

Candidate brief for the Chair role

October 2024



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Your application

Thank you very much for your interest in the Chair role at Leadership 2025. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and this role. After you have done that, please get in touch, so that we can talk through your offer and get a sense of how it aligns with what Leadership 2025 is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles, including any NED posts (you can sum up earlier roles, say before the last 15 years); tell us about your achievements so we get a picture of your skills and experience; try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/ organisation, and you will also want to evidence how relevant your offer is to the role specification; again ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

The role closes at 9am, Thursday 24th October 2024. Please ensure we receive your application in good time.

We are happy to have further discussion, so please send either one of us an email at the address below and we can arrange a time to speak.

Kind regards

Sewa

Sewa Adebayo | Recruitment Consultant

Sewa.Adebayo@campbelltickell.com | 07508 997839

Gera

Gera Patel | Partner

gera@campbelltickell.com | 07813 149629

Welcome

I hope that you are reading this because you are as passionate as we are about developing diverse talent.

At Leadership 2025 our vision is to ensure that the leadership in our sector is better representative of the communities that social housing organisations seek to serve and the staff they employ. For us that means an urgency in improving the representation of minority ethnic staff at senior levels – across Executive and Board teams.

Countless research and reports¹ will tell you that diverse leadership is consistently shown to improve commercial outcomes, innovation, colleague satisfaction, and stakeholder engagement.

We celebrate all the diversity that our sector has to offer but have chosen to focus on developing minority ethnic talent. The overall workforce in our sector is brilliantly diverse in its ethnicity, but our leadership tiers much less so. Furthermore, minority ethnic residents living in the sector's homes are also more likely to experience poorer quality homes and services and be excluded from decision-making. At Leadership 2025 we believe that there is a compelling need to address these imbalances and injustices.

Established in 2016, and as we approach 2025, it's a good time for reflection. We need to keep moving forward, so, our well-respected and impactful leadership development programme will evolve further, and that will be relaunched next year. Our charity registration has positioned us to be thinking ahead to the cultural impact elements of our objectives. We want to step-up our work in securing a sector-wide mindset change to take demonstrable action to champion and deliver diverse leadership.

The Board and I are excited to be welcoming a new Chair who is going to steer us through this crucial period of growth and development for Leadership 2025.

You may or may not be from a housing background, and whatever your profession, you will need to appreciate that the work our sector does can be transformative. Access to safe, high-quality and affordable housing is often the foundation for people being able to achieve their aspirations. Housing impacts on health, wellbeing, and happiness, enabling people to thrive and contribute.

¹ See our website for further details | [Leadership 2025](#)

You will also need to share our belief that ethnic minority talent needs to be developed for the good of all, to redress what is a very obvious imbalance. In addition, you will be a champion for personal development and bring appreciation that it can make all the difference. Not just to an individual's career path, but also in inspiring others who will see that progression as something they too can successfully strive for.

You may be able to offer experience having previously been involved in developing diverse talent or you may have been a beneficiary of such investment. Whatever your background we will value your perspectives and insight. Understanding good governance and steering our Board is central to our sustainability as an effective charity, so we hope that your offer also includes highly evolved relationship management and people skills.

This is a role that is very much about being a champion and an external face. If you find a purposeful profile rewarding then this could suit. You'll be seeking to influence through a variety of mechanisms, building networks and relationships, speaking on platforms, writing blogs and thought pieces etc. Whatever the medium, you'll recognise the importance of being engaging, thoughtful, persuasive and prioritising the organisation's messaging.

We appreciate that we are asking for a lot. But we also think if you are the right person for this role, that you will understand why expectations are high. It's too important a cause to leave to chance. We are serious about the leadership we role model in this space, and hope that you are too. Please read the rest of this pack to find out more about this opportunity, and speak to our retained recruitment partner, Campbell Tickell. If what we have said aligns to your values and ethos, then I hope you will see that this is the role in which you make an impact for this and future generations.

Warm regards

Sandra

Sandra Skeete | Chair of the selection panel



Our vision

“Leadership 2025 to no longer exist because housing’s leadership teams have achieved true and lasting ethnic diversity and representation”

About Leadership 2025

Leadership 2025 was established in direct response to the lack of ethnic diversity in leadership across the social housing sector. We want to support and promote ethnic minority talent and drive a sector-wide cultural shift, so that the need for our organisation dissipates.

The initiative is rooted in supporting people from ethnic minority backgrounds already working in the housing sector to be further developed for future leadership roles. Housing organisations are encouraged to identify people with their workforce who can apply for a learning place, and their employer sponsors the cost of this.

The organisation has now completed five rounds of its development programme and has 27 alumni within its cohort. The success rate, as measured by people who have completed the programme and gone on to make a positive career move is high, and confirms that Leadership 2025 is making a material impact.

The learning module is delivered by our partner the Roffey Park Institute, who specialise in all aspects of leadership learning and development. The nine-month intensive course is designed to take in different forms of skills development, practical learning, live case studies, peer group work, 360° feedback etc., all tailored to ensure a supportive, challenging and rigorous learning environment. In addition, some of the housing sector's high-profile leaders are signed up to deliver additional and structured mentoring support which also adds considerable value for participants in furthering learning opportunities and building a professional network.

As we have now completed five cohorts, this feels like an opportune time to reflect and learn for ourselves as an organisation. Therefore, we have paused the programme, while we collect feedback and re-assess, with a view to re-launching the programme next year. While nurturing and developing talent remains key to us, we are also poised to begin the cultural impact strand of our work. This element aims to secure a sector-wide mindset change that understands the importance of making leadership teams more reflective of the communities they serve. We want to be proactive in getting the sector's employers to champion support for diverse leadership and to take demonstrable action.

This wider work is also reflected in a new business plan, which has a refreshed set of objectives that can be summarised as follows:

- Building on our brand, to respond to the 2025 milestone, and to clarify our talent development and culture work offers;
- Launching next year's programme for a new cohort of future leaders both within and beyond London;
- Commissioning further research to assess and stretch our sector-wide impact and influence;
- Further mobilising our alumni network and supporting increased visibility of leaders from ethnic minority backgrounds across the sector;
- Assessing how we act as a vehicle for holding the sector to account; and
- Ensuring the long-term sustainability of the charity.

Our charity is governed by a highly experienced **Board of Trustees:**

Olu Olanrewaju | Olu has served as a CEO and executive director of several housing companies in the UK. He works for a consultancy practice, providing advice to global clients on areas such as housing market reviews, feasibility studies, and development of housing strategy and policy. He is a co-founder of Leadership 2025 and has been the Chair for the last three years. He will help ensure a smooth handover with our next Chair.



Elyse Hodgess | Elyse is an Associate Director at Adecco, a global recruitment agency, and she has worked in their UK housing division for more than a decade. She oversees temporary, fixed term contract and permanent roles at all levels for a range of UK housing clients including LAs, HAs, contractors and ALMOs. She is the former Co-Chair of Adecco's Diversity & Inclusion Committee.



Gina Amoh | After more than two successful decades Gina has just stepped down from the CE role at Inquilab HA, following the merger with Westway, which sees the creation of one of the UK's largest BME housing organisations, with almost 2,000 homes across West London. A passionate advocate for EDI, Gina has been instrumental in supporting the establishment of Leadership 2025.



Jatinder Takhar | With more than 30-years' experience in the housing sector, Jatinder remains passionate about the provision of affordable and high-quality housing. She has worked at executive/non-executive levels and her interest remains rooted in making a difference. She is a Croydon Council Housing Improvement Board member and NED at Connected Living London.



Mark Washer | Mark was the CEO of Sovereign for five years, and following the merger with Network, now leads SNG, one of England's largest housing providers. He has held several senior roles in the housing sector and has also been the Vice Chair of the National Housing Federation.





Nathan Warren | Nathan is the Group Director - Growth & Partnerships, at Sanctuary, the leading UK-wide housing and care provider. Nathan leads on the introduction and management of investment opportunities, including joint ventures, partnerships, and strategic improvement programmes. Nathan is also chair of Sanctuary’s EDI group.



Sandra Skeete | The former CE of Octavia Housing, Sandra has just overseen the transition of this legacy housing association into a larger group structure. She has recently joined the Board of Earnz PLC, an energy company that is seeking to make strides in decarbonisation, which goes right to the heart of Sandra’s commitment to sustainability.



Sandy Sohal | Sandy has held various senior roles in housing, with a particular focus on customer experience. She is now an Associate Director at Ethos Farm, a London and New York consultancy that specialises in customer and employee experience. She is also a Trustee of Brook, a national charity supporting people with their sexual health and wellbeing. Sandy is an Alumni representative.



We have also appointed our first dedicated staff member:

Jessica Parsons | **Director** joined us in 2023 and is taking the lead in ensuring we have a robust infrastructure that can support our learners, sponsors, mentors, funders and alumni. Jess will be working closely with the new Chair and continuing to support the Board of Trustees to ensure we all remain focused on delivering our business plan objectives which are founded in plans for growth and increased sector impact.



Role profile

Accountable to | Leadership 2025 Board

Line manages | Director

Role purpose

- Work with the Director and the Board to provide strategic leadership to ensure the delivery of our mission and vision in accordance with our key principles and charitable objectives.
- Ensure first-class governance of the charity, including playing a lead role in shaping the Board's effectiveness and providing certainty that equality, diversity and inclusion are embedded in all that we do.
- Ensure that the Board delivers its key strategic role in securing the charity's long-term viability and sustainability, in accordance with our memorandum and articles, and in compliance with relevant regulation and legislation.
- Act as a highly effective ambassador for Leadership 2025 and its work.

Key responsibilities

1. Provide leadership to the charity and its Board, ensuring that the organisation has maximum impact for its beneficiaries.
2. Ensure that the Board fulfil their duties and responsibilities for the effective governance of the charity, including regular review of risks and opportunities and maintaining financial health.
3. Make full use of the skills, knowledge, experience and networks of the Board.
4. Keep Board membership under review to provide assurance on performance, skills and representation.
5. Chair meetings of the Board effectively and efficiently, with engagement from members and high-quality debate to take collective ownership of decisions made in the best interests of the organisation.
6. Foster, maintain and ensure a constructive relationship with and between Board members and between members and staff.
7. Work closely with the Director to ensure that agendas and the meeting cycle are well-planned, with clarity on follow-up from meetings.
8. As the line manager of the Director, ensure regular contact and close liaison to provide support, constructive challenge and ensure accountability and high-performance.
9. In consultation with the Board consider the staff needs of the organisation including workforce planning and key employment matters; and consider wider resource needs.
10. Be an ambassador for Leadership 2025, helping to safeguard our reputation and strengthen our profile and impact.
11. Support the Board to represent Leadership 2025, engaging as needed with key stakeholders such as regulators, opinion formers and decision-makers.

Person specification

Experience and knowledge

- a. Experience of operating at a senior strategic leadership level within an organisation.
- b. Demonstrable experience of and passion for EDI and leadership development. Lived experience is advantageous.
- c. Experience of producing thought pieces, speaking on platforms, using appropriate social media etc. to encourage debate
- d. Has good insight into developing and maintaining organisational culture, providing advice that inspires others.
- e. Experience of governance, either as a Chair/Board member or via exposure at Board level.
- f. Good commercial and financial acumen, experience monitoring a business plan.
- g. Experience of growing a business or expanding a commercial service would be advantageous.
- h. A track record of motivating senior teams to deliver strategic objectives.
- i. Demonstrable experience of building and sustaining a variety of external relationships with key stakeholders, to support the delivery of organisation objectives.
- j. Has a professional network that adds value.

Skills and abilities

- k. Ability, gravitas and vision to lead a national organisation with a strong cause.
- l. An effective people leader, able to motivate and inspire, skilled at bringing people together to deliver their very best, and also act as a team-player.
- m. Able to exercise sound judgement, that is evidence-based.
- n. Ability to listen to others' contributions, challenge in a constructive way, build consensus through persuasive discussion and bring to debate to a conclusion.
- o. Excellent communication and inter-personal skills.
- p. Ability to ensure the commitment to EDI runs through all that the Board do.
- q. Ability to be an organisational ambassador, can operate and network effectively, to develop positive external relationships that generate confidence and respect.

Personal attributes

- r. Is passionate about our cause and shares the vision and principles of Leadership 2025.
- s. Operates with a high degree of probity, integrity and fairness, is open and transparent while respecting confidences.
- t. Leads by example as a leader.
- u. Has a collaborative style that engages people and promotes positive relationships.
- v. Has the necessary time commitment for the role and is comfortable with its required visibility.

Our alumni

“78% of the 27 graduates of the leadership programme have gone on to take a positive* career step”

*this includes re-shaping of an existing role; gaining a promotion, and/or securing a Board member role But 19% have left the sector, largely to seek career development and fulfilment elsewhere



Key terms & conditions

Capacity:

The Board currently meets monthly. But we are open to the new Chair reviewing that position.

There will likely be additional Board away-days, strategy sessions and ad hoc events including training. You will also be attending external events on behalf of Leadership 2025.

The estimated time commitment for the role is around two days per month.

If you can meet the capacity requirements for the role, we are happy to be flexible on your base location.

Expenses:

The role is not remunerated, however, reasonable expenses incurred for undertaking the role will be reimbursed.

The appointment:

The term of office would usually be two three-year terms.

Meeting format:

The majority of meetings happen on digital platforms.

Dates & selection process

Closing date:

Thursday 24th October 2024 | 9am

We will be in touch to let you know the outcome of your application by the end of the following week.

First interviews:

Wednesday 6th or Thursday 7th November 2024 | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel with Sewa Adebayo and Gera Patel.

We will be in touch to let you know the outcome of the interview by the end of the following week.

Final interviews:

Monday 18th November 2024 | in-person | at the Campbell Tickell offices in London

There will be a final panel interview with Leadership 2025 Board colleagues: Sandra Skeete (chair of the panel) with Nathan Warren and Olu Olanrewaju. Gera will also be in attendance.

If you are unable to participate on any of the identified dates for interviews, please do speak to Campbell Tickell before making an application.

Media advertisement

Chair of the Board of Trustees

Expenses | Flexible location

Leadership
2025 ▲

CAMPBELL
TICKELL

At Leadership 2025 we are excited to be welcoming a new Chair – who is as passionate as we are about developing diverse talent.



We came together in 2016 to redress the disappointing under-representation of people from minority ethnic backgrounds in leadership roles across the social housing sector. We have made some good progress but there is so much more to do – and our new Chair is central to us being able to make an even bigger impact.

With good governance insight and highly evolved relationship management skills, you will be comfortable in steering our brilliant Board of Trustees. You will also bring a thoughtfulness to raising our profile. We want to do that with purpose, to influence why the sector needs to pick up the pace on championing and delivering leadership diversity. So we hope you will also be someone who is at ease with networking, being on platforms and writing thought pieces.

You can be assured that this is *the* role to make *the* difference. You'll be making an impact for this and future generations, so you owe it to yourself to find out more.

You can download a job pack from www.campbelltickell.com/jobs

Please contact Sewa Adebayo to arrange a time for further discussion:

Sewa.Adebayo@campbelltickell.com | 07508 997839

Closes | Thursday 24th October 2024 | 9am



Telephone 020 8830 6777
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