



The DICE report

A study into equality and diversity work and impact amongst housing providers by the Diversity, Inclusion, Community Cohesion and Equalities Group.

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Foreword

In 2018, the GMHP (Greater Manchester Housing Providers) set up the DICE (Diversity, Inclusion, Community Cohesion and Equalities) Group as a collaborative workstream to ensure equality, diversity, inclusion, inclusive growth, and community cohesion are championed and progressed throughout the work of the GMHP.

With no real data available across the housing sector in relation to EDI, in 2020 DICE carried out a baseline study to gain a clear picture of the commitment to tackling equality and diversity from GMHP members, as well as setting out the current situation in relation to diversity data and monitoring within and between organisations.

The research methodology, developed by Irwell Valley Homes, challenged providers to hold a mirror up to themselves and be open about their own organisations. Whilst the case studies in the ground-breaking report reflected the good work that is being done in addressing inequalities, the study showed that we have much more to do in terms of collecting data and using it to improve.

A set of recommendations were agreed by DICE to sharpen our focus on tackling inequalities going forward. Members agreed to re-run the survey two years on using the same methodology, to monitor the progress we are making individually and collectively. This latest report shows the current picture and any movement against the original baseline. It highlights where positive action has driven results and where we still need to focus our efforts.

We were overwhelmed with interest from other housing associations across the UK following the initial survey, and many other organisations have since adapted our methodology. This is helping to build a more comprehensive picture of the sector's response to tackling inequalities.

We were also invited to support the development of the National Housing Federation's EDI data tool. We are delighted that there is now a tool available in the sector to allow organisations to compare their workforce to the communities they serve and measure the impact of actions to improve EDI.

My thanks go once again to DICE Group members who assisted with the creation of this important research report, with my special thanks going to Sonja Wellings for her work in surveying, analysing, and compiling this report based.

Sasha Deepwell
Chief Executive
Irwell Valley Homes

Executive Summary

In August 2022, 23 Greater Manchester social housing providers responded to our equality and diversity survey and provided benchmarking data. The following is a summary of key findings:

- Lack of diversity at board and leadership team level was a key theme identified in the 2020 survey and a wide variety of interventions have been introduced to tackle this issue, some of which were reported to have delivered promising results.
- Of the options listed in the survey, the most used were initiatives to champion and promote a more inclusive workplace, interventions that involved partnering with recruitment agencies and diversity specialists to connect with more people from diverse backgrounds, and mentoring programmes to develop internal employees. Affirmative action was also used by just under a quarter of organisations. Among the least frequently used was target setting, blind recruitment, and interview guarantee.
- Efforts to attract more diverse talent into organisations were largely focused at board and leadership team level and concerned with diversifying the workforce in terms of ethnicity and gender. A smaller proportion discussed other characteristics such as age, disability, or sexual orientation as the primary target of interventions.
- Approaches that had worked included the use of specialist recruitment agencies and targeted promotion of roles within settings such as local community and/or support groups, with several organisations achieving success in recruiting more diverse board members. The use of affirmative action had also led to successful recruitment of people from more diverse backgrounds.
- Many organisations were in the process of developing initiatives, some of which focused on new areas of consideration including initiatives to attract and support neurodivergent applicants, colleagues and customers, schemes to develop and support females to access roles more traditionally dominated by males and initiatives aimed at attracting employees who identify as LGBTQ+. There is also a growing focus on mental health, menopause, and general well-being by partners.
- Organisations continue to report challenges with data collection, quality and management, particularly in respect of customer data. The issues identified in the 2020 survey persist including unwillingness of tenants to disclose data, lack of digital solutions and staff capacity. A number of organisations had, however, sought to address data gaps and had carried out, or were in the process of carrying out snap-shot surveys to improve data quality. Some organisations had also reviewed their processes to enable collection of diversity data through tenancy visits.
- Colleague diversity data is generally better quality and presents less of a challenge to capture and maintain, although a number of organisations were seeking to fill gaps in data by running campaigns to encourage colleagues to disclose. A number of organisations had introduced new HR systems which came with improved functionality to capture and report data and it was hoped this would assist with monitoring going forward. As it was, monitoring of colleague diversity data tended to focus on job applicants, with less emphasis placed on monitoring the diversity of leavers or analysis to understand diversity of those progressing within the organisation.
- Some organisations felt they lacked a comprehensive understanding of what customer profiling data was telling them or lacked the resource to utilise the data to effectively inform strategies, policies and service improvements.
- There is a growing focus on socio-economic disadvantage with some organisations adopting it as a specific diversity strand to ensure that strategic decisions and policies actively consider how they operate to increase or decrease inequalities. Additionally, the launch of the GMHP anti-poverty pledge, combined with the current cost of living crisis, had prompted organisations to introduce a wide range of actions and initiatives to support customers experiencing financial hardship and socio-economic disadvantage.

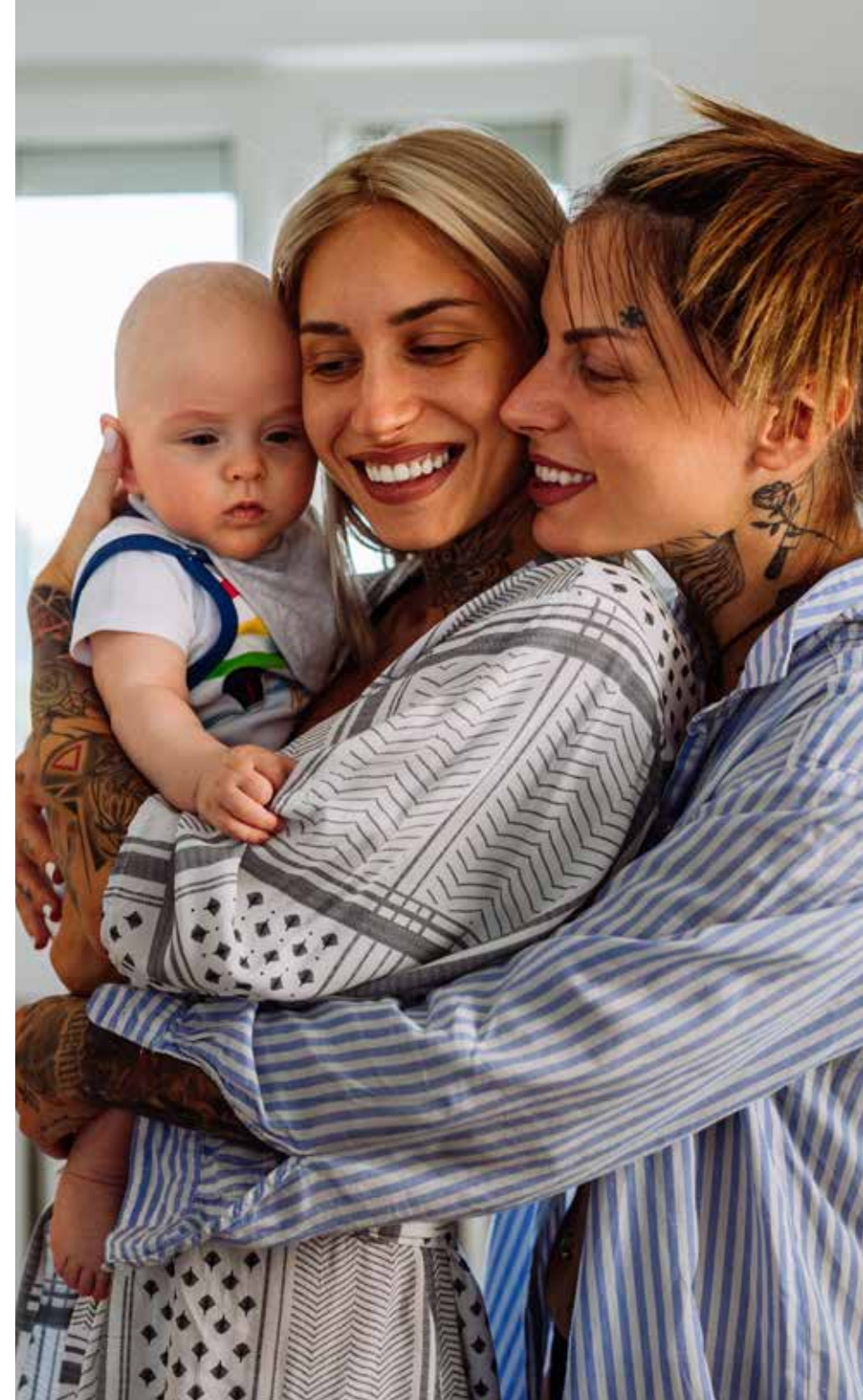
- The main on-going challenges in meeting equality and diversity commitments were found to be challenges with data collection, data quality and data interpretation, lack of knowledge about what actually works and challenges around achieving and maintaining diversity within boards and leadership teams.

- A comparison of 2020 and 2022 benchmark data shows that there has been some movement to advance equality. The most significant change was at board level, with 11 organisations reporting more representation of ethnic minorities. Within leadership teams, the picture was more mixed, some becoming more diverse, others becoming less diverse while the majority saw no significant change over time.

- The picture in respect of other diversity characteristics was more mixed. Boards continue to have male overrepresentation while leadership teams continue to have female overrepresentation.

- Over half of boards and leadership teams had no representation from people with disabilities or lacked the data to be definitive although, again, some organisations had seen improvements in terms of representation. All workforces had representation, albeit at levels below the average for the region.

- Boards and leadership teams remain disproportionately older relative to the population and customer bases. The wider workforce also continues to be poorly represented by younger age groups compared to the population although more closely aligned than boards and leadership teams.



Recommendations

Based on the analysis of the survey and benchmarking data, the DICE group has developed the following recommendations for social landlords to improve equality, diversity and inclusion across the sector.

- Valuing and supporting the diversity of employees and introducing an inclusive culture in the workplace is an important part of the work organisations are doing to ensure everyone feels able to participate, reach their potential and be themselves in the workplace. However, not all organisations could evidence how successful these types of interventions were. Organisations should consider further evaluation of employee experience to assess if colleagues feel their workplace is inclusive, if they feel diversity is a barrier to progression, if they feel they are treated fairly, and so on.
- Evidence regarding the impacts of equality and diversity interventions was generally limited making it difficult to assess effectiveness, for example in terms of impact and sustainability. Interventions are largely understood as successful in terms of self-reported information or headcounts, for example, the number of ethnic minority people recruited. A deeper dive into what is working and what isn't could benefit organisations seeking to demonstrate impact or value for money or target interventions in a way that has lasting impact in areas where evidence shows unequal outcomes or underrepresentation.
- Lack of diversity at board and leadership team level was a key theme identified in the 2020 survey and it was encouraging to see the wide variety of interventions organisations had introduced to tackle this issue, some of which were reported to have delivered promising results. Nevertheless, several organisations felt that achieving and maintaining diversity presented an on-going challenge due to lack of churn. The DICE group could consider how to develop and expand interventions to ensure on-going successes in this area. Consideration could also be given as to whether a more granular examination of diversity data is needed, for example, at the team level, to understand whether there are equally compelling arguments for intervention.
- A review of EDI challenges most often focused on data collection, reporting and interpretation, suggesting a need for better resourcing and/or skills development to extend data literacy within organisations so that the use of EDI goes beyond headline reporting and uses data to understand diversity challenges, justify interventions and evaluate their effectiveness. Conversely there are organisations with well-developed monitoring and reporting systems who are using diversity data to understand how it impacts on housing management performance, services such as lettings and customer satisfaction as well as other business areas. This is an area where sharing good practice may support organisations who don't have the resources or skills to develop this area.
- One of the key issues identified in 2020 was a lack of data standardisation making comparison across organisations and with the wider population problematic. This continues to be an issue. In particular, there are differences in the way organisations define and report on sex and gender, often using the terms interchangeably as well as a variety of definitions of disability. Aligning data to harmonised standards as those published by the Office for National Statistics (ONS) and as used within the 2021 Census (and mirrored on the CORE Lettings form) would be one approach to facilitate more reliable benchmarking. It is recognised that not all organisations have specific leads to address data quality issues so may be one area in which DICE could play a role.
- The benchmark analysis provides a baseline against which to measure progress however each organisation needs to consider in more detail the context in which they operate and critically evaluate the data to better understand where efforts need to be focused to improve diversity.



Introduction and Methodology

Introduction

The Greater Manchester Housing Providers partnership (GMHP) is a partnership of housing providers in Greater Manchester. Together they own over 200,000 social housing dwellings in Greater Manchester providing a diverse range of services including general needs housing, housing for specific communities, housing for older people, supported housing and delivering support services. The 24 members work together across the region to share good practice, learn from each other, and to make sure that the sector – and most importantly their tenants and employees – have a louder collective voice when decisions are made at a Greater Manchester level and a national level.

In 2020, The Diversity, Inclusion, Community Cohesion & Equalities (DICE) group, a sub-group of GMHP, published findings from their first EDI survey. The report provided a snapshot of what organisations were doing to tackle inequalities and improve diversity and laid the ground to inform priorities for action, both collectively and within individual organisations. This research marks a further step in the journey building on the earlier study to explore the steps organisations have taken since 2020 to further improve performance in this area and deliver better outcomes for the communities they serve.

Methodology

The research involved an online Equality, Diversity and Inclusion survey and a benchmarking exercise sent out to organisations in August 2022. Case studies were also provided to highlight good practice examples of work organisations were doing to improve diversity and address inequalities.

Twenty-three social housing providers across Greater Manchester completed the survey and provided benchmarking data:

Arawak Walton Housing Association	Onward Homes
Bolton at Home	Regenda Group
First Choice Homes Oldham	Riverside Group
ForHousing	Rochdale Boroughwide Housing
Great Places Housing Group	Salix Homes
Guinness Partnership	Six Town Housing
Irwell Valley Homes	Southway Housing Trust
Jigsaw Homes Group	Stockport Homes
Johnnie Johnson Housing	Together Housing Group
MSV Housing	Trafford Housing Trust
Northwards Housing (Manchester City Council)	Wythenshawe Community Housing Group
One Manchester	

A note on terminology

The terms black and minority ethnic (BME) and black, Asian and minority ethnic (BAME) have long been criticised for their lack of specificity. In March 2021 a report published by the Commission on Race and Ethnic Disparities recommended that the government stop using these terms because they emphasise certain ethnic minority groups (Asian and black) and exclude others (mixed, other and white ethnic minority groups). The terms can also mask disparities between ethnic groups and create misleading interpretations of data.

This was supported by the Race Disparity Unit which found that people from ethnic minorities were three times more likely to agree than disagree that the term 'BAME' was unhelpful. Subsequently, the government have updated their guidance to recommend using the term 'ethnic minorities' to refer to all ethnic groups except the white British group, or refer to specific ethnic group in line with those used within the 2021 Census. In line this guidance, the report uses the term ethnic minorities to refer to groups other than white British.

Survey Findings

This section sets out the results of the survey, including summary statistics and qualitative analysis of the feedback provided by respondents.

Attracting diverse talent

Around half of the organisations who took part in the 2020 DICE equality, diversity and inclusion survey felt their board and leadership teams did not reflect the diversity of the customer base they serve or the wider population and this was born out by the data. The diversity profile of workforces was, in general, more reflective of customer bases and the population however there was still underrepresentation particularly in terms of people with disabilities, those in younger age groups and people from ethnic minorities.

The survey asked organisations what steps they had taken over the last two years to attract and retain people from diverse backgrounds.

Initiatives that champion and promote an inclusive workplace were the most cited approach. This included, for example, participation in events such as Manchester Pride, promoting International Women's Day, LGBT history month, Black history month and so on and celebration of cultural and religious festivals, holidays or traditions.

Partnering with diversity organisations to connect with more diverse talent and mentoring programmes were also commonly used measures. There was also growing use of affirmative action to improve employment opportunities for members of groups that were underrepresented in the workforce.

Around a quarter of organisations had set targets in an aim to improve workforce diversity with slightly smaller numbers doing so to achieve diversity within boards and leadership teams. There is an open question as to whether target setting is the best way to drive diversity and inclusion and it wasn't clear from the analysis whether targets had been achieved.

The chart below identifies the range of actions organisations were taking to attract more diverse talent.

Initiatives to attract diverse talent



Guaranteed Interview Scheme

Case Study

Riverside launched a Talent Acquisition Strategy to increase the representation of ethnic minority colleagues in senior level roles and close their ethnicity pay gap. A three-year strategy was developed by a working group involving their Talent Acquisition Team, Learning and Development Team, Marketing and Communications, the EDI Manager and most importantly representatives from their ethnic minority colleague network, Origin.

As part of their three-year plan, Riverside introduced a guaranteed interview scheme for management roles and those with a salary of £35,000+. Hiring managers are provided with a shortlisting matrix and candidates from black and ethnic minority groups who meet the minimum criteria are guaranteed an interview.

They track how many candidates apply for their roles, how many are interviewed and how many are successful. Riverside also look at the split between internal and external candidates by business areas to drive improvement. Riverside Origin members also have an opportunity to attend as observers for senior role interviews, enabling them to provide feedback on the interview style and format. Feedback received is used to inform future training.

The guaranteed interview scheme runs alongside other initiatives such as diverse interview panels, 'Recruiting to Potential' workshops, reviewed interview questions, mentoring schemes and ring-fenced graduate programme roles for internal colleagues from ethnic minority backgrounds.

To assess the impact, Riverside ran listening sessions for those who have gone through the process and they received very positive feedback. There has been an increase in applications and in placements in business areas that previously did not have diverse teams. The most recent data showed 21% of candidates placed in senior roles were from ethnic minority groups. This was an increase from 18% on the previous year.

Whilst the scheme has been effective at recruiting to mid-senior roles, Riverside acknowledge that the scheme has not solved difficulties recruiting more diverse candidates in the most senior roles – so they remain focused on retaining, developing and promoting internal talent at mid senior level to ensure they see positive outcomes in this area.



What Works?

Organisations were asked to comment on how successful or otherwise they felt the interventions they had introduced to improve diversity within the workplace had been.

Several organisations had found success in improving ethnic diversity and gender balance at senior level by working with specialist recruitment agencies who offer support with targeted recruitment, as well as working alongside specialist organisations such as Housing Diversity Network. This approach did not guarantee success however, and as one organisation commented, this approach had been unsuccessful due to the agency being unable to offer a more diverse shortlist than those offered by mainstream recruitment agencies.

There was a trend toward putting greater emphasis on lived experience and community knowledge as a role requirement. The re-framing of skill and knowledge requirements had led to some success with organisations successfully recruiting board members from ethnic minority backgrounds and people with disabilities. Engagement of the existing board and senior leaders was noted as key to success in this approach to ensure aspirations of achieving representation were shared and understood.

Another approach that had led to two successful placements involved partnering with a specialist executive search and leadership development consultancy to deliver a mentoring programme to support under-represented applicants gain experience at board level and support personal development.

The use of the “Rooney Plus Rule” and other forms of affirmative action to ensure that any shortlists for senior roles were diverse in respect of gender, ethnicity and disability was an approach cited by several organisations and was deemed to be broadly successful.

Similarly, organisations signed up to “Disability Confident” had, in line with the scheme, encouraged applications from people with a disability by offering an interview to an applicant who declares they have a disability, if the person meets the minimum criteria for the job as defined by the employer (for example sometimes shown as desirable skills). It wasn’t clear from the feedback how successful this approach had been however in signing up to the Disability Confident scheme, employers were encouraged to think differently about disability and had taken positive action to improve how they recruit, retain and develop disabled people.

Working with Disability Connect, a diversity mentoring specialist had helped one organisation set clear actions around diversifying in relation to disability. It was felt that it had also led to better conversations around disability with current employees. The initiative was in its early days and the organisation had yet to see this reflected within recruitment, however it was hoped that success would be achieved over the longer term.

Targeted promotion of opportunities to local community groups and partner organisations, including disability support groups, LGBTQ+ groups and ethnic minority groups had led to the subsequent successful recruitment – one organisation noted how they had successfully recruited two board members from a minority ethnic background using this approach.

Mentoring programmes were also used to develop existing employees, for example, those delivered through Housing Diversity Network. In some cases, mentoring programmes were open to all employees while others were more targeted as in the case of the GMHP black and minority ethnic leadership programme developed in partnership with Manchester Metropolitan University – a scheme which supports those from ethnic minority backgrounds to progress into senior management roles.

Being Disability Confident

Case Study

The last DICE study highlighted that disabled people are still not fully represented in the workplace and official figures show that in Q2 of 2021 the disability employment rate was 52.7%, compared to 81.0% for non-disabled people.

Irwell Valley Homes has always been committed to supporting all colleagues to achieve their potential and be themselves at work, but following the last DICE report, they recognised a need to do more and began working through the Government's Disability Confident scheme.

The scheme encourages employers to think differently about disability and take action to improve how they recruit, retain, and develop disabled people. It was developed by employers and disabled people's representatives and has three levels of accreditation. Irwell Valley Homes has already achieved the first of the three levels of accreditation and is now working towards the second stage.

Sasha Deepwell CEO of Irwell Valley Homes explains: "Our disability Confident journey has helped us to recruit, retain and develop disabled people who are playing a vital role in our organisation. The Disability Confident badge shows disabled people that we recognise the value we know they can bring.

She continues: "We are committed to playing our part in ensuring that every disabled person can succeed at work and taking positive action to achieve this. By supporting and enabling everyone to be themselves at work, our colleagues feel at home and able to be their best.

An important part of this is creating the right environment for everyone to thrive based on their individual needs. Significant effort is therefore placed on working with managers to create a supportive workplace that enables everyone in their team to succeed.

Keiran, who is registered blind, has a bespoke IT set-up with specialist software and screen readers which allow him to carry out a crucial role for the organisation within the customer service and support team.

Keiran says: "I feel valued as an independent person at work and all the barriers have been removed to allow me to do my job and do it well."

Since the last DICE report Irwell Valley has seen increase in both existing colleagues disclosing that they have a disability and more people with disabilities applying for jobs.



Initiatives under development

Many organisations were in the process of developing initiatives to improve workplace diversity. The following are examples of actions that organisations had recently introduced or were looking to introduce soon. As these interventions were in the early days it was not possible to assess how effective the measures had been: :

- Advertising job opportunities in more diverse spaces, including online groups for those with neurodiversity.
- Reviewing internal interview processes to ensure they adequately support applicants with neurodiversity.
- Guaranteed Interview Scheme for people from black and minority ethnic groups.
- Working with specialist recruitment agencies to attract LGBTQ+ candidates.
- Improving recruitment communication in line with Disability Confident Employer accreditation.
- Using talent pools to help recruit diverse applicants, especially for candidates from ethnic minorities for management roles or teams which have been identified as having low diversity.
- Utilising monitoring data and setting targets to drive improvements in areas where diversity is shown to be an issue.
- Introduction of a female empowerment programme to provide opportunities for female colleagues within traditionally male dominated environments. This included raising awareness of barriers faced by women, including self-limiting beliefs and external stereotypes, personal brand and influencing skills and people management skills as well as providing ring-fenced places on the programme for female colleagues from diverse ethnic backgrounds.
- Signing up to the GMHP Boost Programme which offers support in making workplaces inclusive and one where colleagues from diverse ethnic communities feel supported and able to develop.
- Working with Stonewall to review policies to ensure they allow equality of experience and service delivery.
- Mandatory training on unconscious bias and microaggression.
- Introduction of staff discussion groups to improve learning and understanding of issues around mental health, well-being and menopause.
- Involvement of diverse recruiters on recruitment and interview panels.
- Setting targets to improve workforce diversity and reduce pay gaps in respect of gender, disability and ethnicity.



Specialist Equality, Diversity and Inclusion Lead

One Manchester is committed to placing equality, diversity and inclusion at the heart of their organisation and asked Housing Diversity Network to perform an equality audit of the business, covering both colleagues and customers.

Their report identified a number of areas of development. In collaboration with colleagues, including those from front line service delivery, trades and management, an expansive list of detailed actions expressed how customers and colleagues viewed equality diversity and inclusion. This formed the basis of what is now their ED&I Strategic Action Plan which communicates bold objectives across the business.

One of the 'asks' was to create a full-time permanent post to deliver Equality Diversity and Inclusion to work with customers and colleagues, address policy matters, workplace concerns, personal identity, and develop community relationship building.

Through this position One Manchester has also been able to also address organisational development for the individual and wider business, remain cognisant of a rapidly developing and changing field and in line with organisational values already set, strive to ensure that One Manchester became a place where people are able "to be their whole selves", confident in the knowledge that they will be supported with any identified needs or concerns.

One Manchester are aware that there will always be an element who are resistant to change so for them it was crucial in implementing their action plan to also educate, inform and challenge any biases which could arise to increase people's understanding as to why new measures were being introduced.

Case Study



Socio-economic inequality and the cost-of-living crisis

The social housing sector exists to give people on low incomes access to affordable housing, therefore socio-economic inequality is an area that deserves due consideration and never more so than at a time when the cost of living continues to push people across the UK into severe financial hardship.

A recent report of The Resident Voice Index, a project run by MRI software to shine a light on the perspectives of UK social housing residents found that 68% of social housing residents were worried about being able to meet normal monthly living costs.

In 2021 GMHP launched a comprehensive new anti-poverty pledge that aims to alleviate poverty amongst customers and tackle the inequalities and other root causes of poverty in their communities. The anti-poverty pledges cover six priorities – reducing inequalities, social inclusion, employment and skills, housing and homelessness, social value, and fair employment – and total 29 individual commitments. These commitments aim to ensure that members take a comprehensive and consistent approach to alleviating the immediate burden of poverty, but also addressing some of the fundamental causes of poverty across the city region – from tackling equality and diversity issues to increasing the supply of genuinely affordable housing. The 24 housing providers across GMHP have pledged to support, promote and implement activities and initiatives that help address these priorities, and work both individually and collectively to do what they can to meet the commitments made in the pledges. Examples of actions organisations were taking to address poverty and support customers with the cost of living crisis included:

- Fuel poverty initiatives, including offering fuel vouchers, energy consumption advice and seeking contributions from external contractors to provide customers with energy efficiency devices (e.g. power down plugs, shower flow reducer, infrared heating panels, and so on).
- Adopting more proactive approaches to support customers with arrears or at risk of arrears through more targeted support. In some cases, this involved using predictive analytics solutions to help identify customers most at risk.
- Employment support which collectively helped over 6500 residents towards work and supported almost 600 apprentices in 2020/21.
- Household assistance funds to give customers who would otherwise struggle to furnish their home access to household items and white goods. In some cases, organisations had increased their budget for such schemes in light of the cost of living crisis. There were also examples of schemes that provided customers with access to funds for school uniforms, supermarket vouchers, computing equipment and other items.
- A number of organisations have charitable investment funds that commit large funds to support customers with their personal development, well-being and financial hardship.
- Financial advice, budgeting support and access to Credit Union saving schemes.
- Debt support and welfare rights advice that collectively secures upwards of £20 million per year in benefits and grants that customers of Greater Manchester housing providers are entitled to.

In addition, there were interventions to support employees including:

- Offering the real Living Wage, an independently calculated hourly rate of pay that is higher than the national minimum wage and is based on the actual cost of living.
- Increasing salaries to help combat the cost of living increases, particularly for those on lower grade salaries.
- One organisation was exploring an option to add an additional expenses payment each month so colleagues can claim back fortnightly rather than monthly.
- Hardship funds that give colleagues the opportunity to access vouchers for food, travel and other living expenses.

In order to maintain a focus on socio-economic disadvantage, a number of organisations have introduced a voluntary socio-economic duty alongside other protected characteristics or have included it as a specific diversity strand within their equality impact assessment process. As one organisation stated, the benefits in doing so was to ensure that their strategic decisions and policies actively considered how they operate to increase or decrease inequalities. While not all organisations directly treated socio-economic inequality as a specific strand of diversity or protected characteristic, all were acting to address poverty and social exclusion within their communities.



Racial equality in housing

Spotlight

Social housing should be a place where everyone can feel comfortable and safe, to live well and thrive. But for some tenants that isn't the case.

The 2022 Better Social Housing Review* and the government's work on the new regulatory standards found that many tenants still face structural inequalities, especially people from black and minority ethnic communities, those with disabilities and single parent households. These groups also face additional challenges in relation to employment and health and were disproportionately impacted by the pandemic.

It was no co-incidence that the majority of those who tragically lost their lives in the Grenfell Tower were from black or minority ethnic groups. The English Housing survey 2018 found that 40% of tenants in high rise housing were black or from minority ethnic groups – yet representation in the wider population was at 14%.

Closer to home, Greater Manchester's Independent Inequalities Commission found that housing is one of the areas of life in which communities across GM face discrimination based on their race, nationality, and faith. Whilst the coroner's report into the death of Awaab Ishak, published in 2022, highlighted the fact that 'family lifestyle' had been suggested to be a contributing factor to the damp and mould problems in the property, highlighting that racist assumptions formed part of the systemic failings which lead to his death.

Things must change.

The initial DICE survey showed that housing providers need to do far more in addressing racial inequalities within their organisation and members have been working to address this through the Equalities and Inclusion workstream.

Providers are aiming to develop a common approach to considering and adopting race equality strategies and the latest survey findings show that progress has been made in terms of representation on boards. However, there has been little progress in relation to senior leadership teams. There can be no doubt that there is significantly more we need to do, and we are committed to working collaboratively with partners to address this.

Working with the GM Race Equality Panel and Greater Manchester Combined Authority, we will identify and address barriers to tackling racially driven inequalities in social housing across the city region. We will look to unpick where racial and other related inequalities are manifesting in the housing system, including the experiences of non-UK nationals in trying to navigate the housing system. And we will design, test, and implement a model of community engagement to build community relationships, empowering communities to recognise their rights and ensuring that their voice is being heard.

In doing this we will challenge ourselves by asking:

- What outcomes have we achieved across all our stakeholders – Boards, staff and customers?
- What data do we have access to?
- Does everyone get fair access to employment, development, and promotion opportunities?
- Do our tenants and residents receive fair access to good quality homes and services and how do we know?
- If diverse groups of tenants express different levels of satisfaction, do we know why and have plans to address this?

*The Better Social Housing Review was set up in June 2022 by The National Housing Federation (NHF) and Chartered Institute of Housing (CIH) to tackle social housing issues in England.

Improving Data Quality

The 2020 survey identified challenges in collecting, managing and maintaining good quality diversity data. The most frequently cited challenges were unwillingness to disclose diversity data, staff capacity and a lack of digital solutions to support the collection, storage and maintenance of data. These issues persist with organisations citing similar issues in 2022.

Collecting and maintaining good quality customer diversity data was noted as a particular challenge. Consequently, diversity data was sometimes reported to be out of date, of poor quality or simply, not collected. This has obvious impacts on the ability of organisations to understand the current situation, identify opportunities for action or monitor change. Organisations had, however, taken several actions to improve data quality over the last two years with many introducing data collection projects that involved collecting customer data through a snap-shot survey and/or introducing new procedures to ensure customer data was collected or updated during tenancy visits.

Examples of steps taken to improve the quality of data included:

- Introduction of new HR systems. While the primary aim wasn't necessarily to improve employee diversity data, organisations reported that new systems came with improved functionality that better enabled the capture and reporting of colleague diversity data, including, in some cases, socio-economic disadvantage.

- Campaigns to encourage colleagues and customers to disclose diversity data including sharing examples of how diversity information is being used to identify and remove barriers that people may face in order to get buy in.
- Making the completion of employee diversity data compulsory albeit with options for colleagues to state "prefer not say" if they do not wish to disclose information.
- Targeted encouragement and support via managers to encourage individuals or teams to disclose data.
- Introduction of app functionality to enable customers to provide and update diversity data digitally.
- Target setting to drive up response rates to diversity surveys.



Diversity monitoring

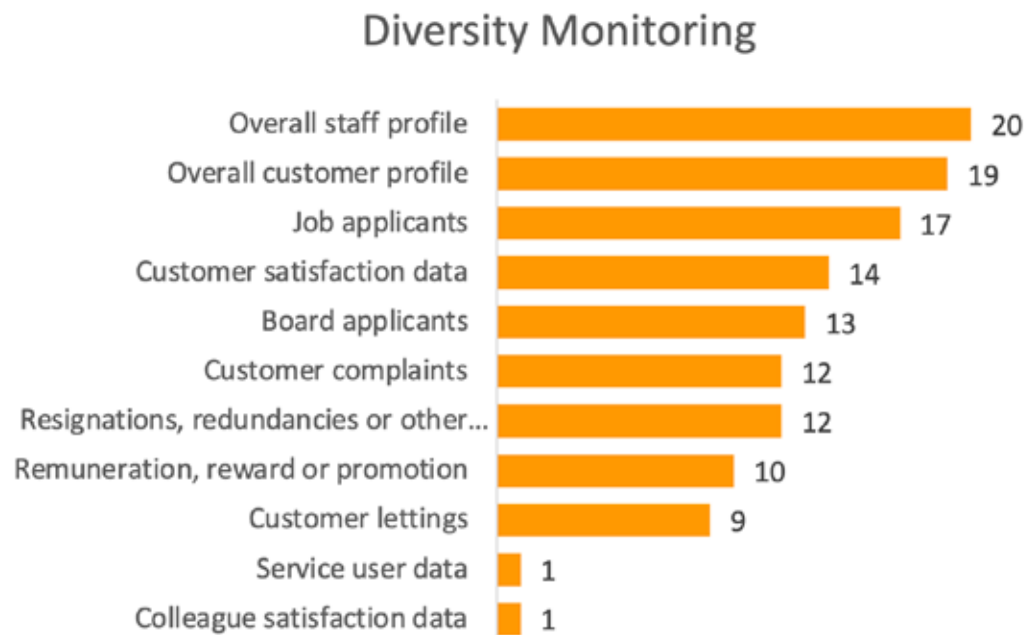
Regular measurement and reporting of diversity data is critical to understanding how far efforts to improve diversity and remove inequalities have been successful. The 2020 DICE survey identified that monitoring was somewhat limited and largely focused on the collection and reporting of overall staff and customer profiles. This continues to be the case in 2022 although there were examples of more developed monitoring practices and some organisations were utilising data to go beyond headline figures.

This included organisations who had developed dashboards or other reporting tools to look at key performance indicators (arrears, complaints, repairs and so on) by key customer characteristics such as age, gender, ethnicity and disability. In addition, some organisations were looking at employee data at a more granular level to understand demographics at the team level to ensure interventions to increase diversity were targeted within specific areas of the business where there was shown to be a lack of diversity.

The majority of organisations reported monitoring job applicant data with lesser numbers monitoring the diversity of people leaving the organisation or looking at progression through the organisation from a diversity perspective.

Over half of organisations were monitoring customer satisfaction results by diversity characteristics and just under half were monitoring housing lettings data although it isn't clear from the research what this monitoring had revealed or what actions organisations were taking as result of their findings.

The chart below summarises the main areas of diversity monitoring carried out by organisations.



On-going challenges

The research asked organisations to comment on what they felt were the key ongoing challenges they face in seeking to understand and address equality, diversity and inclusion issues within their organisations. The following are the key areas that were highlighted:

- Issues relating to data collection, reporting and interpretation was the commented upon issue suggesting a need for skills development in this area and/or better resourcing.
- Achieving and maintaining representation of ethnic minorities, gender and disability at board and senior level due to lack of churn.
- Ensuring training and communications were effective in order that barriers faced by some minority groups are well understood and organisational aspirations to improve diversity were shared.
- Understanding how customer satisfaction varies according to different characteristics due to low numbers that present challenges in terms of data analysis due to low confidence levels and data biases.
- Knowing what works in terms of bringing about real and lasting change.
- Resource pressures due to growing demand for mental health support and support for customers experiencing socio-economic disadvantage.



Time To Change Pledge

Arawak Walton had seen an increase in absence due to mental health and wanted to encourage staff to discuss mental health issues more openly and remove the stigma that often exists around the issue.

To help them Arawak signed up to the Time to Change pledge, England's biggest programme to challenge mental health stigma and discrimination which is run by the charities Mind and Rethink Mental Illness.

As part of the anti-stigma programme, Arawak Walton has introduced dedicated Mental Health First Aiders who act as the first point of contact for colleagues experiencing crisis as well as Mental Health Champions who ensure the association keeps mental health on the agenda through policies, sharing stories, signposting and supporting national and global mental health campaigns to raise awareness.

This complements their existing work and supports their aim to encourage and embed a culture that fosters and promotes our values, diversity, inclusion and wellbeing amongst all staff, tenants and stakeholders.

Cym Dsouza CEO at Arawak explains: "The anti-discrimination pledge has helped us to create a workplace free from stigma and discrimination. Since introducing the measures, we have seen an increase in overall colleague satisfaction and both an increase in colleagues' satisfaction with their manager and their satisfaction with mental health support – which are all important measures in our colleague survey."





EDI Benchmarking

This section presents an analysis of the benchmarking data returned by organisations. All 23 organisations provided benchmark data although some were unable to provide data for all protected characteristics or opted not to submit data to ensure that individuals could not be identified due to the small number of observations.

The analysis considers whether protected characteristic groups are represented on boards, leadership teams, workforces and customer bases compared to the Greater Manchester population, and in the case of ethnicity, whether they are representative of the customer bases they serve. A comparison of 2020 and 2022 benchmark data is also made to look at changes that have occurred over this period. It is recognised that there are challenges in doing so however, as there are several factors at play that impact the data.

Firstly, where an organisation has undertaken a data collection exercise to refresh their EDI data, it is possible that people who previously didn't disclose their data may now choose to, or conversely, may opt not to disclose with a consequent impact on whether an organisation appears more, or less diverse on a given characteristic.

Additionally, there are gaps in reporting with some organisations unable to provide data for both 2020 and 2022, as well as anomalies due to changes to the way data has been collected and reported over time. Consequently, the analysis looking at changes between 2020 and 2022 should be treated with caution. A more reliable assessment could be achieved by individual organisations taking account of individual factors that may skew their data.

Comparison is made to the population using data from the 2021 Census.

Age

Current position:

- Organisations' boards and leadership teams are disproportionately older relative to the population and customer bases. Board members were typically aged between 45 to 64 or 65 and over although one organisation had one member under the age of 25 and 15 reported that they had at least one member aged between 25 and 44.

- Leadership teams were typically made up of people aged between 25 and 64 with no representation from people below the age of 25 and very little representation of people aged 65 or over.

- Profiles of workforces more closely reflect the age demographics of the Greater Manchester working age population albeit with a lower proportion of people aged 25 and under.

Change since 2020:

- There was no significant change in age profiles for boards, leadership teams or workforces in 2020 when compared to 2022.

- Nine organisations had seen an increase in the proportion of customers aged 65 and over. This is in line with changes seen within the sector more broadly.

Employment support for over 50s

Those aged 50 years and over saw the largest increase of economic inactivity among all age groups since the start of the pandemic. Recognising this, Southway Housing Trust carried out a research project to explore what type of training and support would be of benefit to this age group and look in more detail and how they could create employment, training and volunteering opportunities.

This led to a project involving Southway's Employment Coaches and Business Support Officers working collaboratively with employment services and an online platform to introduce an information campaign to highlight the type of employment support that was available and to offer pre-employment training, mentoring and a self-employment workshop.

Employment support and training for the over 50s is ongoing and an initial assessment shows the project is having a positive impact. The Trust recognise that there is more work to be done and continue to work collaboratively with other agencies to develop the scheme and expand the research in order to gather more insight into how this age group can best be supported.

Case Study



Disability

Current position:

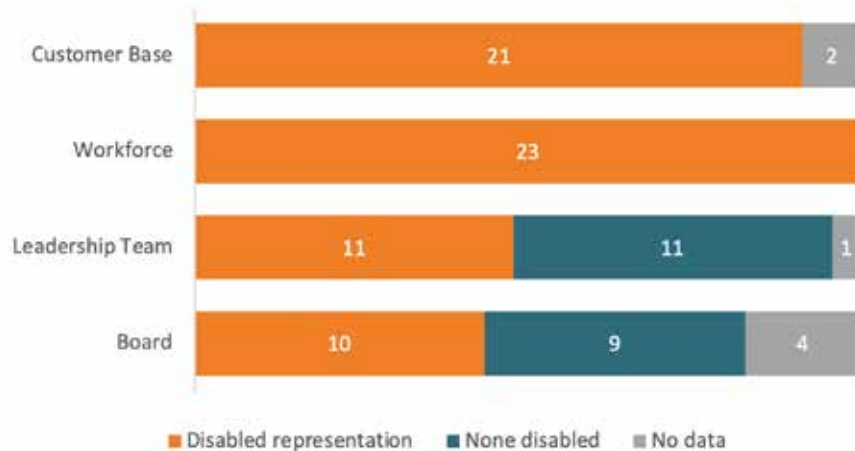
- At the board and leadership team level, there is underrepresentation of people with disabilities. While one in five people in Greater Manchester are reported to have a disability, over half of boards and leadership teams had no representation from people with disabilities or lacked the data to be definitive.
- All organisations had representation from people with disabilities in the workforce, although the proportion of people with a disability was lower than the Greater Manchester population in all cases and ranged from 5% to 16% of the workforce, compared to 20% across Greater Manchester more broadly.

- For organisations who supplied disability data for their customer base, all had representation from people with disabilities. Within seven organisations, the proportion of customers with disabilities was higher than that of the wider population although it should be noted that the data is not directly comparable due to the differences in the way organisations collect and report the data.

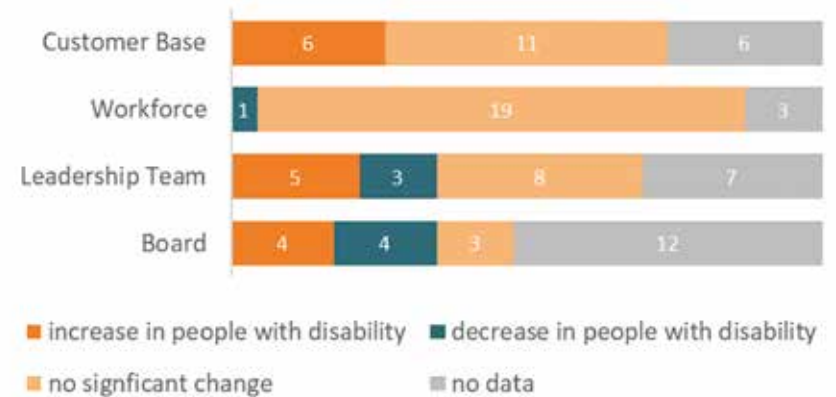
Change since 2020:

- In general, there was no overall change in the number of people with a disability represented on boards of housing providers. Four organisations had seen an increase and four had seen a decrease. The remainder reported no change or there was no data available for comparison.
- Five leadership teams had better representation of people with disabilities in 2022 compared to 2020 while three had less representation.
- There was no significant change in disability profile of workforces.
- Around a quarter (6) organisations reported an increase in people with disabilities within their customer base.

Representation of people with disabilities 2022



Representation of people with disabilities 2022 compared to 2020



Improving accessibility for all

With more and more daily tasks being done online, Irwell Valley Homes combined their drive to digitalise services, with its commitment to making services more accessible.

Around 10% of the UK population have dyslexia or a similar condition which can often hinder the way they digest information, especially written content on websites. Combine this with other needs such as language barriers or visual impairment, and many of the accessibility tools on the market cannot deliver a solution.

Recognising the needs to improve accessibility for customers online, the association saw the development of a new website as an opportunity to explore new technology that combines multiple accessibility features. In 2022 Irwell Valley Homes' new website launched which includes a multi-purpose accessibility toolbar called Access Angel that was created as part of an EU funded project through the H2020 Research and Innovation Programme. Aimed at helping as many people with disabilities as possible, Access Angel was created by those with first-hand experience of the lack of accessibility across the internet. It lets customers customise their experience on the website using multiple tools together to receive the information easily, whilst making websites more usable and inclusive.

The flexibility it gives colleagues to be able to support tenants has opened new ways of working and Irwell Valley Homes has incorporated the use of this tool in several key processes to support multiple and complex needs of residents. For example, in signing up new tenants where there have been both language and additional learning needs to ensure the tenancy agreement and other important documents have been accessible and meaningful.



Case Study



Neurodiversity Audit

As part of their commitment to making Trafford Housing Trust (THT) a workplace where people feel they belong and can thrive, the trust commissioned an audit to assess how they could make the workplace a more inclusive place for neurodivergent colleagues. The audit also looked at what changes may be needed at sheltered housing schemes to ensure suitability for neurodiverse customers.

The audit involved collecting feedback from colleagues via an anonymous survey and one-to-one conversations. A review of two offices and a traditional sheltered housing scheme was also undertaken. In addition, several HR policies were reviewed.

THT received valuable information on the experiences of neurodivergent colleagues which is being used to address areas for improvement/enhancement. Feedback provided with regards to websites, guides and policies is also informing changes where necessary.

THT's Facilities team are working on a plan to address quick wins and longer-term goals with regards to feedback provided on office space and sheltered housing schemes. The impact is yet to be determined as the audit has taken place recently.



Case Study



A note on disability within the social housing sector

We know that national statistics show there are a higher percentage of disabled people living within social housing than within the private rented sector.

Anecdotal evidence suggests there are several potential contributing factors to consider. Firstly, local letting policies work on a priority basis and in certain cases a proven medical condition or disability can increase priority for social housing. This incentivises declaration of a disability. Secondly, we need to consider the private sectors historical reluctance to accept those in receipt of benefits and the disproportionate impact that has on the the ability of disabled people to access appropriate housing. If a person is disabled and unable to work, their only source of income is likely to come from benefits, thereby reducing their housing options and increasing their need for social housing.

Finally, the social housing sector has a much higher proportion of homes adapted for disability, as well as supported schemes designed for disabled living and sheltered accommodation for older people that is more likely to house people with disabilities brought on by the aging process. Although these types of provision are available in the private sector it is at a lower level than the social housing sector, hence the proportion of disabled tenants will naturally be higher.

These factors need to be taken into account in assessing whether it is appropriate to assess the representativeness of boards, leadership teams and workforces against the customer base.



Ethnicity

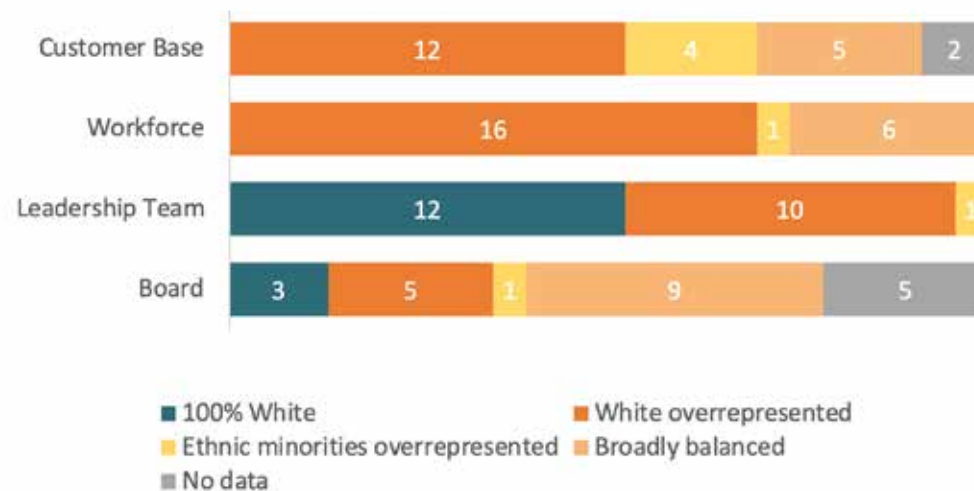
The analysis here groups ethnicities into white and ethnic minorities to consider how representative boards, leadership teams and workforces were when compared to Greater Manchester and customer bases. The benchmark analysis below provides a more detailed breakdown of ethnicity.

At Census 2021, 24% of the population of Greater Manchester were from an ethnic minority group, an increase from 17% in 2011. There is substantial variation at local authority level. Bolton, Manchester, Oldham, and Rochdale are more diverse with anywhere between 26% and 43% of the population from an ethnic minority group. Bury, Salford, Stockport, Tameside, Trafford and Wigan are somewhat less diverse compared to the region with between 5% and 22% of the population from an ethnic minority group.

Current position:

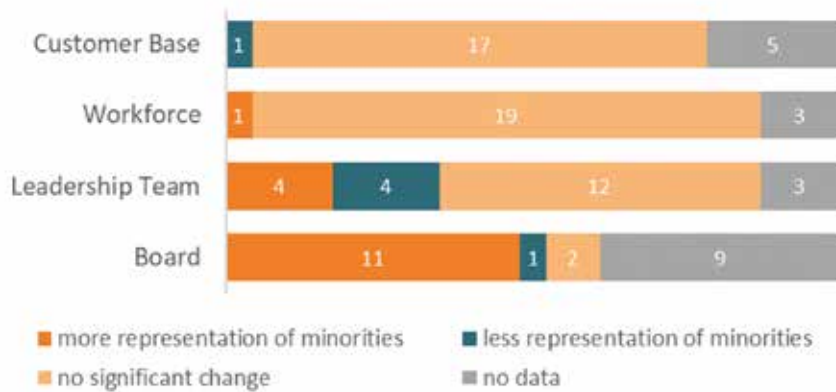
- Compared to the Greater Manchester population, 9 boards were broadly balanced in terms of ethnicity, three boards were 100% white and one each was overrepresented and underrepresented. Five organisations did not provide data.
- Over half of leadership teams had no representation from ethnic minorities and were 100% white, while 10 were underrepresented by ethnic minorities.
- All organisations who provided data had representation by ethnic minorities in their workforce however 16 had underrepresentation when compared to the population.
- Five organisations had a customer base broadly representative of the Greater Manchester population while 12 had underrepresentation – this may in part be due to them operating in less ethnically diverse areas within the region. A further four had over-representation of ethnic minorities in their customer base which is to be expected for those who operate services that are predominantly for people from ethnic minorities or operate in areas which have much more diverse populations.

Representativeness by ethnicity relative to the population - 2022



Another way of looking at the data is to compare the board, leadership, and workforce data to customer base of the organisation to assess how far people employed by an organisation reflect the customer base they serve. This shows: White groups are overrepresented on 17 out of 20 boards and leadership teams. Workforces tend to be more broadly balanced however almost half had overrepresentation compared to the customer base.

Representation of ethnic minorities
2022 compared to 2020



Change since 2020:

- The most noticeable change was in terms of the ethnic diversity of boards with almost half (11) organisations reporting better representation of ethnic minorities compared to only one that had become less diverse.
- Four leadership teams had more representation of ethnic minorities, however a further four had less representation. Around half (12) saw no significant change.
- For most organisations, there was no significant change in ethnic diversity of the workforce or customer base.

Representation of ethnic minorities
2022 compared to 2020



Hearing diverse voices

In 2022 Riverside commissioned an independent researcher to carry out a series of face to face and online sessions for customers who had identified as having an ethnic minority background. The aim of the research was to provide insight and a better understanding of customer experience and engagement for these customers. The research report was published in April 2022 and its recommendations are now being implemented.

During the research 10 customers expressed an interest in forming a special interest group and a customer panel has now been established. This panel sits alongside two other customer panels, those who identify with the LGBTQ+ community, and those with a disability or long-term health condition.

All three groups closely align with the Riverside Customer Voice Executive - an elected body of customers from across the country, who ensure customers views and concerns are heard and considered at all levels of the organisation.

The Riverside Customer Voice Executive are now working with these three new groups to consult on any major policy or strategy changes to positively improve customer processes and experience, build greater levels of trust, and enact change. A full report on the customer's experience and engagement research is due at the end of April and will be scrutinised by key members of staff.

Case Study



Promoting black and minority ethnic leaders and growing talent

With 20 percent of their Heads of Service team made up of leaders from black and minority ethnic backgrounds, First Choice Homes Oldham's (FCHO) commitment to progressing equality, diversity and inclusion in the workplace works together with its desire to identify, recognise and retain its very best talent.

Two of those colleagues have recently been promoted into crucial leadership roles. Keith McFarlane and Bharat Velji were appointed to Head of Development and Head of ICT respectively, having both worked for the organisation for several years. Bharat, who is of British Indian background, joined FCHO in 2014 and has worked in various roles before stepping up to the head of service position. Keith, who's ethnic background is Afro-Caribbean, has worked for FCHO for over three years and has big ambitions to help the housing provider reach its development targets of building 700 new homes by 2026.

Donna Cezair, Chief Executive of FCHO, explains: "Both Bharat and Keith are fantastic assets to First Choice Homes Oldham and truly share our values and ambitions of the direction we want to travel as a business. I'm really proud of the diverse workforce we have at FCHO and we're constantly working on our E,D & I strategy and ambitions to make FCHO an inclusive, accessible and equal place for customers and colleagues alike."

FCHO has recently launched their 2022-2025 corporate plan which comprises four main purposes – one of them being to become a 'great' company. This means becoming a top employer with systems, processes and frameworks in place to enable colleagues from all backgrounds to deliver services to the best of their ability and be their best selves both in and outside of the workplace.



Case Study



Sex

Current position:

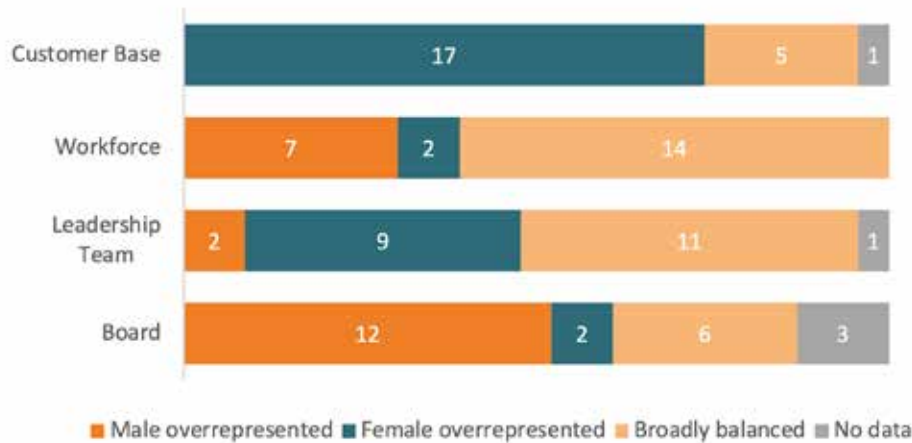
- Boards were more likely to have overrepresentation of males compared to the population while leadership teams were more likely to have female overrepresentation. Just under half of leadership teams (11) were broadly balanced in terms of sex compared to the population.
- In over half of organisations (14), workforces were broadly balanced in terms of sex, seven had male overrepresentation and two had female overrepresentation.

- For most organisations (17), customer bases were overrepresented by females compared to the population.

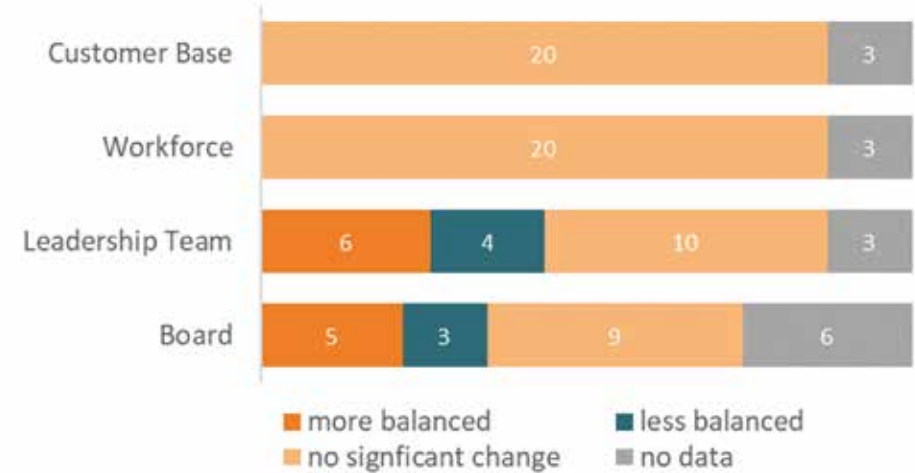
Change since 2020:

- The picture for boards was mixed with five becoming more balanced and three becoming less balanced. For the majority (9) there is no significant change.
- Six leadership teams have become more balanced in terms of sex whereas previously they may have had overrepresentation of either males or females. Four have become less balanced while the majority (10) have seen no significant change.
- There was no significant change within workforces or customer bases.

Representativeness by sex relative to population - 2022



Representativeness by sex 2022 compared to 2020



In Conversation with, The Guinness Partnership

The In Conversation with series involves holding conversations with colleagues from different minority groups. The meetings are attended by the CEO and other senior leaders to help increase understanding of the experiences of minorities and explore what the organisation can do to support them.

Guinness have now held conversations with colleagues from ethnic minority groups, the LGBT+ community, women experiencing the menopause, and male colleagues to discuss men's health issues.

The conversations have resulted in Guinness making changes to their policies. For example, because of learnings from the sessions, they have introduced further support for women and their managers on menopause, now have an anti-racism action plan and statement, and have put more focus on supporting LGBT+ causes such as Manchester pride.



Case Study



Sexual orientation

Current position:

- Of the organisations that provided data, 12 boards and nine leadership teams were 100% heterosexual. This compares with 97% in Greater Manchester who reported they were heterosexual in the 2021 Census.
- For the organisations that had LGBT representation on their board and leadership team, the proportion of people identifying as LGBT was above the Greater Manchester figure of 3% (includes all non-heterosexual classifications) and ranged from 10% to 21%. While these percentages may appear large, in reality, this is a small number of people given the small numbers on which the analysis is based.
- All organisations who provided sexual orientation data reported LGBT representation within their workforce and customer base with the proportion of people identifying as LGBT reflective of the Greater Manchester average.

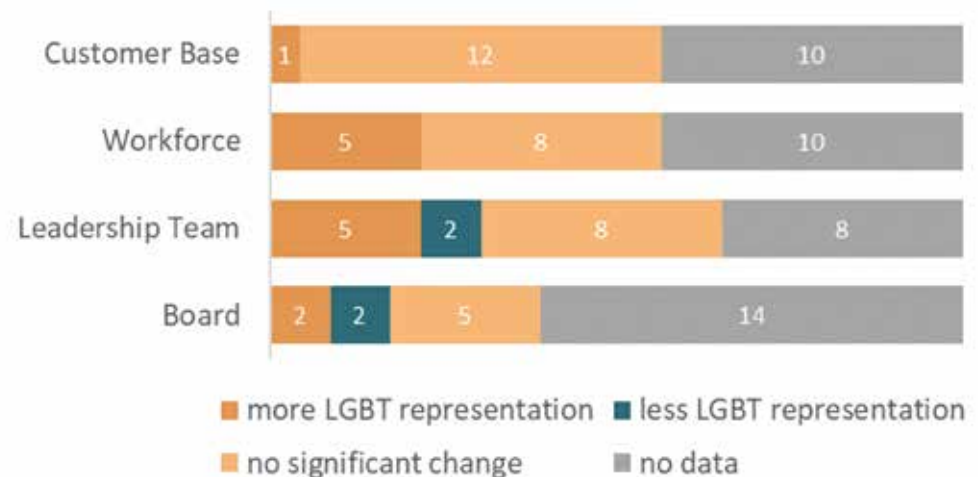
Change since 2020:

- The picture within boards was mixed with two having more representation of people identifying as LGBT and two having less representation. Within five organisations there was no significant change. For the majority (14) there was no data available to compare progress since 2020.
- Thirteen organisations provided data for their workforce and, of these, five had seen an increase in people identifying as LGBT. Whether this is due to an actual increase in the proportion of people identifying as LGBT or simply the result of more people declaring their sexual orientation on monitoring forms is not clear, but the change is in line with what we have seen across the UK.

Data from the Office for National Statistics (ONS) data has shown a year-on-year increase in the proportion of people identifying as LGBT in recent years, particularly within those aged 16 to 24. This may, in part, explain why there has been an increase in people identifying as LGBT within the workforce, this being the cohort of employees that has the biggest representation of younger age groups.

- Sexual orientation was more widely reported in 2022, particularly at board level.

Representation of people identifying as LGBT
2022 compared to 2020



Promoting allies

Rainbow roofs is a customer led group for LGBTQ+ tenants from Housing Associations who are members of HouseProud North West. Set up in 2020, the group gives tenants from the LGBTQ+ community a voice directly to their housing provider.

Working together, the group has influenced housing related services and supported LGBTQ+ people to tackle stigma, hate crime and anti-social behaviour within their communities.

One of the ways the group has done this is to work with Stockport Homes to develop ally training. This is being run by Stockport at Home within their own organisation and in participating housing providers to build a network of active and visible allies to help transform organisations.

The training provides a reflective space for non-LGBTQ+ colleagues to better understand working practices and take action to improve inclusion. It equips colleagues with in-depth understanding of LGBTQ+ identities and common experiences among the community. It explores good practice and sets out what allyship means and how to can create transformative change.

The training covers:

- The history of LGBT in the UK
- Language and terminology
- Practical exercises such as exploring how hard it is to avoid using pronouns and names when describing your personal life
- Video of the former Stonewall CEO discussing the battles that still need to be won and what LGBT people have to do to combat discrimination in their communities.
- Real-life case-studies highlighting experienced homophobia, transphobia or bi-erasure that challenge attendees to consider what they could do to be a good ally.
- A look at local support organisations.

Over 50 staff have undertaken the training and the feedback has been very positive with staff now better understanding LGBTQ+ inclusion and the role of an ally.

At their 2022 conference Rainbow Roofs agreed their priorities for the year ahead which include offering direct peer to peer support to members of the LGBT community, who have been a victim of ASB or hate crimes and focusing on LGBT and homelessness.

Case Study



Gender Identity

Around half of organisations provided data on gender identity for their board, leadership team and workforce and around a third provided the data for their customer base. However, there are inconsistencies in the way the data is collected and reported making comparison across organisations unreliable.

Using data from the 2021 it is possible to compare to the wider population but, again, the comparison is unreliable due to the way the data is classified. The Census introduced a voluntary question in 2021 which asked “Is the gender you identify with the same as your sex registered at birth?”. Of those who responded to the question, 99% of people in Greater Manchester reported that they identified with their sex as registered at birth. The remaining 1% identified as either a trans woman (0.1%), trans man (0.1%), non-binary (0.1%) or other gender identity (0.4%).

Current position:

- There was no representation of people identifying as transgender on boards or leadership teams where data was provided.
- Three workforces had representation of people identifying as transgender and, in all cases, they made up 1% or less of the workforce.
- Similarly, within customer bases, those identifying as trans made up 1% or less of the customer base.

Due to the limited number of organisations who provided data for both 2020 and 2022, it is not possible to look at progress over time in respect of representation of people identifying as transgender.





Conclusions

The 2020 DICE EDI survey identified a demonstrable commitment to improve equality, diversity and inclusion across the sector and highlighted the extensive equality and diversity structures that organisations have in place, including well-developed strategies, action plans and governance structures involving senior level representation. On revisiting the landscape it is clear that this commitment is as strong now as it was in 2020 with many organisations taking on board recommendations from the 2020 to address some of the issues that were identified.

During the last two years there has been a particular focus on interventions to improve diversity at the board and senior leadership team level with many organisations employing specialist recruitment consultancies to help to attract more diverse talent to some success.

There is a strong emphasis on interventions and initiatives to champion and promote a more inclusive workplace culture to ensure that everyone has the opportunity to flourish in an inclusive environment regardless of age, disability, ethnicity, sex or sexual orientation, religion or belief.

The cost of living crisis has put greater emphasis on socio-economic inequality and with the launch of the GMHP anti-poverty commitment in 2021, many organisations had stepped up efforts to support customers facing financial hardship introducing a range of new interventions and increasing existing budgets to support their customers.

Data quality and monitoring continues to be patchy although a number of organisations had introduced new systems and data collection projects to improve data quality that will enable them to better understand diversity challenges and monitor change going forward.

On the basis of the analysis, DICE have developed a number of recommendations to improve equality, diversity and inclusion across the sector. These are included in the executive summary.

Conclusion

Overall, the DICE group is encouraged by the continuing commitment of members in advancing EDI both within their organisation, and across the partnership.

Progress has been made within organisations since the last survey, with several organisations introducing initiatives that have delivered promising results to tackle the issues raised. However, there is still a lot more to do. Members must remain focused on using customer data to assess the different experiences of those accessing their homes and services to ensure everyone receives the homes and support they need to live well. Specifically, members must work to address the racial inequality that still exists within housing. With the cost-of-living crisis continuing to hit customers hard, the growing focus on socio-economic disadvantage will also continue to be a focus for the group. Initiatives to support people who are neurodivergent, supporting females into more male dominated roles, and attracting employees who identify as LGBTQ+ will also continue, along with a growing focus on well-being.

Next steps

The DICE group will create an action plan for collective work to address these recommendations, whilst individual organisations should incorporate the findings of their own results to drive action plans within their organisation.

Acknowledgements

The survey was designed in collaboration with GMHP member organisations and was coordinated and written up by Sonja Wellings, Strategy & Insight Manager at Irwell Valley Homes on behalf of the Diversity, Inclusion, Community Cohesion & Equalities (DICE) group of Greater Manchester Housing Providers.

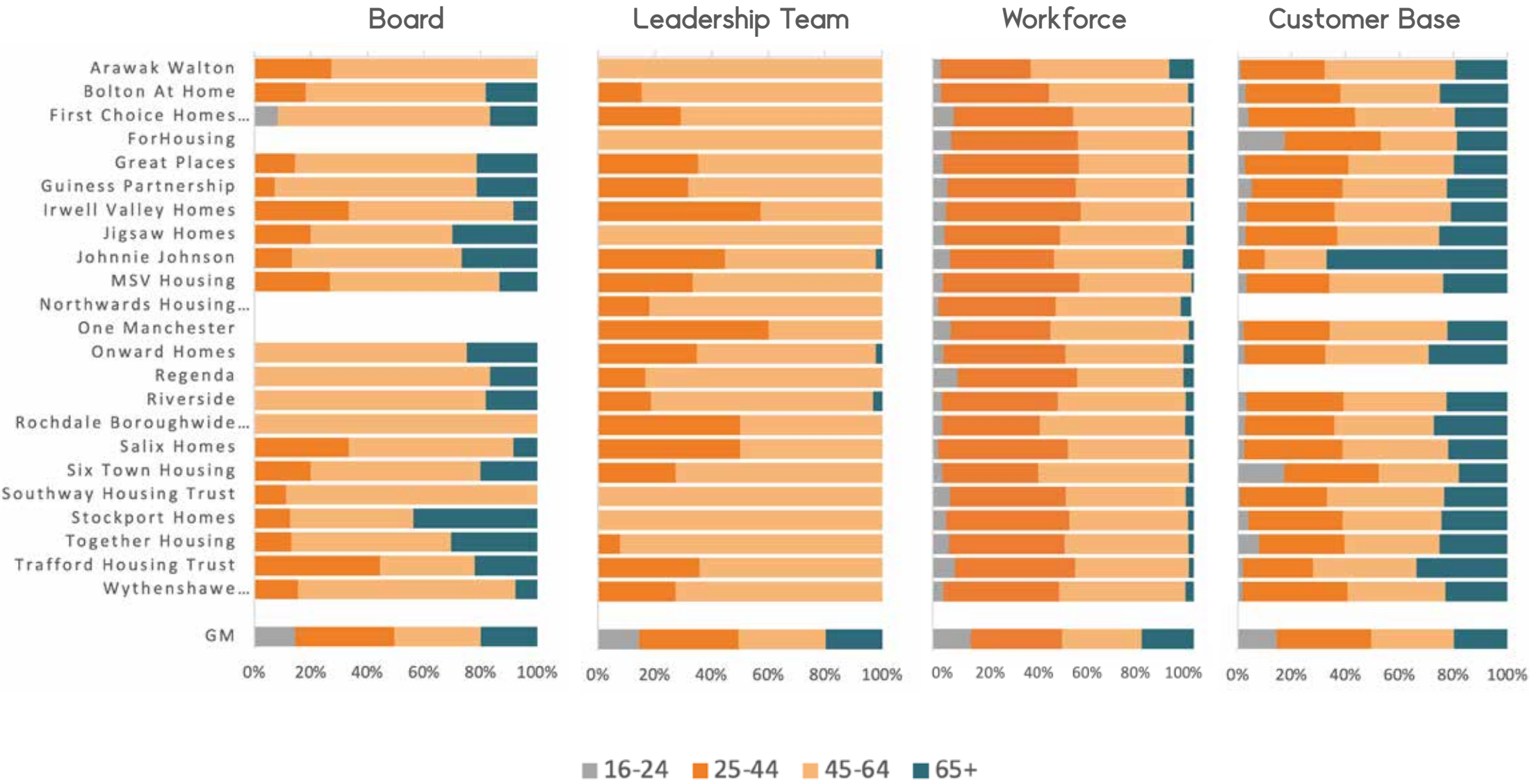
Thanks go to members of DICE and others within their organisations who took time to respond to the survey and submit their benchmarking data and case study information.



Further Information

If you would like more information about the research or the work DICE are doing to support diversity across the sector, please contact Sasha Deepwell, CEO, Irwell Valley Homes and Chair of DICE.

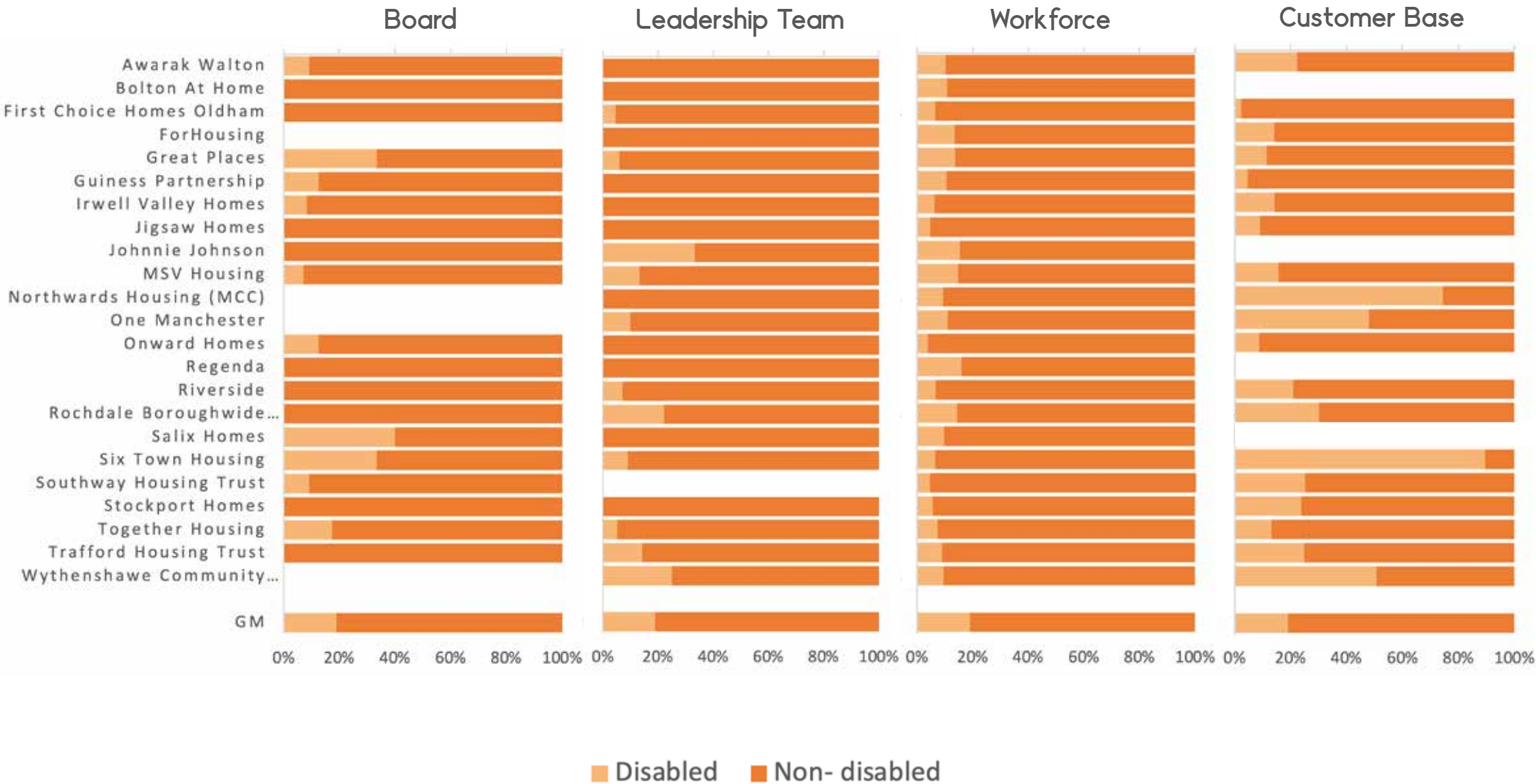
Age



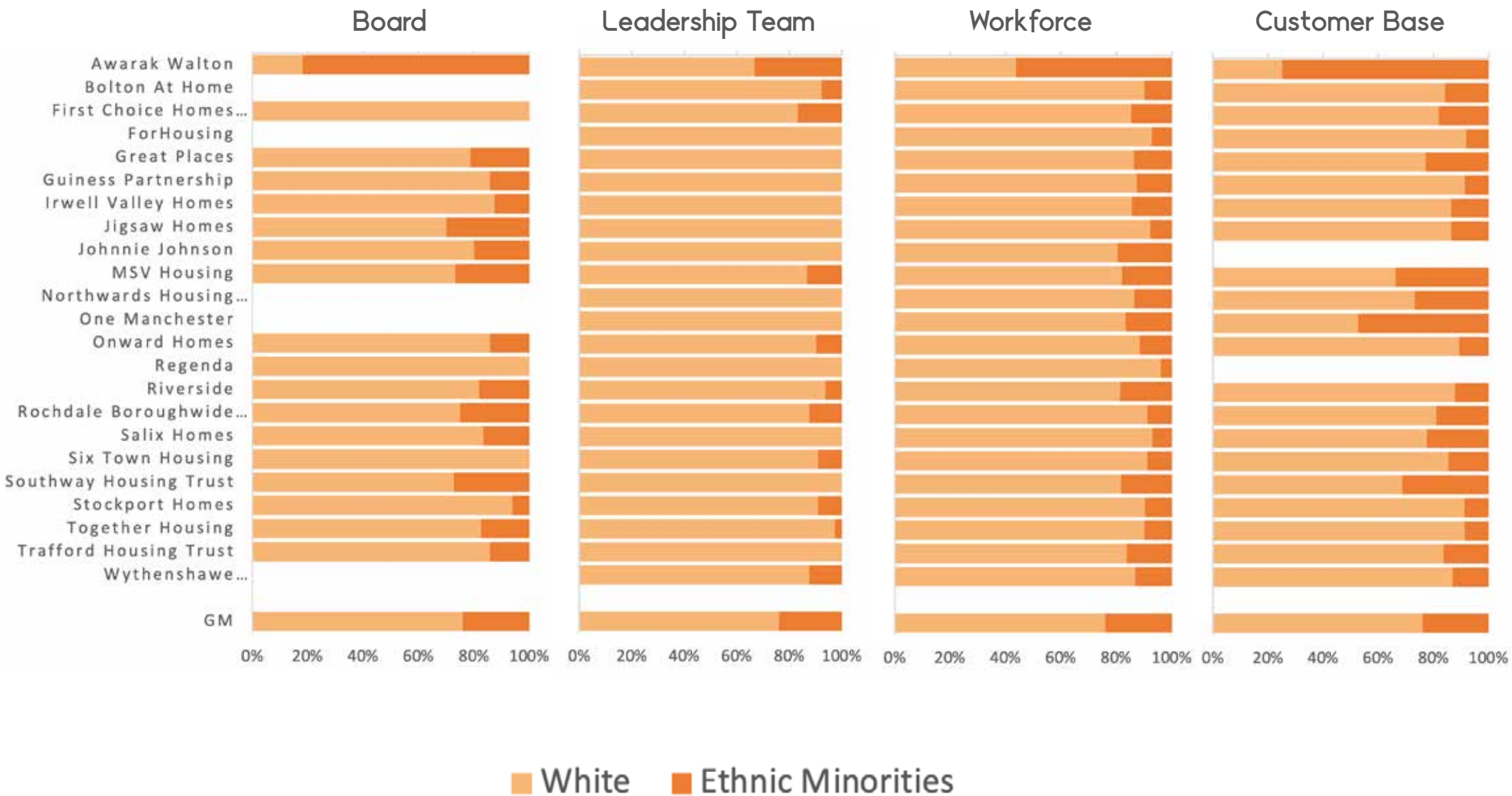
Sex



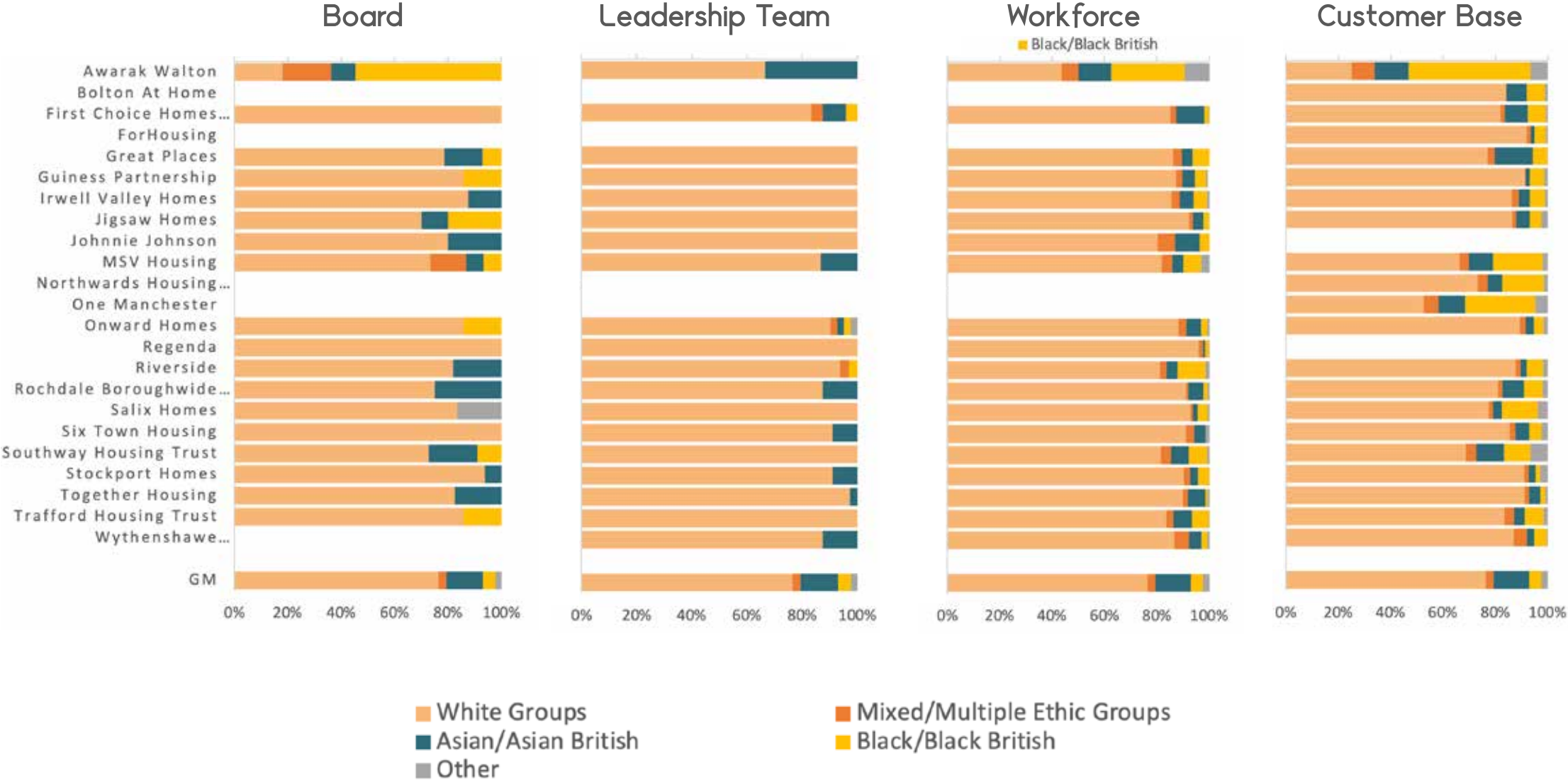
Disability



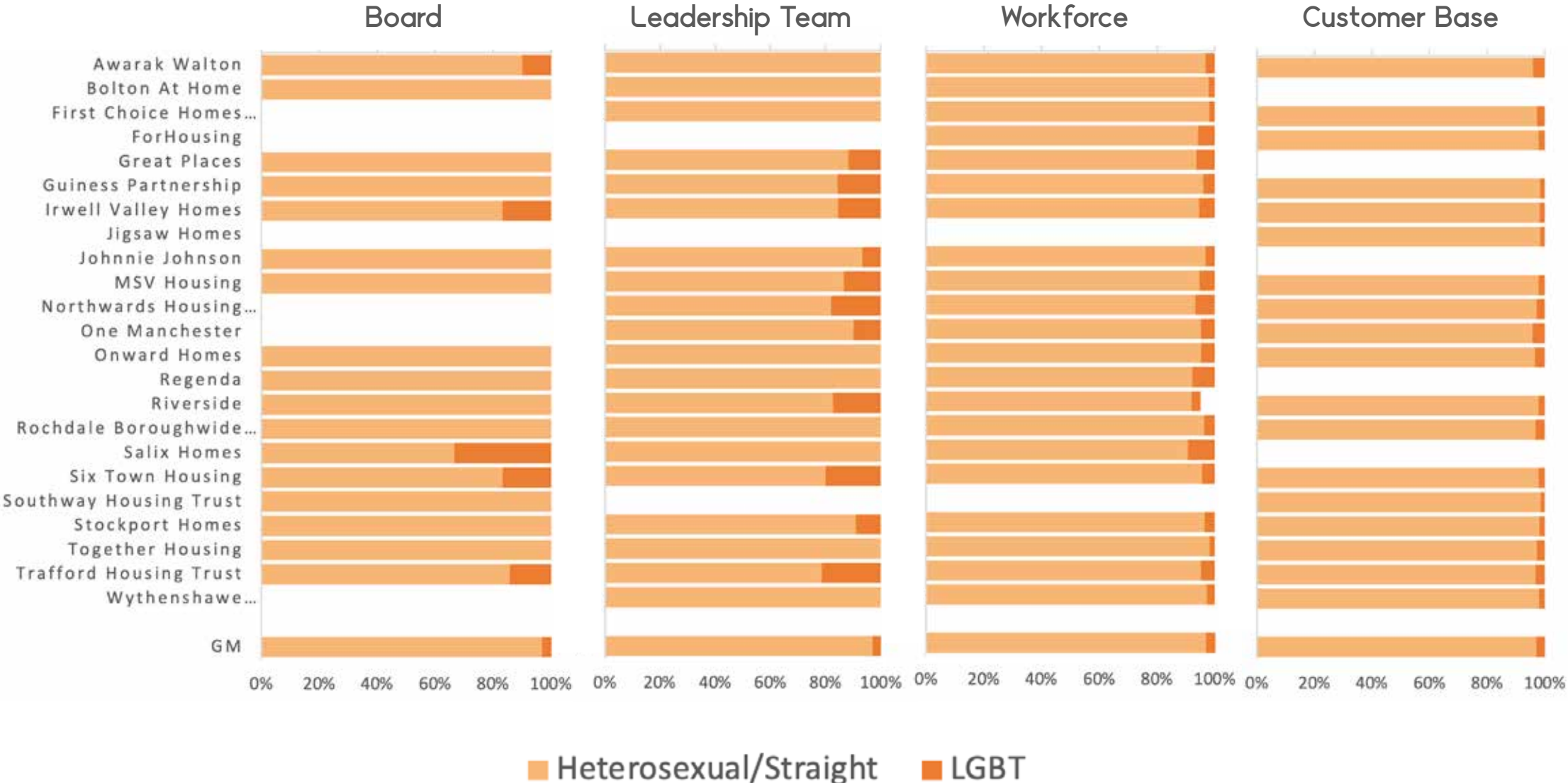
Ethnicity (grouped)



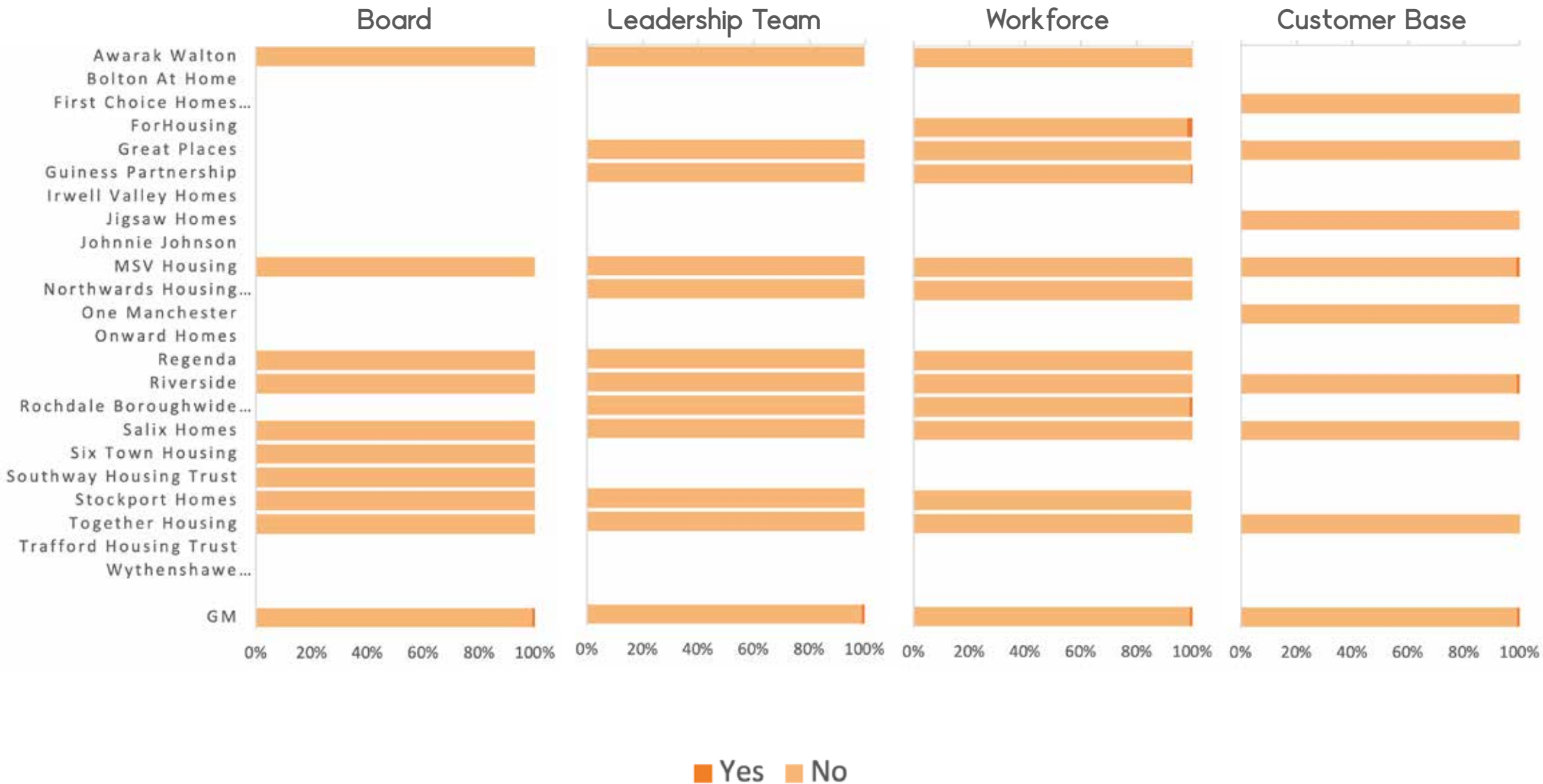
Ethnicity



Sexual Orientation



Identifies as Transgender





Find out more...

 www.gmhousing.co.uk  [gmhousing](https://twitter.com/gmhousing)