



**HDN**  
YOUR NETWORK  
TO DIVERSITY

# EDI BASELINE REPORT

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**KENT HOUSING GROUP  
(KHG)**

**2024**

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This study aims to establish a baseline of current performance around equality, diversity, and inclusion (EDI) for members of Kent Housing Group (KHG). The report provides recommendations for enhancing performance in EDI and achieving improved outcomes for both staff and served communities.

Drawing inspiration from prior regional reports conducted by the Diversity, Inclusion, Community Cohesion, and Equalities (DICE) partnership of social housing providers in Greater Manchester in 2020, and the Yorkshire and Humberside Chief Executives Forum in 2021, Housing Diversity Network have sought to replicate and improve upon their approaches- having also conducted a previous baseline reports for Kent Housing Group and housing organisations across the midlands in 2022 and Community Housing Associations North West (CHANW) in 2024.

## Methodology

This study was coordinated, conducted and written-up by HDN's Policy and Research Lead Josh Neary-Pegler. Information was gathered from organisations via an online Equality, Diversity and Inclusion survey. Engagement was initially limited, with only 8 organisations providing responses- however after further efforts, a final total of 15 KHG member organisations took part in the study.

Demographic data on workforces, executive leadership teams and Boards was also requested directly from organisations with the intention of publicly benchmarking organisations against one another- however, only 3 organisations were able to provide this information. As such, this data has ultimately been omitted from the report.

## **1. Engagement and Resource Strain**

The number of organisations that initially participated in the study was disappointingly low. While additional efforts led to improved engagement, this, combined with feedback from respondents found elsewhere in the report, points to possible resource limitations within organisations when it comes to engaging with external (as well as internal) EDI related projects and initiatives- particularly when faced with numerous competing priorities and the pressures impacting upon the sector today.

## **2. Representation and Data**

From organisations' self assessment of how well their boards, leadership teams, and workforces reflect their tenants or the community in which they operate, we can see that across most characteristics leadership teams are the least representative (with the exception of age which is least generally reflective at board level). This is unsurprisingly followed by boards, with general workforces being most reflective.

Gaps in data across characteristics are most common for leadership teams, followed again by boards, with data on general workforces being most broadly complete. In terms of characteristics themselves, data on transgender identities was least complete across organisations, with only three organisations being able to assess representation of this characteristic.

## **3. Diversity of Approaches**

11 of the 18 different approaches to EDI specifically outlined in this study are being employed by over half of the organisations surveyed.

The approaches adopted by all surveyed organisations include participating in or organising awareness raising events, campaigns or diversity celebrations, and providing EDI training to staff. Other initiatives undertaken by all but one surveyed organisation are monitoring the gender pay gap, and compiling/publishing diversity data on the makeup of their board (where applicable), leadership team, and workforce. The vast majority of organisations also work in partnership with others to address EDI, monitor the inclusivity of recruitment and promotion, conduct equality analysis on organisational policies, and monitor the ethnicity pay gap.

Among the least adopted approaches on the other hand were taking part in the National Housing Federation's Chairs' Challenge (for housing associations only) and monitoring the disability pay gap.

## **4. Customer Profiling and Data Insight**

Responses around the use of customer profiles and data to inform approaches were heavily mixed- while 40% of responding organisations reported to do this 'a lot', over a quarter of respondents stated that they did not do this at all. Factors contributing to this disparity may stem from variations in customer data quality/completeness across organisations, and/or a lack of resources/expertise when it comes to data interrogation and utilisation.

# Key recommendations

## 01 Sharing Best Practice

Considering the numerous positive responses found within the study, it is clear that there is much good practice within KHG. Even in areas where adoption of initiatives may be lacking in terms of wider uptake, the results found within the report indicate that at least one organisation is engaging in all of the listed areas in some way (for example with the monitoring of the disability pay gap).

HDN therefore recommend that organisations continue to communicate and work with one another through the KHG EDI sub-group, and endeavour to showcase, share, and facilitate wider implementation of innovative ideas and best practice.

## 03 Data

There are significant gaps in EDI related data for some characteristics.

HDN recommend addressing gaps in collected information. Trust and willingness to share information can be fostered by making a conscious effort to communicate the benefits of sharing data (to staff, board and customers)- namely by explaining how information will be utilised to: help organisations monitor accessibility and equality, improve policies and practices, and to ensure services are tailored to account for different needs in the community.

## 02 Collaborative Initiatives

Among responses (from smaller organisations in particular) were indications that limited staff numbers, funding, or other resources were prohibitive factors in implementing certain EDI practices.

HDN therefore recommend exploring options for the collaborative implementation of initiatives across KHG. This could for example include establishing group-wide staff networks for protected characteristics, which would otherwise be unfeasible for organisations that lack the staff numbers (and/or number of staff from particular backgrounds) to create such networks alone.

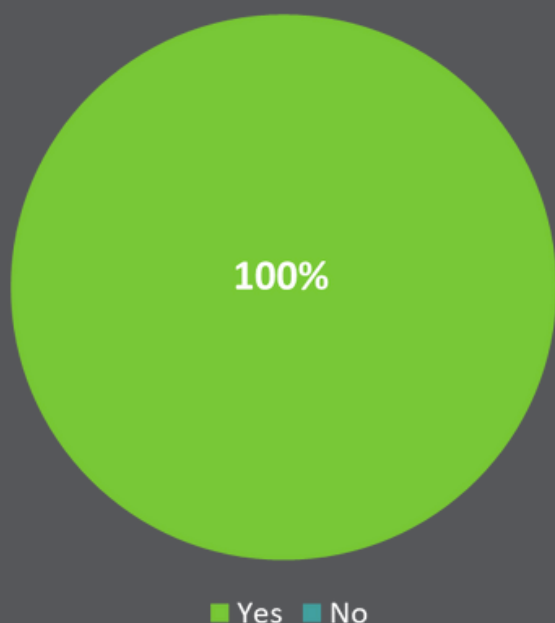
## 04 Representation

While across organisations there appears to be a decent reflection of customer and/or local community demographics in some areas, underrepresentation is still an issue for certain characteristics - particularly at executive and board level.

HDN recommend looking at targeted ways by which to diversify, particularly for these more senior positions. Initiatives already in place at some organisations include development programmes for existing staff, targeted board/executive recruitment, and engaging in board trainee programmes.

# EDI Forums and Groups

Do you have a E&D forum/group whose role it is promote EDI across the business and oversee the implementation of your EDI strategy/policy?



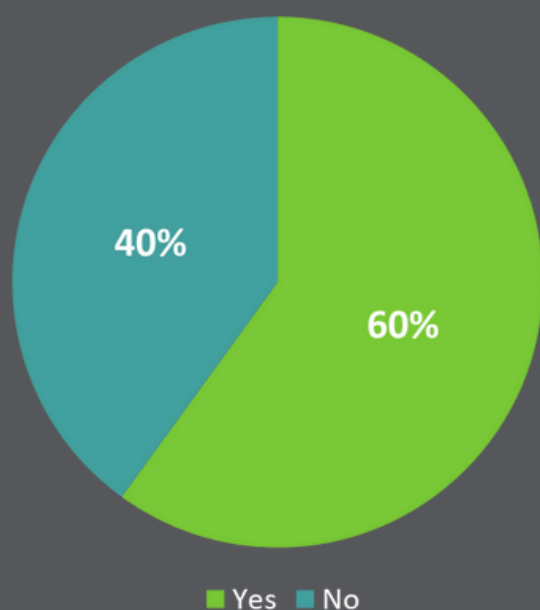
All surveyed organisations have an EDI Forum or Group to promote and oversee organisational EDI activity.

Examples included **EDI steering groups** with representation from Board and across different areas of the organisation, a **colleague wellbeing and belonging group** with representation from Senior and Executive leadership, an **EDI task force** chaired by the Chief Executive, and an **Equality Group** which includes all organisation Directors and the Chairs of Staff Groups.

Other comments provided some insight into different approaches to EDI Governance- one organisation has for instance a high-level strategic Steering Group, a colleague Action Group which regularly reviews progress on the organisation's EDI Action Plan, and EDI Colleague Networks for separate characteristics. Another organisation on the other hand utilises an EDI lead to head their organisational approach, with a wider EDI Group focussing on EDI events.

# EDI Charters, Frameworks and Benchmarking

Is your organisation signed up to any formal E&D charters, frameworks or benchmarking schemes?



The vast majority of organisations have signed up to an EDI charter, framework or benchmarking scheme.

Examples of schemes/frameworks given were:

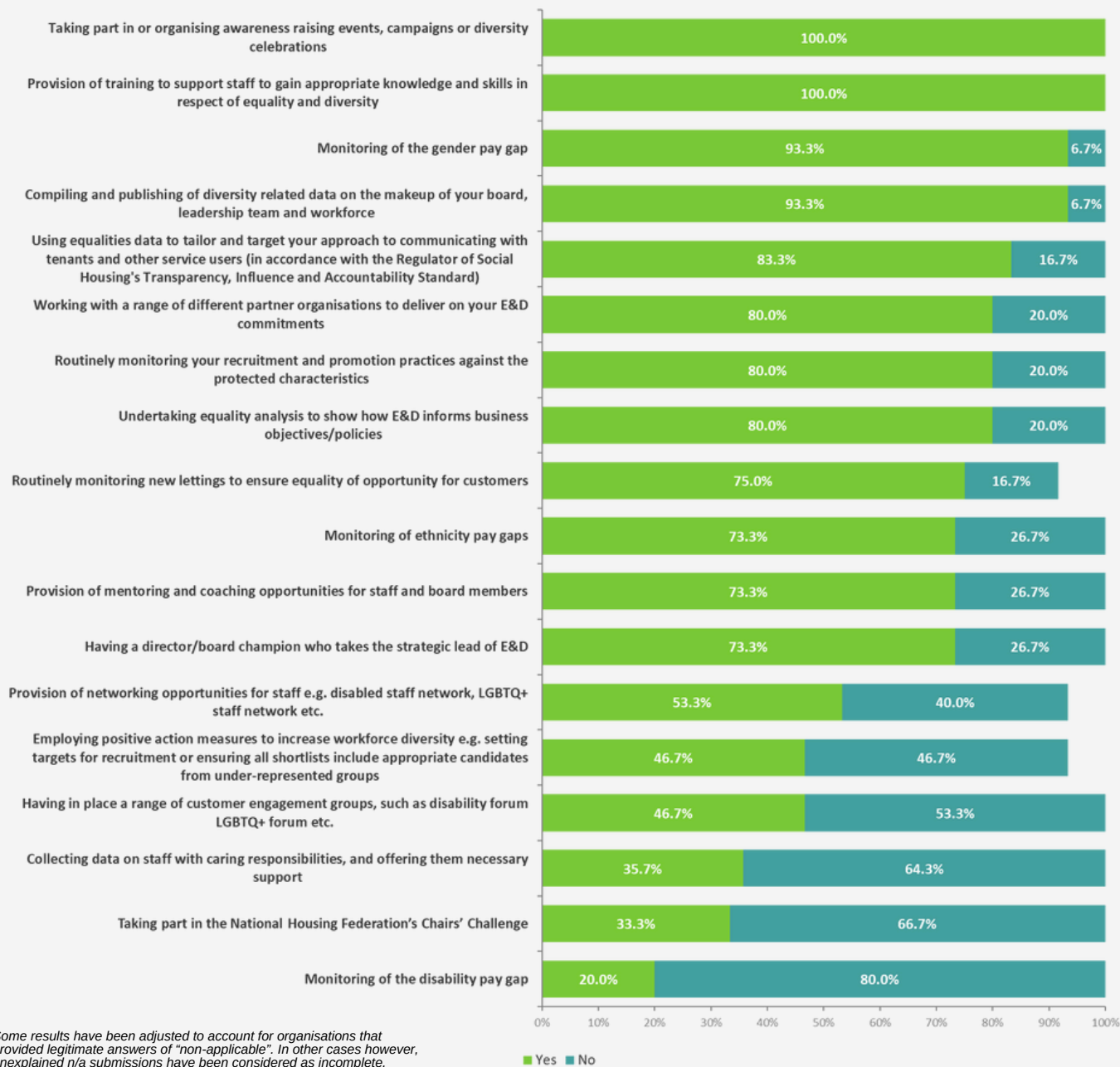
- Disability Confident Employer
- Hidden Disabilities Sunflower network
- Race at Work Charter
- Halo Code
- HouseProud Pledge
- Housing Diversity Network
- RACE Equality Code
- Employer's Network for Equality & Inclusion (enei)
- Talent Inclusion and Diversity Evaluation (TIDE)
- Inclusive Employers
- White Ribbon Accreditation
- Leadership 2025
- Social Care Workforce Race Equality Standard (SCWRES)
- Women In Social Housing
- Mindful Employer Charter
- Menopause Friendly Employer
- UNIFY
- NHF EDI Framework
- Race Equality Matters

## Findings:

# Approaches to Equality and Diversity

# Other approaches to improving EDI

## Does your organisation's approach to equality and diversity include any of the following?



## Other approaches to Improving EDI

<p><b>15</b> Take part in or organise awareness raising events, campaigns or diversity celebrations</p>	<p>Examples included Pride, International Women's Day, Black History Month, Race Equality Week, Disability awareness, Menopause awareness, events for Mental Health awareness, and religious celebrations. One organisation also highlighted annual events celebrating the achievements of their various EDI champion networks.</p>
<p><b>15</b> Provide training to support staff to gain appropriate knowledge and skills in respect of equality and diversity</p>	<p>Examples include mandatory online &amp; in-person sessions for new starters, annual e-learning, training for board members, modules on specific topics such as unconscious bias, neurodiversity &amp; trans awareness, specific training for customer facing staff, and a full learning programme delivered by one organisation's Learning &amp; Culture Team.</p>
<p><b>14</b> Monitor the gender pay gap</p>	<p>All but one of the surveyed organisations said that they monitor and report on their gender pay gap (this would likely be a legal requirement for many, but not all).</p>
<p><b>14</b> Compile and publish diversity related data on the makeup of their board, leadership team and workforce</p>	<p>All but one of the surveyed organisations indicated that they compile this data and publish it variably in general Annual Reports, annual E&amp;D Reports, and in some cases on directly on their website.</p>
<p><b>12</b> Work with a range of different partner organisations to deliver on E&amp;D commitments</p>	<p>Examples included specialist training and consultancy providers, organisations such as DAHA, HouseProud, and TPAS, networks such as HDN, UNIFY, WISH, and the NHF EDI Leads Network, and local/regional groups and partnerships such as the KHG and G15 EDI groups.</p>
<p><b>12</b> Routinely monitor recruitment and promotion practices against the protected characteristics</p>	<p>Some organisations include this information in annual EDI reports, and several comments indicated that recruitment practices have been revised to better promote inclusivity by introducing for instance diverse panels, inclusive advertisements, &amp; training for HR staff.</p>
<p><b>12</b> Undertake equality analysis to show how E&amp;D informs business objectives/policies</p>	<p>Measures specifically referenced in responses include conducting Equality Impact Assessments for policies, objectives and service changes, data analysis on services (e.g. lettings and complaints), and reviewing EDI Strategy or Action Plan targets and progress.</p>

<p><b>11</b> Monitor ethnicity pay gaps</p>	<p>Though this is not a legal requirement, a good number of the surveyed organisations monitor and analyse their ethnicity pay gaps- with some also reporting these publicly, or planning to do so in future.</p>
<p><b>11</b> Provide mentoring and coaching opportunities for staff and board members</p>	<p>Examples of this included giving staff the opportunity to participate HDN's Staff Mentoring Programme each year, in-house mentoring/coaching, reverse mentoring. One organisation indicated that mentoring for tenant board members was something planned for the future.</p>
<p><b>11</b> Have a director/board champion who takes the strategic lead of E&amp;D</p>	<p>Executive and/or director champions include a Director of Customers; Director of Strategy, Policy, Risk and Corporate Assurance; Director of Strategy and Public Affairs; Executive Director of People and Culture; and Chair of the Board. One organisation also indicated that each EDI network they have has an executive level sponsor.</p>
<p><b>10</b> Use equalities data to tailor and target approaches to communicating with tenants and other service users</p>	<p>Approaches include actively identifying communication preferences (i.e. channels, languages, visual accessibility etc.), providing translation &amp; transcription services, having comms reviewed by a Resident Panel, and reviewing markers for preferences on CRM systems.</p>
<p><b>9</b> Routinely monitor new lettings to ensure equality of opportunity for customers</p>	<p>Approaches by landlords to this include comparing new tenancies with the national census, annual analysis of data to identify any changes, and annual reporting on lettings to an EDI taskforce.</p>
<p><b>8</b> Provide networking opportunities for staff e.g. disabled staff network, LGBT staff network etc.</p>	<p>Comments indicated a mix of approaches where staff EDI networks are in place- several organisations have groups for specific characteristics, including race, disability, carers, youth, religion, mental health &amp; neurodiversity, gender, and sexuality. Others however have broad EDI staff groups with a more generalised focus.</p>
<p><b>7</b> Have in place a range of customer engagement groups such as disability forum etc.</p>	<p>Only 7 surveyed organisations currently have customer EDI groups, either dedicated to specific characteristics (such as LGBTQ+ residents) or in the form of general inclusion groups. One organisation indicated that their attempts to establish customer EDI groups had failed due to lack of interest from tenants.</p>

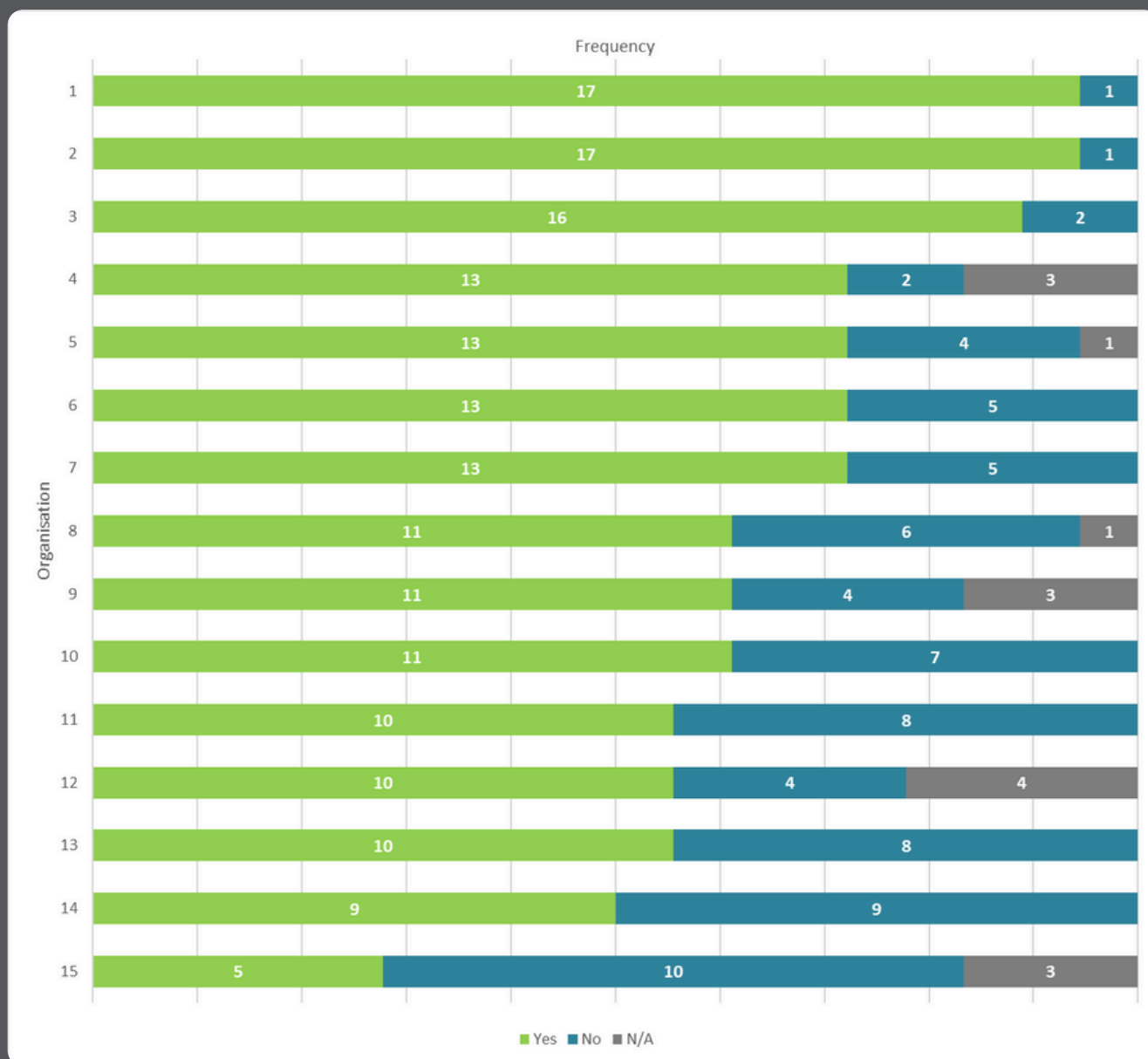
<p><b>7</b></p> <p><b>Employ positive action measures to increase workforce diversity</b></p>	<p>Under half of surveyed organisations are currently taking positive action measures in recruitment. Where such measures are in place, provided examples include guaranteed interviews under the Disability Confident scheme, as well as similar guaranteed interview schemes for care leavers and ethnically diverse applicants.</p>
<p><b>5</b></p> <p><b>Collect data on staff with caring responsibilities and offer them necessary support</b></p>	<p>Though under half of surveyed organisations currently monitor this data, several indicated that they do have measures in place which benefit working carers, including Flexible Working &amp; Family Friendly policies, carers leave, and consideration for carers in EqlAs.</p>
<p><b>3</b></p> <p><b>Monitor the disability pay gap</b></p>	<p>Very few surveyed organisations currently monitor the disability pay gap. Comments from other organisations indicated an appetite to do so, though it was noted that data collection around disability was a current challenge to first overcome.</p>
<p><b>3</b></p> <p><b>Take part in the NHF Chair's Challenge</b></p>	<p>Only three surveyed housing organisations are currently taking part in the NHF Chair's Challenge- though some others indicated that this is something they are considering or working toward in future.</p>

A number of organisations provided comments on additional approaches to EDI they implement not specifically listed by HDN. These include:

- Developing an Employee Experience Strategy.
- Publishing an Annual EDI Report which highlights good practices.
- Supporting armed forces personnel and their families with tailored services and employment support.
- Developing an Individual Needs/Vulnerabilities policy.
- Implementing an overarching EDI framework with an accompanying commitment statement.
- Establishing a Leaders Equalities Working Group.
- Wellbeing initiatives (including champion and peer support networks which encompass men's mental health, neurodiversity etc.),

# Variability

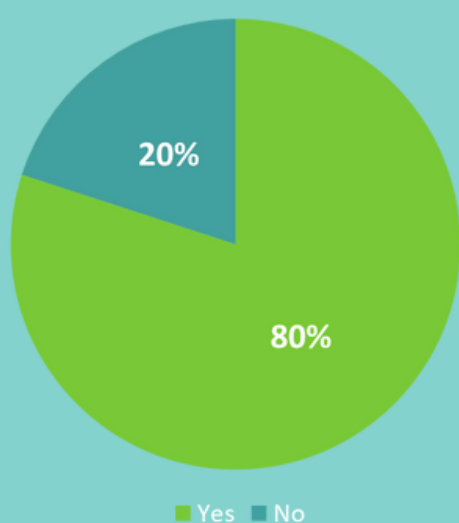
Among the 15 organisations which submitted responses was some considerable variation in terms of the number of policies, initiatives and practices adopted.



As the above graph illustrates however, all but one responding organisation has implemented at least 50% of the listed practices, and just under half of organisations have implemented at least 70%.

# Equality Impact Assessments

## Does your organisation routinely conduct Equality Impact Assessments on new or reviewed policies, procedures, and services?

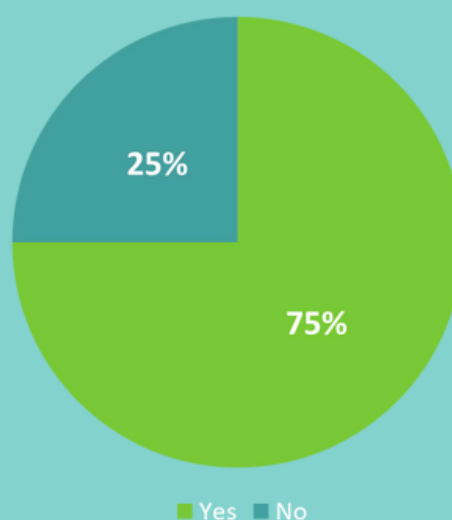


80% of responding organisations indicated that Equality Impact Assessments (EqIAs) are routinely utilised for policies, strategies and key decisions. Approaches include mandating EqIAs for all new or reviewed policies, involving the Head of Policy and Inclusion in the process, including EDI sections in policy templates, and ensuring EqIAs conducted on projects are updated throughout the project lifecycle. One organisation indicated that while some EqIAs had been conducted, this was not yet an established regular practice.

## Do you feel there is sufficient training/guidance provided to ensure competence & confidence when staff are conducting Equality Impact Assessments?

Of the 80% of organisations which indicated that they do conduct regular EqIAs, the majority also felt that the training they have in place is enough to ensure impact assessments are robust.

Of the organisations that answered negatively to this question, one indicated that staff training was to be a specific area of focus when reviewing the implementation of EqIAs.

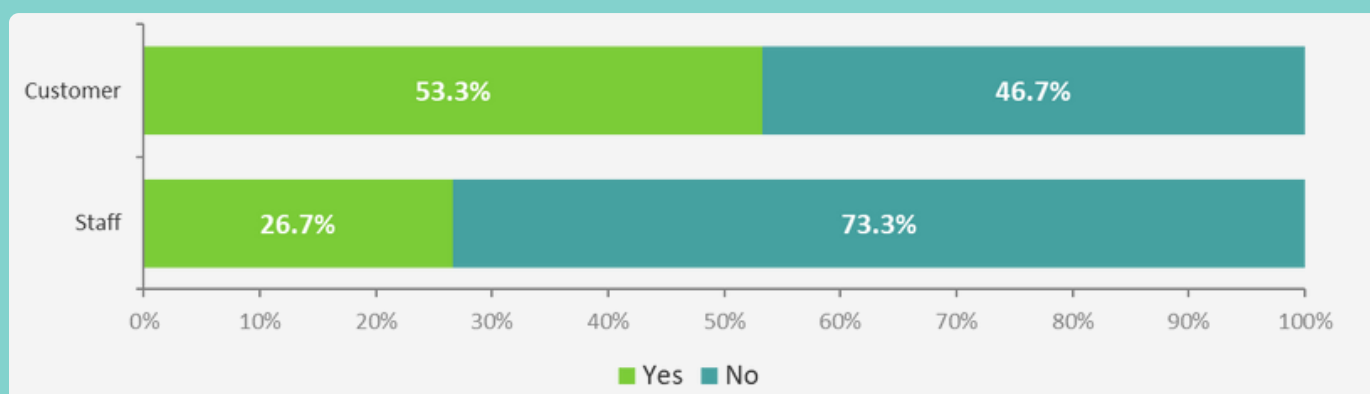


## Findings:

### Assessing Impact / Meeting Tenant Needs

# Cost of Living & Digital Exclusion

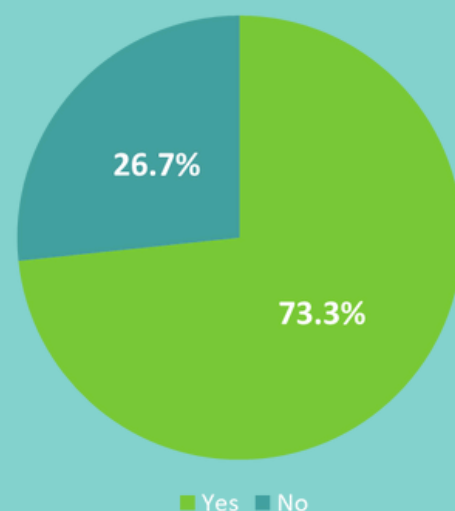
**Has your organisation undertaken any impact assessments or monitoring to assess the differential impact of the cost of living crisis on customers or staff?**



While just over half of responding organisations have taken steps to examine the impact of the ongoing cost of living crisis on their customers, only four have considered the impact upon their employees.

**Are you doing any specific work to tackle the issue of Digital Exclusion, for example when it comes to older or vulnerable tenants?**

Just under 3/4 of organisations are taking steps to address digital exclusion. Approaches include the specific consideration of digital exclusion in Equality Impact Assessments, installing free Wi-Fi in communal areas and providing communal digital devices following consultations with residents, providing a Digital Champions Network and digital skills sessions at Digital Hubs through partnership working, and ensuring non-digital communication options are available for those who require them.



# Treating tenants with dignity and respect

In light of the Housing Ombudsman's Spotlight on attitudes, respect and rights, how do you ensure that vulnerable tenants in particular are treated fairly and with dignity and respect?

Key approaches highlighted by responding organisations include:

- **Tailored Services:** Providing personalised support (informed by data), such as tenancy sustainment support and specific support plans for vulnerable tenants- including those affected by things like ASB, domestic abuse or financial hardship.
- **Policy Approaches:** Implementing/refining policies which focus on the needs of vulnerable tenants- such as reasonable adjustments /individual vulnerabilities policies- and ensuring these are reflected in all service areas.
- **Staff Training:** Offering comprehensive training- for example on communication, empathy, recognising vulnerabilities- to ensure staff can effectively support vulnerable tenants.
- **Clear Communication:** Ensuring accessible communication through plain language, translation services, and screen reader tools for those with disabilities or language barriers.
- **Partnerships:** Collaborating with local support organisations to provide additional resources, including financial assistance.
- **Feedback and Improvement:** Collecting feedback from vulnerable tenants to continuously improve services and policies to meet their needs, supported by regular reviews and data analysis.

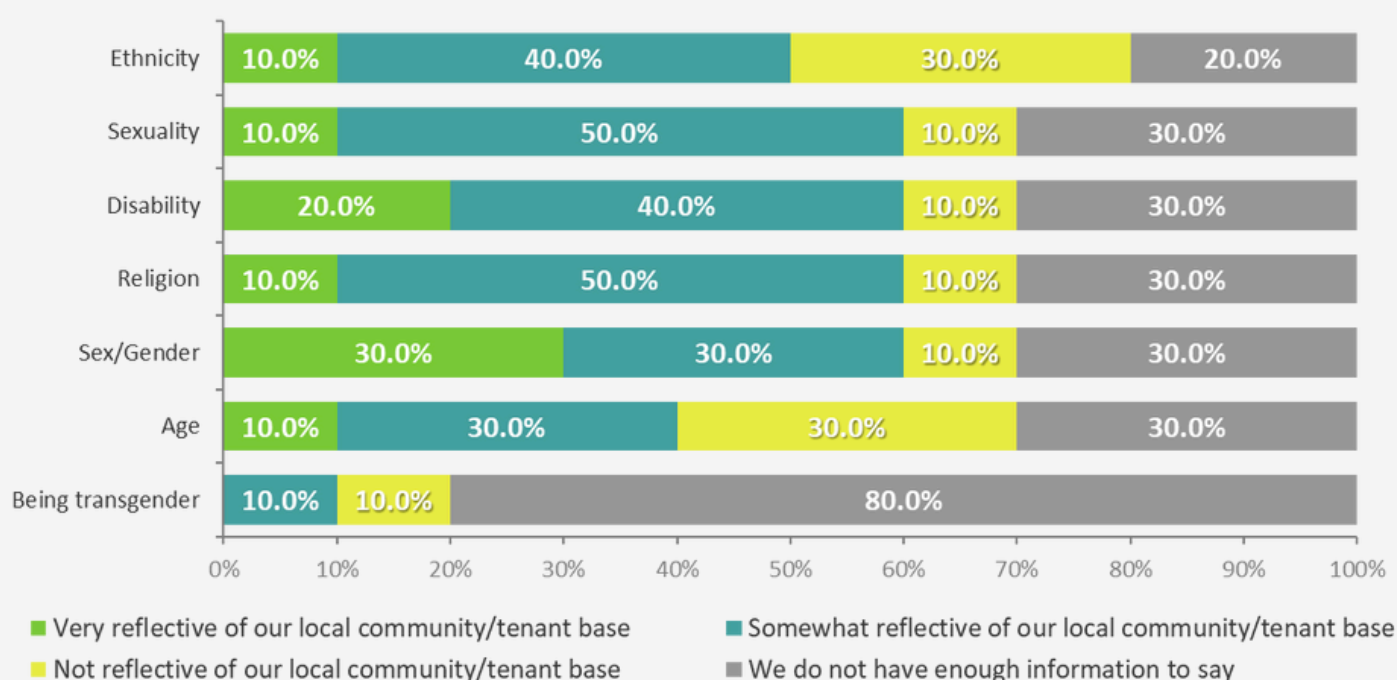
## Findings:

# Diversity of Boards, Leadership Teams and Workforces

## Reflecting Communities Served (Self Assessed)

### Are you reflective of the diversity of the local communities that you serve in terms of your Board?

Results have been adjusted to account for organisations that do not have a board.



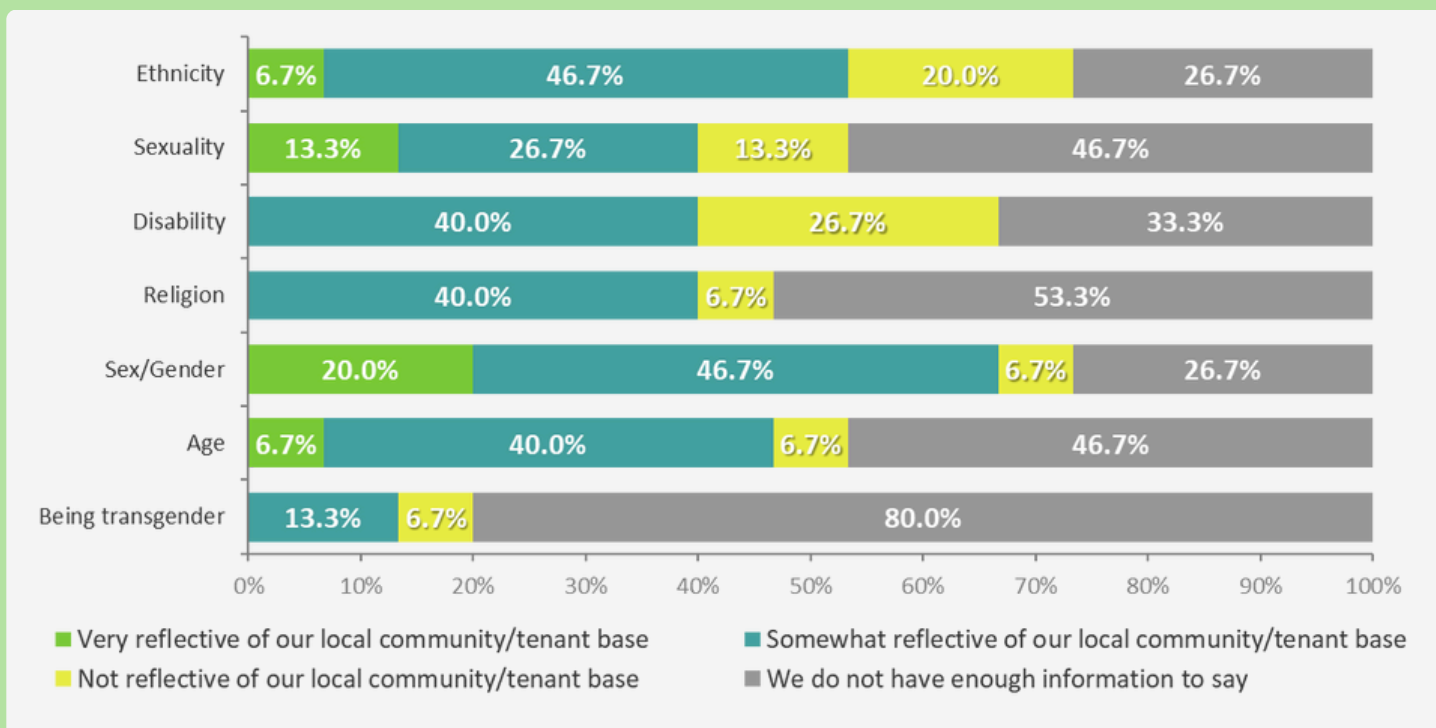
In terms of board representation of local communities/tenant bases, the majority of surveyed organisations (excluding those with no board such as local authorities) report themselves as at least somewhat reflective of each characteristic, with the exception of ethnicity (50%), age (40%) and being transgender (only 10%).

In the case of information on transgender identities at board level, this data in particular appears to be significantly under collected/reported across organisations.

## Findings:

# Diversity of Boards, Leadership Teams and Workforces

### Are you reflective of the diversity of the local communities that you serve in terms of your Leadership Team?



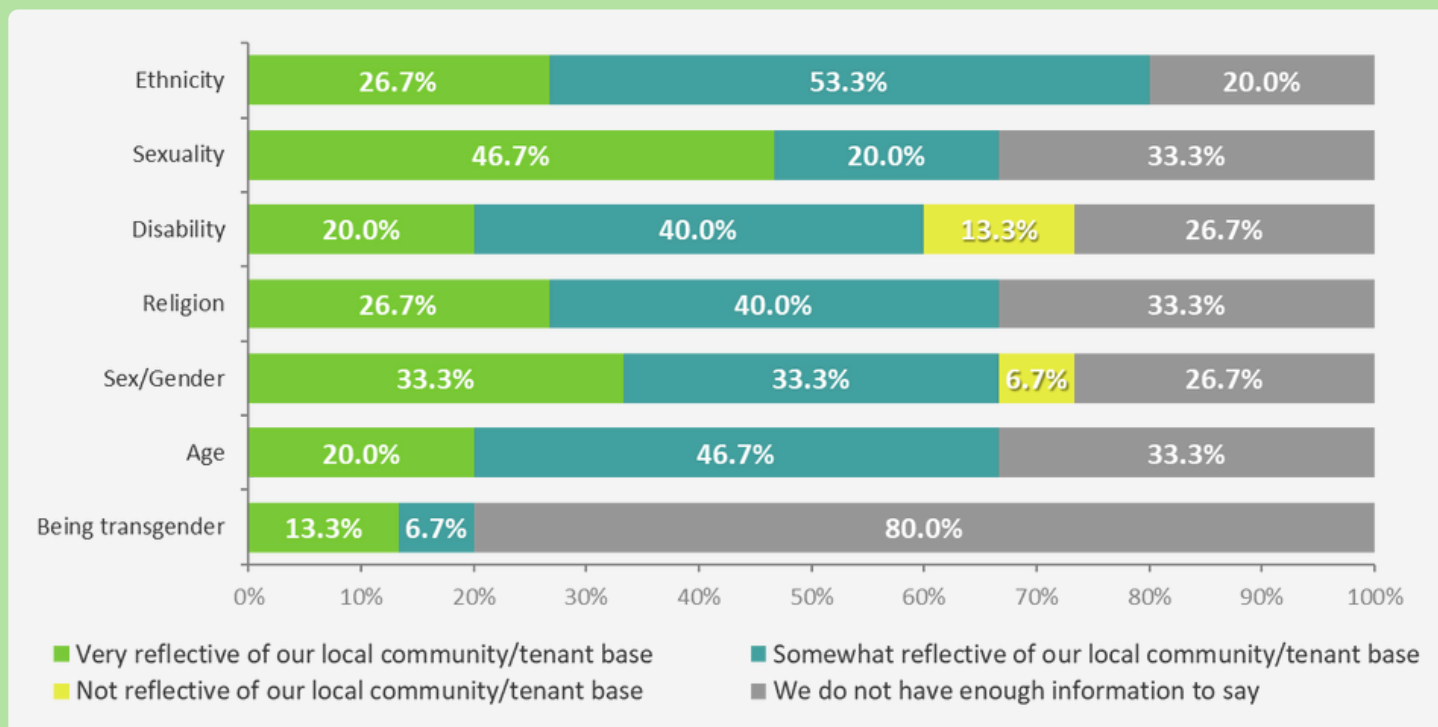
When it comes to leadership teams, representation generally fares slightly worse than boards (with the marginal exception of age). This is likely to stem from the strong focus on the diversity of boards across the sector in recent years, and the fact that leadership roles have an inherently lower turnover than fixed term board appointments, making change much slower.

Where information is known, we can see an identified underrepresentation of disability for just over a quarter of organisations. There are also significant gaps in information across organisations on several of the listed characteristics- with transgender identities being the least reported upon.

## Findings:

# Diversity of Boards, Leadership Teams and Workforces

### Are you reflective of the diversity of the local communities that you serve in terms of your Workforce?



Compared to boards and leadership teams, workforces are unsurprisingly the most representative across surveyed organisations.

A significant portion, somewhat surprisingly, state they are very reflective in terms of sexuality. Representation is less strong across organisations for disability, age, religion and ethnicity- though most organisations still reported to be at least somewhat reflective. One organisation clarified that in light of their customer base being predominantly white, their workforce was actually over representative of people from a minority ethnic background.

Transgender identity was again the most prominent area in which organisations lack information.

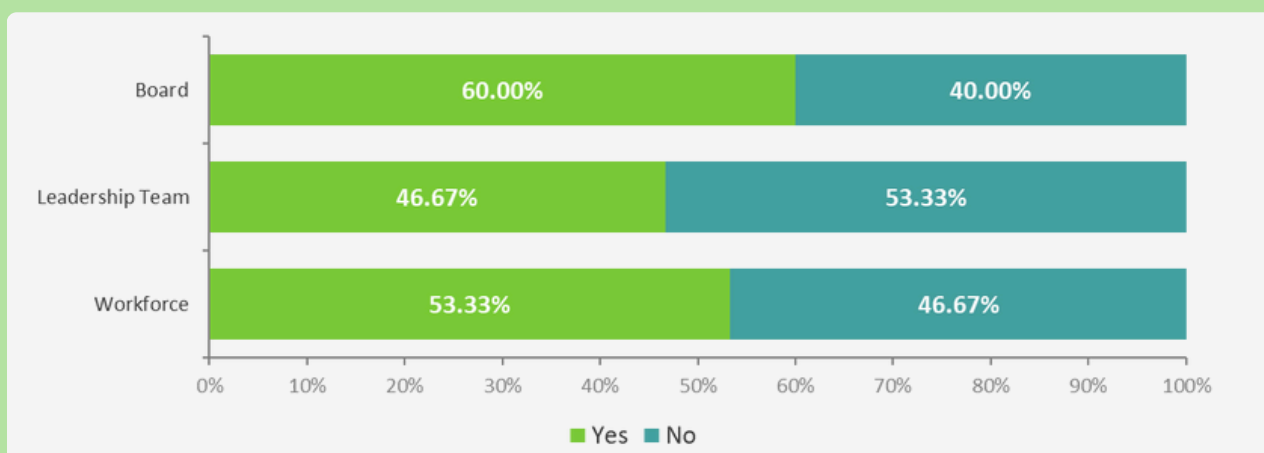
## Findings:

# Diversity of Boards, Leadership Teams and Workforces

# Steps Taken to Improve Diversity

## Has your organisation taken active steps to improve the diversity of your board, leadership team and workforce?

*Results have been adjusted to account for organisations that do not have a board.*

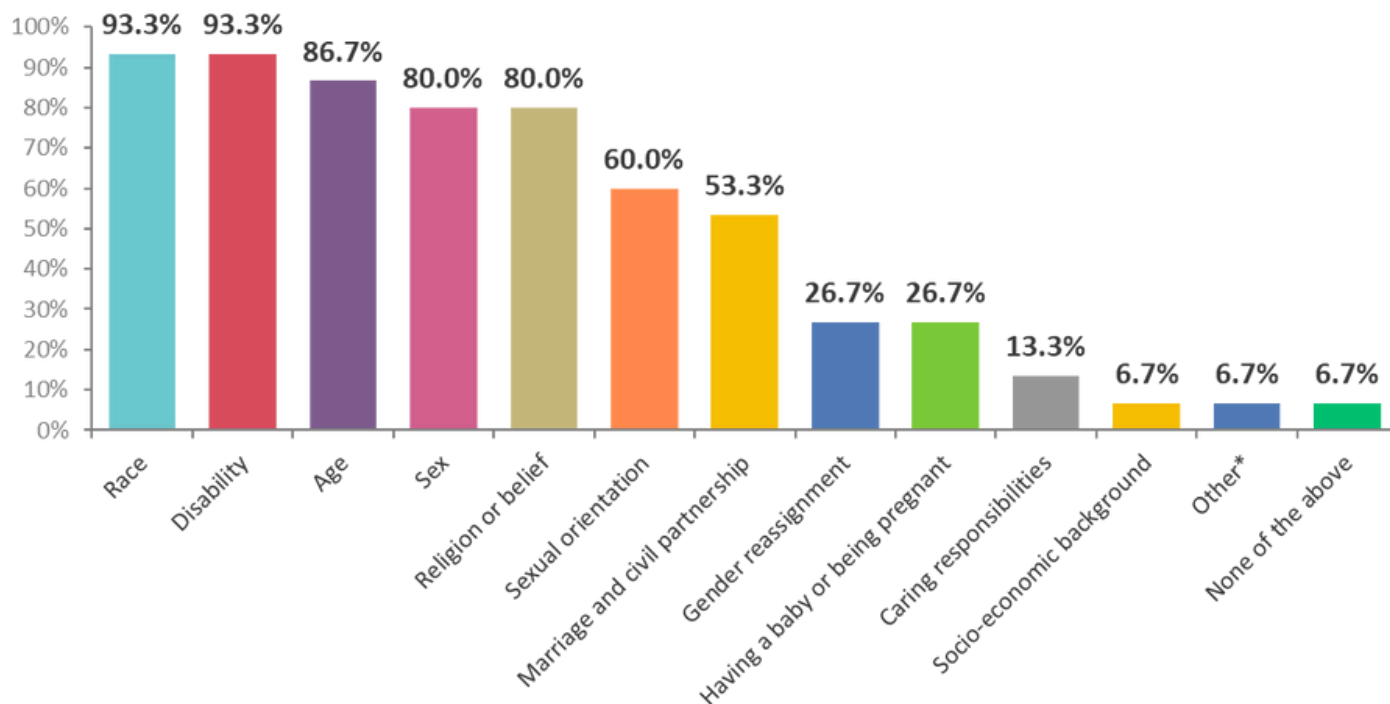


**Several of the surveyed organisations are implementing various approaches to improve diversity across their board, leadership team, and workforce, such as:**

- Utilising specialist Board and Executive recruitment agencies.
- Bringing staff EDI groups into the hiring decision process for executives.
- Reviewing recruitment messages to appeal to underrepresented groups.
- Advertising vacancies through specialist organisations like HDN and WISH.
- Engaging staff groups on positive action and job advertisement strategies.
- Better promoting reasonable adjustments on the recruitment website.
- Obtaining candidate feedback on the recruitment process.
- Attracting young people through the Kickstart and Graduate Programmes.
- Introducing inclusion and values-based interview questions- especially for management or leadership roles.
- Providing regular training for hiring managers around inclusive recruitment.
- Encouraging (ethnically) diverse staff to take part in development programmes, (including G15 Leadership Accelerate, Future of London Emerging Talent, UNIFY Leadership Now, HDN Mentoring) to help them develop skills and confidence for leadership roles.
- Internal Leadership and Management Development programmes.
- Monitoring the diversity of the Board, Leadership Team, and Workforce as part of the organisations EDI Action Plan.

# Customer Demographics

## Does your organisation routinely collect statistics on the demographics of your customers?



Responses indicated that the most commonly collected customer EDI data across organisations is Race and Disability, with all but one surveyed organisation collecting this information from their customers. The vast majority also collect information on age, sex, and religion/belief.

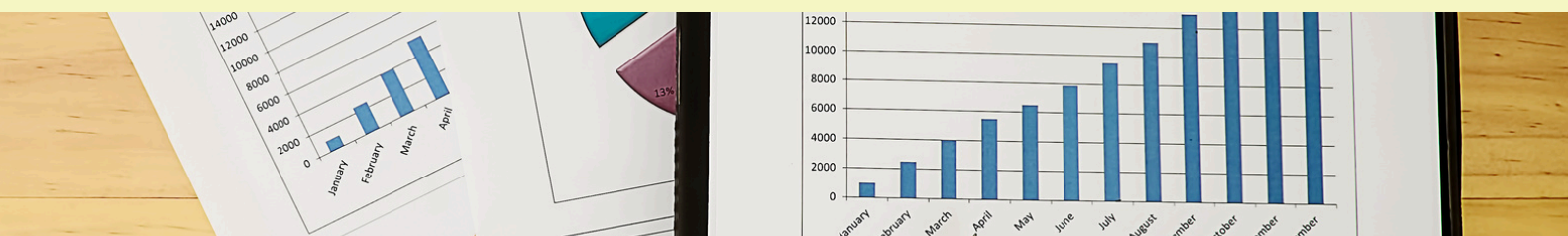
Unsurprisingly in light of the lack of information in previous responses around representation, among the least widely collected data was information on gender reassignment.

Caring responsibilities and socio-economic background, which are additional to the core 9 protected characteristics found in the Equality Act 2010, are also significantly under collected- with only one of the surveyed organisations currently recording the latter.

## Challenges in collecting customer data

Respondents were asked to highlight the challenges they face when it comes to obtaining quality data on their tenants (i.e. data which is accurate, comprehensive, and up to date). Responses indicated that there are key challenges around:

- Reluctance to share
- Clear communication on the purpose and benefits of data collection is essential but often lacking.
- Circumstances changing frequently, creating difficulty in maintaining up-to-date and accurate records.
- Managing and updating data for a large customer base
- Concerns with privacy and GDPR compliance (internally and from tenants).
- 'Survey fatigue' and a lack of engagement
- Outdated systems/markers leading to inconsistencies.
- Differing definitions/labels and expectations, making it difficult to fully understand and address residents' needs.
- Resource Limitations



# Findings:

## Monitoring and Insights

### Keeping customer data up to date

Responses from surveyed organisations highlighted several means by which customer diversity data is kept up to date, including:

- Integrating updates into regular interactions, such as property visits and tenancy reviews, and during customer calls.
- Allowing- and encouraging through for instance tenant newsletter articles- self-service updating of personal information via the organisations website or resident portal.
- Ensuring self-service platforms are user-friendly to simplify data collection and make it more convenient for residents to provide and update their information.
- Running targeted campaigns asking customers to update their information- including through direct contact.
- Conducting periodic audits to ensure information accuracy.
- Collecting demographic information at the point of letting/as part of the referral process.
- Collecting information through an annual EDI monitoring survey.

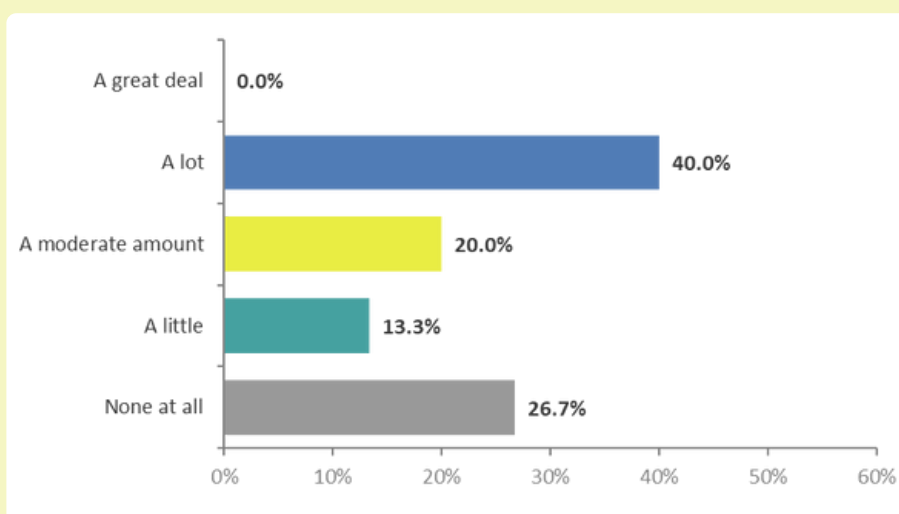
Several surveyed organisations recognised the need for improvement in customer data collection, and indicated that they are developing more proactive and comprehensive approaches to ensure data is consistently updated.



# Customer profiling and insight

## To what extent do you use customer profiling/insight to inform strategies, policies and practices?

There was significant variation in terms of organisations which currently utilise customer profiling/ data insight. While 40% of respondents report to do this a lot, just over 1/4 of organisations do not do this at all.

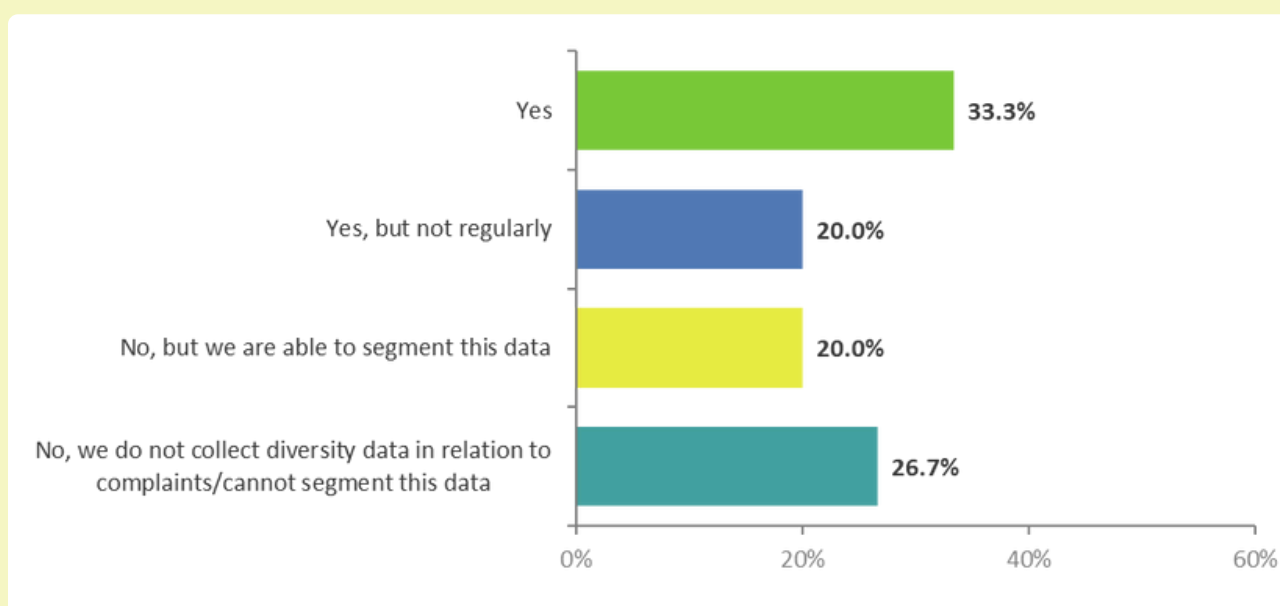


Comments on how customer insight and data is used included:

- Gathering insights from various sources- such as surveys, complaints, focus groups, and established feedback channels.
- Using customer survey feedback to help inform the corporate strategy.
- Seeking customer feedback during policy reviews to ensure fairness/transparency/relevance, and involving residents in the design and evaluation of new services.
- Ensuring aforementioned engaged customers are representative of the wider community in terms of characteristics.
- Using data to support Equality Impact Assessments.
- Identifying key areas of focus based on customer demographics (for example having a significant number of older tenants).

## Findings: Monitoring and Insights

### **Do you routinely segment customer complaints data by protected characteristics to ensure that the process is accessible and that different groups are not having disproportionately different or negative experiences?**



Though around half of responding organisations segment customer complaints data, only 33% do so on a regular basis.

One organisation indicated that while they cannot segment complaints data by complainant characteristics, they still monitor complaints through an EDI lens by identifying complaints categorised as equalities related and reviewing the data around these (such as overall %, number upheld etc.), as part of their Annual E&D Report. This is also done for customer compliments where for instance support has been provided which relates to EDI (such as assisting with disability support needs).

# Customer Engagement

## How do you ensure customer engagement opportunities are fully accessible when it comes to tenants with different needs (in compliance with the RSH Transparency, Influence and Accountability Standard)?

Responses from surveyed organisations broadly touched on the following themes:

- **Diverse Engagement Methods:** offering various engagement options to accommodate different preferences/needs- for instance options for face-to-face or online meetings/workshops, and the option to complete feedback/consultation surveys online, by telephone, or on paper.
- **Accessibility Measures:** removing barriers to engagement by for instance covering travel and childcare expenses, hosting events at convenient locations, offering home visits, and providing engagement opportunities outside normal working hours.
- **Inclusive Communication:** ensuring customers from any background have the opportunity and are encouraged to engage by providing communications in accessible formats- including foreign language translations, British Sign Language, Makaton- and ensuring any digital content is accessible.
- **Organisational Support:** providing dedicated internal support to formal engaged customer groups via a Resident Governance Team.
- **External Consultation:** working with specialist organisations like TPAS and HouseProud and/or coproducing with tenants from different backgrounds to design inclusive and accessible engagement frameworks.

# Areas of focus

## KHG members were asked where support should be focussed to help them deliver on their EDI commitments

Responses highlighted the following areas:

- The potential for a regional **Board Trainee Programme** to help address organisations' challenges board diversity through a collaborative approach.
- Sharing **best practice** examples around key issues- for instance prospective board member mentoring, inclusive tenant engagement, and **collecting/using data** to shape service delivery.
- Developing awareness and data around **socio-economic inequalities** in light of proposed changes to the Equality Act 2010.
- Sharing how organisations have best demonstrated **regulatory compliance** around EDI.
- Encouraging **gap analysis** and providing/signposting support with **knowledge building and training** (for instance training on Equality Impact Assessments, for customer facing staff, etc.).
- **Ensuring accountability** through robust monitoring of performance around EDI objectives and measuring the impact of initiatives.



## Contact

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