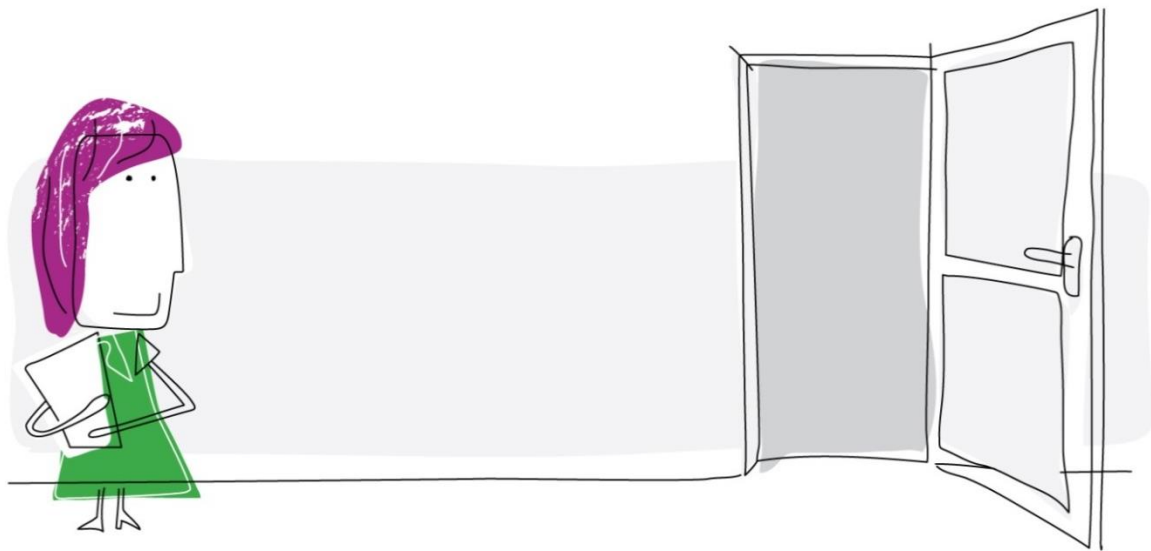


A Woman's Place in Housing

February 2016



**Chwarae
Teg** 

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1. Introduction

Across the UK, housing is one of the most widely discussed and contentious topics of the political agenda. The shortage of housing supply, growing need for decent housing for everyone, substantially increasing number of homeless people, and by contrast to these conditions, the austerity measures underpinning the Government's agenda since the 2008 recession has brought the housing question into the core of the political debates. In this contentious and important area, Chwarae Teg intends to draw attention to the gender balance in the decision making roles of actors in the social housing sector across Wales.

Men and women sharing leadership in the housing sector matters. Women account for the majority of service users and employees in the social housing sector. Yet, they are still underrepresented in management and senior roles. A large number of studies show that diversity in leadership, and overall in workplaces, results in more effective organisations, more proactive and intelligent leadership, better risk assessment and innovation. It also allows institutions to better reflect the aspirations of their stakeholders – public institutions, staff, tenants, local communities and other clients.

Chwarae Teg's research "**A Woman's Place in Housing**" examines the gender balance in the decision making roles of housing associations, local authorities and other related regulatory, advisory and umbrella organisations across Wales both at governance and management tiers, and covers 38 housing associations (HAs), 22 local authorities (LAs), 3 regulatory and advisory bodies and 6 umbrella organisations to provide a picture of the current situation in the social housing sector in Wales. The overall aim of the research is to illustrate the current gender balance in the leadership positions and provide a benchmark against which action towards greater equality in the number women in decision making roles across Wales can be measured.

The research and analysis was provided by Chwarae Teg Research Partner, Dr Hade Turkmen.

2. Research Background, Focus and Methods

2.1. Research Background

While the demand for rented properties and social housing is increasing rapidly, the same rising pattern is not observed in the supply of social housing provision. There is a significant shortage of social housing across the UK which makes housing one of the most critical topics of current political agenda. Actors within the social housing sector and policy makers are under considerable pressure to improve existing conditions and services, and to provide more rental housing to meet the increasing demand. In the current political climate, the decision making and policy development processes in the social housing sector, and respectively, the formation of governing structures and decision making bodies in the sector are crucial. The sector needs to respond efficiently to highly complex and varied needs under increasingly difficult economic circumstances.

Equality and diversity in decision making roles is one of the ways to improve responding to the needs of the sector. However, although equality, diversity, and gender balance in decision making roles is strongly emphasised by various groups including government and industry bodies, there are still important issues to address. Although women account for the majority of social housing service users as well as the majority of employees, they are underrepresented in management and senior roles.

A number of studies demonstrate that women are less likely to own their own home, and more dependent on the rental housing market than men.¹ In Wales, women make up 54% of social housing tenants.² Furthermore, according to 2011 UK level data, 79% of Housing Benefit recipients were single with almost two third of these being female.³ 2011 figures also show that 34% of housing benefit recipients had at least one child and 68% of those being single parent. These conditions can reasonably be read as the general pattern in the social housing sector, which says that women are more in need of social housing services for varied and complex reasons.

Furthermore, women constitute the majority of employees in the housing sector across the UK but only up to the middle management level. According to a survey dated 2011, and covering 67 of the largest HAs across the UK, 56% of all the employees working for these HAs are women, with females making up 56% of those working in entry level roles that require little experience and expertise.⁴ According to the same survey, 47% of middle management roles are taken by women, while 38% of senior management positions and a little over a third of board places are filled by women.⁵

Housing has a significant impact on our health, welfare, education prospects, employability, and the development of communities.⁶ The best social housing services are developed in a way that they respond to the complex and varied needs of people ensuring they have a secure, safe and decent place to live. This can only be achieved if the social housing service providers develop comprehensive strategies to understand the needs of different groups using their services. Organisations and institutions with diversity policies and gender balance in their decision making roles are better placed to respond to such complex and varied demands more efficiently and effectively, and they are more likely to develop more powerful solutions and take more proactive decisions to improve their services.

Welsh Government housing regulation and assessment standards emphasise equality and diversity in the governance and recruitment processes of HAs.⁷ Furthermore, The Code of Governance

¹ Chwarae Teg Housing Bill Evidence, December 2013.

² Chwarae Teg Briefing on 'Women and Welfare Reform' 2013.

³ Wales On the Edge: An overview of the current and predicted impact of welfare reforms on people and communities across Wales, February 2012, p. 26.

⁴ Inside Housing Survey, 2011, <http://www.insidehousing.co.uk/cracking-the-glass-ceiling/6513634.article> . Access: September 2015.

⁵ Ibid.

⁶ Chwarae Teg Housing Bill Evidence, December 2013

⁷ Welsh Government Document; The Regulatory Framework for Housing Associations Registered in Wales, December 2011. <http://gov.wales/docs/desh/publications/111202housingregframeworken.pdf> . Access: September 2015. Also, the Welsh Ministers published a Housing Association Regulatory Assessment report for housing associations registered with the Welsh Government which investigates the governance structures and efficiency of management of each HAs. The Regulatory Assessments for HAs could be found here:

published by Community Housing Cymru (CHC), the industrial body representing HAs in Wales, strongly stresses equality and diversity in the governance of HAs, claiming that “the foundations of good governance” involve “having balanced and diverse boards which can lead the organisation and simultaneously control risk.”⁸

2.2. Research Focus and Methods

The main actors in the social housing sector are local authorities (LAs) and registered social landlords, or as their widely known name housing associations (HAs). According to the latest report of Statistics for Wales⁹, HAs own 61% of all social rented housing stock overall, and own all social housing in half of the authorities across Wales. According to the same source, the total number of social rented dwellings, bedsits and bedspaces in Wales is 226,975; 87,871 of this stock is held by LAs and 139,104 are held by HAs. LAs have a higher percentage of supported and sheltered housing units within their stock (17% of their stock) than the HAs (12% of their stock). Alongside rental and sheltered housing, there are also almshouses (e.g. special care houses) and other kinds of housing that combines housing with elements of support and care such as extra care. In this research, the small HAs focused on this type of provision were not included.

Table 1 below shows the social rented stock for all Welsh social landlords as at March 2015 by authority and landlord type, which would give an idea of the size of the actors of social housing in different parts of Wales.

<http://gov.wales/topics/housing-and-regeneration/services-and-support/regulation/regulatory-assessments/?lang=en> . Access: September 2015

⁸ Community Housing Cymru Group, Code of Governance, February 2015.

⁹ Social Housing Stocks and Rents as at 31 March 2015, Statistics for Wales, first released: 6 August 2015.

Table 1: Social rented stock for all Welsh landlords by authority and landlord type, 2015

	Number		
	Local authorities	Registered social landlords	All social landlords
Isle of Anglesey	3,790	908	4,698
Gwynedd (e)		8,744	8,744
Conwy (e)		6,222	6,222
Denbighshire	3,428	2,332	5,760
Flintshire	7,382	2,667	10,049
Wrexham	11,274	2,113	13,387
Powys	5,362	2,912	8,274
Ceredigion (e)		3,339	3,339
Pembrokeshire	5,691	2,509	8,200
Carmarthenshire	8,983	3,079	12,062
Swansea	13,512	7,478	20,990
Neath Port Talbot (e)		12,479	12,479
Bridgend (e)		8,720	8,720
The Vale of Glamorgan	3,965	2,619	6,584
Cardiff	13,603	11,664	25,267
Rhondda Cynon Taf (e)		15,519	15,519
Merthyr Tydfil (e)		5,931	5,931
Caerphilly	10,881	3,770	14,651
Blaenau Gwent (e)		7,956	7,956
Torfaen (e)		9,880	9,880
Monmouthshire (e)		5,298	5,298
Newport (e)		12,965	12,965
Wales	87,871	139,104	226,975

Source: *Social Housing Stocks and Rents as at 31 March 2015, Statistics for Wales, p. 4. First released: 6 August 2015.*

- (a) Includes self-contained general needs, supported (including sheltered) and extra care housing, non-self-contained bedsits, non-self-contained hostels.
- (b) Excludes data for English RSLs with stock in Wales. At 31 March 2015, they owned 361 units of stock in Wales.
- (c) Stock figures will differ from dwelling stock estimates, which assumes 3 bedspaces of a non-self-contained unit is equivalent to 1 dwelling
- (d) Excludes intermediate rented, flexible tenures for the elderly, shared ownership and other social housing stock not at social rents.
- (e) These local authorities transferred their stock to registered social landlords prior to 2011-12. For further details on large scale voluntary transfers of local authority housing stock to registered social landlords see the 'Key quality information' section.

Data on the institutions that are examined in the research was collected from July to August 2015. The lists of the housing associations and other housing related organisations included in the research were taken from the official documents of the Welsh Government.¹⁰ In the first stage of data collection, the websites of these organisations were accessed, and information on their executive

¹⁰For the registered social landlords list see <http://gov.wales/topics/housing-and-regeneration/publications/registered-social-landlords-in-wales/?lang=en>, access: June 2015

The list of the other housing related organisations was taken from the Welsh Government consultation document "Draft Guidance on Housing Association Board Member Remuneration" (Date of issue: September 2014, p. 7).

team and management board was taken from the website wherever possible. It should be noted that not every HA has accessible or updated information on their website about their governance. After the investigation on the websites, each organisation was contacted via email and phone to inform them about the research project and to request information and updates about their governance and leadership structures. It is worth mentioning that, in some cases, returns to the requests were slow and several attempts were made to gain access to the relevant data.

In the case of local authorities, five key decision making roles in local authorities on housing issues were focused upon. These positions are *leader of the council*, *cabinet member responsible for housing*, *chief executive*, *official responsible for housing in the senior management team*, and *official responsible for the housing department*. The data of the local authorities was first collected in August 2014 within the scope of a pilot study for this research, and in August 2015, the data was checked with the local authorities in terms of its accuracy and updated.

The research also examines regulatory, advisory and umbrella organisations relevant to the housing sector. Other housing related groups included in this research were determined according to the Welsh Government's remuneration consultation document¹¹. Five of the organisations from the document¹² and another one¹³ from the social housing sector network were included in the research as a result. In addition, the Regulatory Board for Wales, and the two advisory groups working under the Board were also examined in the research.

The data of each group was analysed separately, and a cross analysis within each group carried out if the variable was relevant to each organisation. The data of each group, which are given in the tables in each section, were analysed both vertically and horizontally; that is to say, the ratios were calculated, firstly, regarding the whole sector (i.e. a 'vertical' analysis), and secondly, regarding each organisation separately (i.e. a 'horizontal', case-by-case analysis).

After the data analysis was completed, a focus group meeting was organised with a small group of organisations, which were also included in the research, to discuss the outline of the research and initial findings.

¹¹ Draft Guidance on Housing Association Board Member Remuneration, Welsh Government, 15.09.2014, Doc. No. WG23085. The document includes ten organisations: Registered Social Landlords (Housing Associations), Community Housing Cymru, Council of Mortgage Lenders (UK scale), Tenants Participation Advisory Service Cymru, Welsh Tenants, Welsh Local Government Association, Regulatory Board for Wales, Tenant Advisory Panel, Chartered Institute of Housing Cymru, Shelter Cymru.

¹² The research includes Community Housing Cymru (CHC), Tenants Participation Advisory Service Cymru (TPAS Cymru), Welsh Tenants, Chartered Institute of Housing Cymru (CIH Cymru), Shelter Cymru and Tai Pawb. Council of Mortgage Lenders is not included to the report as the senior management tier of this organisation is formed in the UK wide. Welsh Local Government Association is also excluded in the scope of this research. The other excluded group is Tenant Advisory Panel since this organisation is a project of TPAS Cymru and TAP and do not have a constituted governing body.

¹³ The research also includes Tai Pawb which is an organisation working for equality and diversity in housing sector.

3. Housing Associations

This research examines 38 HAs across Wales which provide general and sheltered housing. HAs are non-profit organisations providing low-cost social housing for people in need. As such, any trading surplus generated by these organisations is used for either maintaining the existing stock or financing new ones. HAs are independent organisations but regulated by the state and commonly receive public funding. In Wales, HAs are regulated by and receive some funding from the Welsh Government.

The importance of HAs is growing as they become the main social housing providers. Hence, equality and diversity in the management of HAs is also increasingly important. A feature of the larger housing associations is that they usually have paid staff and a committee or board of management made up of volunteers or paid non-executive members, all of whom have responsibility for delivering the work of HAs. A board might include residents, representatives from local authorities and community groups, business people and independent members. On average 25% of board membership is provided by housing association tenants.¹⁴ Some HAs, to which the local authority has transferred its housing stock (see Table 2), may also have representatives appointed by the council. The HAs concerned in this research all have senior management teams and voluntary management boards.

To become a board member, one can apply directly to any HA who will provide them with an “application pack, and when there is a vacancy that the applications will be considered alongside those of other individuals.”¹⁵ Alternatively, one can sign up to *Come on Board* scheme, run by Community Housing Cymru (CHC) and supported by Tai Pawb and Chwarae Teg. The scheme was introduced in 2015 to attract a more diverse range of people with the right skills and experience to steer their organisations.¹⁶

The size, capacity and operating area of HAs vary to a great extent. Table 2 below demonstrates approximate size, speciality and operation area of HAs focused on in this research to give a picture of the scale of the organisations that make up the social housing sector.

¹⁴ Governance of HAs; <http://chcymru.org.uk/en/policy/governance-and-regulation/governance/>. Access June 2015.

¹⁵ Ibid.

¹⁶ For more detail see: Come on Board, <http://comeonboardwales.co.uk> ; and, <http://chcymru.org.uk/en/board-members/come-on-board>

Table 2: Capacities, operational areas and financial and special features of HAs

	Name of the HA	Approximate Capacity	Operational Area	Features
1*	Aelwyd Housing Association Ltd	Around 250	Cardiff	The vast majority of the units are flats for the elderly. Year 2015: <ul style="list-style-type: none"> Income: £1,144,406 Surplus: £1,830
2	Bro Myrddin Housing Association Ltd	Around 840	Cardiff	Year ending 31 March 2014: <ul style="list-style-type: none"> Turnover: £3.6m Retained surplus: £0.4m Employed 30 staff
3	Bron Afon Community Housing Ltd	Over 8000 general needs, 901 leasehold and 79 shared ownership homes	Torfaen	<ul style="list-style-type: none"> Stock transfer from Torfaen Council Year ending 31 March 2014: <ul style="list-style-type: none"> Turnover: £36.8m Retained surplus: £4. Employed an average of 485 staff on a full time equivalent basis
4	Cadwyn Housing Association Ltd	Over 2000; general needs homes and supported hostel bed spaces for homeless people	Cardiff	Year ending 31 March 2013: <ul style="list-style-type: none"> Turnover: £10.1m Surplus: £0.3m Employed 103 staff
5	Cardiff Community Housing Association Ltd	Around 2700	Cardiff	Year ending 31 March 2014: <ul style="list-style-type: none"> Turnover: £15.6m Surplus: £1.3m Employed 103 staff
6	Cartrefi Conwy Cyf	2,600 general needs homes and over 1,000 supported housing place	Conwy	<ul style="list-style-type: none"> Stock transfer from Conwy Council Year ending 31 March 2014: <ul style="list-style-type: none"> Turnover: £18.5m Retained deficit: £0.7m (2013: deficit £2.1m) Employed 162 staff
7	Cartrefi Cymunedol Gwynedd Cyf	Around 5,900 general needs homes, 80 leasehold homes, and 400 supported housing places	Gwynedd	<ul style="list-style-type: none"> Stock transfer from Gwynedd Council Year ending 31 March 2014 <ul style="list-style-type: none"> Turnover £28.0m Retained surplus £5.8m Employed 264 staff
8	Coastal Housing Group Ltd	Over 5100	Swansea, Neath Port Talbot, and Carmarthenshire	Year ending 31 March 2014 <ul style="list-style-type: none"> Turnover: £25.8m Retained surplus £3.5m Employed 195 staff
9	Cymdeithas Tai Cantref Cyf	Over 1500	Ceredigion, Pembrokeshire, Carmarthenshire and Powys	Year ending 31 March 2014 <ul style="list-style-type: none"> Turnover: £7.1m, Retained surplus: £0.7m Employed 73 staff
10	Grŵp Cynefin	Over 3600	Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd, Powys and Wrexham	Year ending 2014 <ul style="list-style-type: none"> Created a surplus of £1.487m. Year ending 31 March 2015 <ul style="list-style-type: none"> The value of housing stock and other assets had increased by £8.163m from the previous year. Employed 205 staff.
11	Cynon Taf Community Housing Group	1,550 general needs homes, around 300 sheltered and 30 supported accommodation units	County of Rhondda Cynon Taff	Year ending 31 March 2014: <ul style="list-style-type: none"> Turnover: £8.6m Retained surplus: £0.9m Employed 67 staff

12	Family Housing Association (Wales) Ltd	Around 2600	Majority in Swansea and Carmarthenshire; Also in Neath Port Talbot, Ceredigion and Pembrokeshire	Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £16.5m • Retained surplus: £0.2m • Employed 223 staff members on a full-time equivalent basis
13	First Choice Housing Association Ltd	Around 187 properties providing, in total, around 571 bed spaces	manages properties in 18 out of 22 Welsh Local Authorities	Specialist Association providing housing for people with learning disabilities throughout Wales. Year ending 31 March 2014, <ul style="list-style-type: none"> • Turnover: £3.6m • Retained surplus: £1.0m • Employed 20 staff
14	Grwp Gwalia Cyf	Over 10,200	In South and Mid Wales.	Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £61.5m • Retained surplus: £1.5m • Employed 1,466 staff
15*	Hafan Cymru	Supported 3,288 people – 1353 women, 102 men and 1833 children through their Projects across Wales	Across 16 of the 22 Local Authorities in Wales	Work with those escaping domestic abuse, helping them regain their independence Year 2015 <ul style="list-style-type: none"> • Turnover: £6,021,469 • Surplus: £200,246 • Employed 168 staff
16	Hafod HA/Hendre Ltd	Around 3,800 general needs homes and 1,000 supported housing, residential and nursing home places	10 Local Authorities in South Wales	Year ending 31 December 2013 <ul style="list-style-type: none"> • Turnover: £44.9m • Retained surplus: £2.0m • Employed an average of 1,176 staff
17	Linc-Cymru Housing Association Ltd	Around 2,900 general needs homes and 1,000 supported housing, residential and nursing home	10 Local Authorities across Wales	Year ending 31 March 2015 <ul style="list-style-type: none"> • Turnover: £26.8m • Retained surplus: £2.1m • Employed 420 staff
18	Melin Homes Ltd	Around 3400	Blaenau Gwent, Newport, Torfaen, Monmouthshire and Powys	Year ending 31 March 2014, <ul style="list-style-type: none"> • Turnover: £36.7m • Retained surplus: £1.0m • Employed 213 staff
19	Merthyr Tydfil Housing Association Ltd	1,131 general needs homes	Merthyr Tydfil County Borough Council	Year ending 31 March 2014, <ul style="list-style-type: none"> • Turnover: £5.4m • Retained surplus: £0.3m • Employed 44 staff
20	Merthyr Valleys Homes Ltd	Around 4,000 general needs homes, 200 sheltered homes and 34 commercial units	Merthyr Tydfil County Borough Council	• Stock transfer from Merthyr Tydfil Council Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £14.9m • Retained surplus: £1.2m • Employed an average of 186 staff on a full time equivalent basis
21	Mid-Wales Housing Association Ltd	Around 1,300 general needs homes and 230 supported housing and sheltered accommodation places	Ceredigion and Powys local authority areas in Wales, and Shropshire in England with general needs	Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £6.9m • Retained surplus: £0.3m • Employed 75 staff
22	Monmouthshire Housing Association Ltd	3562 general needs homes	Monmouthshire	• Stock transfer from Monmouthshire Council Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £18.2m • Retained surplus: £2.9m • Employed 219 staff

23	Newport City Homes Housing Association Ltd	Around 9000	Newport City Council	<ul style="list-style-type: none"> • Stock transfer from Newport City Council Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £39.6m • Retained surplus: £2.2m • Employed 336 staff
24	North Wales Housing Association Ltd	2,134 general needs homes and 315 supported housing homes	Conwy, Denbighshire, Gwynedd, Anglesey	Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £11.9m • Retained surplus: £0.9m • Employed 154 staff
25	NPT Homes Ltd	Over 9000	Neath Port Talbot	<ul style="list-style-type: none"> • Stock transfer from Neath Port Talbot Council Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £39.2m • Retained surplus: £14.4m • Employed an average of 457 staff
26	Pembrokeshire Housing Association Ltd	Around 2,200	Pembrokeshire	Year ending 31 March 2013 <ul style="list-style-type: none"> • Turnover: £10.3m • Retained surplus: £1.4m • Employed 91 staff
27	Pennaf Ltd	Around 3,704 general needs homes, 249 extra care apartments, and 726 supported housing, residential and nursing home places	In seven Local Authority areas in Wales	Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £31.3m; Turnover of Clwyd Aly: £30.7m • Retained surplus: £1.4m; Retained surplus of Clwyd Aly: £1.4m • Employed 577 staff and Clwyd Aly employed 353 staff
28	RCT Homes Ltd	Around 9,400 general needs homes, 630 leasehold homes and 710 supported housing places	Rhondda Cynon Taff	<ul style="list-style-type: none"> • Stock transfer from Rhondda Cynon Taff Year ending 31 March 2013 <ul style="list-style-type: none"> • Turnover: £45.9m • Retained surplus: £12.0m • Employed 453 staff
29	Rhondda Housing Association Ltd	Around 1,420 general needs homes and 100 supported housing places	Rhondda Cynon Taff	Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £6.6m • Retained surplus: £0.7m • Employed 64 staff
30	Seren Group Ltd	Around 4,650 general needs homes and 660 supported housing places, 164 shared ownership and 78 leasehold homes.	in South East Wales	Year ending 31 March 2013 <ul style="list-style-type: none"> • Turnover: £44.1m • Retained surplus: £2.4m • Employed an average of 811 staff
31	Taff Housing Association Ltd	Around 1200	Cardiff	Year ending 31 March 2013 <ul style="list-style-type: none"> • Turnover: £9.4m • Retained surplus: £1.3m • Employed 136 staff on a full time equivalent basis
32	Tai Calon Community Housing Association Ltd	Around 6,180 general needs homes and provides services to around 335 leaseholders	Blaenau Gwent County Borough Council	<ul style="list-style-type: none"> • Stock transfer from Blaenau Gwent Council Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £21.0m • Retained deficit: £2.6m • Employed 282 staff
33	Tai Ceredigion Cyf	Over 2200	Ceredigion County Council	<ul style="list-style-type: none"> • Stock transfer from Ceredigion Council Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £9.6m • Retained surplus: £0.8m • Employed an average of 138 staff on a full time equivalent basis.

34	Newydd/The Cadarn Housing Group Ltd	Around 2,300 general needs homes and 250 supported housing properties	In 10 Local Authority areas in Wales	Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £12.4m • Retained surplus: £1.0m • Employed 90 staff on a full time equivalent basis
35	United Welsh Housing	Around 3,900 general needs homes, 850 supported housing and 180 shared ownership homes.	In 11 local authority areas across Wales	Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £24.2m • Retained surplus: £2.1m • Employed 243 staff
36	Valleys to Coast Housing Ltd	5,800 general needs homes, 700 leased homes, and 200 supported housing homes	Bridgend	<ul style="list-style-type: none"> • Stock transfer from Bridgend Council. Year ending 31 March 2014 <ul style="list-style-type: none"> • Turnover: £24.7m • Retained surplus: £2.2m • Employed 228 staff
37	Wales & West Housing Association Ltd	Around 8600	In 12 local authority areas across Wales	Year ending 31 December 2013 <ul style="list-style-type: none"> • Turnover: £40.2m • Retained surplus: £8.5m • Employed an average of 461 staff
38*	Trustees of the Young Men's Christian Association at Cardiff	Directly manage 4 Cardiff city centre housing projects; 112 hostels rooms and 12 other accommodation types	Cardiff	Provide temporary accommodation for homeless people of both sexes, all ages and various backgrounds Year 2012: <ul style="list-style-type: none"> • Turnover: £939,572 • Retained surplus: £5,430
<p>Sources of table: The data used in the table was taken from Welsh Government Financial Viability Judgement Reports for each HAs. See the list of the reports: http://gov.wales/topics/housing-and-regeneration/services-and-support/regulation/financialviabilityjudgements/?lang=en . In addition, the web sites and annual reports of some organisations were also checked. The information about "Large Scale Voluntary Transfer (LSVT)" of housing stock from LAs to newly formed HAs was taken from CHC website http://chcymru.org.uk/en/about-us/stock-transfer.</p> <p>* HAs no. 1, 15, 38 do not have financial viability judgement reports. The information about them was taken from their websites and annual reports.</p>				

3.1. Gender Split in the Senior Management Teams of HAs

Table 3 below demonstrates the gender split in the senior management teams of HAs. In the following sections, Table 3 is analysed from various perspectives.

Table 3: Gender split in the senior management teams of HAS

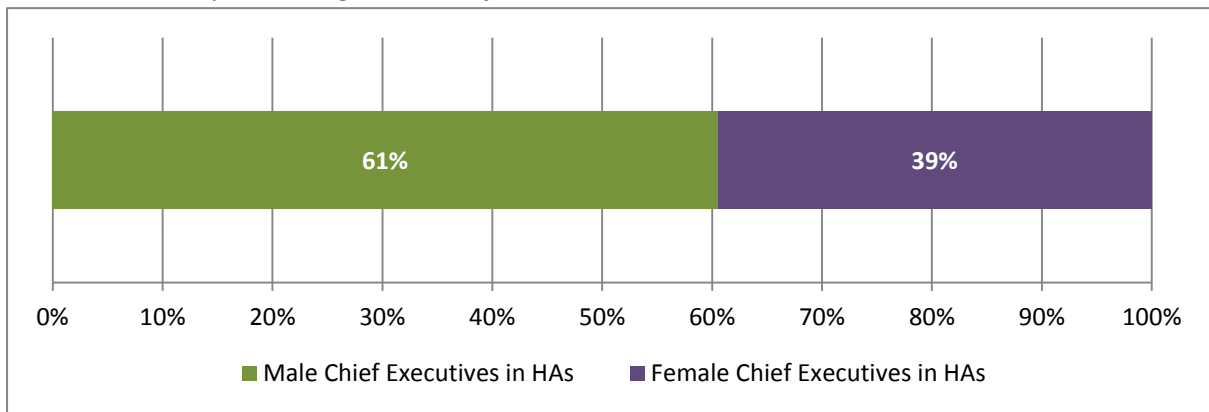
	Name of Registered Social Landlord	Chief Executive	No. of members of exec. team	No. female exec. team member	% of gender split on exec. team
1	Aelwyd Housing Association Ltd	Chris Woodward	3	1	F: 33% M: 67%
2	Bro Myrddin Housing Association Ltd	Hilary Jones	4	2	F: 50% M: 50%
3	Bron Afon Community Housing Ltd	Duncan Forbes	5	1	F: 20% M: 80%
4	Cadwyn Housing Association Ltd	Chris O'Meara	4	3	F: 75% M: 25%
5	Cardiff Community Housing Association Ltd	Kevin Protheroe	5	2	F: 40% M: 60%
6	Cartrefi Conwy Cyf	Andrew Bowden	3	0	F: 0 M: 100%
7	Cartrefi Cymunedol Gwynedd Cyf	Ffrancon Williams	3	0	F: 0% M: 100%
8	Coastal Housing Group Ltd	Debbie Green	5	3	F: 60% M: 40%
9	Cymdeithas Tai Cantref Cyf	Lynne Sacale	3	1	F: 33% M: 67%
10	Grŵp Cynefin	Walis George	4	1	F: 25% M: 75%
11	Cynon Taf Community Housing Group	Michelle Reid	4	2	F: 50% M: 50%
12	Family Housing Association (Wales) Ltd	Karen Dugate	7	2	F: 28.5% M: 71.5%
13	First Choice Housing Association Ltd	Hilary Ryan	4	2	F: 50% M: 50%
14	Grwp Gwalia Cyf	Michael A H Williams	4	2	F: 50% M: 50%
15	Hafan Cymru	Nikki Warrington	5	5	F: 100% M: 0
16	Hafod	Alan Morgan	6	2	F: 33% M: 67%
17	Linc-Cymru Housing Association Ltd	Robert Smith	4	1	F: 25% M: 75%
18	Melin Homes Ltd	Mark Gardner	5	0	F: 0% M: 100%
19	Merthyr Tydfil Housing Association Ltd	Karen Courts	3	1	F: 33% M: 67%

20	Merthyr Valleys Homes Ltd	Mike Owen	4	2	F: 50% M: 50%
21	Mid-Wales Housing Association Ltd	Shane Perkins	5	2	F: 40% M: 60%
22	Monmouthshire Housing Association Ltd	John Keegan	4	1	F: 25% M: 75%
23	Newport City Homes Housing Association Ltd	Ceri Doyle	3	2	F: 66.7 M: 33.3
24	North Wales Housing Association Ltd	Paul Diggory	4	2	F: 50% M: 50%
25	NPT Homes Ltd	Linda Whittaker	4	2	F: 50% M: 50%
26	Pembrokeshire Housing Association Ltd	Peter Maggs	4	1	F: 25% M: 75%
27	Pennaf Ltd	Graham Worthington	2	0	F: 0% M: 100%
28	RCT Homes Ltd	Andrew Lycett	5	2	F: 40% M: 60%
29	Rhondda Housing Association Ltd	Lesley Davies	5	2	F: 40% M: 60%
30	Seren Group Ltd	Amanda Davies	7	5	F: 71.4% M: 28.6%
31	Taff Housing Association Ltd	Elaine Ballard	5	3	F: 60% M: 40%
32	Tai Calon Community Housing Association Ltd	Peter Cahill (Interim)	5	2	F: 40% M: 60%
33	Tai Ceredigion Cyf	Steve Jones	4	2	F: 50% M: 50%
34	Newydd/The Cadarn Housing Group Ltd	Paul Roberts	4	1	F: 25% M: 75%
35	United Welsh Housing	Anthony Whittaker	4	1	F: 25% M: 75%
36	Valleys to Coast Housing Ltd	Stephen Cook	7	1	F: 14.3% M: 85.7%
37	Wales & West Housing Association Ltd	Anne Hinchey	4	1	F: 25% M: 75%
38	Trustees of the Young Men's Christian Association at Cardiff	Andrew Jenkins	4	3	F: 75% M: 25%

No of Female CEO	% of Female CEO	Total no of Members of Exec. Teams	Total no of female members of Exec. Teams	% of Female Members
15	39%	165	66	40%

Chart 1 below shows that 15 out of 38 HAs (39%) have female chief executives.

Chart 1: Gender splits among the CEOs of HAs



The total number of members in the senior management teams in HAs is 165, and the overall ratio of women in the teams is 40% as Chart 2 below demonstrates.

Chart 2: Gender split among the senior management teams of HAs

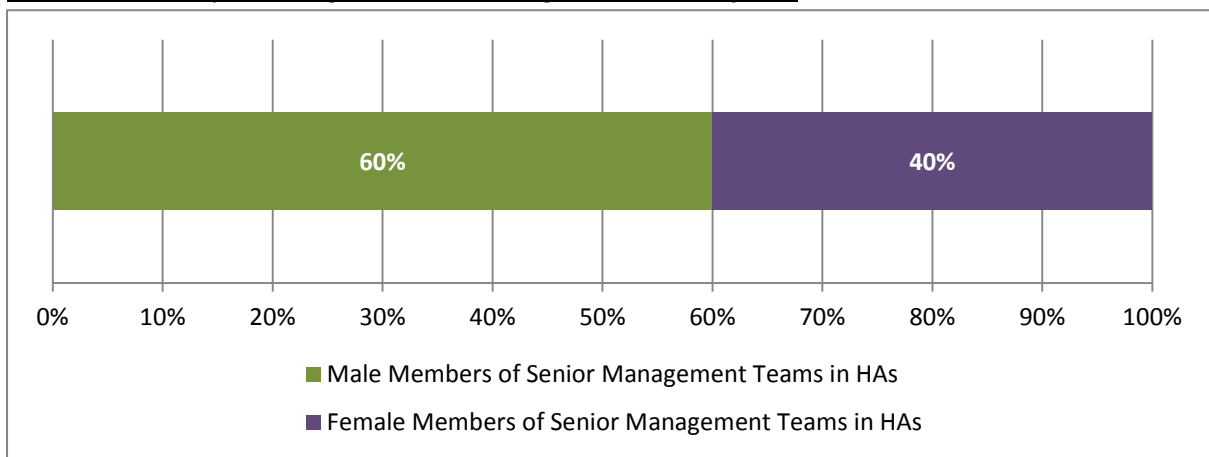


Table 3 and charts 1 and 2 show that the female proportion in the executive teams across all housing associations is approximately 40%.

Chart 3 below shows the gender proportions in the senior management teams of HAs regarding each HA separately. Since the number of senior managers in different HAs changes, the chart shows the proportions by taking 40% to 60% ratios of female directors to the centre. According to this chart, 18 (47%) of HAs have less than 40% female directors in their executive teams. 15 (39%) HAs have 40% to 60% proportion of female directors, while 5 HAs have more than 60% female directors in their senior management team.

Chart 3: Gender proportions in the senior management teams of HAs

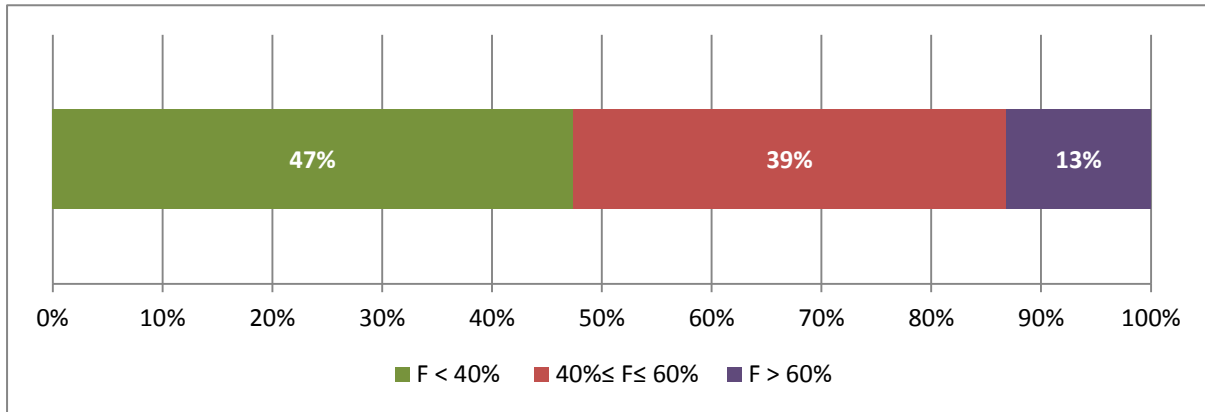
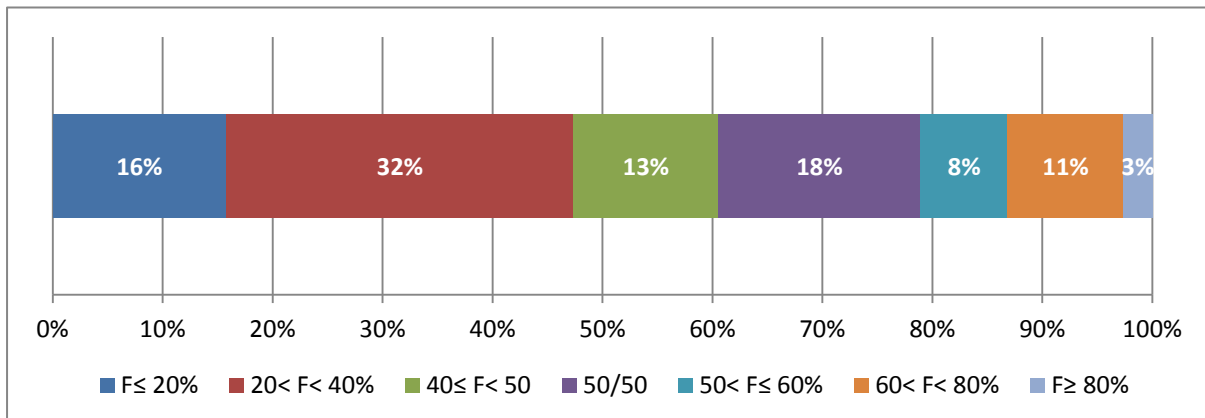


Chart 3 above demonstrates that there is a gap to be closed in order to reach gender balance in the senior management teams. A more detailed illustration of this gap is given in the below chart.

Chart 4: Gender proportions in the senior management teams of HAs



According to the above chart, 6 HAs (16%) have less than 20% female directors in their management teams, and within this group, 4 HAs do not have any female directors in their management teams. 12 HAs (32%) has more than 20% - less than 40% proportion of female directors; 5 HAs (13%) have 40% to less than 50% female proportion; 7 HAs (18%) have gender balance in their senior management teams and 3 HAs (8%) have more than 50% up to 60% female director proportion. 5 HAs (14%) have more than 60% female directors in their senior management team.

3.2. Gender Split in the Board of Management of HAs

In this section, the management boards of HAs are examined. Table 4 presents the chairs, vice chairs and number of board members and gender split in the management boards of HAs.

Table 4: Gender split in the management boards of HAS

	Name of Registered Social Landlord	Chair of the Board	Vice Chair of the Board	No. of Board Members	No. of Female Board Members	% of gender split on the board
1	Aelwyd Housing Association Ltd	Mr J Morris	Mr M Delbridge	11	3	M: 72.7% F: 27.3%
2	Bro Myrddin Housing Association Ltd	Jayne Woods	Lesley Penn	8	3	F: 37.5% M: 62.5%
3	Bron Afon Community Housing Ltd	Andrew Lawrence	Patrick Harkness	11	3	M: 72.7% F: 27.3%
4	Cadwyn Housing Association Ltd	Iwan Jones	Judith James	10	5	F: 50% M: 50%
5	Cardiff Community Housing Association Ltd	Debra Rosser	Stewart Kelly	11	4	F: 36.4% M: 63.6%
6	Cartrefi Conwy Cyf	Douglas Leech	Brian Horton	15	3	F: 20% M: 80%
7	Cartrefi Cymunedol Gwynedd Cyf	Claire Russell Griffiths	Medwyn Hughes	10	5	F: 50% M: 50%
8	Coastal Housing Group Ltd	Francis Jones	Dawn Mitchell	11	7	F: 63.6% M: 36.4%
9	Cymdeithas Tai Cantref Cyf	David Willcox	Penri James	12	4	F: 33.3% M: 66.7%
10	Grŵp Cynefin	John Arthur Jones	N/A	10	3	F: 30% M: 70%
11	Cynon Taff Community Housing Group	Julie Haigh	Maureen Davies	12	6	F: 50% M: 50%
12	Family Housing Association (Wales) Ltd	Mike Owen	Rachel Honey-Jones	11	4	F: 36.4% M: 63.6%
13	First Choice Housing Association Ltd	Alison Johns	Nick Worman	10	4	F: 40% M: 60%
14	Grwp Gwalia Cyf	Anthony E. Pierce	Ray Singh	18	4	F: 22.2% M: 77.8%
15	Hafan Cymru	Rhian Davies	Beverly Horrell	10	7	F: 70% M: 30%
16	Hafod	Bill Payne	Graham North	17	8	F: 47% M: 53%
17	Linc-Cymru Housing Association Ltd	Peter Green	N/A	12	4	F: 33.3% M: 66.7%
18	Melin Homes Ltd	Margaret Spencer	Christine Edmondson	14	4	F: 28.5% M: 71.5%
19	Merthyr Tydfil Housing Association Ltd	Alun Batley	Denise Roberts	9	6	F: 66.6% M: 33.3%

20	Merthyr Valleys Homes Ltd	Nicola Evans	Frances Bevan	13	4	F: 30.8% M: 69.2%
21	Mid-Wales Housing Association Ltd	Mr. David Evans	Mr. Wynne Davies	14	5	F: 35.7% M: 64.3%
22	Monmouthshire Housing Association Ltd	Andrew Martyn-Johns	Peter Clarke	12	4	F: 33.3% M: 66.7%
23	Newport City Homes Housing Association Ltd	Chris England	David Taylor	15	7	F: 46.7% M: 53.3%
24	North Wales Housing Association Ltd	Peter Gibson	Sally Ellis	14	5	F: 35.7% M: 64.3%
25	NPT Homes Ltd	Roger Williams	Ted Latham	12	4	F: 33.3% M: 66.7%
26	Pembrokeshire Housing Association Ltd	Christina Hirst	Peter Hughes	11	4	F: 36.4% M: 63.6%
27	Pennaf Ltd	Dr A Holdsworth	Vacancy	6	2	F: 33.3% M: 66.7%
28	RCT Homes Ltd	Claire Jones	Kel Palmer	11	3	F: 27.3% M: 72.7%
29	Rhondda Housing Association Ltd	Jeff Davies	Charles Middleton	8	3	F: 37.5% M: 62.5%
30	Seren Group Ltd	Jonathon Davies	Stewart Murton	11	4	F: 36.4% M: 63.6%
31	Taff Housing Association Ltd	Ellis Jenkins	Rod Perons	13	6	F: 46.2% M: 53.8%
32	Tai Calon Community Housing Association Ltd	Dr Norma Barry	Fred Davies	13	5	F: 38.5% M: 61.5%
33	Tai Ceredigion Cyf	Derek Lassetter	Dick Evans	16	6	F: 37.5% M: 62.5%
34	Newydd/The Cadarn Housing Group Ltd	David Evans	Victoria Hiscocks	16	6	F: 37.5% M: 62.5%
		David Birch	Martin Symonds			
35	United Welsh Housing	Ian Gilbert	Grahame Sturges	8	2	F: 25% M: 75%
36	Valleys to Coast Housing Ltd	Neil Harries	Helen Perkins	12	5	F: 41.7% M: 58.3%
37	Wales & West Housing Association Ltd	Kathy Smart	Sharon Lee	12	6	F: 50% M: 50%
38	Trustees of the Young Men's Christian Association at Cardiff	Alex Bird	Toni Kemp	10	5	F: 50% M: 50%

Total no of Female Chairs	% of female chairs	Total no of female vice chairs	% of female vice chairs	Total no of board members	Total no of board female members	% of female board members
13	33%	14	39%	449	173	39%

Chart 5 below demonstrates the gender split ratio among the chair positions. 13 out of 38 HAs (33%) have a female chair.

Chart 5: Gender split among the chairs of the management boards of HAs

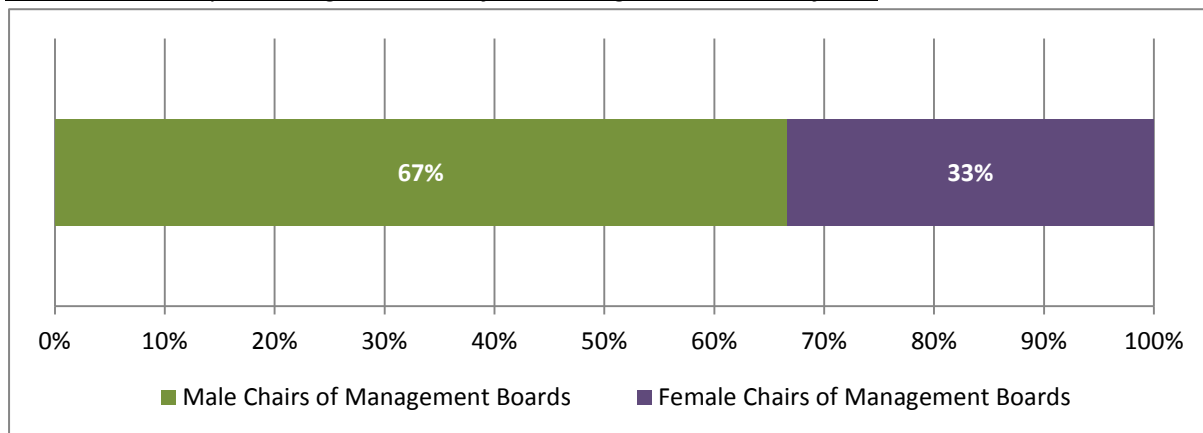


Chart 6 below shows the gender split ratio in the vice-chair positions. Two HAs do not have a vice chair position, and one HA's vice chair position was vacant when the research was carried out. Also, to note, Newydd/The Cadarn Housing Association has two chairs and two vice chairs on their management board which was considered in the analysis.

Chart 6: Gender split among the vice-chairs of the management boards of HAs

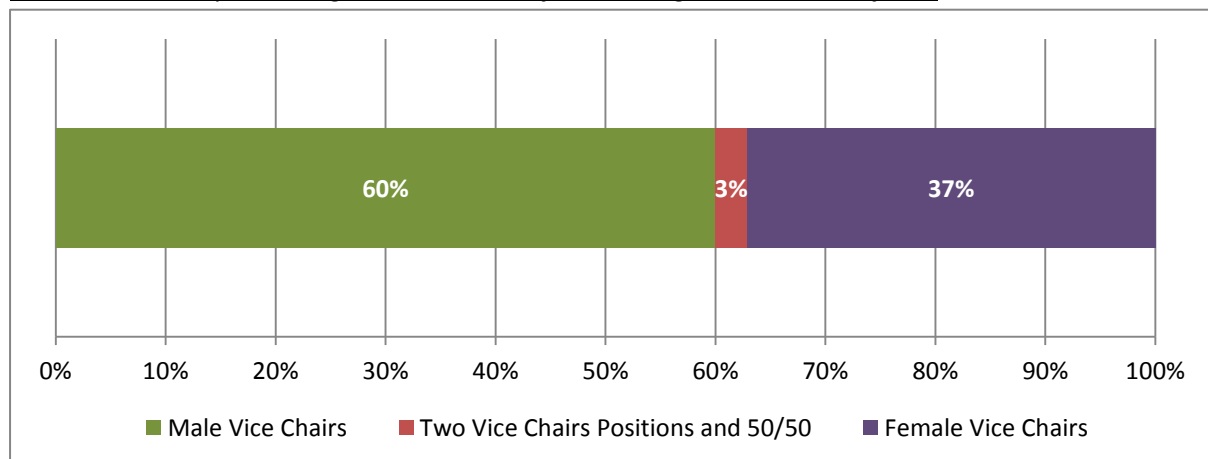


Chart 6 demonstrates that 21 HAs out 35 (60%) have a male vice chairs, 13 HAs (37%) have a female vice chairs and one HA has two vice chairs positions one of which is female and the other one is male. Considering the gender split in chair and vice chair positions, the ratio of women representation is increasing in the vice chair position; yet there is a sizable gender gap to be closed in the chair and vice chair positions.

Chart 7 below demonstrates a cross comparison of male and female chief executive and chair positions pair in the HAs.

Chart 7: Gender Split in the chief executive and chair positions pair in HAs

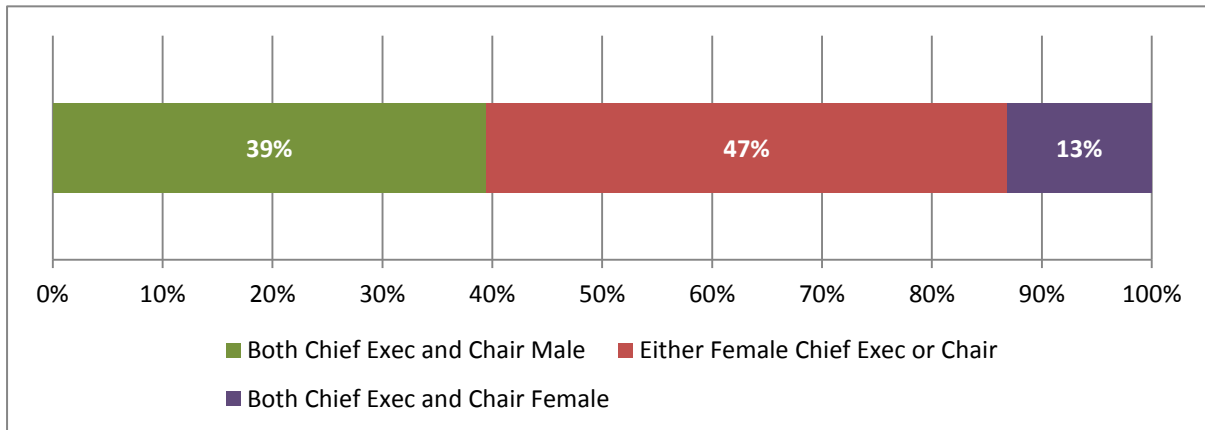


Chart 7 demonstrates that 47% of the HAs have either a female chair or chief executive. In other words, in the chief executive and chair pair of the management teams, 18 HAs have gender balance in chief executive and chair positions pair. 15 HAs (39%) have both male chief executive and chair, and 5 HAs (13%) have both female chief executive and chair.

Chart 8: Gender Split in the chair and vice chair positions pair in the management boards of HAs

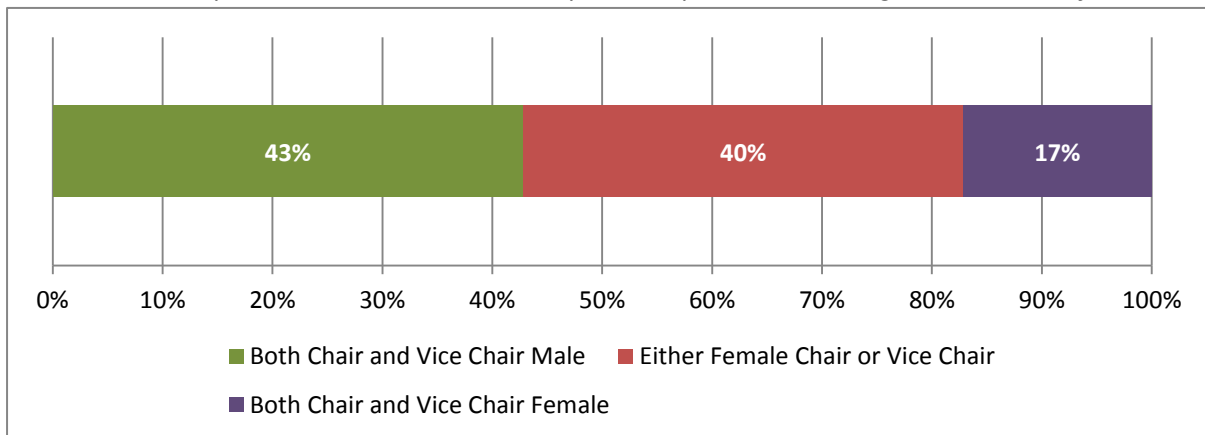
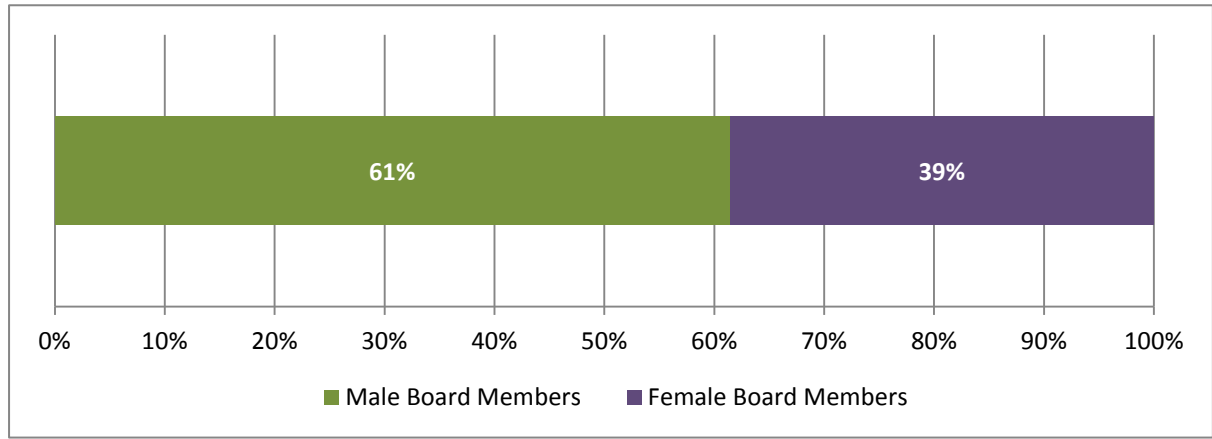


Chart 8 above demonstrates the data out of 35 HAs due to the lack of vice chairs in three HAs. According to the above chart, the ratio of male chair and male vice chair pair is higher; however, the ratio of either female chair or vice chair pair is close to the male-male combination.

Chart 9: Gender split among the board members of HAs



Concerning the gender split in the composition of the management boards of HAs, a similar ratio as the case of executive teams is observed. Females make up approximately 39% of the management boards of HAs overall. Moreover, the percentage (33%) of female chairs is relatively low compared to the other positions.

Chart 10 below shows the gender proportions in the management boards of HAs. Alike the analysis of the gender proportions in the senior management teams, in the analysis of gender proportions in the management boards, 40% to 60% ratio of female representation was considered as a balanced condition since some HAs have odd numbers of board members on their management boards.

Chart 10: Proportion of Ratios of Men to Women in the composition of Management Board of HAs

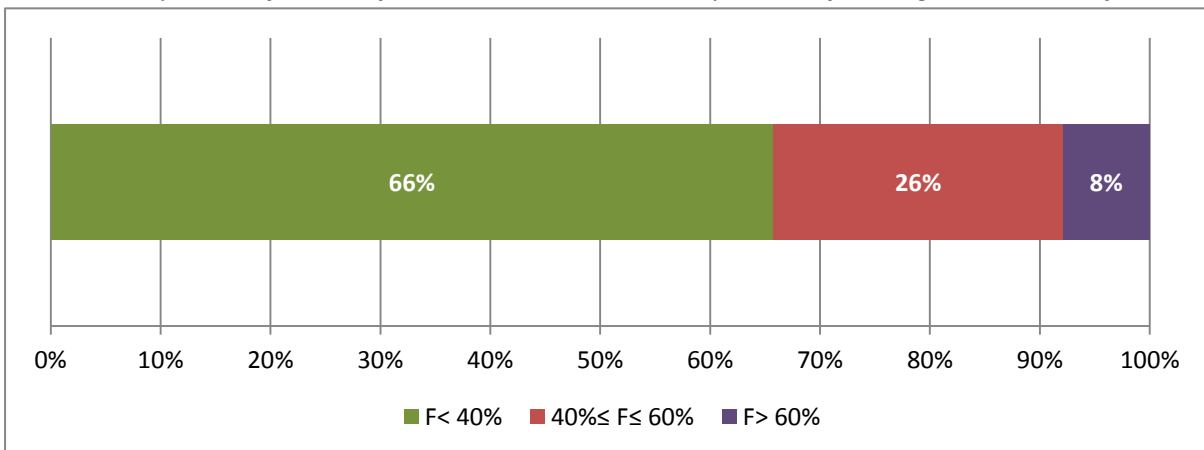


Chart 10 shows that 25 HAs (66%) have less than 40% female members on their management boards. Conversely, 10 HAs (26%) have 40% to 60% female members on their management boards and 3 HAs (8%) have more than 60% female members on their management boards. Accordingly only 26% of HAs are approaching to a gender balance in their management boards. There is a

sizable gap to be closed to achieve gender balance in the management boards. Chart 11 below demonstrates a detailed figure of the gender gap in the management board of HAs:

Chart 11: Proportions of Ratios of Men to Women in the composition of Management Board of HAs

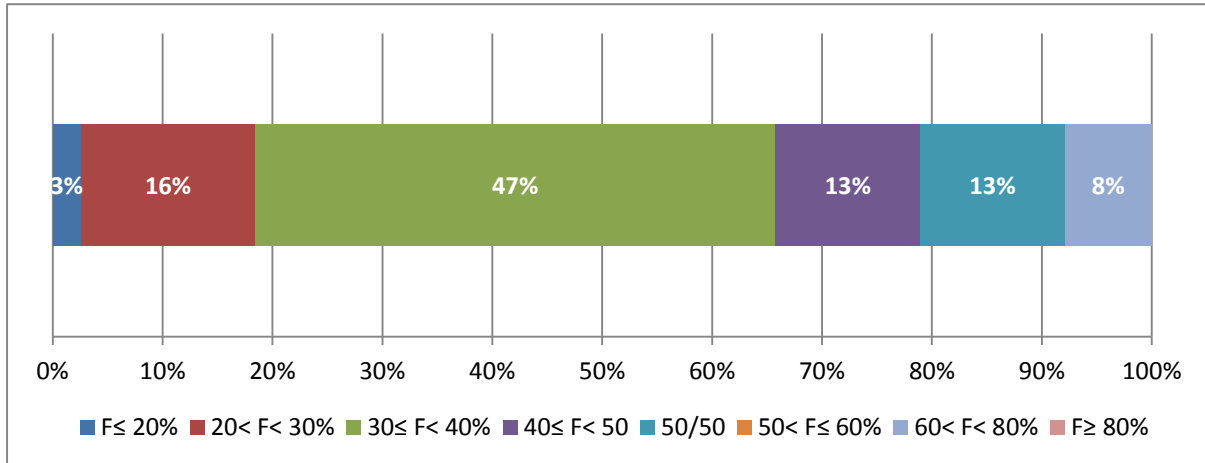


Chart 11 above demonstrates that one HA (3%) has less than 20% female members on their board, 6 HAs (16%) have more than 20%-less than 30% female members on their management board; and most strikingly, 18 HAs (47%) have 30% to 40% female members on their board. This means that almost half of the all HAs population have a proportion of female representation between 30% up to 40%. 5 HAs (13%) have 40% to 50% female proportion, and 5 HAs (13%) have gender balance on their management boards. Another reading of this data is 26% of HAs are close to a gender balance on their management boards. There is no HA with a female member ratio between 50% to 60% and more than 80% on their board. 3 HAs (8%) have more than 60%-less than 80% female proportion on their management boards.

These figures show that, there is a substantial gap to be closed in order to reach the gender balance in the composition of management boards of HAs.

4. Local Authorities

Regarding senior roles in the governing of housing issues in LAs, five tiers were considered: Leaders of the councils and cabinet members responsible for housing, both of whom are elected representatives; the chief executive of the council, director in the senior management team responsible for housing and the official responsible for housing, all of whom are employed officials. Table 5 below presents the case of 22 LAs in Wales.

Table 5: Gender split in the decision making roles of the LAs

	Local Authority	Leader of the council	Cabinet Member Responsible for Housing	Chief Executive	Official responsible in senior management team for housing dept.	Official responsible for housing dept.	% Gender Split
1	Blaenau Gwent	Hedley McCarthy	David White	David Wagget	Alan Reed	Dave Thompson	M: 100%
2	Bridgend	Melvyn E Nott	Hywell Williams	Darren Mephram	Mark Shephard	Angela Bowen	F: 20% M: 80%
3	Caerphilly	Keith Vivian Reynolds	David Vincent Poole	Chris Burns	Phil Davy	Shaun Couzens	M: 100%
4	Cardiff	Phillip Bale	Susan Elsmore	Mr Paul Orders	Sarah McGill	Jane Thomas	F: 60% M: 40%
5	Carmarthenshire	Emlyn Dole	Linda Evans	Mark James	Jake Morgan	Robin Staines	F: 20% M: 80%
6	Ceredigion	Ellen ap Gwynn	Cathrine Hughes	Bronwen Morgan	Parry Davies	Sue Thomas	F: 80% M: 20%
7	Conwy	Dilwyn Roberts	Phil Edwards	Iwan Davies	Peter Brown	Sam Parry	F: 20% M: 80%
8	Denbighshire	Hugh Evans	Hugh Irving	Mohammaed Mehmet	Jamie Groves	No post at this level	M: 100%
9	Flintshire	Aaron Shotton	Helen Brown	Colin Everett	Clare Budden	No post at this level	F: 50% M: 50%
10	Gwynedd	Dyfed Edwards	Ioan Thomas	Dilwyn Williams	Gwenan Parry	Arwel Wyn Owen	F: 20% M: 80%
11	Isle of Anglesey	Ieuan Williams	Aled Morris Jones	Dr Gwynne Jones	Gwen Carrington	Shan Williams	F: 40% M: 60%
12	Merthyr Tydfil	Brendan Toomey	Chris Barry	Gareth Chapman	Elis Cooper	Steve Peters	M: 100%
13	Monmouthshire	Peter Fox	Giles Howard	Paul Matthews	Deb Hill-Howells	Ian Bakewell	F: 20% M: 80%

14	Neath Port Talbot	Alun H.Thomas	John Rogers	Steve Phillips	Clair Marchant	Claire Jones	F: 40% M: 60%
15	Newport	Robert Bright	John Richards	Will Godfrey	Julie Velluci	Mike Jones	F: 20% M: 80%
16	Pembrokeshire	Jamie Adams	Alison Lee	Ian Westley	Ian Westley	Lyn Hambridge	F: 40% M: 60%
17	Powys	Barry Thomas	R. Graham Brown	Jeremy Patterson	Amanda Lewis	Simon Inkson	F: 20% M: 80%
18	Rhondda Cynon Taff	Andrew Morgan	Keiron Montague	Steve Merritt	Paul Mee	Jennifer Ellis	F: 20% M: 80%
19	Swansea	Rob Stewart	David Hopkins	Jack Straw	Phil Roberts	Lee Morgan	F: 20% M: 80%
20	Torfaen	Bob Wellington	Gwyneira Clark	Alison Ward	Sue Evans	Neil Howel	F: 60% M: 40%
21	Vale of Glamorgan	Neil Moore	Bronwen Brooks	Rob Thomas	Miles Punter	Hayley Selway	F: 40% M: 60%
22	Wrexham	Mark Pritchard	Ian Roberts	Dr Helen Paterson	Phil Walton	Andy Lewis	F: 20% M: 80%
	Total Male	21	15	19	13	10	
	Total Female	1	7	3	9	10	
	% Gender Split	F: %5 M: %95	F: 32% M: 68%	F: 14% M: 86%	F: 41% M: 59%	F: 50% M: 50%	

4.1. Gender Split among the elected members of LAs

As Table 5 and Chart 12 demonstrate, there is only one council with a female leader, amounting to only 5% female representation in this position. When the gender split among the members of the cabinets responsible for housing is considered (Chart 13), it is also clear that male members are more highly represented than females. Nevertheless, the ratio of female to male representatives (32%) is much higher than the same ratio in leadership positions.

Chart 12: Gender split among leaders of council in LAs

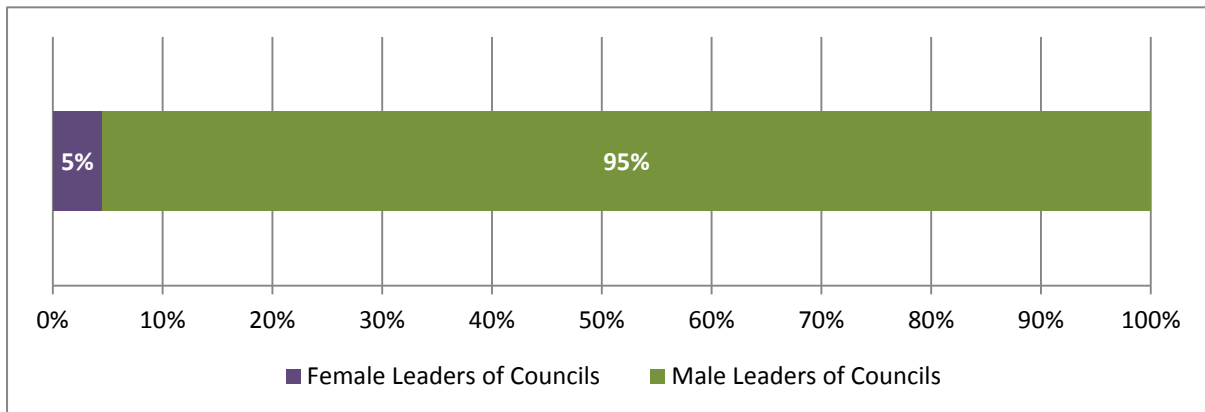
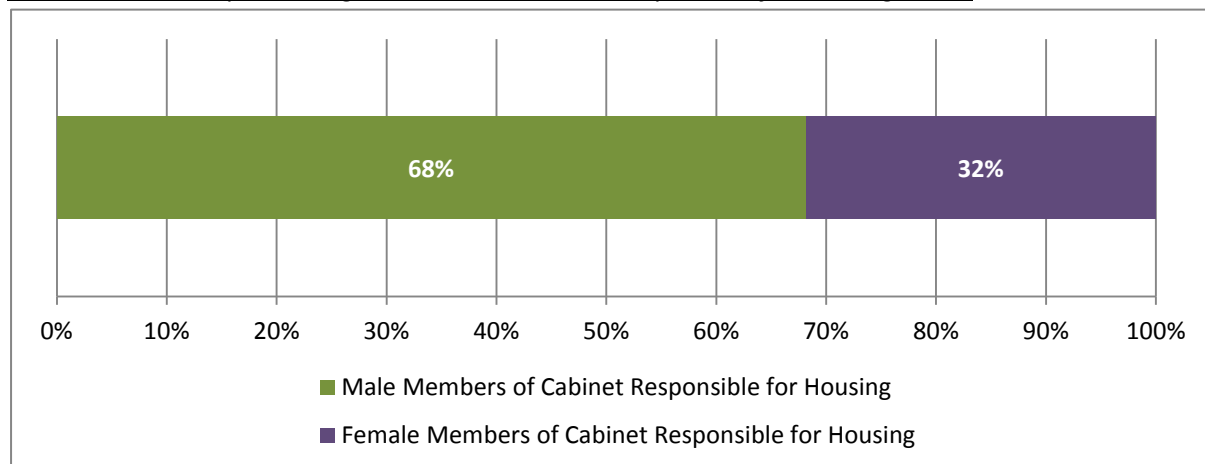


Chart 13: Gender split among the cabinet members responsible for housing in LAs



4.2. Gender Split among the Senior Management of Housing in LAs

In this tier of housing leadership in LAs, it is observed that higher tiers are more male dominated whereas in the lower levels of management, the number of women employees increases.

Chart 14: Gender split among the CEOs in LAs

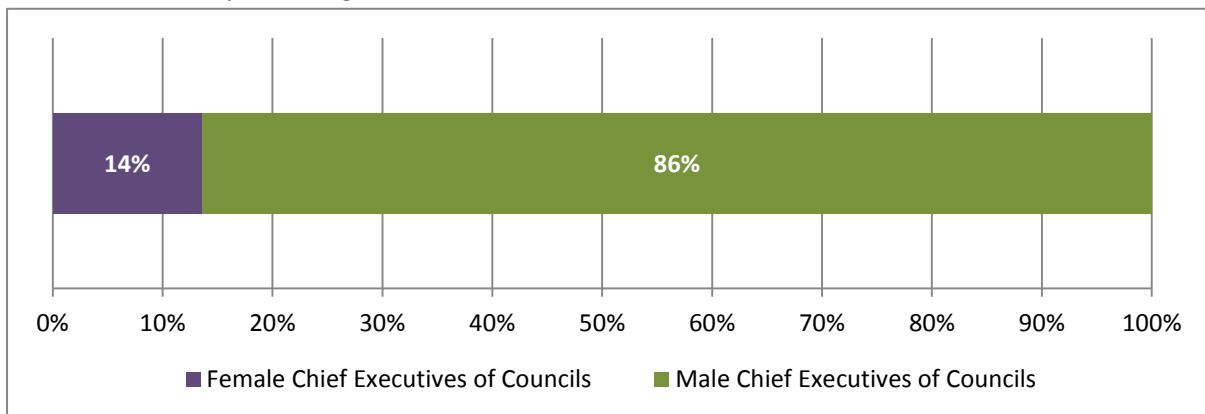
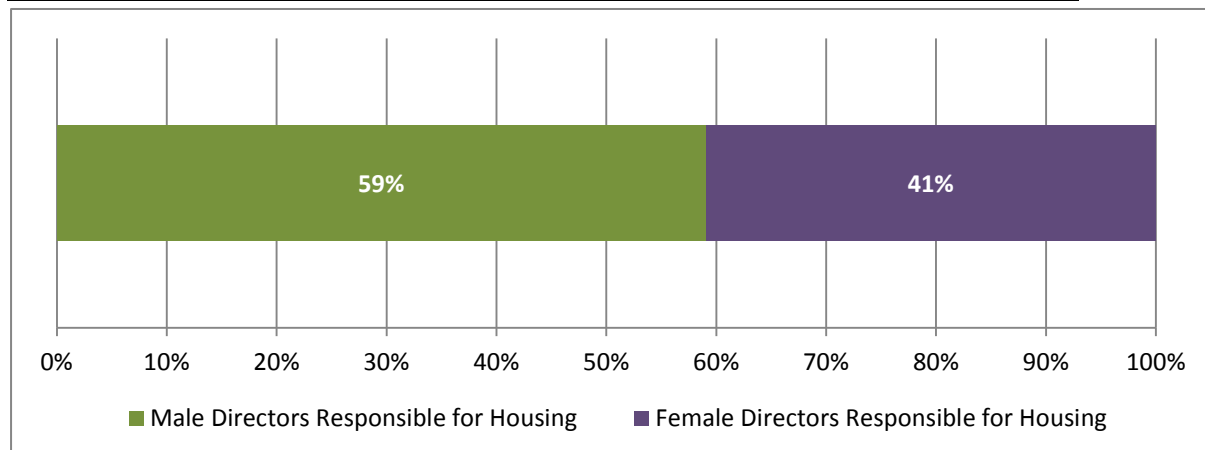


Chart 14 shows that the representation of women in the chief executive position of LAs is only 14% with 3 LAs having female chief executive out of 22.

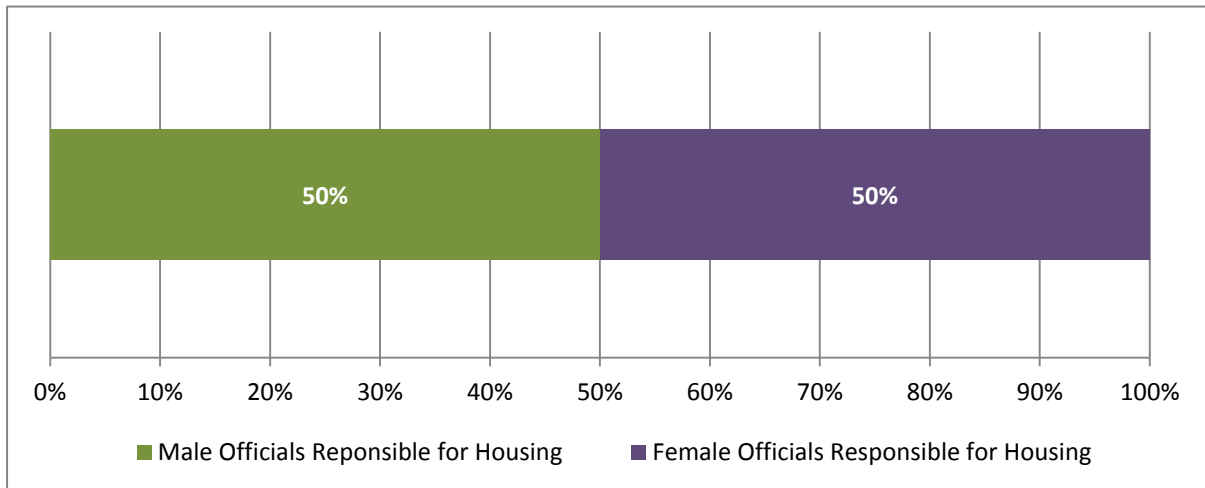
Chart 15: Gender split among the senior managers responsible for housing positions in LAs



The representation of women in the senior management teams of LAs increases in the lower tiers, as can be seen in the comparison of Chart 14 and Chart 15. The representation of women increases to 41% in the director positions responsible for housing. 9 LAs out of 22 (41%) have female directors who are responsible for housing, and 13 HAs (59%) have male directors responsible for housing in their senior managements.

Other evidence of increasing numbers of women employees in the lower tiers is revealed in Chart 16 below, which demonstrates that the 50/50 ratio is achieved in the head of housing positions which is the lowest tier that we analysed in this report.

Chart 16: Gender split among the officials responsible for housing positions in LAs



The overall data shows, therefore, that the representation of woman increases as one moves down the tiers of the organisational hierarchy. However, although the overall results are important, as the table demonstrating the gender split for each LA suggests, it is important to look at the percentages in each local authority. In doing so, it can be observed that many LAs have more men in decision making positions as Chart 17 and Chart 18 demonstrate below.

Accordingly, 4 out of 22 LAs have 100% male representation within the decision making roles, while a further 9 out of 22 have 80% male proportions. Overall, in 13 LAs (59%), the representation of females is less or equal to 20% representation within the decision making roles.

Chart 17: Gender Proportions in the decision making roles in the housing units of LAs

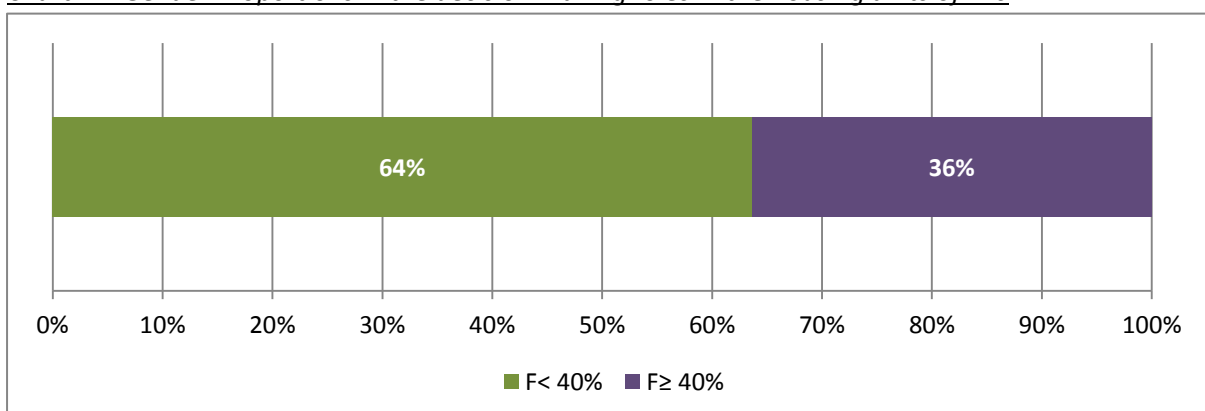
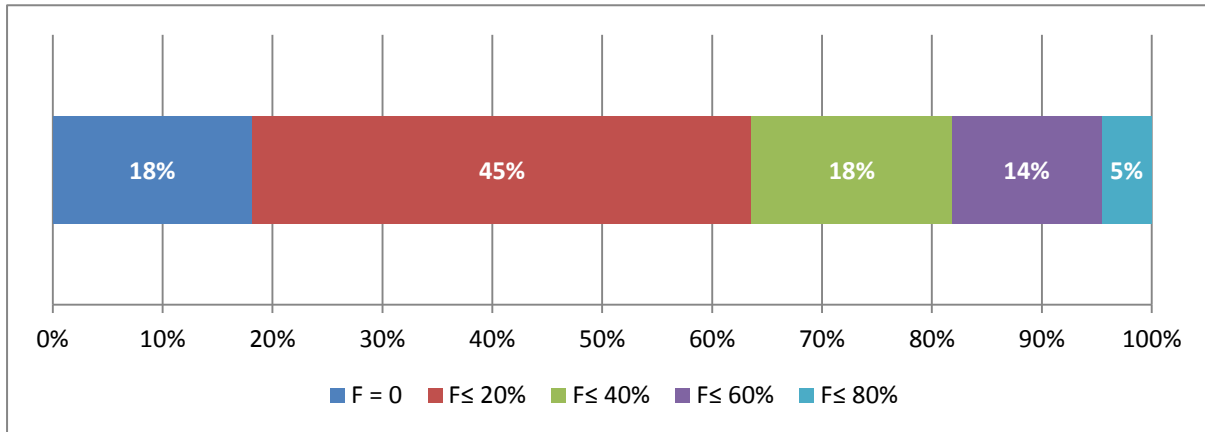


Chart 17 above demonstrates that in 14 LAs (64%), the proportion of women in decision making roles concerning housing issues is less than 40%. Chart 18 below gives a more detailed picture of the gender proportions concerning each LA.

Chart 18: Gender Proportions in the decision making roles in the housing units of LAs



As Chart 18 demonstrates, the majority of LAs have less than 20% female representation in senior positions. 4 LAs (18%) do not have any females in the examined management tiers, and 10 LAs (45%) have only one female in the senior roles.

The overall picture in LAs shows that there is a significant gender gap in decision making roles concerning housing issues.

5. Regulatory Board, Advisory Groups and Umbrella Organisations

This research also examines other bodies related to social housing provision, and which bring actors of the social housing sectors together in their governing structures. The organisations included in this research were determined according to the Welsh Government Remuneration Document, Regulatory Board for Wales representatives and from other networks. The Regulatory Board for Wales, two advisory groups working for the Board and six umbrella organisations representing the HAs and tenants are examined in the scope of the research.

Although the number of members in the governing bodies of these organisations are small and some of them have boards constituted from the members of other organisations, it is nevertheless worthwhile including this group in the research since these are the umbrella organisations bringing the actors of the sector together, leading policy development and promoting equality and diversity in the sector. In other words, they are the pioneering groups in policy development and regulation.

5.1. Regulatory Board for Wales and advisory groups

The Regulatory Board for Wales and two advisory groups supporting the Regulatory Board for Wales are important parts of policy development and regulation in the social housing sector. The main purpose of the Board is “to hold the Welsh Government’s Housing Regulation Team to account for its work by overseeing the implementation of the new regulatory framework”.¹⁷ It also advises the Minister on the performance of the housing associations as a whole.

The board has two independent members, and a representative from Community Housing Cymru (which represents housing associations), Welsh Local Government Association (which represents local authorities), Council of Mortgage Lenders (which represents lenders), Welsh Tenants’ Federation (which represents tenants), Tenant Participation Advisory Service Cymru (a tenant participation organisation), Welsh Government (as the regulator), Chartered Institute of Housing (which is a professional housing body), Shelter Cymru (which is a national housing advice network aimed at preventing homelessness).

¹⁷ For more information, see <http://gov.wales/topics/housing-and-regeneration/services-and-support/regulation/regulatoryboardforwales/?lang=en> . Access September 2015

Role/Institution	Representative
Independent Chair	D. Hugh Thomas
Independent Member	Gayna Jones
Welsh Government	Ceri Breeze
Tenantiaid Cymru/Welsh Tenants	Steve Clarke
Tenant Participation Advisory Service Cymru (TPAS Cymru)	David Lloyd
Council of Mortgage Lenders (CML)	John Marr
Welsh Local Government Association (WLGA)	Jim McKirdle
Community Housing Cymru (CHC)	Sioned Hughes
Co-opted Member (Shelter Cymru)	Michelle Wales

Table 6 demonstrates that the proportion of female members on the management board of the Regulatory Board for Wales is 33% whereas proportion of male members on the board is 67%.

The Board is supported by two sub-groups: Tenant Advisory Panel and Regulatory Advisory Group.

The Tenant Advisory Panel aims “to bring issues affecting tenants to the attention of the Regulatory Board. Membership levels are proportionate to the number of housing association tenants in each region and any tenant can apply to become a panel member.”¹⁸

Region	Representative
North	Frank Lewis
North	Lynn Wilkinson Owen
North	Claire Russell-Griffiths
South East	Steve Thrupp
South East	James Rides
South East	Pip Williams
South West	Mike Wiseman
South West	Helen Wright

Table 7 demonstrates that the proportion of the female members of the board of Tenant Advisory Panel is 37.5%, and the proportion of the male members of the panel is 62.5%.

The role of the Regulatory Advisory Group is “to act as an advisory sounding board to support and promote effective, proportionate housing regulation based on the principles of co regulation and

¹⁸ For more information see: <http://www.tapwales.org.uk/> and <http://gov.wales/topics/housing-and-regeneration/services-and-support/regulation/tenant-advisory-panel/?lang=en> Access: September 2015

delivered using a relationship management approach.”¹⁹ The Group considers items emerging from the Regulatory Board for Wales’ strategic action plan, supporting the Board by making recommendations and identifying key strategic priorities.

Table 8: Board of Regulatory Advisory Group

Role/Institution	Name
CHC Finance Forum	Sarah Cole
CHC CEO Network	Duncan Forbes
Community Housing Cymru (CHC)	Sioned Hughes
CHC Chair Regulation Network	Martyn Seaward
Tenant Participation Advisory Service (TPAS)	David Lloyd
Tenants Advisory Panel	Claire Russell Griffiths
Welsh Local Government Association	Jim McKirdle
Council of Mortgage Lenders (CML)	John Marr
Lenders	Steve Primarolo
Lenders	Alison Johns
Welsh Government	Carol Kay
Welsh Government	Naheed Hussain
Tai Pawb	Alicja Zalesinska
Co-opted	Doug Elliott

Table 8 above shows that in the board of Regulatory Advisory Group, the 50/50 gender balance is achieved.

The board members of Regulatory Board for Wales and advisory groups are representatives of different groups and a selection process is carried on by their affiliated organisations. In order to achieve gender balance in these groups, a collaborative action in the selection processes is needed among different groups.

5.2. Umbrella Organisations

In this section, gender split among the organisations representing actors of the social housing sector are concerned. These are Community Housing Cymru (CHC), Tenant Participation Advisory Service Cymru (TPAS Cymru), Welsh Tenants (WT), Chartered Institute of Housing Cymru (CIHC), Shelter Cymru and Tai Pawb.

CHC²⁰ is the representative body for housing associations and community mutuals in Wales, which are all not-for profit organisations. TPAS Cymru²¹ is a tenant support organisation that works with

¹⁹ For more information, see: <http://gov.wales/topics/housing-and-regeneration/services-and-support/regulation/regulatoryboardforwales/regulatory-advisory-group/?lang=en> Access: September 2015.

²⁰ For more information, see: <http://www.chcymru.org.uk/> Access: September 2015.

²¹ For more information, see: <http://www.tpascymru.org.uk/about/> Access: September 2015.

and supports other groups on behalf of tenants in the social rented housing. Welsh Tenants²² is also a tenant support organisation providing information, advice and support to both their members and the general body of tenants. CIHC²³ is an umbrella body providing professional help, and working to shape housing and community agendas to support more than 1,200 members across Wales. Shelter Cymru²⁴ provide independent specialist advice, advocacy and legal representation for anyone with housing problems. The Board of Trustees is Shelter Cymru's governing body and holds ultimate responsibility and accountability for the organisation. Lastly, Tai Pawb²⁵ is an organisation in Wales that is specifically dedicated to promoting equality in housing in relation to the seven strands of equality; age, disability, gender, gender identity, race and nationality, religion or belief, and sexual orientation. Tai Pawb has a membership structure consisting of five categories of membership, with these being individuals, third sector (voluntary) organisations, local authorities, registered social landlords and other housing interests.

5.2.1. Gender split among the directors of the organisations

Table 9: Gender split among the senior management teams of umbrella organisations:

	Name of the organisation	Director/Chief Executive	No. of Executive team	No. of female	% Gender split
1	Community Housing Cymru	Stuart Ropke	3	2	F: 66.7% M: 33.3%
2	The Tenant Participation Advisory Service Cymru	David Wilton	1	0	M: 100%
3	Welsh Tenants	Steve Clarke	5	2	F: 40% M: 60%
4	Chartered Institute of Housing Cymru	Helen Northmore	3	3	F: 100%
5	Shelter Cymru	John Puzey	6	4	F: 66.7% M: 33.3%
6	Tai Pawb	Alicja Zalesinska	1	1	F: 100%

Total no of female directors	% of female directors	Total no of managers	Total no of female managers	% of female managers
2	33%	19	12	63%

Chart 19 below shows the ratio of male and female directors in the senior management teams of umbrella organisations. The number of male directors is higher than female directors in the case of

²² For more information, see: <http://www.welsh tenants.org.uk/> Access: September 2015.

²³ For more information, see: <http://www.cih.org/cymru> Access: September 2015.

²⁴ For more information, see: <http://sheltercymru.org.uk/what-we-do/> Access: September 2015.

²⁵ For more information, see: <http://www.taipawb.org> Access: September 2015.

umbrella organisations; however, it should be bear in mind that the sample group is too small to make a general conclusion. Saying that, the ratios are derived from 6 organisations, 4 of them (67%) have male directors, and 2 of them (33%) have female directors. Therefore, the contribution of the sample group to the evaluation of gender balance is small.

Chart 19: Gender split among the directors of other organisations

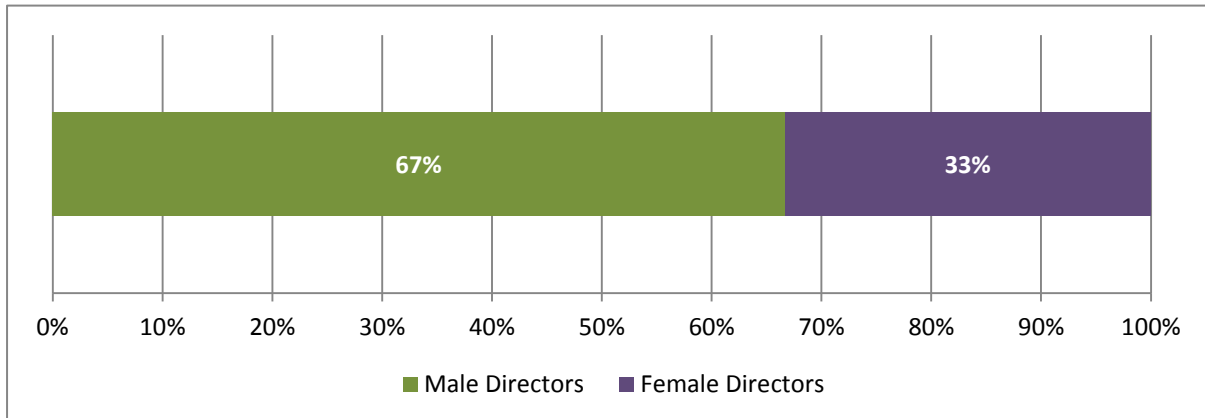
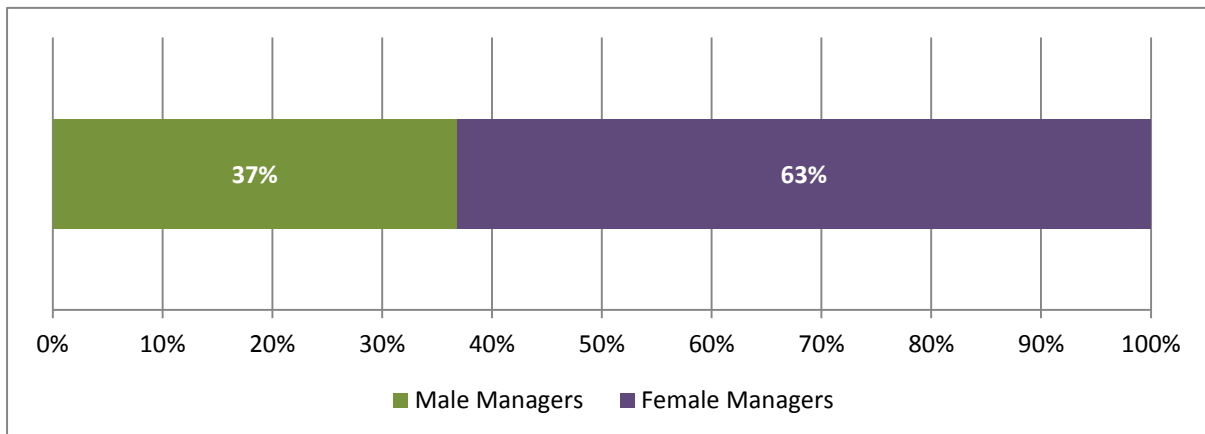


Chart 20: Gender split in the managerial team of other organisations



When we look at the gender split ratios in the managerial team of the organisations, it is seen that the proportion of female directors is higher than male directors. 12 out of 19 total senior managers (63%) are female.

Since the numbers in the sample group is small and the distribution of the numbers in the manager teams among the organisation is uneven, in order to avoid a misguided conclusion, the cross analysis in the managerial tier of umbrella organisation was not carried out.

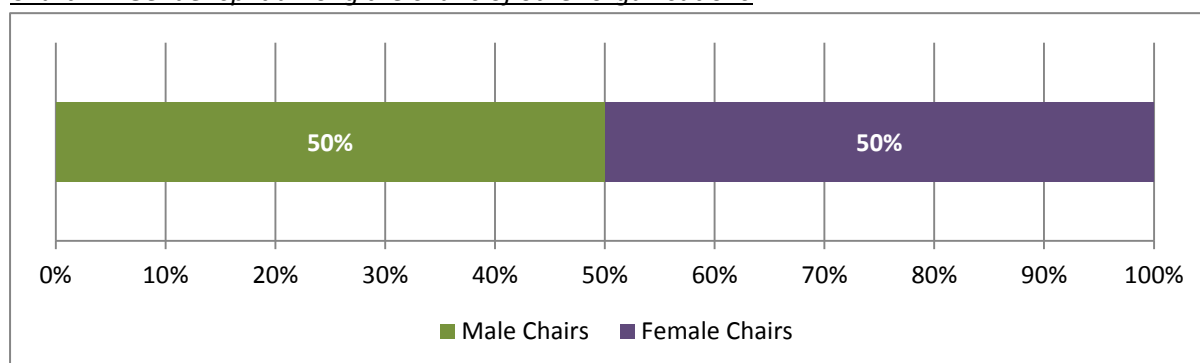
5.2.2. Gender split among the boards of umbrella organisations

Table 10: Gender split in the management boards of the umbrella organisations

	Name of the organisation	Chair	Vice-chair	No. of board members	No. of female board members	% Gender split
1	Community Housing Cymru	John Keegan	Amanda Protheroe	7	5	F: 71.4% M: 28.6%
2	The Tenant Participation Advisory Service Cymru	David Lloyd Williams	Kay Helyar	17	9	F: 53% M: 47%
3	Welsh Tenants	Sonia Benbow-Jones	Keith Beniston	8	2	F: 25% M: 75%
4	Chartered Institute of Housing Cymru	Steve Cook	Linda Whittaker	15	10	F: 66.7% M: 33.3%
5	Shelter Cymru	Diane McCrea	Ana Palazón	13	5	F: 38.5% M: 61.5%
6	Tai Pawb	Victoria Hiscocks	Kevin Howell	13	8	F: 62% M: 38%

Total no of female chairs	% of female chairs	Total no of female vice chairs	% of female vice chairs	Total no of board members	Total no of female board members	% of female board members
3	50%	4	67%	73	39	53%

Chart 21: Gender split among the chairs of other organisations



As Chart 21 demonstrates, overall, there is a gender balance in distribution of chair positions among the umbrella organisations. Three of the organisations have male chair, three of them have female chair.

Chart 22: Gender split among the vice chairs of the other organisations

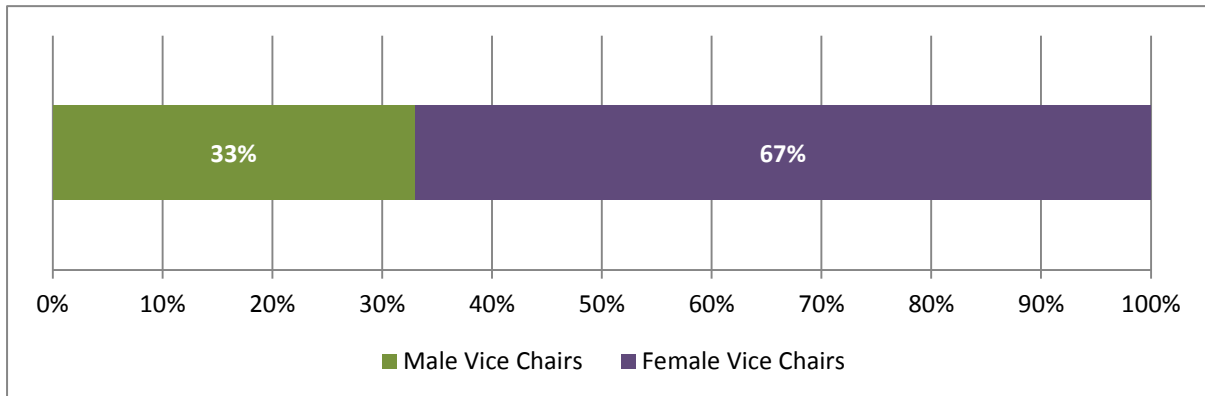


Chart 22 shows the gender split among the vice chairs of the management boards of umbrella organisations. Four organisations have female vice chair and two of them have male vice chair.

Chart 23: Gender split among the board members of other organisations

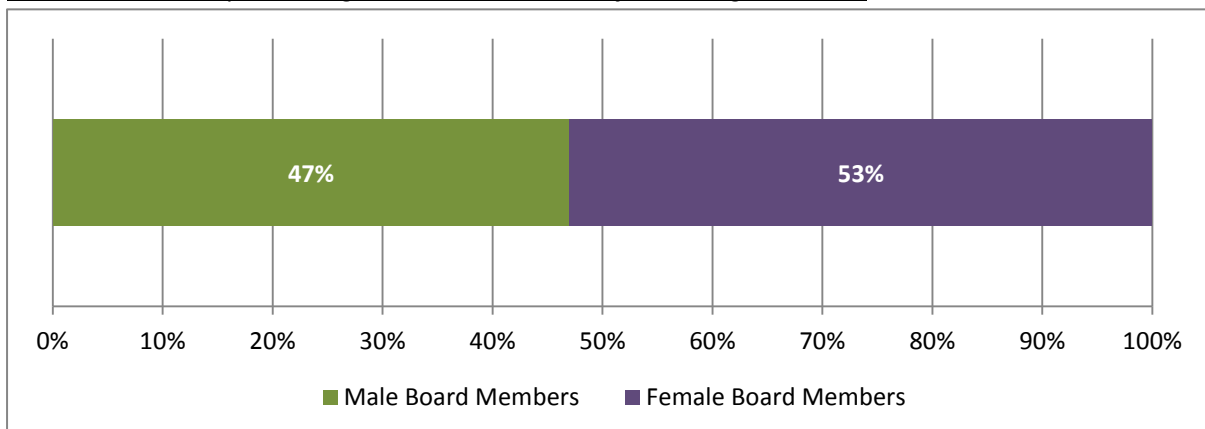
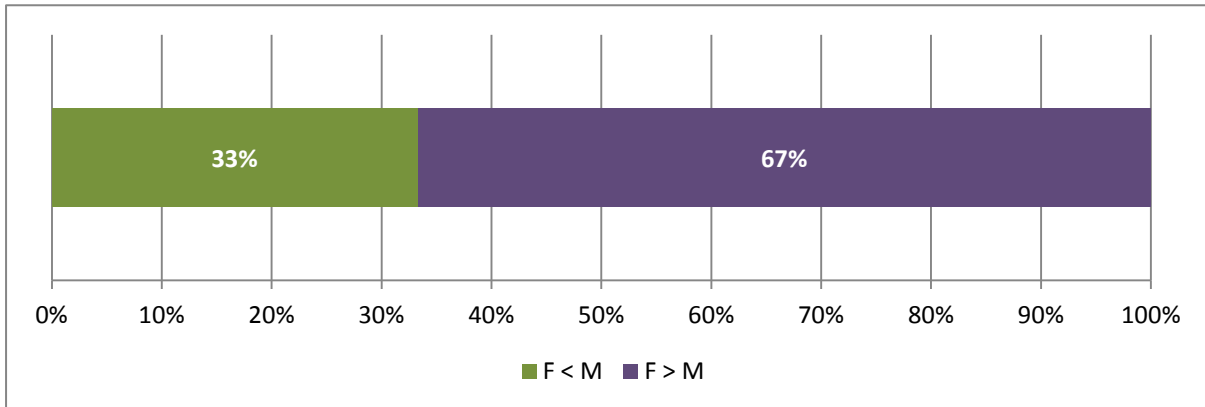


Table 12 and charts 22 and 23 demonstrate that the 50/50 target, or in other words, gender equality is almost achieved in the overall evaluation of the umbrella organisations.

Chart 24 below reveals the gender balance in the individual boards of management, in terms of what proportions of these boards have under- and over-representation of females. Two organisations have less than 40% female representation on their management boards, whereas the other four organisations have more than 50% female representation on their management boards.

Chart 24: Gender Proportions in the management boards of other organisations



It is evident that in the umbrella organisations, female representation is much higher than the representational ratios in the other groups investigated in this research.

6. Conclusion

“A Woman’s Place in Housing” research shows that women are represented in the senior roles and management boards in the social housing sector and in some areas, the global figures are close to or within the 40/60% splits that represent gender balanced. Yet, the figures also show that there is still a sizable gap to be closed to achieve gender balance for many organisations in governance and management tiers and that for some, there is considerable work to be done. Although the regulatory assessment reports of the Welsh Government, as well as codes of governance published by the CHC, strongly emphasise equality, diversity and gender balance in the governance of HAs and LAs, it is still evident that women are underrepresented in senior roles and management.

The overall picture shows that the representation of women increases as one moves down the tiers of the organisational hierarchy. This pattern is well observed in the case of both housing associations (HAs) and local authorities (LAs). Only 39% of HAs have female chief executives, and 33% have female chairs on their management boards. In the case of LAs, female representation in the senior roles is significantly lower than for men. Only one LA has a female leader of the council, and only three have female chief executives. Overall, 64% of the LAs have less than 20% female representation in the decision making roles in relation to housing issues.

The data in the report thus show that there are crucial issues still to address. It is necessary to continue discussions and to develop collaborative strategies, with a view to setting targets for each organisation as well as for the sector as a whole. In support of previously published strategies and recommendations by CIH, CHC, Tai Pawb and Chwarae Teg, we would like to highlight some of the more pressing issues that might be considered in further discussions:

- Each organisation should know the communities and underrepresented groups in their governance structure, and ensure that they promote these groups in recruitment processes, including those leading to appointments at management levels.
- Achieving gender balance needs collaborative action among the various actors within the housing sector. Some management boards are not purely formed by elections, but also comprise representatives selected from other organisations. Hence, some HAs and umbrella organisations do not have full control over the assignment of their representatives. A common strategy between organisations within the sector to ensure their collaborative action is necessary for achieving gender balance.
- Alongside election processes, some selection processes could be developed to promote underrepresented groups, including women, and ensure their participation in management tiers.

- Providing job shadowing schemes and mentoring in leadership positions would support women to take part in senior roles.
- Setting clear, achievable goals and strategies in remuneration and recruitment processes and addressing existing gender imbalance are crucial.
- Every staff member should be informed and trained with regards to fair, diverse and transparent governance to raise awareness of the priority to achieve equality, diversity and gender balance in every part of the organisation.
- Organisational transparency is essential for providing accessible governance and promoting underrepresented groups to become a part of governance structures.

Gender balance in the governance of social housing organisations matters; and reaching gender balance is achievable – as demonstrated by those organisations in this report that have achieved it. It is good to see that organisations involved in policy and regulation relevant to housing implementing initiatives and programmes to achieve greater diversity in decision making within the sector. With drive, focus and collaborative action from all key stakeholders, we believe the sector could lead the way on reaching gender balance across decision making by 2020 and we would urge all key players, including Welsh Government, to make this commitment.