

Campbell Tickell's Board Survey 2020:

Key findings

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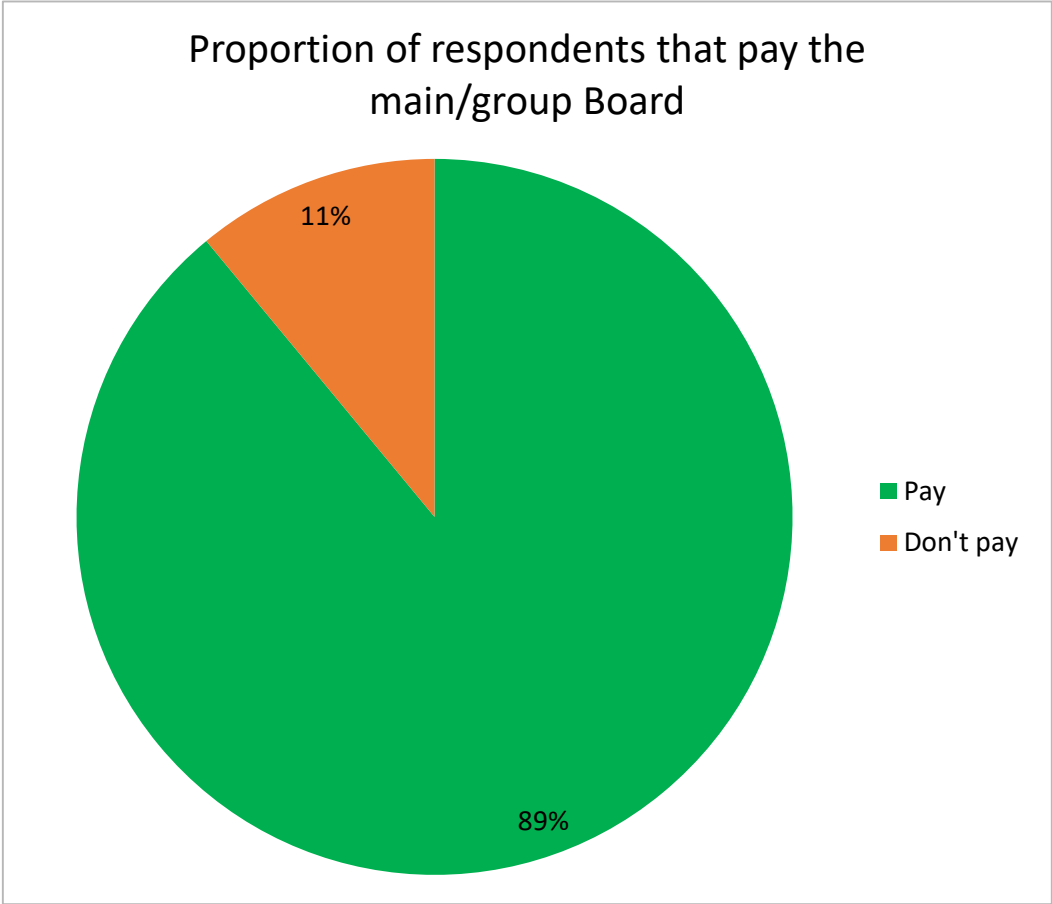
Introduction and methodology

- The survey was conducted to provide a current picture of the latest trends and developments within the social housing sector in relation to:
 - Approaches to non-executive pay;
 - The size, complexity and organisational/governance structure of housing associations;
 - Board size, composition and diversity; and
 - Board operations.
- 100 organisations responded to the survey.

Approaches to non-executive pay



Organisations that pay



Reasons for non-payment:

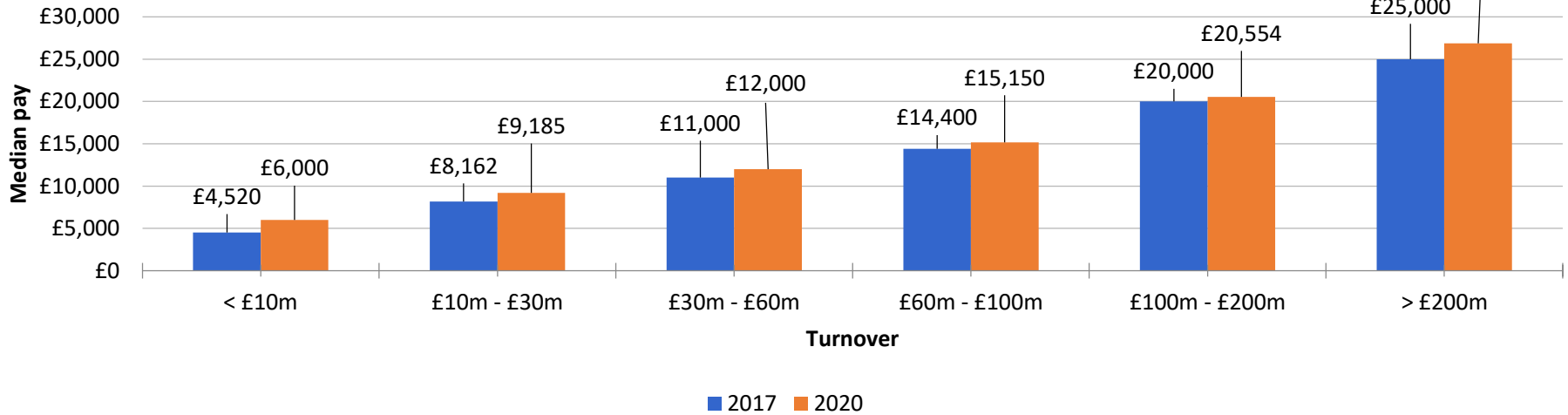
- Being a charity
- Limited financial resources
- Board members do not want to be paid

Non-executive pay vs turnover & units

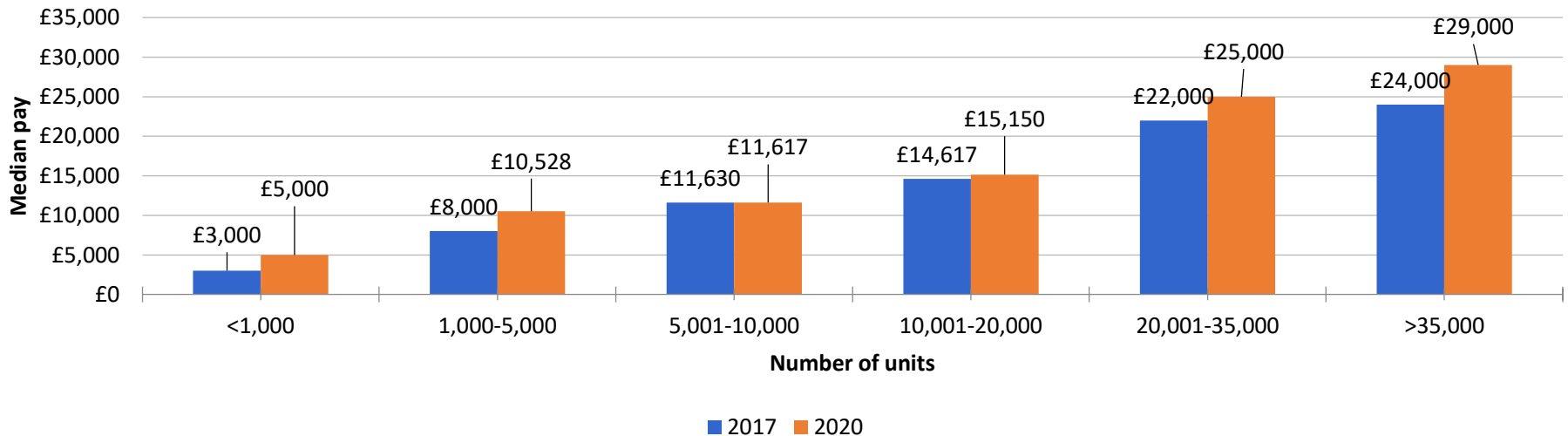
- Overall, there have been marginal increases in non-executive pay since 2017.
- Generally, there is a positive correlation between organisations' turnover and units and the remuneration of the:
 - main/group Board Chair
 - Main/group Board member
 - Vice Chair
 - SID
 - Committee Chair
- There is no correlation between organisations' turnover and the remuneration of independent committee members.
- The majority of respondents that do pay, remunerate their independent committee members between £1,500 and £4,250.

Main/group Board Chair pay vs turnover & units

Main/group Board Chair pay by turnover

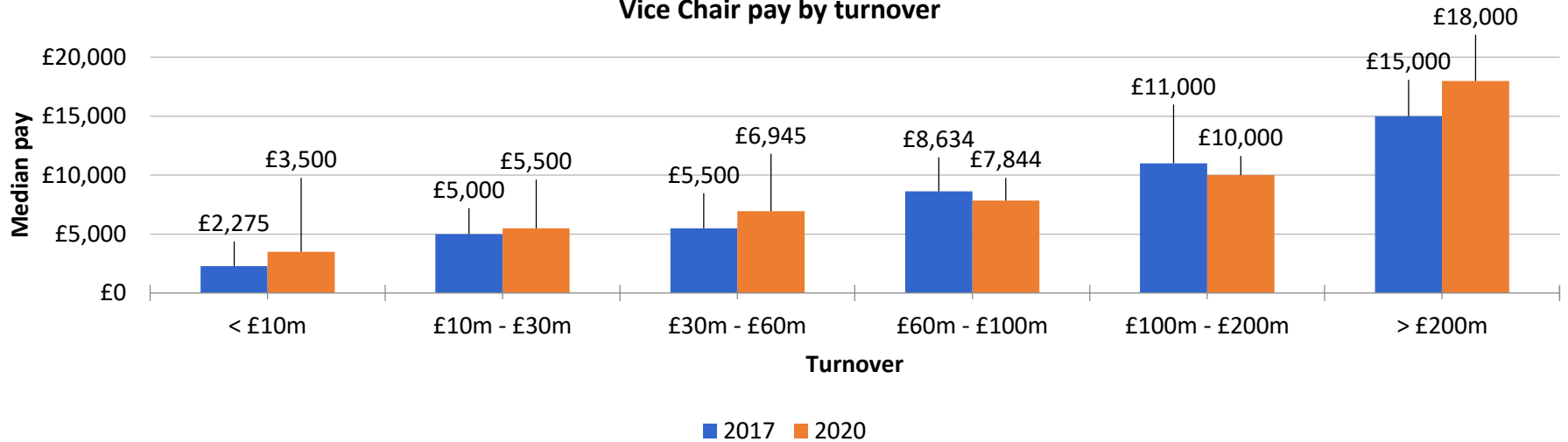


Main/group Board Chair pay by number of units

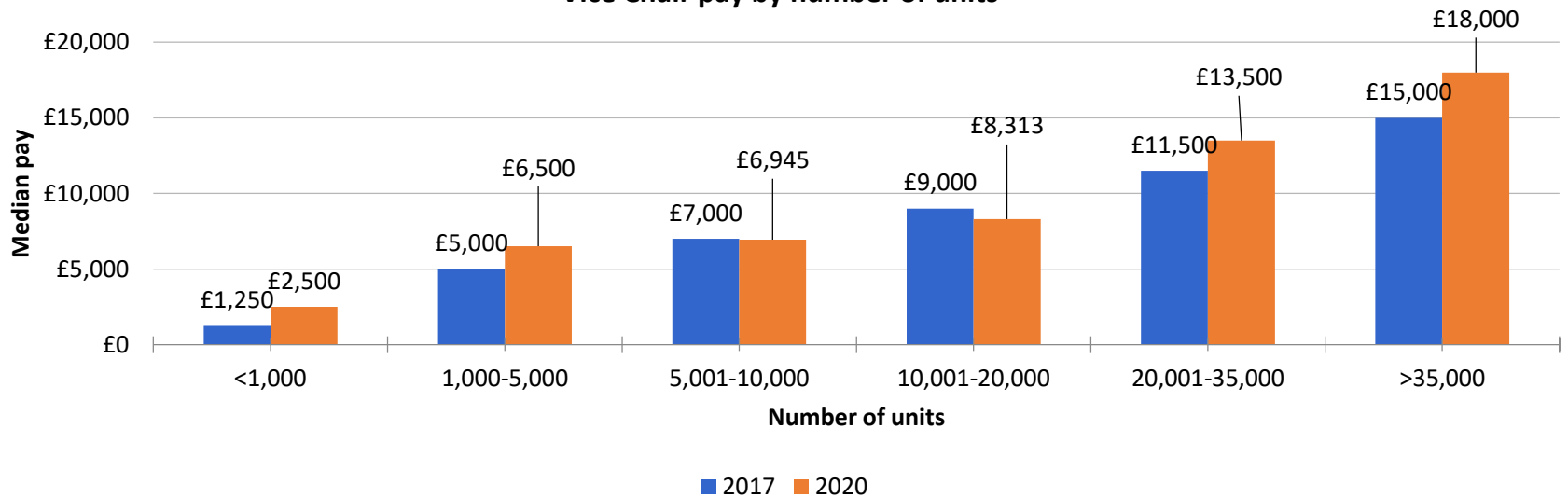


Vice Chair pay vs turnover & units

Vice Chair pay by turnover

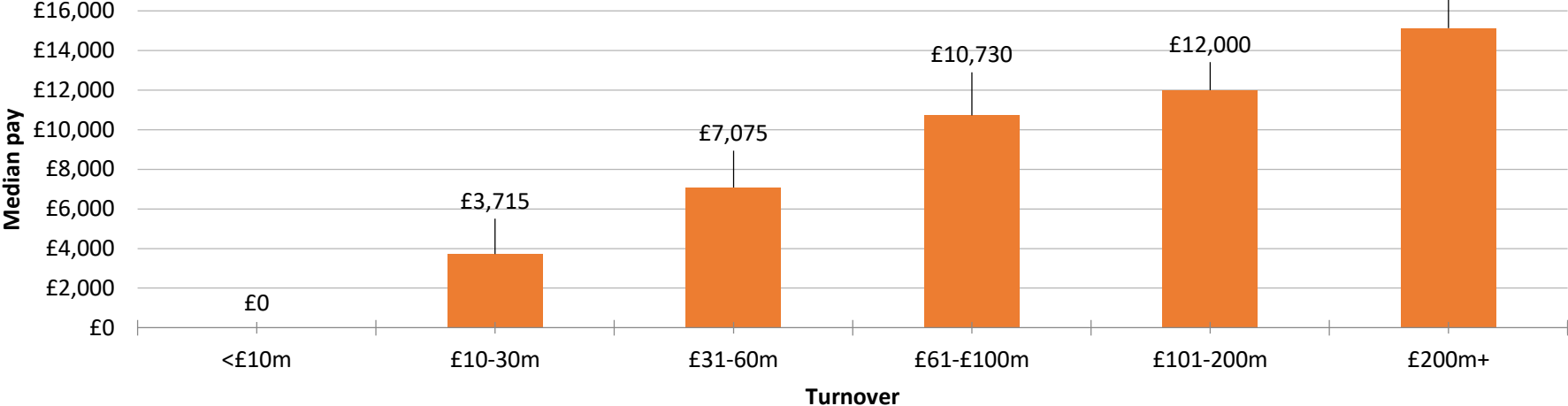


Vice Chair pay by number of units

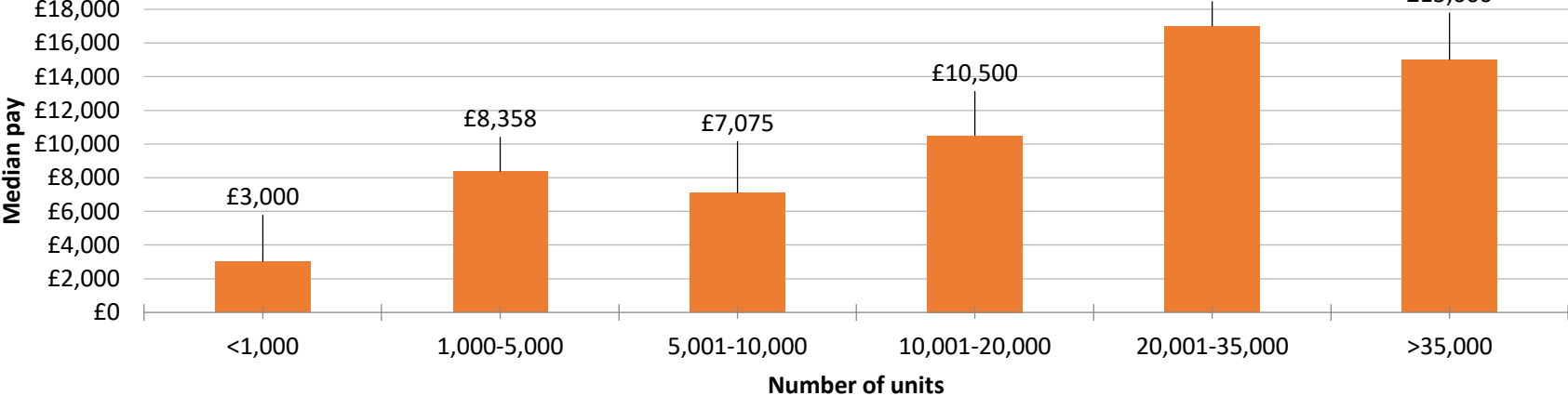


SID pay vs turnover & units

SID pay by turnover

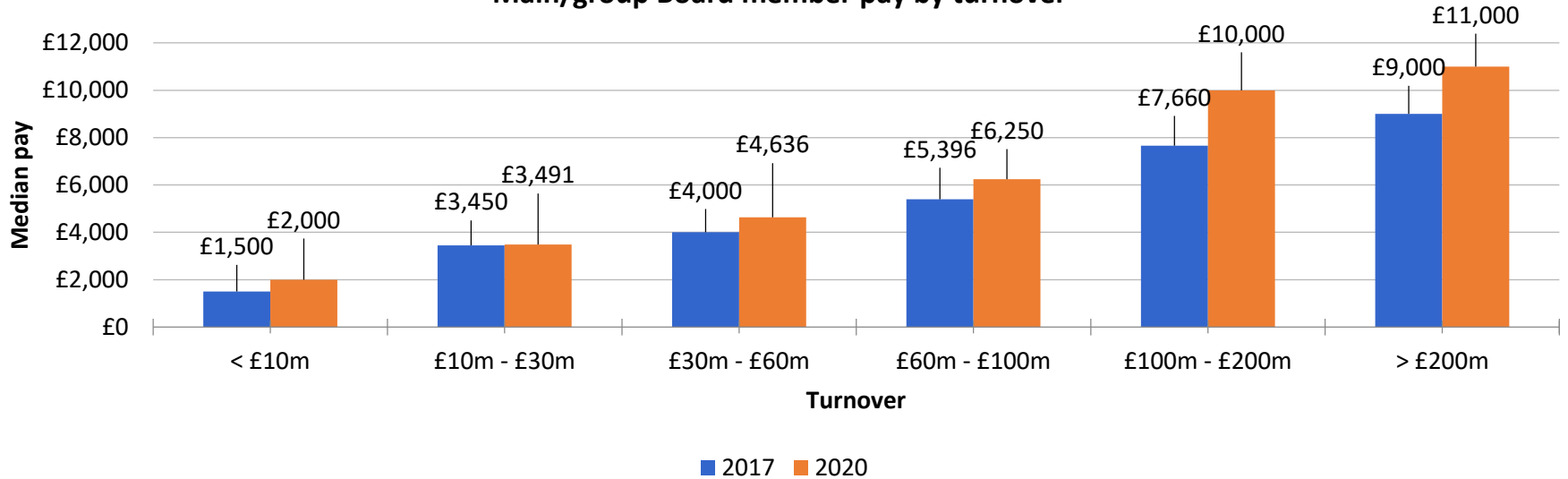


SID pay by number of units

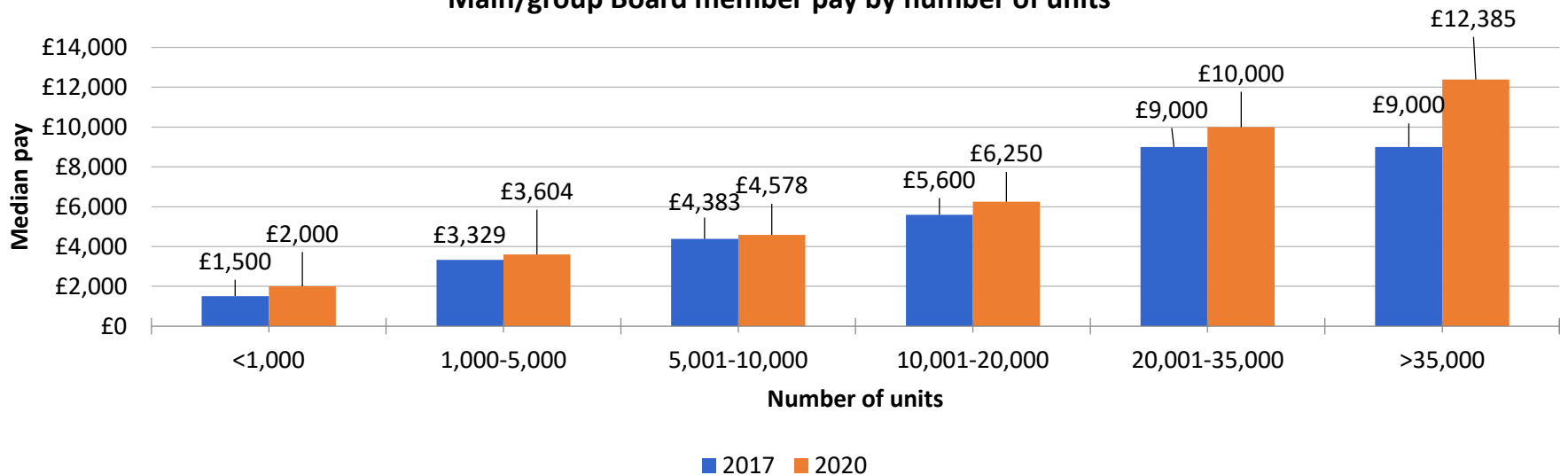


Main/group Board member pay vs turnover & units

Main/group Board member pay by turnover

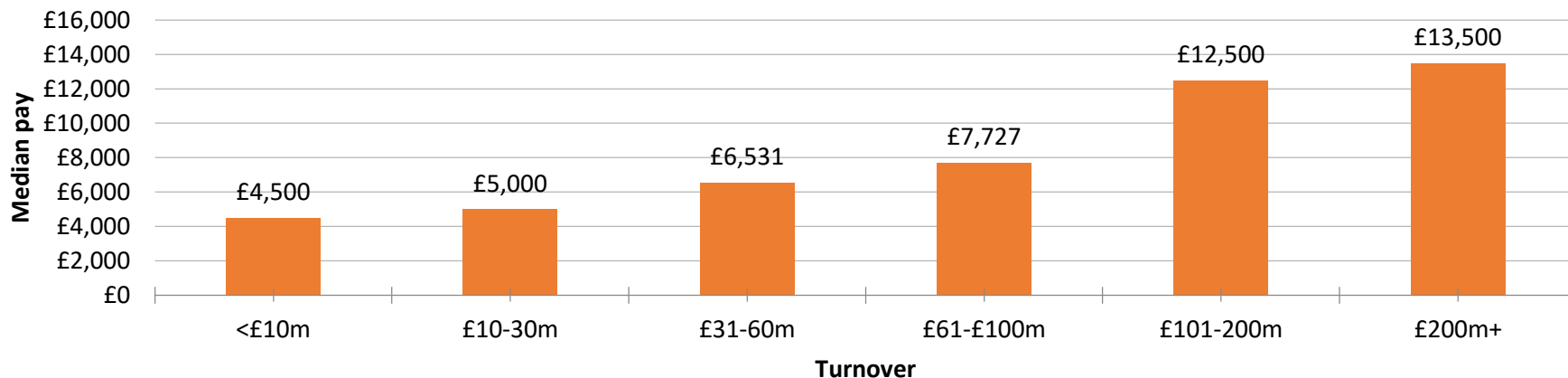


Main/group Board member pay by number of units

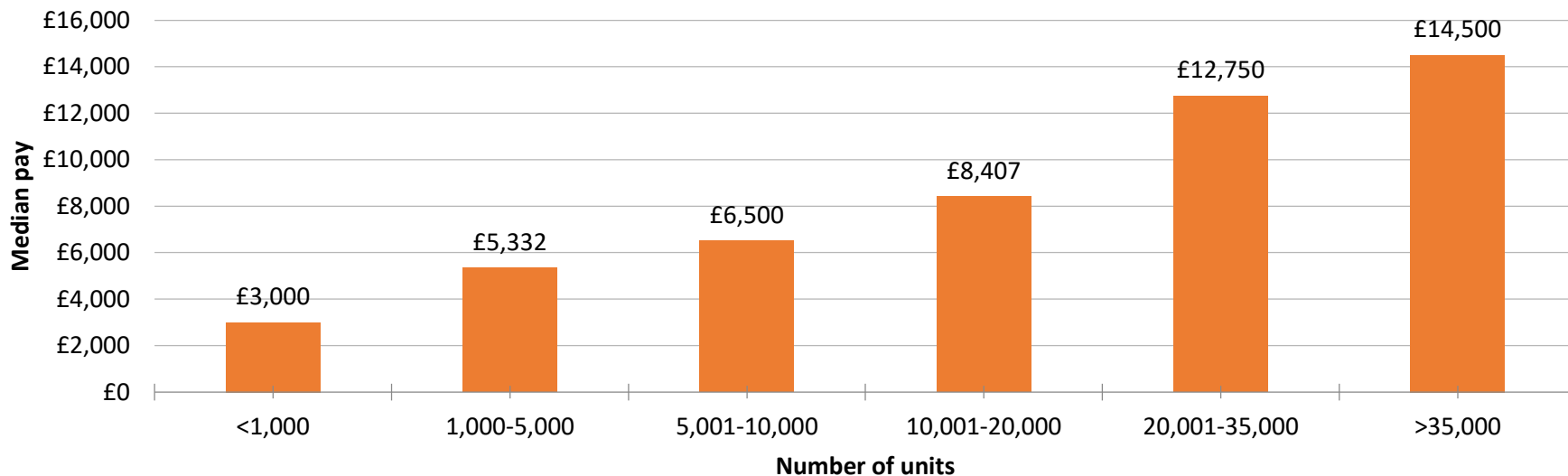


Audit Committee Chair pay vs turnover & units

Audit Committee Chair pay by turnover

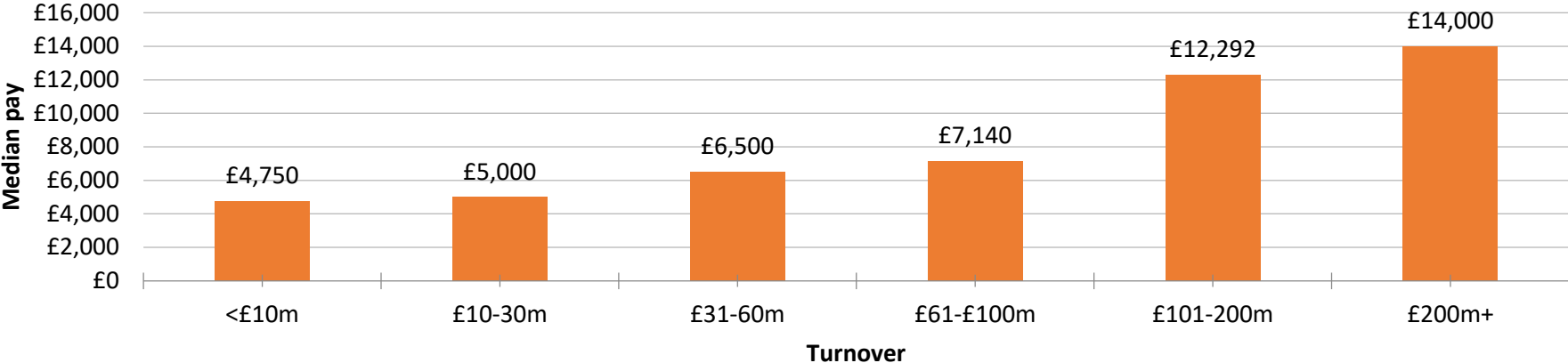


Audit Committee Chair pay by number of units

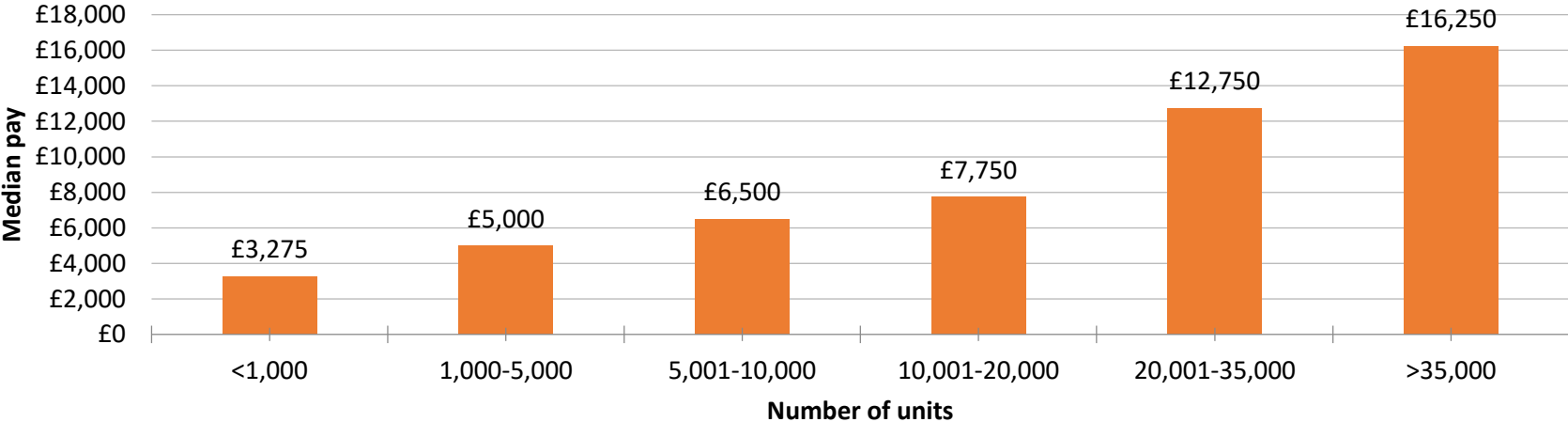


Other Committee Chair pay vs turnover & units

Other Committee Chair pay by turnover

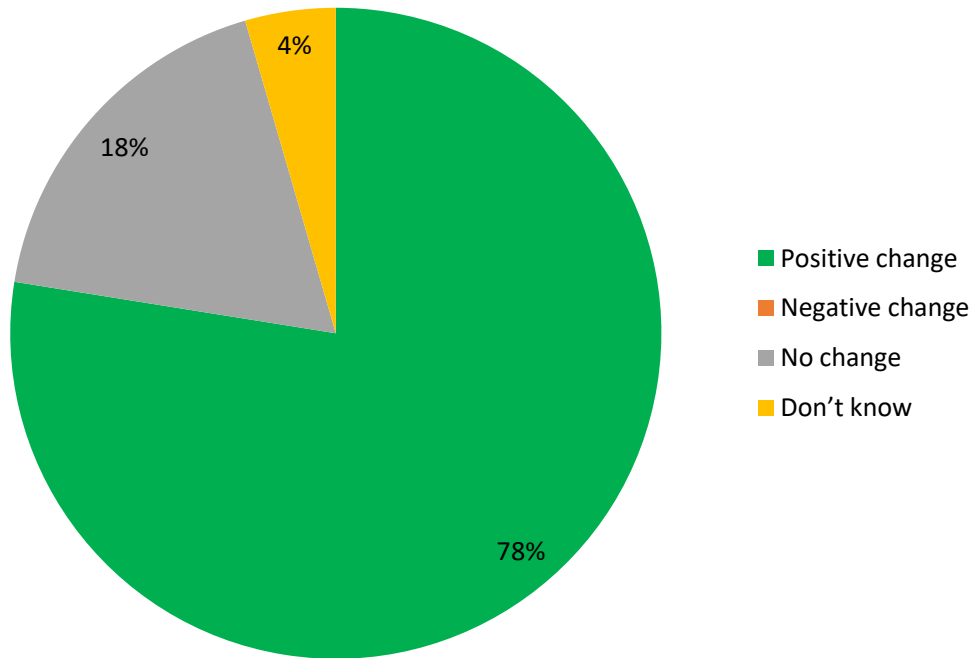


Other Committee Chair pay by number of units



Effects of introducing Board pay

Proportion of respondents that reported positive, negative or no effects following the introduction of Board pay



Examples of the positive effects of Board pay:

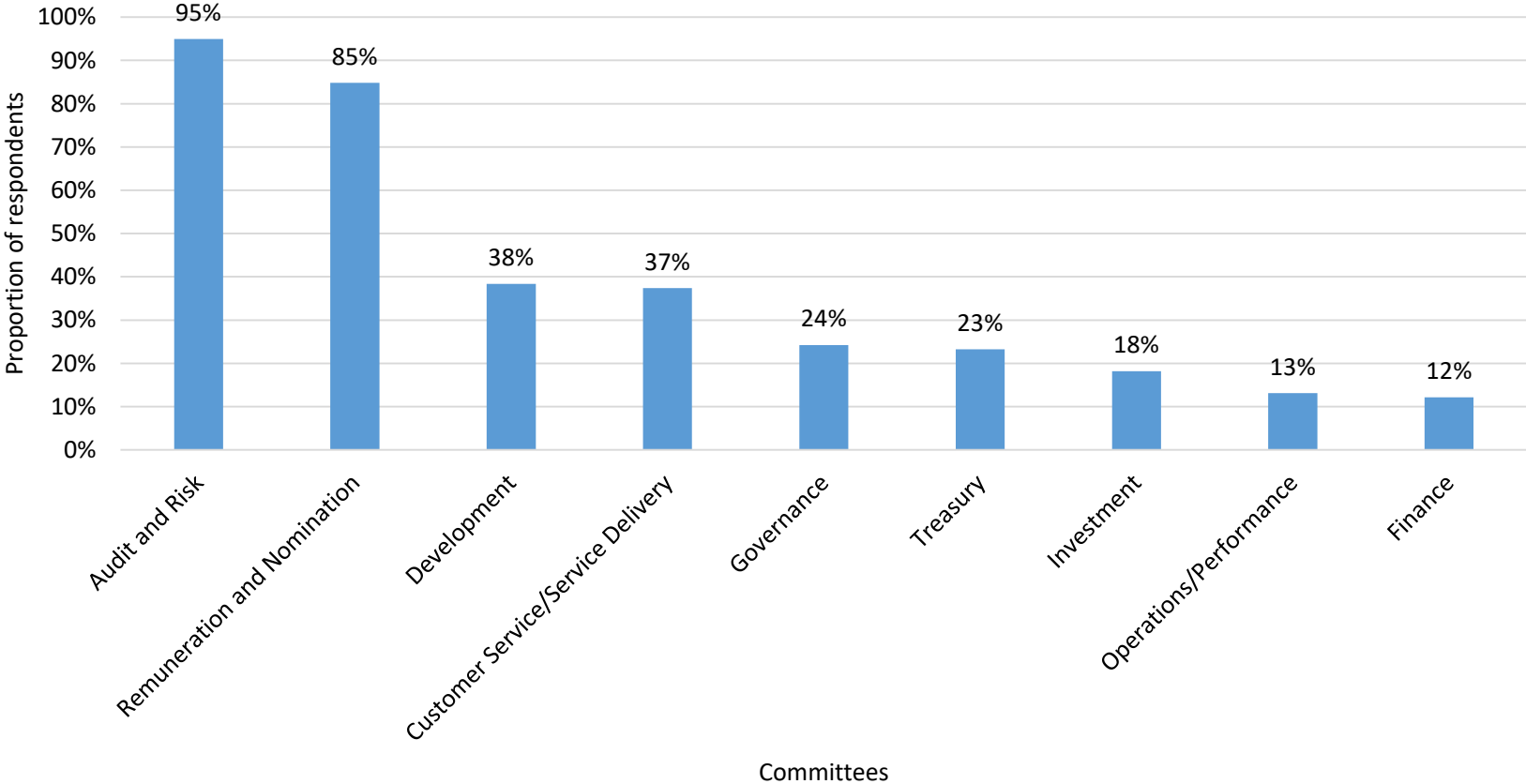
- Attracted a high calibre of Board members
- Improved meeting attendance
- Greater commitment to the organisation
- Increased the expectation of Board members
- Better working relationships

Organisational/ governance structure



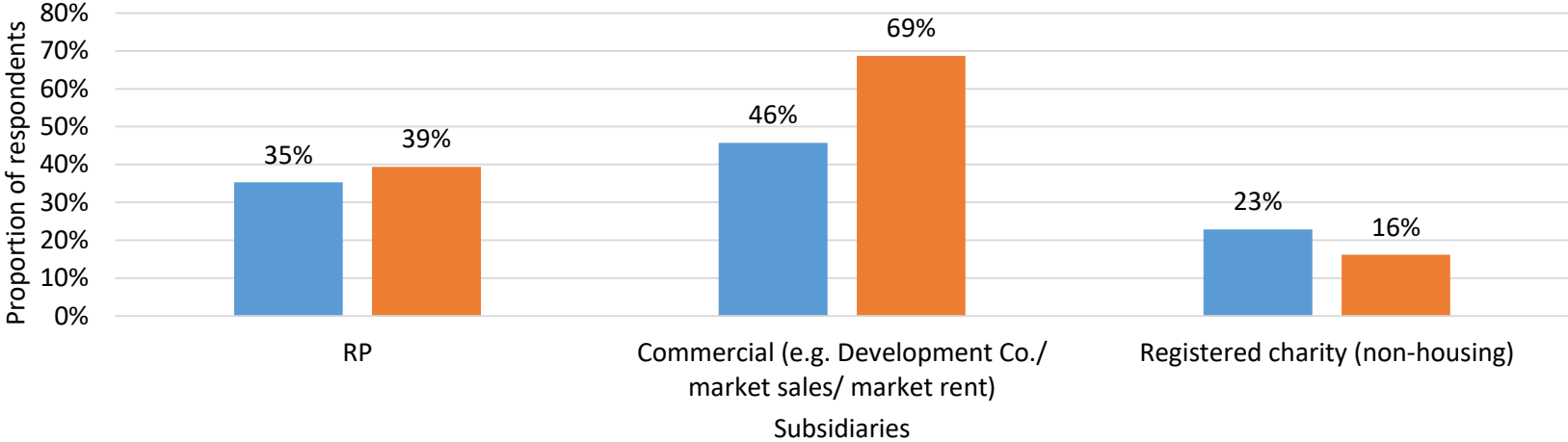
Committees supporting the Board

Proportion of respondents with the following committees



Subsidiaries

Proportion of respondents with the following subsidiaries



Median subsidiary Board pay levels

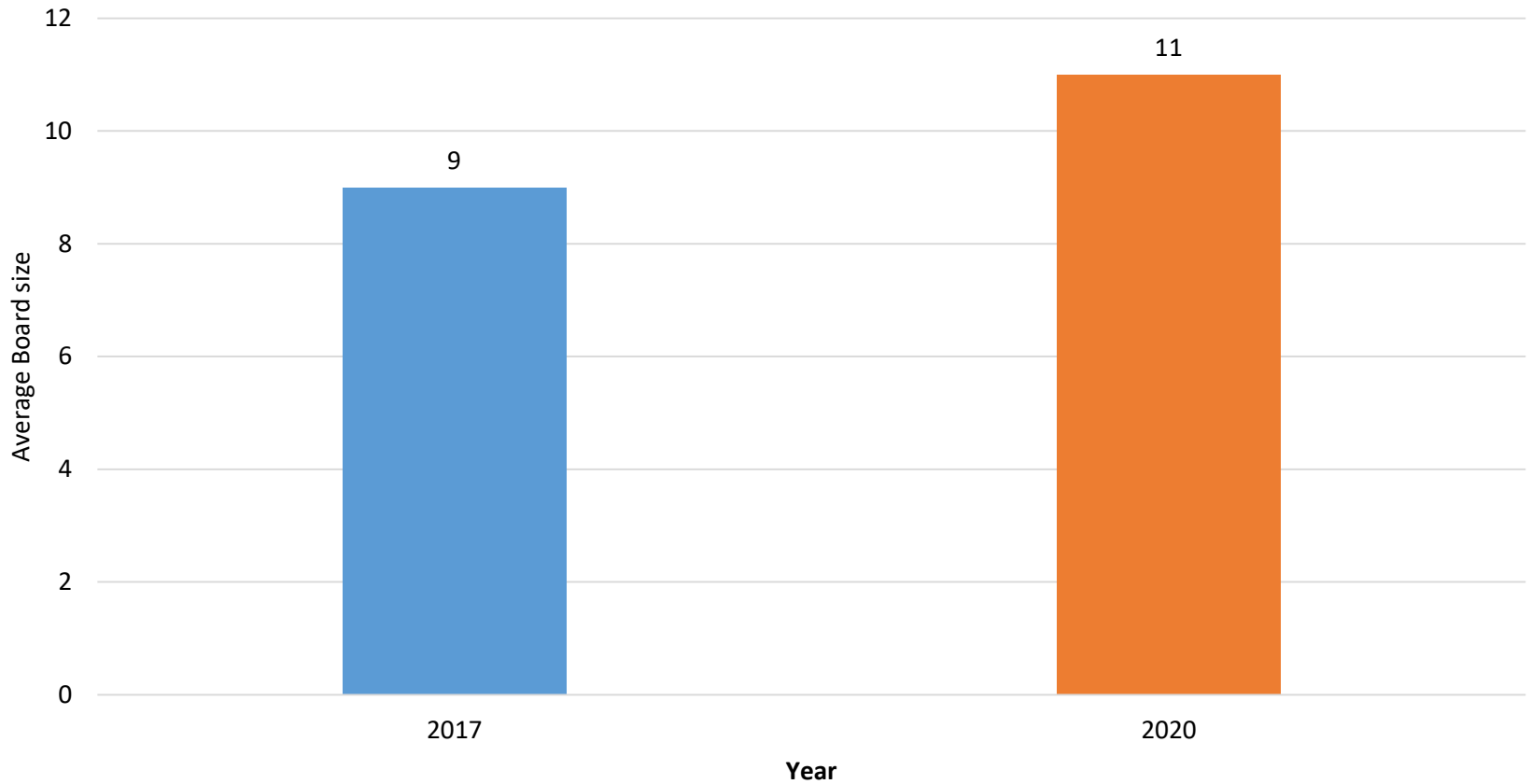
	RP subsidiary Board Chair(s)	RP subsidiary Board members	Commercial subsidiary Chair(s)	Commercial subsidiary Board members	Registered charity (non-housing) subsidiary Chair(s)	Registered charity (non-housing) subsidiary Board members
Median	£8,169	£4,937	£8,457	£5,000	£1,500	£0

Board size, composition and diversity



Board size

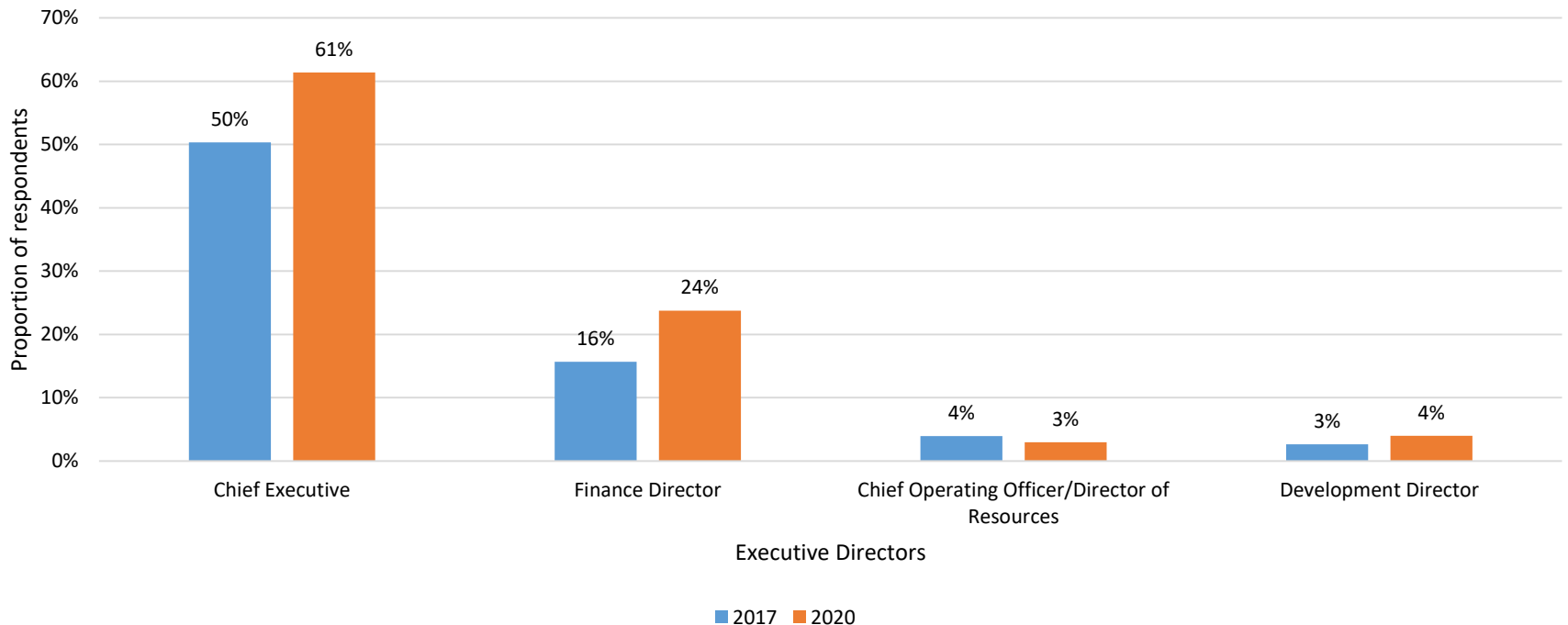
Average size of the main/group Board



Executives on Board

- On average, one Executive director is a member of the main/group Board.
- 44% of respondents feel that Executives on their main/group Board have improved the way it conducts its business by increasing: Team cohesion; shared accountability; and the provision of additional business insight to inform decision making.

Proportion of respondents with the following Executives on the Board



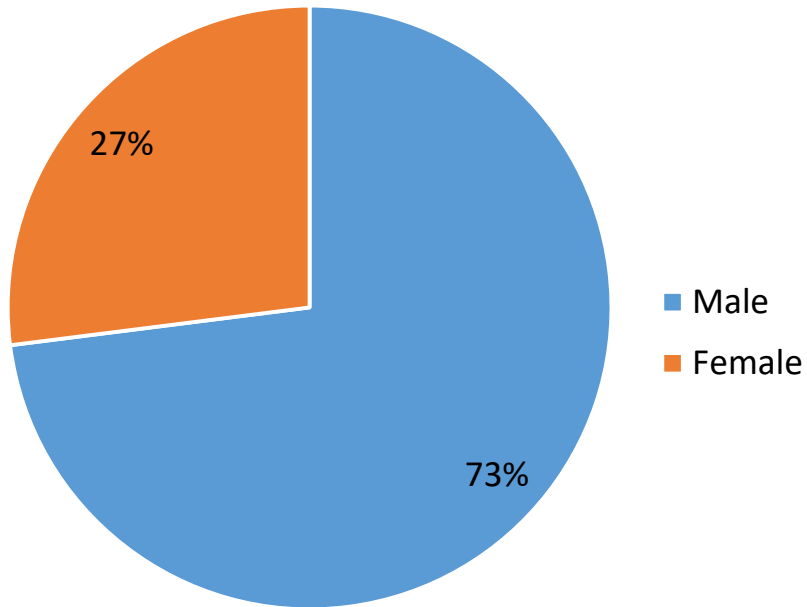
Perceived skill gaps

The chart below lists respondents' perceived skills gaps on their Board.

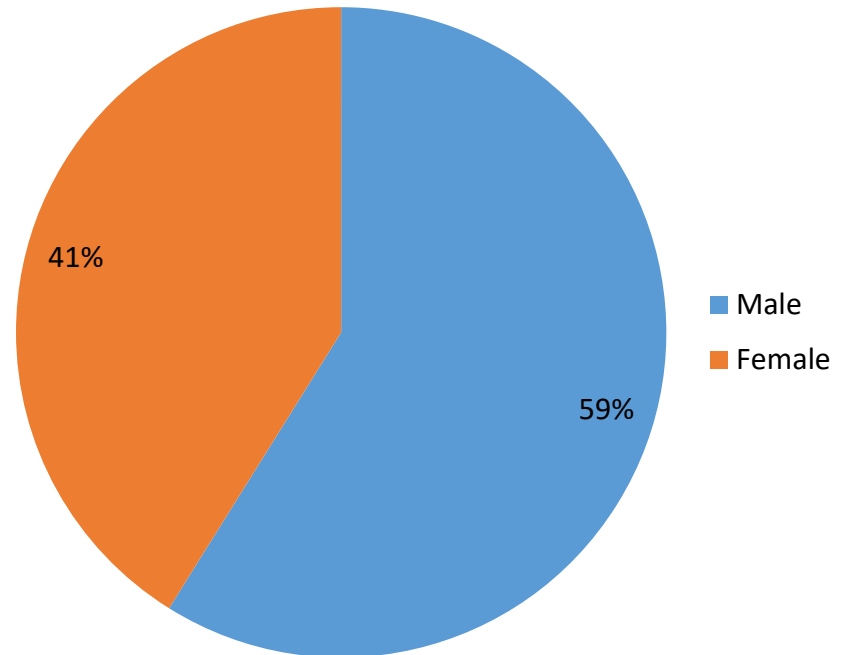
Skill gaps	Number of organisations with skill gap
Development	7
Asset management	6
Customer experience	5
Digitalisation	5
Housing	3
HR	3
Finance	3
Sustainability	2
Equality, Diversity and Inclusion	1

Board diversity - Gender

Proportion of respondents with a male or female Chair of the main/group Board

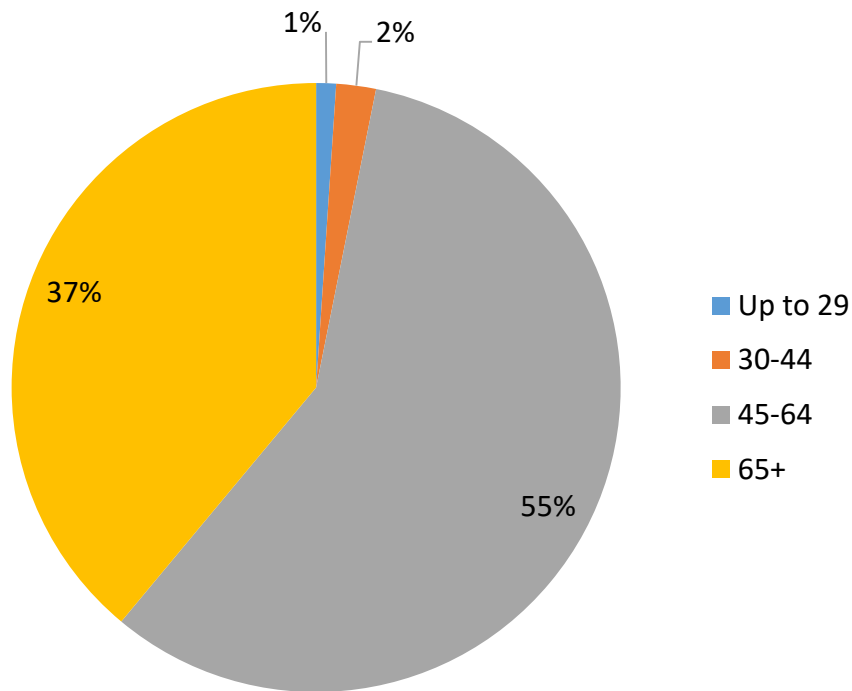


Average proportion of men and women on the main/group Board



Board diversity - Age

Proportion of respondents with a main/group Board Chair in the following age ranges

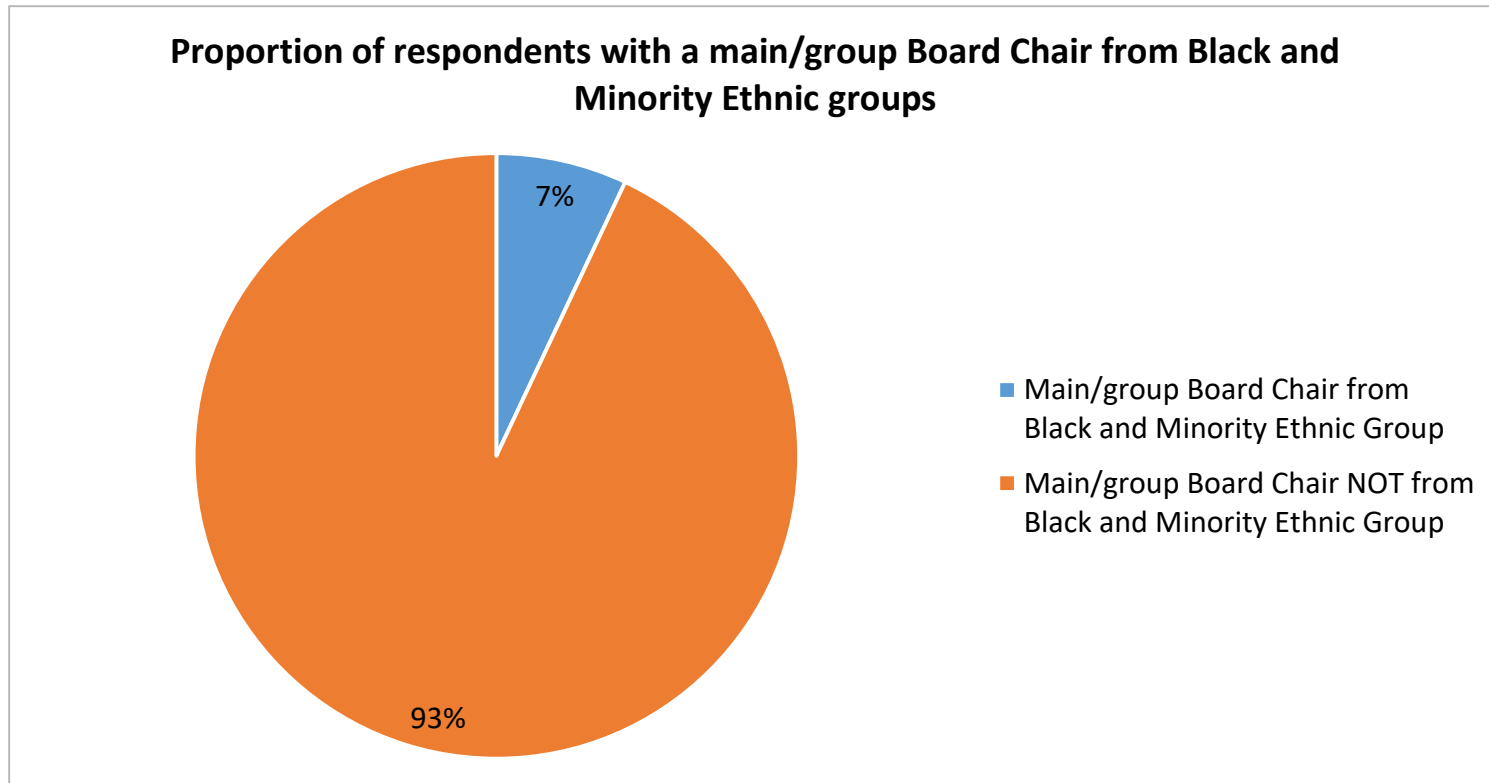


Age ranges of Board members

- For the majority of respondents, the main/group Board largely comprises members aged 45-64.
- Eight percent of respondents have at least one main/group Board member aged up to 29.

Board diversity - Ethnicity

- On average, 2 Board members are from Black and Minority Ethnic groups.



Board operations



Good practice examples for increasing Board diversity

- Board apprenticeship/mentoring schemes
- Targeted recruitment
- Appoint recruitment firms to source diverse candidates
- Conduct an Equality Impact Assessment on the Board and address any emerging gaps in the upcoming recruitment process
- Consider the language used in recruitment documentation and adverts
- Work in partnership with the Housing Diversity Network
- Adopt the Rooney Rule
- Adopt the Leadership 2025 Five Point Plan
- Include diversity guidance to succession planning policy
- Advertise to our own residents and local community groups

Average annual time commitment per role

Role	Average annual time commitment
Chair of the main/group Board	33 days
Chair of stock-holding group parent Board (if applicable)	17 days
Vice Chair/Senior Independent Director	25 days
Main/group Board members	17 days
Audit Committee Chair	20 days
Audit Committee members not on the main Board	10 days
Other committee Chair(s)	20 days
Other committee members not on the main Board	11 days
RP subsidiary Board Chair	22 days
RP subsidiary Board members	14 days
Commercial subsidiary Chair(s)	15 days
Commercial subsidiary Board members	10 days
Registered charity (non-housing) subsidiary Chair(s)	9 days
Registered charity (non-housing) subsidiary Board members	6 days

Acknowledgements

- This research was conducted by a team from Campbell Tickell, comprising:
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 - Annie Field
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Thank you

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