups and to avoid speaking on single-demographic panels. Cross-sector organisations can use this and initiatives like it to inspire new people into the sector so that one day I won't be the dominant demographic in the room.

Until then, I'm fortunate to work for a small, diverse and forward-thinking organisation which is not afraid to put a white male forward to speak on this issue.

To discuss this article,
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care work on a par with nursing and social work or housing officers. The approach to the funding of care should recognise that we will all need an empathetic and skilled care worker to look after us when we are at our most vulnerable.

An approach that respects the profession of care worker, combined with a reward structure that is appropriate to the importance of

the role in a civilised nation would be transformative. It would also help guarantee that when it is our turn to be cared for, a skilled, positive and confident workforce will be ready and waiting to help.

To discuss this article,
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THE DIARY

NIFHA Annual Conference 3-4 October | Derry

CT are lunch sponsors, and Ceri Victory-Rowe, senior consultant at Campbell Tickell, will be speaking at the conference. This will take place on Day 1 at 4.40pm-5.20pm.

ICSH Biennial National Social Housing Conference 10-11 October | Wexford

Innovation, delivery & sustainability. CT are sponsoring the drinks reception. Say hello to our colleagues.

CT20 Futures Event 28 October | London

Join us to celebrate Campbell Tickell's 20th anniversary year for a thought-provoking and interactive discussion with creative thinkers and leaders across the voluntary, public and private sector to discuss the future of society. Limited tickets available at campbelltickell.com/product/ct-20-futures-event/

NHC Housing Summit 5 November | Manchester

The Northern Housing Consortium (NHC) will be hosting the Northern Housing Summit. CT staff will be attending and we will also have a stand at the summit.

Find out more about all of these events by clicking here: campbelltickell.com/events-listing/



Alara Gokceoglu
Policy & research officer, Campbell Tickell

A new vision for safeguarding: lessons from Oxfam

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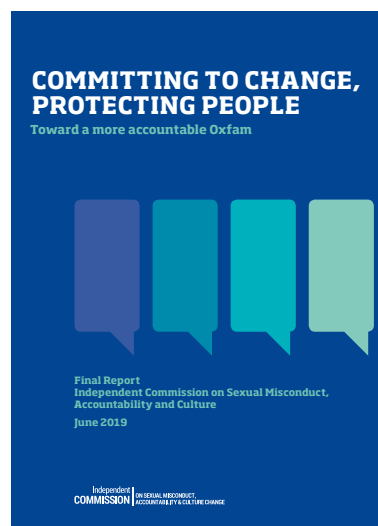
The sexual misconduct allegations against Oxfam's staff working in Haiti in 2017 provoked a re-analysis of safeguarding procedures across the charity sector. The Charity Commission opened a statutory investigation in February 2018, with concerns that Oxfam had not "fully and frankly disclosed material details" on the alleged misconduct of staff members.

Here are [three key lessons](#) that organisations can learn from Oxfam's experience.







Lesson 1: Prioritisation

Safeguarding must be prioritised through dedicated resources to enhance capabilities. This goes beyond financial investment and includes re-enforcing safeguarding measures daily. Organisations should embed preventative practices, such as training in safeguarding for staff and recruitment-vetting procedures.

Leaders must encourage and implement the right safeguarding culture. They should retain oversight of dispersed locations by requesting consistent reporting of incidents and tracking of safeguarding activities. An effective, capable safeguarding team is key.



What we have done so far:

-  An investment of more than €3m to implement new safeguarding practices and culture change, doubling the size of the team dedicated to handling cases of abuse, harassment and sexual misconduct
-  'Safeguarding Focal Points' (trained staff who are initial points of contact for staff grievances and lead on preventative measures) in all 67 Oxfam program countries
-  New reporting and whistleblowing systems in five languages, such as emails, hotlines and websites, to report cases of misconduct and abuse
-  Ensuring that all staff understood and signed Oxfam's updated Code of Conduct, ratified in October 2017 by Oxfam's Executive Board, and which explicitly forbids behaviors witnessed in Haiti
-  New harmonized policies in place on child safeguarding, and protection against sexual exploitation and abuse
-  A stronger system for checking and providing references to ensure that Oxfam references are not given to offenders seeking jobs elsewhere

Allegations of sexual misconduct against Oxfam staff working in Haiti prompted the publication of a new 'safeguarding operating model' (below) and regular progress reports (above)

Lesson 2: Fostering A Culture Of Trust

Organisations must promote a culture of trust by developing appropriate accountability models. The inquiry found that a culture of tolerance of poor behaviour stops victims from reporting incidents.

Of importance is appropriate reaction to early-warning signs, and transparency in the reporting of safeguarding issues to donors and regulators when concerns arise. This can often be difficult for charities as they rely on public and donor support. Therefore, concerns about damaging an organisation's reputation can be a barrier to transparency when problems arise.

However, a culture of trust must be built among the public, donors and regulators by putting the interests of any victims and survivors at the core of the organisation's purpose.

Lesson 3: Reporting Mechanism & Accountability

The Oxfam case showed a lack of appropriate reaction to early-warning signs. Therefore, there should be clear reporting mechanisms for staff, beneficiaries, witnesses and the wider community to use if they have a safeguarding concern. There should be several routes to reporting, which the organisation should clearly communicate. It should also promote and enhance awareness of the right to be protected by and from the organisation's activities and actions. Such mechanisms would allow the voices of victims or survivors to be heard, build greater trust between the community and the organisation and, importantly, enable managerial oversight.

A proposed safeguarding model

It was recommended that Oxfam develop a more enhanced model, which would have clearer processes to allow for more effective safeguarding, transparency and accountability. Read in full how Oxfam's learning led to a 'new safeguarding operating model' as set out in [Appendix D of the Oxfam GB Independent Safeguarding Review](#). This is a good starting point for other organisations wishing to enhance their approach.

There are vital lessons for all international and domestic charities, as well as the public sector, social work, education, health and care systems, where power imbalances between service provider and beneficiary warrant stronger safeguarding measures.

For further reading, [click here](#) to see Oxfam's latest progress report on meeting its ten-point action plan (August 2019).

To discuss this article, contact Radojka Miljevic

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Trina Chakravarti
Project director, Building Better, National Housing Federation

Modern Methods of Construction: overcoming the challenges

NATIONAL
HOUSING
FEDERATION

Much has been written about why housing organisations have been slow to adopt Modern Methods of Construction (MMC), but far less about what they can do to get started.

Through our Building Better project, we know that almost a third of developing housing associations are either committed to or interested in using MMC over the next two years. They cited four reasons that inhibit its use. Based on almost 100 conversations with housing associations up and down the country, here are possible routes to overcome those challenges.

1 Low-risk appetite at board level

Solution: *procuring collaboratively gives boards comfort in a shared risk-and-reward model.*

An aggregated pipeline from housing associations enables continuous throughput, reducing the risk of suppliers going bust. Bringing together housing associations to procure homes reduces risk. Upfront costs can be shared and the more housing associations are involved in aggregation, the greater the leeway for organisations whose plots are held up. By procuring together we will be in a stronger position to influence the offsite sector. These manufacturers rely on continuous throughput, but this can be at odds with the business model of volume housebuilders. So their natural customers are those building with a high rented element, including housing associations.

2 Not getting the right cost point

Solution: *aggregated demand to provide cost certainty for the supply chain and a fixed price for housing associations.*

Aggregating demand pipelines geographically and according to



The author and colleagues promoted how the use of MMC can help housing providers at last year's NHF Housing Summit

house type helps achieve repeatable demand. A pipeline and closer collaboration with clients enables suppliers to optimise manufacturing and reduce their price point.

3 Can't find the right provider because of too much variation in products

Solution: *greater industry standardisation and sharing insight*

There is confusion about the right MMC category, manufacturer and system to suit each development. A lack of scale from the sector has led to the solution being presented to us – and each product is different. More initiatives like the GLA, Cast and Brydon Wood's [PRISM](#) tool, creating greater standardisation on the supply side, are needed so that housing associations feel confident to mix and match providers.

A valuable way for housing associations to navigate the market is to share information with each other. [Building Better](#) has set up a group of 15 housing associations to compare information on partners, products and engagement including quality, satisfaction, price and timescales. If you are interested in getting involved, [let us know](#).

4 Warranties, mortgages, valuation

One of the main barriers for

housing associations is the fact that few funders will allow them to charge the new homes as security against future funding. This is still a sticking point for most lenders and therefore for finance directors and treasury teams.

Solution: *collaboration on information and engagement across the sector, including with consultants, valuers and banks.*

Underlying all of the aforementioned barriers is the need for transparency and collaboration across our sector. A simple proposition with clear, credible benefits, however, doesn't mean there will be the required momentum behind it.

New ways of doing things only happen because organisations like ours decide to do so and we are the only sector that can come together in this way. For information on how you can contribute, [get in touch](#).

Find out more at NHF's Regeneration & Development conference in Feb 2020:
<https://development.housing.org.uk>

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Jon Slade
Director, Campbell Tickell

Digital transformation: improving accessibility

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I have many conversations with executives and boards about digital transformation. I am a keen proponent of improving the accessibility of services and outcomes for customers while reducing cost to serve.

One issue always comes up, and often it is the first point made. "But what about those who can't digitally self-serve?" I think this is an interesting question worth delving in to, so here goes.

There is plenty of really useful data, not least that compiled by the [Office for National Statistics](#) (ONS). For instance, only 10% of UK adults are 'internet non-users' as defined by the ONS. As you would expect, the number varies across a range of different measures whether that is by geography, age, ethnicity, wealth, economic activity, disability, etc.

Whichever way you cut the ONS data, those who are counted as internet non-users are always in the minority. My question is: what about the majority?

I think that as a sector we have built our service models around the needs of a different minority, our most demanding customers, for the

past 40 years. I understand why and how this happened but there are significant consequences from this focus. The effects of this perspective can be seen not only in how services are designed, generally into more expensive, enforcement-focused structures and methods, but also in organisational cultures.

I have seen digital transformations slowly but surely undermined by organisational cultures rooted in focusing on the most demanding minority.

So, what is the alternative?

1 First, let's focus on the majority of customers, who do have internet access, use that access to learn more about services and also use it for internet banking.

2 Let's also pay equal heed to those who will find digital service challenging. Let's take the time to understand more about which customers find it more difficult to access services online, and our most demanding customers, and let's create carefully tailored approaches for those people.

"Those who are counted as internet non-users are always in the minority. What about the majority?"

3 Crucially, let's not offer our tailored solutions to all customers because if we do, we will repeat the error within existing service models and drastically reduce the savings in operating costs that we want to use to reinvest in more homes and/or more services.

4 Finally, let's make sure that we understand the culture in place (at Campbell Tickell we have a range of ways to do this, not least our newly launched [Culture Scan](#) tool) and plan the route to a culture that is supportive of the new service model.

This inversion of (existing, unwritten) design principles is a critical element in the creation of a successful housing transformation.

To read further, see:

www.campbelltickell.com/our-services/innovation-improvement/

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Irwell Valley,
2018 delegate



Greg Campbell
Partner, Campbell Tickell

Brexit – identifying and managing the risks

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It is more than three years since the referendum and we still don't know how Brexit will happen and on what terms, or even whether it will happen. This doesn't help businesses that need to plan – not just for the next few months, but for years ahead.

What are the risks, and how can providers and developers of housing and of care services manage them? This article does not attempt to cover all the challenges, but it does offer pointers.

Regardless of your view on the advantages or disadvantages of Brexit (and this article does not take a position pro or anti-Brexit), if you judge that your business is likely to be affected, you should be preparing for potential eventualities. All agree that there will be significant change, and it could come quite suddenly if we leave the EU without a trade deal in place.

As ever, effective risk management is about considering and anticipating what might happen, in order that robust planning and potential mitigations are in place in case it does.

Critical areas liable to be affected include: people, supplies, logistics and money. Here is what an internal Whitehall briefing ([obtained by Sky News](#)) identified could happen in the first month following a no-deal exit from the EU.

The various potential implications of a no-deal Brexit in the first month, according to a government document obtained by Sky News

All businesses should be preparing for Brexit, regardless of your view or whether indeed it will happen

What this could look like on the ground

First Day	First Fortnight	First Month
Border - trade & passenger flow from UK to EU slows. Additional process at border. UK vessels could no longer have access to EU waters and vice versa Individuals - UK nationals in EU may lose access to services and residence rights. Northern Ireland - x-border agri trade virtually stops, other trade slows. Legal basis of SEM falls away. Security - UK law enforcement working via non-EU security channels. Economy - volatility of currency and financial markets.	Border - potential consumer panic and food shortages, even in areas which are not directly affected at the border. Possible friction at sea between UK/EU fishing vessels. Security - possible increased risk of serious organised crime including people smuggling and illegal migration. Data - unlawful data transfers to UK may lead to enforcement action by EU regulators, disruption to flows. Economy - continued volatility of currency and financial markets, with potential for disruption of debt markets.	Northern Ireland - small business face distress and potential law and order challenges. Individuals - UK nationals unable to meet new EU MS residency requirements may start returning to UK, or ask HMG for help. Security - heightened policing resource unsustainable, operational gaps continue to emerge. Economy - sterling settled at lower level (BoE analysis suggests 25% in worst case scenario). BoE analysis suggests near-term business disruption likely. This could result in demand for support through Kingfisher.

OFFICIAL SENSITIVE – FOR DISCUSSION – NOT GOVERNMENT POLICY

Sky News

What are the potential risks?

In terms of the economy as a whole, there are fears that sterling would crash in a no-deal scenario, some estimates suggesting that [its value could drop to parity with the US dollar](#). This in turn would mean heavy inflation on imported goods, such as petrol, construction materials and medical supplies. Interest rates too could increase, affecting borrowing.

While some trade deals could be done in relatively short order – and some have already been negotiated by the government – these have not thus far been with significant UK trading partners (and it is worth noting that across the economy, some 45% of British exports go to the EU). Trade deals with the USA for instance take a long time to deliver – [45 months on average](#).

There are fears that the current slowdown in the housing market might turn into a full-blown crash. This could mean developers land-banking, builders stopping building, and housing association cross-subsidy from house sales to social and affordable tenures no longer working.

Construction costs

The construction and maintenance sectors could be affected by EU (and

other) workers feeling unwelcome and heading home – or to more fertile pastures. The effects of this could be significant: across the UK, around 9% of construction workers are understood to be from the EU, and in London the figure is reckoned to be around 24%.

Components, meanwhile, could be subject to rising costs and import delays. [Some 60% of construction materials come from the EU, including more than 90% of the softwoods used in housebuilding](#)

And while modular construction is on the rise (from under 2% of new housing output), it will be unable to make much difference in a short space of time.

The social care sector could be affected by staff shortages in the same way as construction and maintenance. Supplies of medicines and consumables too could be affected. For social landlords, business plans could be hit. For instance, if inflation rises and is sustained at a high level, where will this leave the government's commitment to return to allowing rent increases up to CPI plus 1% annually? Costs will increase, but rents may not rise at a similar level. And what might be the effects for supported housing costs?

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Meanwhile, logistical problems could prove a challenge for some organisations. This could affect materials supply, staff mobility and service delivery in areas like Kent, should there be disruption and delay at cross-channel ports – and in Northern Ireland too, if a hard border is put in place.

Public spending

While it appears likely that there would be a post-Brexit public spending boost, it is less clear how long it would last. Some commentators anticipate that it could peter out after about six months. If the economy is adversely affected by Brexit and unemployment rises, the chancellor's tax-take – and hence funding available for grants and investment – would decline.

It is unclear what might be the effects on investment in housing, for instance. UK institutional investment appears buoyant at present, as does foreign investment, and that may continue, not least because if sterling falls in value, overseas money would have greater purchasing power. This could be tempered, however, if there is a sense of political risk.

Impact at home

It seems perfectly possible that Brexit – a no-deal Brexit in particular – will cause more personal economic hardship for many. [Brexit advocates have acknowledged as much](#). This, in turn, is likely to mean more people turning for help from their local councils – which are themselves cash-strapped – as well as to other local organisations such as housing associations and charities.

Even with the potential for more employment opportunities in sectors where EU and other workers have opted to leave, there is the potential for increased unemployment in other sectors because businesses judge they are unable to remain viable, much less to grow.

More broadly, there is a strong sense that, following on from the current febrile political environment, political instability could become the norm, nationally and locally, with potential



iStock

The potential impact of Brexit spans all aspects of housing and social care, including logistics and rising components costs - innovation such as modern methods of construction will be required

realignments affecting not just Westminster but local councils too. Much of this was on display in May's local and European Parliament elections. Some fear civil unrest arising on either side of the Brexit divide, depending how the situation unfolds. This is not simply about political considerations: one might anticipate major customer dissatisfaction with underfunded or unavailable services.

Managing the short-term risks

How then should social landlords, housebuilders and contractors, care providers and other affected organisations prepare to manage the risks? I would highlight the following for consideration, according to the circumstances of your organisation:

1. Stockpile the critical materials and supplies you cannot do without;
2. Ramp up the stress-testing of your business plan – what levers will you need to pull, what taps might you need to turn off, and at what points?
3. Don't just rely on Plan A – [consider your Plan B and Plan C](#);
4. Increase your cash holdings to maximise liquidity;
5. Consider whether to put spare cash into euros or other currencies;
6. Consider pay rises, or golden handcuffs for key staff;
7. Know your workforce – and plan in case of potential departures;
8. Lobby your MPs – directly and via your trade bodies, such as the National Housing Federation, the Chartered Institute of Housing, the

Local Government Association, the Confederation of British Industry, the Home Builders' Federation, etc.

Managing the long-term risks

Longer term, there is even more work to do. Examples include:

1. Pursue or ramp up offsite modular construction;
2. Focus on growing and developing your own staff, with apprenticeships and training schemes;
3. Explore UK sources of suitable materials to replace those you routinely import;
4. If relevant, establish or develop partnerships with businesses in the EU or elsewhere;
5. If relevant, consider establishing subsidiaries in EU or other countries.

And above all, think laterally and creatively. New normals, new opportunities and new ways of operating will emerge.

Most of this is common sense, of course, and in the context of a well-founded and regularly updated approach to risk, it will be what the great majority of affected organisations are already doing.

But common sense also dictates that it is worth keeping these matters under close and continuing review, especially as we get closer to a potential Brexit and the position becomes (hopefully) clearer.

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