

ED&I action plan 2024-25

Our vision is to provide good quality homes that allow our residents to live their lives well. To achieve this, we have created our Better Together customer strategy to deliver on six priority outcomes. This is underpinned by our People Strategy, which sets out our belief that good people are a vital foundation to us achieving the outcomes set out in our customer and asset strategies and delivering the better connections, homes and places strands of Better Together.

Threading through both our customer and people strategies is our approach to equality, diversity and inclusion (ED&I). This approach will support us to achieve our aim of gaining a deep understanding of our customers and what they want from us. Our people strategy sets out the following in relation to ED&I:

Equality, diversity and inclusion will remain at the heart of our organisation and will be supported by:

- Strong collaboration with our employee and resident networks, staff and partnership forums, and inclusion steering group

- Talent programmes that develop the diverse workforce we need and create succession planning arrangements to ensure greater diversity at the higher levels of our organisation
- Embedding ED&I in our recruitment processes to ensure everyone has a fair chance to progress and our workforce reflects the diversity of our communities at all levels
- Improving diversity across our supply chain by sharing good practice and ensuring local communities are involved in and aware of procurement opportunities

These elements are woven into our ED&I Action Plan 2024-25 under our new set of ED&I standards and our refreshed ED&I objectives. By separating out our ED&I standards, we're able to recognise the progress we've made up to this point by embedding good practice into business as usual, without losing sight of the need to remain accountable to maintaining those standards over time. Our streamlined ED&I objectives now stand out as our key priorities for the year. Achieving them will

require cross-organisational collaboration and commitment from staff at all levels. Once delivered, these will be folded into business as usual as part of our ED&I standards for next year, and new, more ambitious objectives will be set, meaning that we will be raising the bar year on year, and colleagues will be proud to work for NHG.

We are proud to be a Stonewall employer, a signatory to the G15 Chair's pledge, the Change the Race Ratio, Harry's Pledge, the HouseProud Pledge, a Disability Confident employer, and a member of the Housing Diversity Network and of UNIFY. Leading by example, our chair is also a signatory of the National Housing Federation's Chairs' Challenge. These memberships and pledges help us to set the bar higher and to demonstrate our commitment to ED&I to our residents, colleagues and potential employees.

Our ED&I standards

Our ED&I standards fall under four themes, which link to our organisational values and the way we're working to deliver our customer and people strategies.

Data

We use data to understand the diversity of our staff and our customers, to identify issues, set targets for improvement, and monitor progress.

- Monitor diversity of participants in development programmes
- Gender & ethnicity pay gap reporting, with deep-dives to understand underlying drivers of inequality, not just surface level metrics
- Reporting on recruitment by diversity strand
- Within resident surveys, ensuring there is no disproportionate gap in satisfaction between diversity strands (5% or more)
- Within staff surveys, ensuring there is no disproportionate gap in satisfaction between diversity strands (5% or more)

Diverse voices and representation

We create a platform for diverse voices and ensure representation of diverse groups.

- Ensure imagery in all publications and marketing materials, whether used internally or externally, is representative of the communities in which we serve.
- Our staff networks have action plans in place and are supported to deliver them by network sponsors, relevant teams around

NHG, and dedicated budget.

- Working in partnership with our resident LGBTQ+ network and 'EDI hub', we provide a resident involvement/engagement programme that creates an inclusive culture which reflects the communities we serve
- We support local communities and resident led groups (i.e. resident associations) to recognise, celebrate and promote diversity (e.g. Black History Month, International Women's Day, Pride, International day of Disabled Persons, International Day for Older Persons, and Carers Week)
- Introduce a recruitment training programme for residents, with the goal of having residents sitting on interview panels for resident-facing roles, such as housing officers, by 2024.
- Ensuring we meet our pledge commitments set out for HouseProud and Harry's Pledge
- Continually raise awareness about diversity and inclusivity, and celebrate diversity across NHG

Continuous improvement and a progressive approach

- In line with emerging best practice, we introduce relevant policies for staff so we can continuously become more inclusive and an attractive employer
- We update and expand our self-education libraries on ethnicity, gender, LGBTQ+, disability, faith and caring to include age and other diversity strands
- Regularly sharing best practice tools and learning with the G15 RI group and forming

new initiatives and ideas with our RIT and ISG

- Considering the expansion of race allyship to other strands such as disability and LGBTQ+

A part of everything we do

- We have a customer-centric, performance culture, with managers equipped to support our staff to achieve their full potential and provide high quality services to our customers.
- Recruitment is carried out by panels of diverse individuals
- We carry out Diversity, Inclusion & Impact Assessments on policies and change initiatives, including restructures, so that we can identify and address potential differential impacts on different groups.
- Deliver events and engage residents in events with our suppliers to host trade and employment days across our regeneration schemes and as part of our places and estates work, helping to teach residents of all backgrounds basic trade skills and different opportunities available to them.
- Hold knowledge-sharing events for suppliers on our development consultant and contractor frameworks.
- Annual ED&I monitoring and reporting by suppliers on the NHG Development Consultant and Contractor Frameworks to assess performance against the framework objectives

ED&I objectives

Objective	Owner	Collaborators	Due by
To complete a gap analysis for Disability Confident Level 3 and identify actions to be taken to enable NHG to obtain the Level 3 accreditation.	Diversity, inclusion and wellbeing lead	HR, Parallel	Q3
To agree and roll out a new resident involvement and engagement delivery plan which reflects the diversity of our residents.	Director of customer experience	Operations (housing teams), Staff networks, HR	Q3
To implement a new approach to reasonable adjustments to better support staff and potential employees with disabilities, and accommodations for those with short and long term health conditions.	Head of HR operations	Parallel, managers across NHG	Q3
Design and roll out an approach to succession planning that will support the reflection of the diversity of our organisation across the hierarchy.	Diversity, inclusion and wellbeing lead	HR, networks, staff & partnership forum	Q2
Roll out regular monitoring of our supply chain for their performance around ED&I (for example the make-up of their workforce) and sustainability (which will include reporting on their carbon usage and waste).	Head of assets – commercial contracts	Procurement and planned investment	Q4

Monitoring and accountability

In order to monitor progress against our objectives and to feel confident that we are upholding our standards, we will report quarterly to the Inclusion Steering Group, Executive Board, and People Committee, and annually to our Group Board. Objectives will be assessed as not yet started, in progress, or complete, and standards will be rated as red, amber, or green, with action to be taken to address any that are red or amber.



Better together