



CONNEX
LEADERSHIP
NETWORKS

2024

IMPACT REPORT

“BOLD,
DISRUPTIVE,
AUTHENTIC”

What's Inside?
Contents

05

Introduction

06

A Conversation With Tunde Hinton

Founder and Managing Director,
Connex Leadership Networks

10

How To Be A Good Leadership Ally?

Roundtable Series: Parts 1, 2, & 3

16

Lessons From The Top

What I Learnt In My First Year As A Chief Executive
Roundtable Series: Parts 1 & 2

22

From “No” To “Go”

How Boards Can Kill Innovation

28

A Conversation With Member Denise Fowler

Chief Executive Officer, Phoenix Community Housing

32

Connex In Numbers

36

Our Feedback

40

3 Years Of Connex

“This report embodies all that Connex stands for – it’s a testament to the power of bold leadership and the impact of harnessing collective intelligence.”

Introduction

When I think about this report, I see it as **a reflection of our three-year journey at Connex** - the long hours of candid discussions, the diversity of thoughts exchanged, and the collective wisdom of leaders committed to meaningful change in the sector. It stands as evidence of the difference Connex has made, the status quo it has challenged, and the future it envisions for the sector.

It’s also **a call to action**, guiding the way for what’s next, spotlighting our commitment to fostering diversity, equity, and inclusion in leadership. This report embodies all that Connex stands for – it’s a testament to the power of bold leadership and the impact of harnessing collective intelligence. It’s a reflection of our commitment to not just being part of the conversation but being the ones who initiate the topics that matter.

Connex leads, and others follow, because we’re not afraid to confront issues head-on and drive the sector towards sustainable change. Connex’s approach is unique. We don’t shy away from the tough topics; instead, we tackle them head-on. This impact report celebrates the conversations and their results. This document is an invitation to look closely at what we’ve done and what we’ve learnt. It’s an acknowledgement of the contributions of every speaker, member, and partner who has walked this path with us. And, it’s a testament to the bold conversations that have sparked real change, making Connex a trailblazer in the affordable housing sector.

I hope you enjoy reading this report as much as we have enjoyed preparing it for you.

Tunde Hinton

Founder and Managing Director

A Conversation With **TUNDE HINTON**

Founder & Managing Director, Connex Leadership Networks

What is Connex and why is it special?

Connex clearly sets itself apart from other membership organisations in the housing sector. Firstly, it is more than a mere network of leaders and aspiring leaders; it's a catalyst for their growth. Our unique model of facilitated peer-to-peer learning is unparalleled in its depth and effectiveness. At the heart of Connex lies the belief that the most valuable learning comes from sharing real-life experiences in a setting that's both supportive and forthright.

Why is Connex different?

We recognise that diversity in thought and leadership isn't just desirable; it's essential for strategic success. Connex celebrates this diversity, not only in demographics but in the ideas and solutions our members contribute. We've cultivated a safe space where leaders can be authentic, challenge each other constructively, and where the status quo is not only questioned but often overturned.

Reflecting on the past three years, Connex's journey has been marked by achievements that belie our modest size. Our ethos has always centred on the quality and depth of influence, rather than merely on scale. This commitment is evident in the impressive milestones we've reached.

Our networks – the **Connex Housing Leadership Network**, the **GEM Leadership Network**, and the **NextGen Leadership Network** – are vibrant ecosystems of diverse leaders. Here, seasoned executives and emerging talents from diverse backgrounds collaborate to develop strategies that enhance performance and drive change within their organisations and the broader sector.

Each roundtable, every piece of feedback, and all the narratives within this report tell a story of growth, challenge, and triumph. They remind me of where we've been and point towards where we're heading, with an unwavering commitment to excellence and transformation. This isn't just an impact report; it's **a map of a journey embarked upon by those who dare to lead differently.**

What's next and new for Connex in 2024?

As we look towards 2024 and beyond, I'm excited to say that **it's a time of thrilling growth and evolution for Connex.** We've listened attentively to our members who are eager for more tailored development opportunities, and we're gearing up to meet these demands head-on. Our new offerings are set to include **customised training programmes**, specifically designed for the nuances of the affordable housing sector. We're also introducing **cross-organisational mentoring schemes**, bridging the gap between emerging leaders and experienced professionals, and organising **knowledge tours** to offer firsthand insights.

But that's not all. We're committed to fortifying the essence of what Connex stands for. **Our networks are set to expand**, not simply in size but also diversity and influence, ensuring we truly reflect the vast talent spectrum within the sector. We'll continue to foster an environment where open, honest, and sometimes challenging dialogues can flourish, empowering leaders to not only reach but surpass their potential.

Looking ahead, **the vision for Connex is about intensifying our impact**, widening our sphere of influence, and persistently being the daring voice advocating for change and propelling the sector forward. It's about **being bold, disruptive, and authentic** – and we're embracing this path unapologetically.

What are your most proud and standout moments?

Reflecting on our journey at Connex, one particularly impactful event was **our first roundtable in November 2020.** This session, which focused on unconscious bias in executive recruitment, came at a challenging time during the lockdown. The fact that we had over 100 leaders attend and engage in such a crucial discussion was not only testament to our resilience and adaptability, but also our dedication to addressing key issues in the sector. This event set the tone for the open, transformative conversations for which Connex is now known.

Another moment I hold dear is our **nomination for the UKHA Awards as Professional Services Partner of the Year.** This nomination was especially meaningful as it came from our own members, underscoring the value and impact of our services. Furthermore, considering that membership organisations are rarely seen in this category it was a significant acknowledgement of our unique approach and influence within the sector.

The establishment of our three networks - Housing, GEM and NextGen - marked a crucial step in our journey, creating platforms for diverse leaders to connect and grow.

Our growth to 700 members, hosting 50 roundtables with 180 speakers and 1,111 attendees, and forming partnerships with organisations like **NSCG, Home Connections, Birketts, and 4OC** are milestones we're incredibly proud of.

But perhaps most rewarding are the **personal stories of growth and development from our members.** Hearing how Connex has helped them navigate complex challenges, and fostered meaningful professional relationships, is truly the greatest indicator of our impact.

These moments – from our inaugural roundtable to the recognition at the UKHA awards – are the foundations of Connex's legacy; a legacy centred on bold, disruptive, and authentic leadership development that's making a real difference.

700 members

50 roundtables

180 speakers

1,111 attendees

NEW STREET
CONSULTING GROUP

 Home Connections

 **birketts**

4OC

Tunde Hinton



If you were to describe Connex in 3 words, what would they be?

I would choose: **Bold**, **Disruptive**, and **Authentic**.

Bold

Connex embodies boldness, not just in initiating complex conversations, like those around unconscious bias in executive recruitment, but also in navigating the multifaceted challenges of the housing sector. Our boldness lies in confidently venturing into new areas with the aim to make substantial differences.

Disruptive

In a sector often wedded to traditional approaches, Connex acts as a catalyst for change. We're not just part of the conversation – we're redefining it. Our disruptive nature is clear in our innovative approach to leadership development and our willingness to address systemic issues that are often overlooked.

Authentic

Authenticity is at Connex's heart. Each initiative, discussion, and connection within our network is underpinned by genuine intent and transparency. This authenticity is key to building trust, fostering meaningful relationships, and ensuring impactful leadership.

These three words – Bold, Disruptive, Authentic – not only encapsulate what Connex is about but also guide us towards a future where leadership in the housing sector is more inclusive, innovative, and impactful.

**Founder and Managing Director
Connex Leadership Networks**



2024 Housing Sector Outlook: Navigating Critical Challenges

Examining the key hurdles faced by housing providers:

- Mould and damp
- Implementation of the new Consumer Regulation regime
- Pressure to accomplish more with even scarcer resources
- Housing associations needing to display great organisational resilience and maintain financial sustainability in the face of increasing turbulence on many fronts
- Housing organisations expected to provide additional community support as Local Authorities face resource limitations
- Genuine commitment to the core principles of resident empowerment and EDI

Read more about our predictions for 2024 in our blog here:

<https://connexleadershipnetworks.co.uk/2023/12/21/connex-predictions-2024/>

How To Be A GOOD LEADERSHIP ALLY?

Rountable Series: Parts 1,2 & 3

Connex ran three entire roundtables to discuss this question throughout 2021 - 2022. Our sincere thanks to all our speakers, chairs and contributors during these sessions: **Kate Dodsworth**, Director of Consumer Standards, Regulator of Social Housing (*at time of discussion*), **Simon Fanshawe OBE**, Partner, Diversity By Design, **Fran Hoey**, Managing Consultant, 4OC, **Fraser Longden**, COO, Wickes, **Alison Muir**, Chief Operating Officer, Octavia, **Caroline Pillay**, Director, CAP Regeneration Consultants, **Jamie Ratcliff**, Chief Communities & Sustainability Officer, SNG, and **Helen Webb**, Chief People Officer, Co-op Group. Here is our summary of the key takeaways from this groundbreaking series.

The housing sector is failing on diversity and not practicing true allyship

The stark reality is that **the housing sector's leadership lacks ethnic diversity**. Every EDI (Equality, Diversity, and Inclusion) journey involves three stages: **(1) representation, (2) inclusion, and (3) belonging**, each requiring specific interventions. Currently, the sector is primarily at the first representation stage, with a noticeable gap in mirroring the diversity of the communities served. Initial efforts should focus on data collection to highlight these gaps and guide action. A collective commitment in the sector is necessary to progress to stages two and three, learning from best practices, such as those shared in Connex roundtables.

What is allyship?

Allyship is a necessary and obvious part of leadership and being a good leader. It is being curious and open to understanding what it is like for other people. Allies should continuously ask what more they can do to help. White leaders must address and acknowledge the injustice and structural inequality causing diversity gaps and where those gaps exist. Positive action should aim to create equal opportunities, not just token recognition. Allyship also requires a commitment to changing not only our own organisation, but influencing wider societal changes. Inclusion and non-discrimination are fundamental, valuing traits like curiosity, empathy, and action. Consequently, individuals demonstrating these qualities are integral to organisational growth.

Caroline Pillay

Director, CAP Regeneration Consultants

The starting point for allyship is understanding people as individuals

Echoing #BAMEOver, being a good ally is not stereotyping people into acronyms. Individuals are often erroneously referred to as homogenous groups of people, whereas all people should be seen in terms of their own individual talents, ambitions and opinions, while also understanding they might be subject to a common group characteristic or disadvantage.

Diversity is often misunderstood by organisations and individuals alike, with its benefits overlooked. **Effective diversity focuses on leveraging the unique talents and perspectives individuals offer**, rather than merely fulfilling quotas. Thus diversity is about what people bring through who they are. The richness of diversity comes from bringing together all the differences and variety and combinations of people, including socio-economic backgrounds. Embracing true diversity provides a pathway to excel and thrive, promoting employee engagement and curtailing groupthink.

Collaboration and difference are key to successful allyship

Companies should focus on nurturing individual relationships to enhance collaboration. True collaboration stems from embracing differences and fostering curiosity about others, as it is the diversity of viewpoints and skills that drives effective teamwork. What may initially appear as conflict due to differences can actually yield significant benefits for a business. **Effective management involves navigating these differences**, encouraging employees to consider diverse perspectives and understand that others may see things differently.

Rethinking binary perspectives on race is necessary, recognising that behaviours exist on a spectrum rather than just as perpetrator or victim roles. It's important to discern the intent behind actions, distinguishing between inadvertent mistakes due to lack of understanding and intentional malice. While malicious behaviour is unacceptable, there should be room for learning from mistakes. In the workplace, the focus should be on genuine listening and collaboration, understanding differences and working together to find common ground and move forward collectively.

How can white leaders become better allies?

Cultivating the right culture for allyship is crucial. This culture should encourage calling out inappropriate behaviour respectfully and without fear of reprisal, and facilitating collective learning about acceptable conduct. GEM colleagues should always feel empowered to privately and publicly challenge others, which indicates genuine inclusivity. Those called out should understand the context and respond appropriately, recognising that good intentions do not negate harm caused. Addressing issues, though potentially uncomfortable, is vital for progress and understanding others' perspectives on representation and treatment.

There must be **no 'us' and 'them' oppositions** openly or inadvertently created. Accountability is key, necessitating regular checks on internal statistics, grievances, and survey findings. Silence is not an option, finding allies within or outside the organisation is crucial, and if alignment with personal values is impossible - consider moving to a different workplace. **A culture of openness, trust and safe spaces** is vital, allowing for open discussions about experiences of racism while also being able to investigate and verify facts. Senior leaders play a significant role. They should use their influence to encourage open dialogue at all levels, ensure diverse voices are heard and respected, and foster an environment of psychological safety for everyone, including when feedback is directed at them.

In what ways can the GEM pipeline & EDI targets be improved?

A healthy GEM talent pipeline does actually exist, however these candidates need to be given a chance to succeed to top roles. Furthermore, enhancing the existing GEM (Global Ethnic Majority) talent pipeline through better mentoring and coaching is crucial, alongside a significant cultural shift within the sector. This change needs to be driven by the powerful triangulation between the Chair, Chief Executive and HR Director. White allies should actively participate, for example, through setting meaningful diversity targets and not speaking on only white panels. They should also help reduce the necessity for GEM colleagues to 'code-switch' or 'cover' their identities.

Key Allyship Questions:

- *What fears arise from equity?*
- *Is it preferable to be a part of change or left in history's wake?*
- *Which side of history do you wish to align with?*
- *If not you, then who? If not now, when is the right time to begin?*

What are ways to counter diversity 'fatigue'?

EDI initiatives need to be more comprehensive, encompassing depth, height, and longevity. Depth involves encouraging understanding among people from non-diverse backgrounds about experiences different from their own. Height requires allyship leadership from the top of the organisation. Longevity acknowledges the challenges and complexities of sustaining these efforts over time.

Depth and understanding are crucial for unlocking diversity benefits. This involves appreciating the perspectives of colleagues from varied GEM backgrounds and those uncertain about their role in fostering diversity. Openness, honesty, and self-awareness are key, mirroring the qualities of effective leadership. It is important to encourage empathy and allyship, especially among those who may not have a direct personal connection to diversity issues. It is advisable to envision a conjoined future and co-designed vision jointly, as well as forgive honest mistakes - especially from those who may struggle precisely owing to the lack of personal experience of diversity discrimination. Careful consideration of one's language used and ways to engage with others is necessary to include a broad range of people in diversity discussions.

How do you create & protect safe spaces, while also opening them up?

Creating and expanding safe spaces involves using employee surveys to gauge whether staff feel comfortable challenging norms. Efforts should continuously be made to maximise a sense of safety, and **safe spaces are important for groups to gather, share experiences, and build confidence.** However, there comes a point when these spaces should be opened to others for greater understanding and clarity on inclusivity. The broader aim is to transform the entire organisation into a safe space. An example of this in practice is at Wickes, where they conducted "Goldfish Bowl" sessions. During these, senior managers were allowed to observe but not participate, providing them with unfiltered insights into employee experiences. This approach was found to be more informative and valuable than traditional surveys, offering a direct and genuine understanding of the workplace environment.

Should the government, or the Regulator of Social Housing be legislating EDI? Can and should you regulate culture?

Debating whether EDI should be legislated by the government or a regulatory body raises questions about the feasibility of regulating organisational culture. While health and safety legislation is widely accepted, there is hesitation around legislating moral issues like EDI. **A balanced approach is suggested, combining hard and soft legislation.** This could involve setting standards for addressing diverse needs and mandating boards to have a deeper understanding of their communities. Additionally, organisations need to enhance their cultural and leadership diversity, focusing beyond mere compliance and superficial metrics. Overall, this question needs to be revisited in further roundtables as it has always provoked a great deal of discussion and debate throughout this series.



Helen Webb

Chief People Officer, Co-op Group

Out of sector case study 1 - The Co-op

The **Co-op has exemplary credentials in championing diversity and inclusion**. It has a diverse board and has reshaped its organisational structure from the top down, guided by specific targets. In response to events like George Floyd's death, it committed to being an anti-racist organisation with clear public commitments and actions. These actions included establishing the RISE network for GEM colleagues, enhancing ethnicity data collection, tying EDI targets to leader remuneration, and advocating for a racism-focused curriculum nationally. The Co-op also implemented 'endless inclusion' as a key leadership behaviour; continually monitoring and focusing on true inclusion, ensuring diverse individuals feel they belong and all voices are heard. This approach values stability and dissent alike, encouraging change and innovation.

The Co-op's diversity strategy is holistic, extending beyond its workforce to include customers, communities, and suppliers. They require suppliers to adopt similar progressive EDI practices and encourage support for smaller suppliers in this regard. Additional initiatives at Co-op included:

- **Collaborating with Wondrous People** on discussions about race and lived experiences at work.
- **Organising nationwide agile hackathons** with diverse participants to identify and address barriers.
- **Implementing feedback**, like discontinuing the BAME acronym in favour of specific ethnic terms, offering language courses to frontline staff, and aiding young managers with literacy skills.
- Establishing an **Apprenticeship Levy Scheme**, pooling unspent levies from Co-op and suppliers to support 49 organisations with funds totalling £4.6 million.
- Creating the **Co-op Career Development Hub** to provide nationwide job-seeking tools and support.
- Forming **partnerships with organisations** like Black Young Professionals and The Prince's Trust.

Out of sector case study 2 - Wickes

The final roundtable of the allyship series explored **the journey of Wickes to modernise, futureproof the business and make itself more culturally, diversity, and digitally relevant**. This has improved decision making, action and results. The leadership embraced a fundamental mindset change to prioritise diversity as a crucial part of their job, properly resourced diversity in terms of people and finances, and also created 'Flare' to help with racial measurement and data collection to provide behavioural insights. Senior managers recognised the importance of privilege and its role in creating unequal opportunities, and committed to promoting equality by enhancing access for others. It addressed and acknowledged unconscious biases, emphasising the need for active listening and respect for diverse lived experiences. It was important to acknowledge the slower pace of progress in diversity initiatives and interventions compared to typical retail environments, which applies generally across all sectors, focusing on creating conditions for the right diversity environment to grow.

Lessons From The TOP: What I Learnt In My First Year As A Chief Executive

Roundtable Series: Parts 1 & 2

Connex ran two roundtables to explore CEOs' 'Lessons From The Top' across two years. Our sincere thanks to all our speakers, chairs and contributors during these sessions: **Tracy Allison**, CEO, West Kent Housing Association, **Sheron Carter**, CEO, Hexagon Housing Association, **Paul Cooper**, Interim Head of Homelessness, London Borough of Newham, **John Giesen**, Chair, Tpas, **David Grevemberg**, Chief Innovation and Partnerships Officer, Centre for Sport and Human Rights, **Dorian Leatham**, Independent Consultant & Non-Executive Chair, various organisations, **David Montague FCCA FRICS CBE**, Former Chief Executive, L&Q Housing Group, and **Sarah Stevenson**, Director at Interim Partners, New Street Consulting Group. Here is our summary of the essential material from this second impactful series of events.

What are the steps to becoming an authentic leader?

It is **essential to be clear about your story and find and pursue your passion in terms of both role and organisation**. Seeking guidance from a leadership coach can help clarify a leader's vision and align their career with their passion, as well as joining boards that reflect their goals. **Regular coaching** is recommended for leaders throughout their careers, not only at pinch or pivotal points, to help them navigate various professional challenges along the journey and maintain focus and self-awareness.

When assuming a new CEO role, the challenge becomes **how to tell your story and establish yourself**. It is also important to understand the organisation's perspectives by engaging with as many stakeholders as possible: the board, staff, communities, and any and all others. Instead of immediately implementing changes, it is advisable to first thoroughly understand the team's perspective and encourage open communication.

The key is to respect the past while carefully determining the pace and timing for necessary changes, ensuring the organisation's positive attributes are retained and stability is maintained. New leaders should always document their initial observations, as these fresh perspectives can quickly fade with time and upon becoming more conditioned to the organisation.

To authentically and effectively lead and inspire trust, allocate time to communicate core values and the reasons they matter. Engage with employees to uncover common goals and areas for improvement, demonstrating attentiveness and steadfastness through action. Consistency in your actions will also provide staff with the security needed to represent the organisation confidently. Embody the organisation's values, and above all ensure accountability is upheld.



David Montague FCCA FRICS CBE
Former Chief Executive, L&Q Housing Group

What is it important to do upon commencing the role of Chief Executive?

Prior engagement in the role and organisation, even before the official start, helps understanding organisational dynamics and managing stakeholder expectations. In roles such as leading a local council, balancing political and organisational objectives is crucial, often requiring the bridging of different perspectives and interests. **Ongoing learning and adaptation are extremely important from the very beginning.** This involves not only self-development but also understanding the broader community and organisational landscape. A Chief Executive must **function in various capacities** – as an ambassador, negotiator, and visionary – and focus on building strong, collaborative networks. Central to this role is the ability to champion change, enhance staff and resident satisfaction, and navigate the complexities of diverse organisational challenges through effective negotiation and engagement.

Open communication, self-care, and resilience are key in the first year. So too are understanding risks and responsibilities, maintaining a good working culture with clear roles and accountability, and being a 'steward' rather than an owner of the organisation. Open and honest conversations should involve addressing difficult topics and making difficult decisions, while respecting others. And when coming in to lead an already well established leadership team, the need for honesty, openness, and continuous communication to avoid surprises becomes even more pivotal. It is also important to build resilience as a leader, particularly in that initial period, while maintaining self-care and setting appropriate boundaries in parallel.

Success in the role hinges on commitment, understanding, and approach

Effective leadership in housing organisations requires a profound commitment to the role. It is crucial for leaders to embody the organisation's values genuinely, rather than treating them as mere formalities. Acknowledging mistakes in suitable contexts is a hallmark of strong leadership, fostering a culture of growth and learning. For new leaders, it is also essential to **invest time in genuinely understanding the organisation's culture, people, and external perceptions.** Significant changes should be approached judiciously, focusing on the most necessary and impactful reforms. Recommended focus areas include prioritising Equality, Diversity, and Inclusion (EDI), aiming for recognition as an Investor in People, participating in reputable workplace equality indices, and striving to create a great workplace environment.

Nevertheless, **leaders should not rush to understand every aspect of the organisation;** a comprehensive grasp takes time, often extending beyond the initial '100 Days'. Engaging with employees through small group interactions across various departments, such as finance and customer service, can provide deeper and more varied insights and engender a more personal connection. Regarding senior management, it is important not to assume resistance to change. Assessments on individual bases are vital, offering opportunities for team members to adapt or improve. However, decisiveness is key when personnel changes are clearly necessary for the organisation's advancement, while ensuring such decisions are executed fairly.

How should a CEO deal with criticism, be vulnerable and admit to mistakes?

Returning to authenticity, effective leadership requires **authentic openness to diverse ideas and feedback, aligned with organisational values**. Embracing varying opinions and integrating feedback constructively is paramount. Competent leaders should encourage dialogue, inviting alternative perspectives on decision-making processes. **Vulnerability and acknowledging mistakes are important for genuine leadership yet should be practised appropriately with the right audience**. It should be recognised that board alignment with organisational values helps enhance a culture of openness. Decision-making should also involve recognising the uncertainty of outcomes, basing choices on the best available information, and maintaining readiness to reassess plans and situations as new information emerges. Accountability and continuous stakeholder engagement are crucial throughout this evolving process.

Is it lonely at the top?

Leadership roles often involve a sense of isolation, making it essential to have a trusted network and peers, especially through platforms like Connex - for secure, supportive discussions. Discretion in sharing information is key, alongside regular interactions with peers at similar levels. Diversity in leadership is vital, with CEOs from various backgrounds bringing unique contributions. Maintaining core values while adapting methods as required is crucial for effective leadership.



Sharon Carter
CEO, Hexagon Housing Association

Does organisation size matter?

Leadership effectiveness hinges on adapting to the available resources. In smaller organisations with limited resources, the commitment and composition of the board and senior team are key. The Chief Executive must identify hands-on, trustworthy senior team members. Cross-verifying internal information with external networks, particularly for technical issues, ensures alignment with broader industry insights and supports informed decision-making.

Should housing CEOs come from housing associations or private company backgrounds?

A blend of backgrounds from housing associations and private companies is beneficial. The focus should be on identifying the required skill set and assessing which background offers the most suitable expertise to form an effective team. A key part of the interview process for senior positions should be understanding why the candidate is drawn to the specific organisation. This approach helps identify individuals who not only have the necessary skills but also a genuine passion and deep understanding of the organisation's unique attributes and mission. There is a concern in the sector at the lack of diversity at senior levels, thus a more inclusive approach to CEO recruitment was advocated (including not favouring known candidates over new ones), together with the recommendation to periodically reassess CEO tenure to ensure leadership remains dynamic, effective and representative.

What advice is there for new CEOs?

Be forgiving of yourself, have a realistic 100-day plan (and beyond), and trust yourself and your ideas — ‘borrowing brilliance’ from other organisations to solve problems if useful and relevant. It is also important to identify key priorities with the board and manage expectations to avoid over-commitment. You should also design and implement a robust plan for leadership teams, preparing for in-depth assessments, and embrace the value of being visible and connecting with staff, tenants and indeed all stakeholders. Involving the organisation in creating a future vision is also useful in engendering ownership and promoting successful implementation, together with empowering employees and delegating effectively.

What about when your organisation is in eye of the storm?

When leading an organisation dealing with reputational issues, negative press and /or leadership issues, it is important to **recruit the right people, challenge negative narratives, communicate the organisation’s achievements, and have a clear and powerful vision.** Together with a focus on how this vision evolves through listening and understanding the organisation as time passes. No matter what organisation you are leading, the Chief Executive must thoroughly understand the business, its current position, and its mission. This becomes especially important when leading during turbulent times. The storm of the pandemic provided an opportunity for employees to view their leaders in an authentic way and as a result, employees expect this openness to continue.



Why is it hard coming In as a new CEO?

The immense weight of responsibility that comes with the CEO role has to be recognised and should never be underestimated, together with how challenging it is to be the voice and possibly face of an organisation. Consequently, it is vitally important to be: authentic as a leader, build support networks, listen actively (and to diverse voices), conduct situation analyses, and engage in continuous learning. Leadership should value optimism and boldness, with future CEOs able to embrace their own unique styles, believe in a brighter future, and use the sometimes nervous energy of seniority to drive success while harnessing ambition.

Do CEOs suffer from imposter syndrome?

The overwhelming consensus from our roundtable series was the **prevalence of imposter syndrome in being ubiquitous, regardless of gender, race, or seniority,** for all leaders to some extent. Furthermore, it pervades throughout one’s career as a ‘continued companion’, not only on assuming the top role but thereafter and throughout a leader’s tenure. Many shared their feelings of shock on suddenly assuming their high-level leadership role from a previously more operational remit, transitioning into a world where everyone seems to know everything alongside the feeling of knowing nothing.

Immediate expectations and responsibilities are also placed on the new CEO for strategy, leadership, direction and execution from the very first day, if not the moment of appointment. Surviving and succeeding in the role relies on managing anxiety and stressors, being oneself and not trying to mimic predecessors. This returns us to the theme of authenticity and self-understanding, together with a warning that trying to be anyone else could ultimately lead to additional stress and failure. **The challenge of adapting to high-level roles should never be underestimated.**

From “No” To “Go”: How Boards Can Kill Innovation

Our sincere thanks to all our speakers, chair and contributors during this session: **Patrick Dunne**, Chair, Boardelta, **Alison Muir**, Chief Operating Officer, Octavia, **Argiri Papathos FRSA**, Executive Director Corporate Services, RHP Group, and **Les Warren**, Managing Director, Reside with Progress.

Why do boards struggle with innovation?

Boards often struggle with innovation due to the challenge of balancing risk management with innovation’s inherent risks. The dynamic between boards and senior managers is evolving, with an increased emphasis on collaboration, such as through detailed sub-committee discussions. However, boards may lack diversity in composition, limiting their capacity and expertise in innovation. Further limitations include an outdated agenda focused more on cost structures, operating margins, regulatory changes, and cyber threats, rather than embracing digital supply chains, novel value propositions, or new business models. A short-term result bias can impede long-term innovative efforts. Additionally, boards often allocate insufficient time for innovation, tending to concentrate on core business success rather than seeking disruptive opportunities. Productive interactions between the board and management are also sometimes lacking, with challenges in managing roles and a deficit of creative tension necessary for generating new ideas.

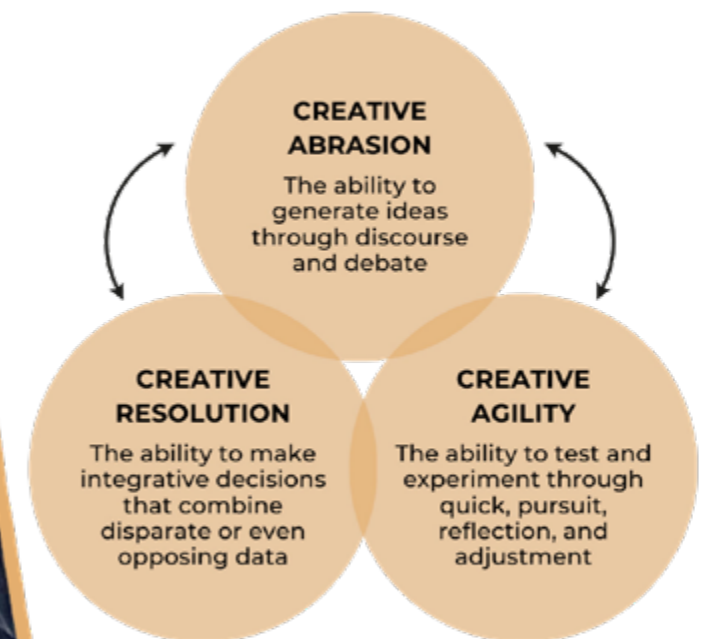


Alison Muir
Chief Operating Officer,
Octavia

What solutions are there for boards?

Solutions to enhance board effectiveness include:

- 1. Diversity and collective literacy:** A diverse board, including data-savvy individuals, enriches discussions and debates. Training members in data analysis, perhaps starting with “The Art of Statistics”, can contribute to a more informed and vibrant board dynamic.
- 2. Creative abrasion:** Utilising the diverse backgrounds of board members to generate a space for idea development through discussion is key. Welcoming and challenging unconventional ideas in a respectful environment can also be beneficial. Additionally, managing conflicts constructively and dedicating time to robust debates helps in normalising critical discourse. Finally, introducing external perspectives to the board can also stimulate new, innovative ideas.
- 3. Purposeful innovation:** Innovation should be intentional and impactful for the business, rather than pursued for its own sake.
- 4. Redefining board-management partnership:** Innovation requires close collaboration between the board and senior management. This might involve additional meetings outside regular board cycles to strengthen relationships. Post-meeting reflections are crucial for assessing the adequacy of discussions, the contribution of all members, and the openness of the senior management team about challenges.



What does 'good' look like for boards?

There are three types of thinking for boards, based on "Governance as Leadership":

- 1. Fiduciary:** Asset stewardship, risk management, and oversight.
- 2. Strategic:** Planning for the short (up to 3 years) and longer term (5-10 years).
- 3. Generative:** Identifying new opportunities, reframing questions, and fostering open discussions.

Boards typically spend most of their time on fiduciary and strategic thinking, with less emphasis on generative thinking. However, generative thinking is key for fostering innovation, and entails a collaborative approach with the executive team, facilitated by an effective chair. This mode goes beyond mere approval and solution-proposing; it requires active engagement and co-production with the executive team for broader, more innovative outcomes.

Another effective approach to significant decision-making involves a three-phase structure:

- 1. Discovery:** Discussing the issues at hand, engaging with stakeholders, examining relevant data and evidence, and inviting diverse perspectives for a broader understanding.
- 2. Consideration:** Evaluating practical options to address the identified issues.
- 3. Decision:** Scrutinising the implementation plan. Successful innovation is often linked to the thorough examination of this plan. Post-decision analysis often reveals that failures are due to either selecting the wrong option or improper implementation of a correct choice.

This approach highlights the importance of reflection. A careful review of past actions, their successes and shortcomings, can be instrumental in driving deep innovation.

Argiri Papathos

Executive Director Corporate Services, RHP Group



What does 'good' look like in terms of innovation?

In defining what constitutes effective innovation, **caution is needed when drawing comparisons between large technology firms like Amazon and Apple and housing organisations.** Direct comparisons may be challenging due to significant differences in resources and capabilities. However, where feasible, it is beneficial to explore whether certain aspects of their innovative practices could be applicable. Recognising the limitations within the housing sector is crucial. If similar innovative solutions are desired, consider partnerships with entities that possess the necessary resources and capabilities.

Case studies of 'good' board and innovation outcomes

An Arms Length Management Organisation (ALMO) with a diverse board composed of residents, councillors, and independent members demonstrated that **while diverse representation can pose challenges, it also intensifies the drive to address both personal and shared issues.** This diversity ensured that governance issues were not the main problem; instead, there was a unified board approach against external challenges. Board composition is thus crucial for innovation, and effective change requires a collective desire for it.

In another instance, a planned merger faced obstacles within the board. This highlighted how **practices considered routine in one part of the organisation might be seen as innovative, and thus risky, in another.** The solution involved using familiar language and demystifying complex structures and financial aspects to make them more accessible to the board. This approach underscores the importance of clear communication and contextual understanding in navigating innovative changes.

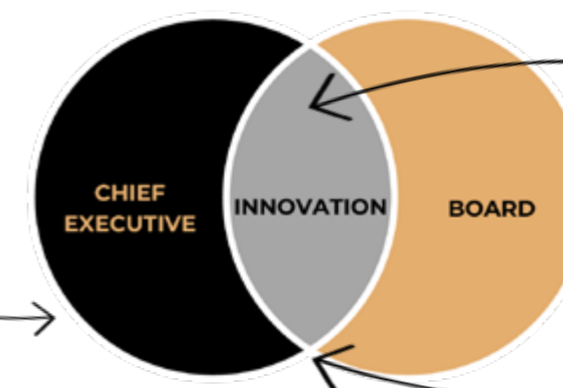
Innovation is not just about generating ideas, but about realising their value and impact. **Successful innovation often involves analysing data and addressing deeply uncomfortable yet critical issues.** Data is a key driver of effective innovation. For example, analysis in management buy-ins showed a correlation between appointing an investing chair and involving current management in the deal, leading to significantly improved deal performance. In the context of African universities, there is a critical issue with the quantity and quality of faculties. Although it is a widely known problem, it often goes unacknowledged. Yet innovations have been sparked by initiating conversations (albeit uncomfortable ones) about the issues, leading to recognition and potential solutions.

What about the relationship between the board and the Chief Executive?

The relationship with the Chief Executive is paramount. The ideal is to steer clear of the two extremes of 'silently seething' and 'taking over'; both deeply unproductive, although in different ways. With the middle ground holding the answer to the board's role in promoting innovation:

"Silently Seething"

No intersection between CEO and board. The board is minimising time for questions, wanting to proceed with that it has already decided is the correct way forward. And the CEO is losing the will to change the status quo.



"Innovation Sweet Spot"

The ideal lies in the middle, where there is a nice degree of intersection and therein lies the potential for innovative boards.

"Taking-Over"

The two circles overlapping; because the board is trying to do the CEO's role.

Is the boardroom the right place for innovation?

The board's responsibility encompasses setting the right vision, strategy, resources, governance, and fostering innovation. A lack of focus on the future state and impact creation can lead to ineffective governance and potential business failure. Boards should contribute valuable cross-sector and out-of-sector experiences, and therefore should never be too far removed from the innovation process.

What can executives do to help work best with the board?

The right culture for the board, with innovation built into it, needs to be created and nurtured by both the board and the executives. Executives can support the Board by ensuring materials like board papers and presentations are concise and to the point. They might consider using advisory panels or horizon boards to refine these presentations for efficiency and effectiveness. It is crucial to share all necessary information, even if challenging, to maintain trust. Executives should engage in pre-meeting conversations with board members to anticipate issues, leading to more organised and productive meetings. Continuation of these discussions post-meeting is important, emphasising the need for ongoing interaction and process continuity. To optimise board meetings, tasks like information dissemination, decision-making, and stewardship could be conducted online beforehand. This approach reserves face-to-face board interactions primarily for generative thinking. Utilising external facilitators can be effective for rapidly stimulating discussions with fresh perspectives or approaches. However, it is important to carefully select these facilitators to avoid counterproductive outcomes.

Patrick Dunne
Chair, Boardelta

What can the board do to work best with executives?

Diversity within the board is crucial for innovation, necessitating a mix of traditional 'hard' expertise (like IT and finance) and 'soft' skills (including innovative thinking, data proficiency, practical abilities, and a balance of extroverts and introverts). The latter may require special attention from the chair to ensure their voices are heard. The housing sector faces a significant lack of board diversity, which needs urgent attention to support innovation. Boards can also help foster innovation by thoroughly reading papers beforehand and specifying their expectations. The chair plays a vital role, not just in managing meetings efficiently, but also in providing consistent and valuable facilitation to bridge the gap between executives and the board.

How can we create the right balance in creative abrasion and conflict?

Creating the right balance involves fostering inclusion and diversity. Often, there's a tendency towards politeness, which can be influenced by gender and racial biases. The challenge lies in defining what constitutes appropriate and acceptable discourse, including the expression of strong emotions like fear and anger. While diversity of thought and background is generally sought, it can be compromised by dominance of certain voices or the silencing of others due to perceived differences. Therefore, it is crucial to create an environment in the boardroom where everyone feels comfortable being themselves, thus ensuring both diversity and inclusion are effectively achieved.

Factors that hinder innovation include lack of capital and time, both of which are scarce within the housing sector.

How can this be overcome?

To overcome these challenges, prioritisation is key, starting with statutory and regulatory obligations. Exploring additional income streams is also crucial, which could include forming partnerships or joint ventures, managing retail portfolios, engaging in partner development opportunities, or house hacking. Seeking support from networks of local innovators and entrepreneurs, who may have access to reserve funds willing to invest in social housing innovation, is another avenue. Additionally, allocating a small, regular portion of the budget to create a protected internal innovation fund could be a viable strategy.

How can data be used to convince the board of the importance of innovation?

Begin by including data-savvy members on the board. Present crucial data in an accessible and clear manner, using impactful figures to drive points home and motivate action. Enhance the data narrative with a human element, such as featuring residents' complaints directly in the boardroom or through videos. Discussions on people's lived experiences can make data more relatable. Focus on identifying lead indicators that can flag potential issues early. Facilitate staff access to data at all levels and strive for as much real-time data as possible, possibly incorporating new dashboard functionalities. Continuously improve data quality by not solely relying on employee surveys, but also using exit interviews and, if feasible, independent researchers. Evaluate the existing data critically and adjust data collection methods as necessary to meet the organisation's needs.

What about when a strategy is agreed with the board, and then the team does something different(ly)?

It is important for the executive team to have the flexibility to 'course correct' or pivot as necessary. This approach requires making decisions based on current conditions rather than strictly adhering to time-based plans. However, the sector often follows traditional annual budgeting processes, which can be rigid. An ideal scenario would involve more frequent reflection and iteration of plans, moving beyond annual cycles. Adopting an active strategic framework and considering ranges in financial planning rather than fixed targets could also be beneficial. Additionally, the freedom to implement stretch targets or initiative plans could potentially enhance overall performance.

A Conversation With Member Denise Fowler From Phoenix Community Housing

“Connex Membership Is Non-Negotiable”

When and why did you decide to join Connex as a member?

I joined right after Connex first started, when I worked for my previous organisation - Women's Pioneer Housing. **We were looking for a networking organisation which had equality, diversity and inclusion at its core**, and would also support a much wider range of managers and leaders in the organisation than any other networking organisation. And we had a really great experience with Connex.

Then I joined Phoenix - a fantastic organisation, with 7,800 homes in South Lewisham, and which is resident led. So the majority of people on our board, including our chair and vice chair, are all residents, and it has a really big local presence. Once there we talked about Connex, and knew that joining would provide a way for people to get a wider perspective, and meet others across the sector and also out of sector. Membership would help us talk about what it means to be a good leader and a good manager, and determine how we can promote EDI across our organisation. So that's why we joined and why we've committed to our two year membership.

How has Connex supported you professionally in your job?

And more widely your organisation?

I think the Chatham House nature of the conversations at Connex have been enormously useful. I attend many networking events, but **the quality of Connex events is second to none - I absolutely love them**. The conversations feel really honest, and transparent. People talk openly about their issues, and explore how we can actually make the changes we want to make, while continuing to deliver the service that our residents need and require. So I've benefited enormously from those wider perspectives, not just within the housing sector, but also from out of sector speakers who have made me think - would that work for my organisation? Could I adapt it, and how? So **personally, I've benefited a lot**, as have many others in my organisation at a variety of levels, and I've made some really good peer relationships that have been extremely helpful. And also Tunde is always fantastic, and it's great to hear her perspective on things as well.



Denise Fowler
Chief Executive Officer,
Phoenix Community Housing

How would you quantify the value of your Connex membership?

At Phoenix we're in the process of doing a Leadership and Management Development Programme, and we want Connex to be part of that. Ultimately, **we'll see the value Connex brings in terms of how well we do overall as an organisation**. And because we see Connex as being integral to our organisation, it will also be an integral part of either our success or failure. And I obviously hope it's a success. We're already receiving very good KPIs. For example, in excess of 80% of our residents always say we treat them with fairness and respect, and I see Connex as a big part of retaining and then building on that already positive culture within Phoenix.

How has Connex supported your organisation?

One of the things I think is unique about Connex is this focus on different levels of leadership, and particularly the GEM network (Global Ethnic Majority). That has been warmly welcomed by colleagues. We've had some great feedback, and people have felt very safe in those environments; a genuinely inclusive space, and one where they can share their own experiences and learn from those of others. **Another key benefit of Connex membership is for residents.** We're increasingly encouraging our resident board members to get involved with Connex, and our resident Chair Carmen Simpson was encouraged to speak for Connex as everything about it resonated with her own values.

Housing budgets are extremely tight, why are you retaining your membership into 2024?

Within those financial constraints, having the right conversations and sharing perspectives and thinking about alternative solutions is more important than ever. It's important that those conversations take place at every level within the organisation and that we really invest in leadership and management potential, because we're managing so many different things all the time. The days when you could come into work, know what you're going to do every day, and just work your way through it - are gone. Today our needs are manifold; collaborative leadership, inclusive leadership, to operate as a leader in a different way on different occasions.

At Phoenix we have a saying; you need to soar like an eagle and swoop like an eagle. You need to take in that big picture, and then if you see an issue go down straight away to deal with it. And **Connex allows you to have conversations about both - the big picture, and the detail.** How to get a wider perspective and think long-term about where you're going as an organisation, and how to manage the short term and key risks along that journey. Ultimately, there's nothing quite like having different people's ideas and experiences to feed into your thinking, to help you manage those difficult pressures. Therefore, **I think Connex membership is non-negotiable.** Particularly now and in 2024, as we must continue to invest in our managers and leaders.

Why did you choose Connex membership over other membership offers out there?

The number one reason was because of **its absolute relentless focus on EDI.** Not seeing that as an add on, but integral to every leadership conversation we have. It's about asking the hard questions and thinking about structural inequality, and how that impacts on our people and our residents. And what we need to do to overcome this and ensure we truly work in an equal, diverse and inclusive organisation.

The second reason was Connex's offering specifically for the next generation of housing leaders. This is where we at Phoenix have received particularly strong and amazing feedback about Connex - from our cohort of next generation leaders. If we're going to change the sector, it's going to be absolutely essential to deliver that additional support to upcoming leaders and ensure people can discuss issues in an inclusive positive atmosphere. What Connex does is offer opportunities for growth for all of our managers at every level. So for myself as the Chief Executive and my Directors, we love the Housing Leadership Network. But then the next level down has really welcomed Connex's NextGen and GEM Networks, which are enabling them to grow and compete for those future executive level positions. **I see Connex membership as a key part of our succession pipeline,** and I don't know another organisation that does this as well as Connex and gives that consistent focus on EDI.

“I see Connex Membership as a key part of our succession pipeline.”

CONNEX In NUMBERS

It's been an incredible journey. We've had **50 roundtables**, each a powerhouse of strategic dialogue and knowledge sharing. These aren't ordinary meetings; they're dynamic discussions shaping the future of housing, diversity leadership and challenging the status quo. We're talking about **125 hours** – that's akin to five days dedicated solely to generating ideas, solving problems, and fostering leadership.

The numbers are a testament to our impact: **180 distinct voices** have participated in our roundtables, bringing unique perspectives and priceless insights. This diverse group of speakers, including chairs and experts from across the housing sector, has been pivotal in enriching our discussions.

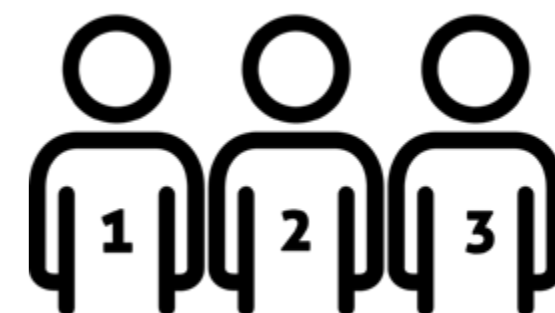
Our **1,111 attendees** have walked away with much more than just insights; they've gained practical strategies and forged new connections. Our burgeoning networks, comprising **700 members from over 40 organisations**, are a testament to our growing influence.

50
Connex
meetings

125
hours of
discussion
(during roundtables)

180 **speakers and chairs**
have spoken during
roundtables

1111
attendees across
all meetings



700
Connex
members
across 41
organisations



Connex
Partners 4

award 2
nominations

Connex NPS 9
over all time

5 **average feedback score**
across all categories
over all time

The knowledge partnerships we've fostered are also crucial to our story. Four major collaborators – **NSCG, Home Connections, Birketts, and 4OC** – have joined us on this journey. Their logos represent more than partnership; they signify our commitment to collaboration and excellence. A heartfelt thank you to them for their faith in our vision – it's a powerful validation of the work we're doing.

And let's not forget about the satisfaction levels among our members. Our **Net Promoter Score is an impressive 9**, reflecting the high degree of satisfaction and loyalty within our community. Furthermore, our consistent average feedback score of 5 across all categories underscores the quality and value of our offerings.

OUR FEEDBACK



When we hear from our members, their feedback is genuinely heartening. They often share how **they've been positively impacted by their experiences with Connex**. This feedback isn't solely about the quality of our events or the depth of discussions, but more about the ethos of Connex – our approach to challenging norms, facilitating tough conversations, and fostering an inclusive and collaborative environment.

Many members have expressed appreciation for our peer-to-peer learning approach. They **value the safe space we've created**, where leaders feel comfortable sharing challenges and gaining new perspectives. This kind of open and honest exchange, as our members tell us, is something they find particularly beneficial and somewhat unique in our setting.

Additionally, **our members often acknowledge the diversity within Connex**. They recognise our efforts to bring together leaders from various backgrounds and experiences, enriching our community with diverse thoughts and perspectives. This, as shared by our members, not only enhances their understanding of the sector but also encourages more creative and broad-minded approaches to their roles. Here we share with you a collection of just a fraction of our feedback quotes from members, partners and supporters.

"Good event and the topic was explored well. Good mix of views and experiences around the table."

Justin Bryant
Head of Risk and Governance
Community Housing

"A really insightful session, with brave speakers talking about their lived experience as GEM Board Members and Execs."

Ian Martin
CEO
Estuary Housing

"Brilliant speakers. great to get people from outside the housing sector to help inform and educate."

Nimisha Patel
Assistant Director of Housing Management
Haringey Council

"Really great group of people with so much practical experience and knowledge to share. Very empowering to be a part of a group so committed to positive change."

Emma Taylor-Beal
Cabinet Member for Housing
Worthing Borough Council

"I have already recommended these events. I enjoy the 'more than just housing' but very relevant topics and the quality of senior level speakers."

Tracey Downie
Chief Executive
Women's Pioneer Housing

"This felt like a very real conversation about race inequality. High quality speakers giving honest answers to insightful questions. Connex is the go to housing network for engaging and thought provoking discussion."

Denise Fowler
Chief Executive
Phoenix Community Housing

"I was very apprehensive at first until I heard the first speaker, Tanya. OMG. That hooked me! I was delighted I attended. In retrospect, not sure why I was afraid at first. Those stories were inspiring. Each speaker seemed to awaken the 'superwoman' within me. Well done to all!"

Lombe Mwewa LLB
Assistant Property Manager
Network Homes

"Valuable and thought provoking. All the speakers were able to bring genuinely thoughtful insight to the topic, in ways that were honest and challenging, but always constructive... Many thanks to Tunde for making it happen."

Jonathan Card
CEO
Keniston Housing Association

"Enjoyed some forward thinking time."

Yvette Carter
Executive Director Contract Services
Southern Housing

"Speakers very good; valued their insight."

Michael Gates
Former Chair
Victory Housing

“Excellent to see a hybrid meeting actually work in practice!”

Tracey Gray
Interim Director of Homes and Neighbourhoods
Plymouth Community Homes

“Tunde, your events always surpass expectations - great networking and thought leadership!”

Suzanne Wolfe
Chief Executive
Walterton and Elgin Community Homes

“Really refreshing take on the topic of customer centricity - all speakers were great but Emma Davison’s perspective in particular wasn’t one we usually hear.”

Lucy Glynn
Managing Director of Operations
Notting Hill Genesis

“Getting perspectives from outside the sector was extremely helpful, and there were some clear themes coming through around how we can make a change.”

Elizabeth Rowland
Head of Partnerships, Insights & Performance
Octavia Housing

“Such a great forum for learning and sharing ideas - as well as networking with existing and new contacts - on a very interesting and thought-provoking topic.”

Jane Harrison
Finance Director
Soho Housing

“I stumbled upon the event on LinkedIn and attended out of curiosity. I found the content very relevant, informative and the delivery very professional. Thank you.”

Olushola Alao MSc, Cert CIH, CMgr MCMI
Property Team Manager
The Hyde Group

“I genuinely thought I would have my camera off and log off the event early as so many events these days are rubbish done online. But I stayed on and it worked really well. Very grateful for the speakers who clearly nailed their brief and kept to time, so many don’t and it meant the event was really well paced and the speaker/question ratio worked so well. Was glad to have my camera on and discover it was a small group which gave me the confidence to ask a question.”

Jess Page
Director of Housing
Women’s Pioneer Housing

“Rarely do you attend a meeting where so much can be learnt in so short a time, valuable insights into experiences, approaches and methodologies to tackle EDI related challenges.”

Ninesh Muthiah
CEO
Home Connections

“Most importantly it was the knowledge shared by the speakers and thoughtful questions by the guests were fantastic.”

Dydy Sodeinde
Assistant Director
Housing Services at St Mungo’s

“An excellent topic, honest speakers. The hybrid format worked well - very good tech so speakers could be seen. Thanks.”

Steph Goad
CEO
Golding Homes

“This was the best meeting I have attended in recent memory and I really thank you all for the opportunity. So many things struck a chord and I would love further discussion on how to overcome and even better, eradicate challenges!”

Gill Small
EDI Facilitator
Network Homes

“Very interesting event, will be sharing some of the ideas around customer and staff satisfaction and service delivery.”

Emma Murphy
Assistant Director - Business Assurance & Risk
Thrive Homes

“Excellent and detailed information from the RSH. The two Jonathans’ were excellent. very informative and interactive.”

Leonard Brown
Director of Housing
Westway Housing Association

“I thought that the event was thought provoking and challenges my own thinking on sustainable leadership and what this means for different groups.”

Leanne Donald-Whitney CIHCM
Director of Operations
Gravesend Churches Housing Association

“Really good event thoroughly enjoyed it and very insightful. Good speakers who shared good and useful information and gave food for thought. Well run and well organised.”

Bhavesh Kotecha
Head of Income
Network Homes

“It was a well run hybrid event and loved the idea of being able to join in person as well.”

Oyindamola Sosanya
Head of Change Management
Notting Hill Genesis

“Thanks for promoting great discussion on very difficult subjects to help the sector to improve. keep up the fantastic work!”

Becky Utuka
Director of Development & Sales
Gateway Housing

“Quality shone right through the event from start to finish. Experience, credibility and leadership of the speakers and chair was on show. An excellent learning and sharing opportunity.”

Tom Cole
Head of Human Resources, People Culture
YMCA SPG

“Really enjoyed the quality speakers and their extended knowledge around race.”

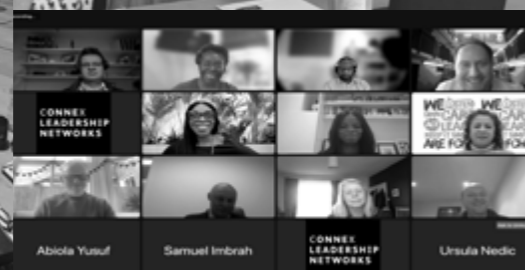
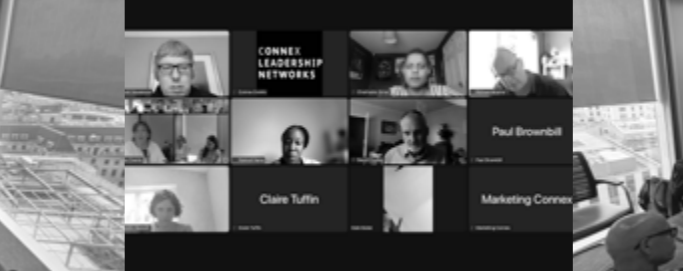
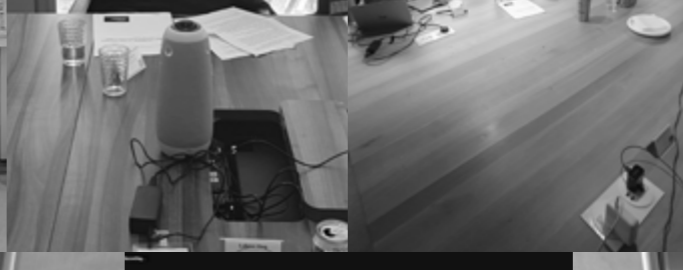
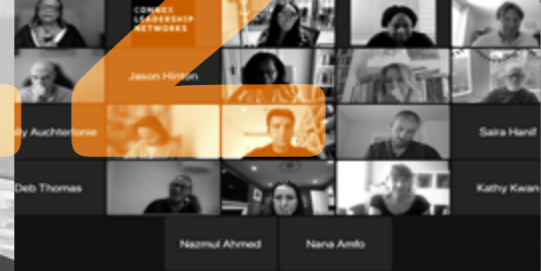
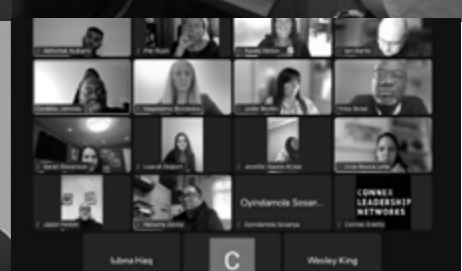
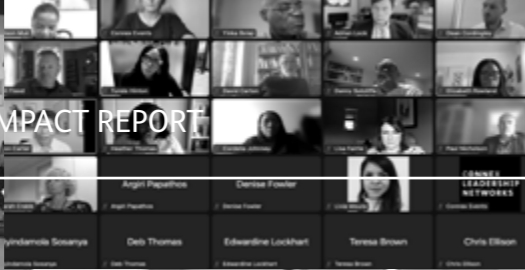
Wasiu Fadahunsi
Corporate Finance Director
Notting Hill Genesis

“Inspiring speakers, great debate and well organised.”

Lynn Stubbs
Executive Director of People and Performance
Longhurst Group

3 YEARS OF CONNEX





CONNEX LEADERSHIP NETWORKS



**In Conversation with the Social Housing Regulator
November 2023**

Jonathan Walters
Deputy Chief Executive, Regulator of Social Housing
Jonathan Hulley
Head of Social Housing, Birketts LLP
Thaine Wilson
Partner & Deputy Head of Social Housing, Birketts LLP



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