

# Notting Hill Genesis Equality, Diversity and Inclusion

## Action Plan July 2023/24

### Our vision and commitment

Notting Hill Genesis' overarching vision is to provide good quality homes that allow our residents to live their lives well. To achieve this, we have created a customer strategy to deliver on 6 priority outcomes. To support this strategy and ensure we are truly inclusive of all we have created this ED&I action Plan.

We are positive about diversity and are proud to be part of the Change the Race Ratio campaign, a Disability Confident Employer, Stonewall Diversity Champion and signatories to several fantastic pledges including Firm Foundations, the Pregnancy Loss pledge, G15 Diversity Pledge and Harry's Pledge supporting a range of groups including young people and carers.

Our residents are at the heart of what we do, and therefore our action plan encompasses actions to support both our staff and residents we serve and specifically supports objectives 1, 2 and 4 of our Customer Strategy.

We are committed to continuing to have Social Value and EDI criterion on procurement and development frameworks with adequate weighting, ensuring anyone we partner with can give clear examples of how they support and promote EDI and how they plan to support the local community they are requested to work in.

We are thankful to have such active resident voices groups who represent underrepresented voices such as our LGBTQ+ and disability forum. Working in partnership with our five staff networks and being part of initiatives such as HouseProud and Purple Space we continue to ensure our workplaces and communities are diverse and inclusive of all.

### Quarters Explained

- Q1 July – September 2023
- Q2 October – December 2023
- Q3 January – March 2024
- Q4 April – June 2024

### Acronyms

- DIWL – Diversity, inclusion and wellbeing lead
- EB – Executive board
- HR BPs – HR business partners
- ISG – Inclusion Steering Group
- RIN – Resident involvement networks
- S&PF – Staff and Partnership Forum
- SN – Staff networks
- T&L – Talent and learning team
- S&M – Sales and marketing
- BS – Business services
- WSG – Wellbeing Steering Group
- RT – Recruitment team
- RIT – Resident involvement team
- CT – Communications team
- HR – Human resources team
- AT – Assets team
- T&P – Tenancy and partnerships team
- CE – Customer experience team
- DT – Development team

### Table organisation

Outcome	Teams involved and how it supports the customer strategy	Achieve by
This is what we want to achieve	<p><b>Leads:</b> The people/groups who will lead on achieving the outcome</p> <p><b>Delivery:</b> The people/groups who will deliver the actions to achieve the outcome (where this is different to leads)</p> <p><b>Collaborators:</b> Other people/ groups who will be involved in supporting the outcome</p> <p><b>Customer strategy:</b> How the action supports residents and links to our customer strategy.</p>	Completion date

Our approach will be evidence-based and transparent, we will monitor and publish key data, using it to inform our actions		
Outcome	Teams involved and how it supports the customer strategy	Achieve by
Report on our gender and ethnicity pay gaps and aim to reduce our gender pay gap and ethnicity pay gap by 5% for the 2024 report. Also, to introducing a disability pay gap for 5 April 2025.	<b>Lead:</b> DIWL and EB <b>Collaborators:</b> T&L, RT and SN <b>Customer Strategy:</b> Provides confidence to our residents that we are meeting our lawful obligations but also going above and beyond to try and tackle inequality.	Q4
All directorates to create and publish their individual ED&I action plans on how they will achieve the target of 40% ethnically diverse staff at senior leadership level (heads of and directors) by 2025.  We will also aim to include targets across other diversity strands.	<b>Lead:</b> EB and directors <b>Collaborators:</b> T&L, SN <b>Customer Strategy:</b> Shows we are ambitious with ED&I and are committed to being representative of the communities we serve.	Q3
Ensure all staff diversity strands have a completeness rate of 95% (not including prefer not to say).  Based on current statistics this needs to be achieved for disability, caring responsibilities and trans status.	<b>Lead:</b> DIWL and SN <b>Collaborators:</b> HR, CT <b>Customer Strategy:</b> Encouraging staff to bring their whole selves to work should result in a happier workforce, leading to a better service and relationship with residents they work with.	Q4
Update our resident diversity data to ensure it is in line with best practice and to achieve 80% completeness of all diversity strands by Q4.	<b>Lead:</b> CE <b>Delivery:</b> Directors <b>Collaborators:</b> DIWL, RIT, SN <b>Customer Strategy:</b> Better understanding our residents will allow us to tailor our offer and ensure those living in our homes receive the best possible service.	Q4
Start to use our recruitment system (myTalent) to monitor and publish our recruitment and selection by diversity strand. Based on the data, formulate actions in response to analysis of our recruitment and selection process and internal career progression, as needed.	<b>Lead:</b> RT <b>Collaborators:</b> DIWL and T&L <b>Customer Strategy:</b> Provides confidence to residents that we are actively seeking to eliminate bias and input key actions to ensure we are representative as possible.	Q1

Our approach will be evidence-based and transparent, we will monitor and publish key data, using it to inform our actions

Outcome	Teams involved and how it supports the customer strategy	Achieve by
<p>Introduce annual ED&amp;I monitoring and reporting by suppliers on the NHG Development Consultant and Contractor Frameworks to assess performance against the framework objectives</p>	<p><b>Lead:</b> DT and PT  <b>Collaborators:</b> DIWL  <b>Customer Strategy:</b> Provides confidence to our residents that the contractors they have in their home are being monitored on their ED&amp;I standards directly supporting object one - residents feel safe in their home, including place</p>	<p>Q2 for initial monitoring/ reporting, and then annually thereafter</p>

**We will promote a culture of inclusivity, proactively celebrate and showcase the intersectional diversity of our organisation and the achievements of our staff and residents**

Outcome	Teams involved and how it supports the customer strategy	Achieve by
<p>Working with our suppliers to host trade and employment days across our regeneration schemes and larger estates, helping to teach residents of all backgrounds basic trade skills and different opportunities available to them.</p>	<p><b>Lead:</b> AT, CE and T&amp;P  <b>Collaborators:</b> DIWL and SN  <b>Customer Strategy:</b> Trade and employment shows provides free upskilling to our residents and gives them an opportunity to learn more about a trade, supporting their own career development.</p>	Q2
<p>Enhance our ED&amp;I knowledge-sharing events for suppliers on our development consultant and contractor frameworks by encouraging they take away one action on what they will do differently to improve ED&amp;I within their company.</p>	<p><b>Lead:</b> DT, AT and PT  <b>Collaborators:</b> DIWL and SN  <b>Customer Strategy:</b> Provides confidence to our residents that the suppliers who come into their homes are trained in ED&amp;I and will treat all residents equally, supporting objective one - residents feel safe in their home.</p>	Q3
<p>Ensure imagery in all publications and marketing materials, whether used internally or externally, are representative of the communities in which we serve.</p> <p>This includes a wider range of new resident/community images to highlight, recognise and celebrate those communities.</p>	<p><b>Lead:</b> CT and S&amp;M  <b>Collaborators:</b> DIWL, CE and DCs  <b>Customer Strategy:</b> Celebrates the diversity of our resident base and showcases to stakeholders the diversity of our workplaces and communities. We will promote our diverse communities, which will support objective six - we take care of the property and place for today and the future.</p>	Q1 and ongoing
<p>Building on our existing mandatory requirement of all staff to complete ED&amp;I training within their probationary period, ensuring we educate staff through webinars, workshops and events on key awareness dates and ED&amp;I celebrations, with the aim of 60% viewership of all ED&amp;I-related campaigns.</p>	<p><b>Lead:</b> DIWL  <b>Collaborators:</b> T&amp;L and CT  <b>Customer Strategy:</b> Ensures to residents that our staff are up to date with ED&amp;I matters and can be assured they will be inclusive of all, supporting objective one - residents feel safe in their home</p>	Ongoing

**Staff from all backgrounds and working in all roles across NHG will have the opportunity to develop their skills and progress in their career**

Outcome	Teams involved and how it supports the customer strategy	Achieve by
<p>To ensure all interviews remain at least gender and ethnically diverse, we will introduce a monthly report for directors to review all interviews within their area. They will be obliged to hold hiring managers to account where this target has not been met.</p> <p>[Where possible we also aim to have interview panels diverse in age, disability, sexual orientation and religion].</p>	<p><b>Lead:</b> Directors  <b>Collaborators:</b> RT, ISG  <b>Customer Strategy:</b> By ensuring diverse interview panels we will be helping to eliminate bias in the recruitment process, therefore achieving more diverse teams so we are more representative of the communities we serve.</p>	Q1
<p>To ensure we help staff of all ages and backgrounds to secure places on all internal and external development and mentoring programmes we support, such as HDN Mentoring, Leadership 2025, Emerging Leaders and G15 Accelerate, and to implement succession plans for all successful members of staff upon completion of their course.</p>	<p><b>Leads:</b> T&amp;L  <b>Collaborators:</b> CT, managers, DIWL  <b>Customer Strategy:</b> By supporting staff on training programmes we ensure they are highly qualified and have the skills and expertise to best support our residents</p>	Based on development programme dates
<p>To continually ensure we are being independently monitored through external benchmarking.</p> <p>Following a gap analysis for the Disability Confident scheme, we will look to maintain Level 2 Disability Confident status ready for renewal in November 2023 and begin to implement initiatives to achieve Disability Confident Employer Level 3 ahead of our next renewal in 2026.</p> <p>Following the progress within the Stonewall Workplace Equality Index look to maintain Silver and Top 100 employer status and conduct a gap analysis to understand how to achieve gold in future.</p>	<p><b>Leads:</b> DIWL  <b>Collaborators:</b> HR, SN, ISG  <b>Customer Strategy:</b> Independent benchmarking shows all stakeholders how we are performing in the ED&amp;I space giving confidence that we are meeting our ED&amp;I commitments.</p>	Q3

**We will collaborate, listen to and learn from one another, working closely with our staff networks and resident involvement networks, and seeking input from staff and residents to continuously learning more about each other's perspectives and the communities we serve**

Outcome	Teams involved and how it supports the customer strategy	Achieve by
<p>Introduce a recruitment training programme for residents, with the goal of having residents sitting on interview panels for resident-facing roles, such as housing officers, by 2024.</p>	<p><b>Lead:</b> CE  <b>Collaborators:</b> CT, T&amp;L and RT  <b>Customer Strategy:</b> Provides an opportunity for residents to learn new skills and be actively involved in the recruitment of our resident facing roles supporting objective four – we really listen to residents and act in response.</p>	<p>Q3</p>
<p>Working in partnership with our LGBTQ+ and disability involvement groups, we will seek to provide a resident involvement/engagement programme that creates an inclusive culture which reflects the communities we serve.</p>	<p><b>Lead:</b> CE  <b>Collaborators:</b> RIN  <b>Customer Strategy:</b> Directly supporting objective four - we really listen to residents and act in response - by ensuring under-represented groups are heard and actions are put in place to better support these groups.</p>	<p>Q4</p>
<p>We will support local communities and resident led groups (i.e. resident associations) to recognise, celebrate and promote diversity (e.g. Black History Month, International Women's Day, PRIDE, International day of Disabled Persons, International Day for Older Persons and Carers Week)</p>	<p><b>Lead:</b> CE  <b>Collaborators:</b> RIN  <b>Customer Strategy:</b> This promotes the diversity of our residents and gives everyone an opportunity to be celebrated indirectly, supporting objective one – residents feel safe in their home including place.</p>	<p>Q1 and ongoing</p>

## We will reflect best practice, continuously improving, and responding to emerging external and internal issues

Outcome	Teams involved and how it supports the customer strategy	Achieve by
<p>To agree and roll out a new resident involvement and engagement strategy which reflects the diversity of our residents</p>	<p><b>Lead:</b> CE  <b>Delivery:</b> Directors and managers  <b>Collaborators:</b> SB, ISG, RIN  <b>Customer Strategy:</b> By creating a new strategy specifically for residents we support objective four - we really listen to residents and act in response - and provides a tangible outcome.</p>	<p>Q4</p>
<p>To continue our business as usual (BAU) activities within ED&amp;I, including but not limited to:</p> <ul style="list-style-type: none"> <li>Introducing relevant policies for staff wo we can continuously become more inclusive</li> <li>Updating and expanding our self-education libraries on ethnicity, gender, LGBTQ+, disability, faith and caring to include age and other diversity strands.</li> <li>Considering the expansion of race allyship to other strands such as disability and LGBTQ+</li> <li>Regularly sharing best practice tools and learning with the G15 RI group and forming new initiatives and ideas with our RIT and ISG</li> <li>Within staff and resident surveys, ensuring there is no disproportionate gap in satisfaction between diversity strands – this being of 5% or higher.</li> <li>Ensuring we meet our pledge commitments set out for HouseProud and Harry’s Pledge</li> <li>Regularly reviewing our diversity recruitment boards so they can be updated and expanded as required</li> <li>Rolling out further unconscious bias training to support the diverse interview panels</li> </ul>	<p><b>Lead:</b> DIWL, CE  <b>Collaborators:</b> SN, HR, RT  <b>Customer Strategy:</b> Highlighting to residents that even when we take on new projects and plans, it does not take away from our BAU ensuring ED&amp;I is at the heart of all we do.</p>	<p>Q1 and Ongoing</p>
<p>To begin collecting socio-economic data and achieve 75% completeness six months after roll-out.</p> <p>To then conduct a deep dive into senior leadership level (directors and executive board) and implement actions should any discrepancies need to be addressed.</p>	<p><b>Lead:</b> ISG and DIWL  <b>Collaborators:</b> SN, T&amp;L  <b>Customer Strategy:</b> This will provide transparency to residents to understand who is supporting and managing their homes and if actions need to be put in place to address any social mobility issues our organisation is reflective in diversity and social mobility of the communities we serve. This supports objective six – we take care of the property and place for today and the future.</p>	<p>Q4</p>

**We will reflect best practice, continuously improving, and responding to emerging external and internal issues**

Outcome	Teams involved and how it supports the customer strategy	Achieve by
<p>To better support staff and residents with hearing impairments through adaptations to our offices, including introducing a hearing loop within our reception areas and training another cohort of staff to become deaf awareness ambassadors by learning basic BSL and undertaking the Enhance UK deaf awareness course.</p>	<p><b>Lead:</b> BS and DIWL  <b>Collaborators:</b> SN, RIN  <b>Customer Strategy:</b> This follows feedback from our disability involvement group and attendees of the Enhance UK course reflecting objective four - we really listen and act in response in action. And it provides confidence that we are continually growing as an organisation to truly become as inclusive as possible.</p>	<p>Q4</p>