Yorkshire and Humberside Equality, Diversity and Inclusion Baseline Survey Report

A report by Yorkshire and Humberside Chief Executives Forum

July 2021

Foreword

In April 2021, a jury in Minnesota found white police officer Derek Chauvin guilty of murdering George Floyd in May 2020, a murder which sparked international protests spearheaded by the Black Lives Matter movement. Protests were staged across the United Kingdom, triggering introspection about the systemic racism experienced by ethnic minorities in daily life and about the legacy of colonialism and the prominent role the country played in the slave trade. Since March 2020, the coronavirus pandemic has cut short the lives of too many people across the globe, and within the UK it has laid bare the structural inequalities that have driven disproportionate health and economic impacts on black and minority ethnic communities, women, those with disabilities and low-income families.

Within the social housing sector social landlords and housing professionals have been asking themselves what more can be done to improve outcomes for black and minority ethnic communities and to improve equality, diversity and inclusion (ED&I) within their organisations and across the sector. The National Housing Federation has taken a lead on this, conducting an ED&I insight review into housing association staff, and launching an ED&I data tool. The Yorkshire and Humberside Chief Executives Forum commissioned this report to establish baseline performance on equality, diversity and inclusion for 22 providers of social housing operating in the region.

It is clear that many in the sector are passionate about delivering better outcomes on equality, diversity and inclusion. The analysis identified that many have already adopted a range of good practices including seeking accreditation against ED&I charters, delivering important training and support programmes, publishing gender, race and disability pay gaps, and committing to remedying these, and committing to improving the diversity of boards, leadership teams and workforces.   However, there was substantial variability across the sector with some organisations much further along their journey of adopting and promoting equality, diversity and inclusion than others, and many respondents acknowledged that there is much room for improvement. Based on the analysis of the survey and benchmarking data, the Yorkshire and Humberside Chief Executive Forum have developed the following recommendations for social landlords to improve equality, diversity and inclusion across the sector:

1. Set ambitious, measurable targets for improving the diversity of boards, leadership teams and workforces, and improving outcomes for underrepresented groups, with an agreed target timescale for delivery. Commit to publishing data on performance against these targets and engage in benchmarking exercises.

2. Adopt policies and practices which will work towards delivering on equality, diversity and inclusion commitments.

3. Work to improve the quality and use of data within organisations, including on the characteristics and needs of their customer base, board, leadership team and workforce.

4. Commit to engaging with the rest of the sector across the country to share best practice and learning.

5. Collaborate with organisations across the region and nationally to use combined resources and influence to improve outcomes for underrepresented and marginalised groups.

The Yorkshire and Humberside Chief Executive Forum extends thanks to all organisations who participated in the survey and provided benchmarking data.
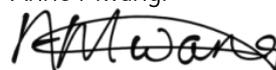
Signed,
Lee Bloomfield

Yorkshire and Humberside Chief Executives
Forum

Anne Mwangi

Head of Equality, Diversity, and Inclusion
Joseph Rowntree Foundation and Joseph Rowntree
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Executive summary

In March 2021, 22 organisations who provide social housing in Yorkshire and Humberside responded to our equality and diversity survey, and 19 provided benchmarking data. The following is a summary of the key findings:

- **The extent to which equality, diversity and inclusion policies and practices were adopted varied widely between organisations.** Many organisations reported using a wide variety of equality and diversity policies and practices, although several organisations adopted relatively few. This may point towards varying degrees of prioritisation of, and buy-in for, implementing these, or resourcing and capacity restraints for small organisations.

- **Most organisations had an ED&I forum, group or champion (77%).** Functions of these groups varied; for most the role was to develop strategy and action plans and to provide scrutiny, while for others the role of the group was to raise awareness, organise events, deliver campaigns and provide support.

- **Most were signed up to ED&I charters, frameworks and benchmarking schemes (73%).** Disability Confident Employer, Investors in Diversity and Housing Diversity Network were the most frequently cited among a wide range of schemes, charters, accreditations, awards and membership organisations.

- **A wide range of approaches to improving equality and diversity are adopted by organisations.** Of options listed in the survey, the most commonly used were staff training and support (for example, induction modules and mandatory on-line learning), monitoring of gender pay gaps and awareness raising. Among the least frequently used were customer engagement groups, provision of networking opportunities for staff, monitoring of lettings and publishing of diversity data.

- **Only a small number of respondents felt their organisations' boards, leadership teams and workforces were representative in terms of disability, religion and sexual orientation.** Around half felt boards and leadership teams were representative in terms of gender, while fewer than half felt they were representative in terms of ethnicity.

- **Benchmarking data demonstrates that boards and leadership teams tended to be disproportionately older, male, white and non-disabled relative to workforces, customer bases and the population.** Over half of leadership teams had no disabled representation, compared to one in five in the population who report having a disability. A quarter of leadership teams and a fifth of boards had no Black, Asian and minority ethnic (BAME) representation. Around half of leadership teams, and a quarter of boards, were disproportionately male. However, many organisations performed well in representativeness against various characteristics, while some were disproportionately female or BAME at board and leadership level.

- **Most organisations are taking steps to improve the diversity of boards, leadership teams and workforces.** Many use proactive recruitment practices such as targeted advertising or headhunting. Some ensure applications are received from and interviews offered to BAME candidates, veterans and service reservists, and those with disabilities, and several have gender and ethnicity targets for recruitment. Some organisations have low staff turnover, meaning that delivering change will be slower.

- **There is room to improve the use of customer profiling and insight to inform strategies, policies and practices.** Three quarters of respondents reported their organisation uses customer profiling and insight a moderate amount or only a little, while a quarter use it a lot or a great deal.

- Most organisations collect customer data on disability, age, ethnicity/race and gender, while data on sexual orientation, religion, marital status, gender reassignment or pregnancy was less well collected. Gaps in data on characteristics of boards, leadership teams and workforces also exist, which limits the capacity for benchmarking.

- **Many organisations report challenges with data collection, quality and management.** Tenant unwillingness to disclose information, driven by lack of clarity on why it is needed or concerns about security or confidentiality, is a key challenge for collecting good quality data on customers. Staff capacity, resourcing issues and lack of agreed / standardised definitions were other commonly cited issues.

Recommendations

Based on the analysis of the survey and benchmarking data, the Yorkshire and Humberside Chief Executive Forum have developed the following recommendations for social landlords to improve equality, diversity, and inclusion across the sector. The first three recommendations are about what organisations can do internally, while four and five relate to how organisations can collaborate across the sector.

1. Set ambitious, measurable targets for improving the diversity of boards, leadership teams and workforces and improving outcomes for underrepresented groups with an agreed target timescale for delivery. Commit to publishing data on performance against these targets and engage in benchmarking exercises.

   - Set a target for gender-balanced boards and leadership teams, and for representation of BAME communities and those with disabilities, to ensure boards and leadership teams are representative of the communities that organisations serve.
   - Commit to addressing gender, race and disability and other pay gaps within organisations.
   - Publish the data on performance against these targets, such as gender, race and disability pay gaps, to promote transparency and accountability.
   - Benchmark performance on equality, diversity, and inclusion, with peers and against the baseline established in this report. This work has been advanced by the National Housing Federation with the launch of their equality, diversity and inclusion data tool.

2. Adopt policies and practices which work towards delivering on equality, diversity and inclusion commitments. These will depend on the context in which organisations operate and the progress they have already made on their journey to delivering on equality, diversity and inclusion commitments, and may include:

   - Delivering on the positive action provision within the 2010 Equality Act to adopt proactive recruitment practices to encourage applications from, and appointment of, underrepresented groups.
   - Carrying out impact assessments to ensure policies and processes are inclusive of marginalized and underrepresented groups, which may cover lettings, recruitment and other policies.
   - Providing training, development and mentoring to remove barriers for underrepresented groups and to promote workplaces that are free from prejudice and discrimination.
   - Committing to being an anti-racist organisation and consider developing and adopting a race equality action plan.
   - Consider the use of external auditing for independent assessment of performance in this area.

3. Work to improve the quality and use of data within organisations, including on the characteristics of their residents and tenants, board, leadership team and workforce.

- Provide staff and tenants with transparency on how data will be used, and confidence that their data is secure and will be used confidentially.
- Commit to ensuring data is comprehensive, consistent, accurate and up-to-date.
- Use data effectively to understand and deliver on the needs of customers.

4. Commit to engaging with the rest of the sector across the country to share best practice and learning.

- Share successes and learning about what works and what doesn't.
- Learn from others who are leading in the sector, for example those in London and Manchester who are leading on services for black elders and Lesbian, Gay Bisexual, Transgender (LGBT) people within housing and care settings.
- Hold each other accountable to commitments that have been made.
- Participate in future region or sector-wide surveys, such as this one.

5. Collaborate with organisations across the region and nationally to use combined resources and influence to improve outcomes for under-represented groups.

- Work together to identify needs for service delivery.
- Collaborate in the joint provision of training and networking opportunities for staff and customers.

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Case Studies

Introduction and methodology

Introduction

The events of the last year have put a spotlight on what social housing landlords are doing to improve equality, diversity and inclusion (ED&I) within their organisations and across the sector. The Yorkshire and Humberside Chief Executives Forum commissioned this research to establish the baseline performance on equality, diversity and inclusion for 22 providers of social housing operating in Yorkshire and Humberside. The write-up includes recommendations for organisations to improve their performance in this area and to deliver better outcomes for the communities they serve.

Methodology

The research was coordinated by a steering group comprising of Tony Stacey from South Yorkshire Housing Association, Ruth Kettle of Inspire North, Alison Leach of InCommunities, Lee Bloomfield of Manningham Housing Association, Mark Pearson of Leeds and Yorkshire Housing Association, Nina Evison of Yorkshire Housing, Ali Akbor of Unity Housing Association, Chloe Gillard of Accent Group and Chris Simpson of Joseph Rowntree Housing Trust.

The research was carried out and written-up by a team from the Joseph Rowntree Housing Trust and Joseph Rowntree Foundation, including Sally Marshall, JRHT Business Manager, Rachael Umpleby, JRHT Business Manager, Anne Mwangi, Head of Equality, Diversity and Inclusion, Chris Simpson, JRHT Executive Director, and Joseph Elliott, Senior Analyst for Housing at JRF. The research was carried out using an online Equalities, Diversity and Inclusion survey and benchmarking exercise sent out to organisations in March 2021. The survey was developed by the Diversity, Inclusion, Community Cohesion and Equalities (DICE) partnership of social housing providers in Greater Manchester. Guidance and assistance was received from the Manchester DICE Group, with thanks in particular to Sasha Deepwell and Sonja Wellings of Irwell Valley Housing Association.

Twenty-two social housing providers across Yorkshire and Humberside completed the survey and 19 provided benchmarking data. Participating providers own and manage over 150,000 social housing dwellings in Yorkshire and Humberside and over 200,000 across England. While many providers operated in specific localities, others owned dwellings across the region or across England. They provide a diverse range of services; many managed mainly general needs housing while others specialised in supported housing, providing housing for specific communities, housing for older people and the delivery of support services.

Accent Group	Inspire North	South Yorkshire Housing Association
Arches Housing	Joseph Rowntree Housing Trust	Together Housing
Berneslai Homes	Leeds and Yorkshire Housing Association	Unity Homes and Enterprise
Beyond Housing	Leeds Federated Housing Association	WDH
Connect Housing	Leeds Jewish Housing Association	York Housing Association
Harrogate Housing Association	Manningham Housing Association	Yorkshire Housing
Horton Housing Association	Ongo	
InCommunities	Pickering and Ferens Homes	

Survey findings

This section sets out the results of the survey, including summary statistics for responses to each question and qualitative analysis of the comments submitted alongside them.

Variability in responses between organisations

The extent to which equality, diversity and inclusion policies and practices were adopted varied widely between organisations. Many organisations reported using a wide variety of equality and diversity policies and practices, while several adopted relatively few. This may point towards varying degrees of prioritisation of, and buy-in for, implementing equality, diversity and inclusion policies and practices.

- Half of the organisations (11) responded affirmatively to over three quarters of the 20 yes / no questions, indicating they have adopted a wide variety of policies and practices. This includes a quarter of organisations (5) who responded affirmatively to 18 or 19 of the 20 questions, which suggests they have very comprehensive and well-established ED&I approaches.
- Conversely, a quarter of organisations (five) responded affirmatively to fewer than half of the questions, and two organisations responded 'yes' to just three questions, suggesting a limited approach to adoption of ED&I policies and practices.
- For these organisations, it may be the case that equality and diversity is a relatively new area of consideration or one which does not currently feature predominantly in their priorities. Alternatively, it may be that they believe existing practices sufficiently cover what they feel is important and necessary in this area, or that the survey questions or responses did not adequately capture or reflect their performance. Notably, several of these organisations were relatively small which may point to constraints of resourcing and capacity.

Responses by organisation: "Has your organisation adopted [x policy, practice, procedure]?"

Approaches to equality and diversity

Equality, diversity and inclusion forums and groups

Most organisations (77%) reported they had an ED&I forum, group or champion.

The composition and functions of these varied across organisations:

- Some respondents described the groups as well-established as part of governance arrangements, functioning as part of business-as-usual, with periodic meetings and reporting to the board.
- For others, the groups or champions operated more informally or independently and reactively.

The majority reported they have ED&I working groups, steering groups or forums and for many these included senior leaders, colleagues, board members and, in some cases, customers.

- For most organisations, the role of these groups was to develop strategy and action plans, to provide scrutiny and act as a sounding board.
- For some, the function of the groups was to raise awareness, organise events, deliver campaigns and provide support.
- A third of respondents (seven) described having champions whose role it was to raise awareness and deliver campaigns and initiatives.

Around a quarter of respondents (four) indicated that these groups were established or re-established over the last couple of years as ED&I has become more salient.

Of those who reported they did not have ED&I forums or groups, some felt this was covered in staff meetings while one respondent reported their organisation was too small to dedicate the resource to a forum but that ED&I formed part of several staff's roles.

Does your organisation have an ED&I forum or group?

- Yes
- No
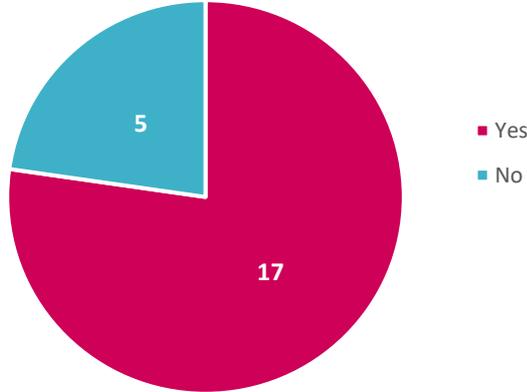
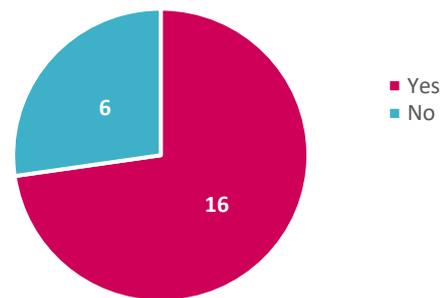## Equality and diversity charters, frameworks, and benchmarking

Three quarters of respondents said their organisation was signed up to an ED&I charter, framework or benchmarking scheme.

Schemes, charters, accreditations, and awards

There are a wide variety of schemes, charters and accreditations organisations can sign up to, covering disability, ethnicity, language, sexual orientation, mental health, living wage and diversity, equality and inclusion more broadly.

- Seven respondents reported their organisation was signed up to the Disability Confident Employer scheme.
- Five had Investors in Diversity accreditation.
- Several were signed up to the Chartered Institute of Housing (CIH) Equality and Diversity Charter and a couple were Mindful Employers.

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

- Yes
- No

HQN Embedding Equality and Diversity toolkit (1)

Inclusive Top 50 Employer (1)   Investors in Diversity (5)

Disability Confident Employer (8)

CIH Equality and Diversity Charter (3)   Wellbeing Award (1)

CFA Diversity and Inclusion Accreditation (1)   Mindful Employer (2)

Living Wage Employer (1)   Rainbow Tick (LGBT) (1)   Happy to translate (1)

Membership organisations

Seven respondents reported their organisation was a member of the Housing Diversity Network, while two were members of the Housing Quality Network (HQN) ED&I network, and two worked with Stonewall, the LGBT+ rights charity.

HQN ED&I Network (2)   Stonewall (2)

Housing Diversity Network (7)

Race on the Agenda (1)   BME National (1)   HouseMark (benchmarking) (1)

Pledges and declarations

Several respondents also reported that their organisations had signed up to pledges and declarations, such as CIH's Make a Stand pledge to tackle domestic violence, a Trans Rights are Humans Rights declaration, and the Armed Forces Covenant.

Case study: Diversity and Inclusion accreditation, Manningham Housing Association

Manningham Housing Association (MHA) was set up to ensure that people from BAME communities are not disadvantaged when accessing housing and services. Equality, diversity and inclusion are the foundation on which an organisation like MHA exists. They have always been proud of their key values and wanted this to be recognised in some way. In 2019, as part of their customer service excellence accreditation, they were successful in becoming the first housing association in the UK to achieve the Diversity and Inclusion accreditation (BS76005).

The Centre for Assessment (CFA) carried out a comprehensive review of their policies, procedures and other strategies to ensure that Diversity and Inclusion is integrated throughout all of these. The CFA interviewed staff, the leadership team, local partner agencies and tenants to verify that MHA do what they say they do.

The entire organisation from the board, leadership team, and customer panel, to the staff, are proud to have achieved this accreditation which validates the culture and values that everyone works and lives by at MHA. As part of the assessment, they received further recommendations to help them to ensure that they continue in their vision of further strengthening diversity and inclusion at Manningham Housing Association.

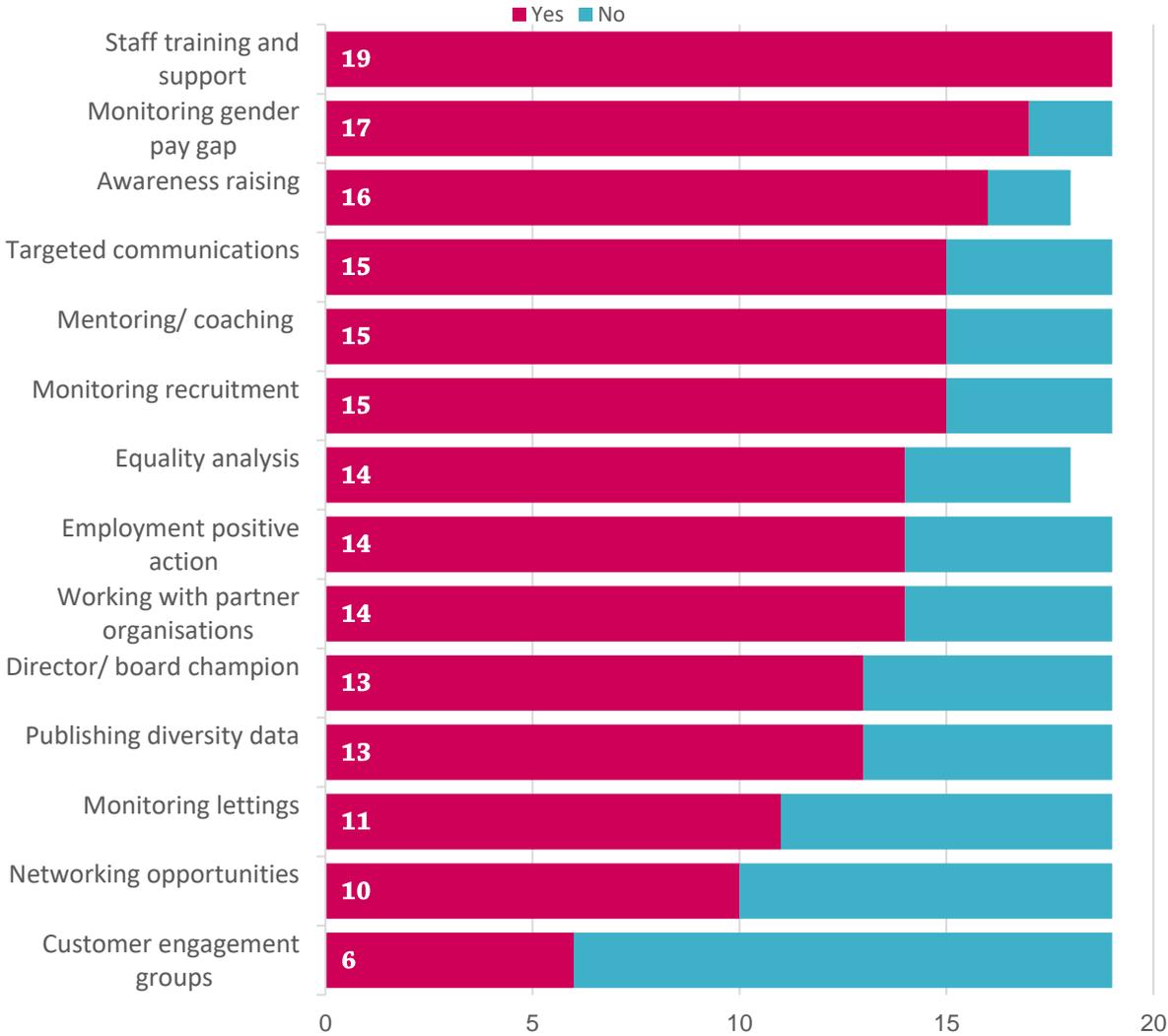## Other approaches to improving equality and diversity

The chart below identifies the most popular and frequently adopted approaches which include staff training and support, monitoring of the gender pay gap and participating in awareness raising activities. Many cited the use of mandatory induction training, while gender pay gap reporting is a requirement for employers with more than 250 employees and is commonly practiced, and so it is unsurprising that these feature at the top of the list.

Among the least commonly used approaches were monitoring of lettings, use of networking opportunities and customer engagement groups.

The extent to which various initiatives and approaches to improving equality and diversity were adopted varied widely between organisations.

- Of the 14 options listed below, three (14%) respondents did not report using any of them, nine (41%) respondents reported their organisation used between six and nine, nine (41%) used 10 to 13, and one respondent used all 14.

Does your organisation's approach to ED&I include any of the following?

19	provide staff training and support to gain appropriate knowledge and skills in respect of equality and diversity	Most respondents described this as induction or probation period training or mandatory eLearning requiring periodic (annual or three-yearly) updating, covering some combination of equality and diversity, unconscious bias, disability awareness and mental health awareness. A couple of respondents reported using more comprehensive ED&I training programmes delivered by subject experts and external trainers such as Housing Diversity Network. One respondent described an innovate theatre group method which was used to 'bring ED&I issues to life' for staff.
17	monitor the gender pay gap	Most organisations reported they monitor and publish their gender pay gap. For some this is a requirement, while others published voluntarily. Five organisations also reported that they have developed an action plan to address the gap. A couple of organisations reported they went further than required by reporting ethnicity, religion and disability pay gaps. Several organisations acknowledged they had more work to do on monitoring and developing an action plan to address the pay gap.
16	ran or participated in awareness-raising events, campaigns and diversity celebrations	Many examples were provided including raising awareness about gender equality, mental health, suicide prevention and unconscious bias. Organisations reported promoting and participating in Black History Month, International Women's Day, Pride, LGBT History Month, Mental Health Awareness Week, International Day of Disabled People and various religious and cultural festivals, celebrations and holidays. One organisation reported running a focus group on Black Lives Matter. One respondent reported their organisation provides a diversity grant which invests in community events which promote diversity and cohesion. A couple of respondents acknowledged that their organisations are not as proactive as they could be on this.
15	reported using equalities data to tailor and target the approach to communicating with tenants and service users	Many respondents collect and use information on communication preferences and requirements, for example where English is not a first language (such as English for Speakers of Other Languages - ESOL) or print requirements. They provide translation services, large print copies and adjustments for those with hearing impairments. Several respondents indicated their organisation's approach to communication was informed by research and evidence, with one describing customer segmentation and using postcode information to tailor communications. Another provides detailed guidance on communicating with tenants in an array of formats including an accessible kit, accessible web tools and live translation devices. Several felt this was an area for improvement, with more work to be done to understand better how best to tailor communications.
15	provide mentoring/ coaching opportunities	Many organisations cited making use of the Housing Diversity Network mentoring schemes, with staff participating as both mentors or mentees. One organisation reported they have adopted coaching as their preferred management style.

	for staff and board members	A couple of organisations cited making use of apprenticeships, and several mentioned use of graduate programmes such as the Graduate Employment Mentorship (GEM) programme to develop and mentor young professionals. One respondent reported their organisation has adopted a system of Associate Non-Executive Directors (NEDs), which is equivalent to an apprenticeship programme for those interested in governance.
		One respondent's organisation launched a reverse mentoring programme Moving Forward Together, in which a BAME colleague mentors a manager or leader to develop their understanding of diversity issues in the workplace and to help identify any barriers.
		Of those who responded 'no', two cited it as an area for development.
15	routinely monitor recruitment and promotion practices against protected characteristics	Comments provided alongside the responses suggest that monitoring of recruitment is more common practice than monitoring promotion (although promotion is a component of recruitment).
		A variety of approaches were adopted, with some reviewing recruitment at the appointment stage while others reviewed all stages of the recruitment process including advertising of the role, receipt of application, the stages of application and appointment.
		Several report that they use this data in key performance indicators and monitoring reports, reviewed by human resources and, in some cases, other senior leaders and the board. This monitoring data is used by some to inform policies and plans.
		A couple of respondents felt their organisation was too small or that turnover was too low to make use of monitoring data of this type. Some identified that use of CVs made monitoring more challenging, whereas the use of an application form allows the organisation to request specific diversity monitoring information.
14	undertake equality analysis	Many respondents reported that equality assessments were built into the reviews or changes of policies, strategy, services and procedures.
		One respondent reported that their organisation used insights from BAME customer satisfaction data to inform strategic priorities.
		Of those who responded 'no' to this question, three advised that this was currently under review.
14	work with partner organisations to deliver on ED&I commitments	Further detail on working with partner organisations is included below.
14	employ positive action to improve workforce diversity	Further detail on the use of positive action is explored in a following question, below.
		Of those who currently did not use positive action, several reported they were currently reviewing their processes and were seeking to agree an appropriate approach. One respondent stated they currently had no targets.

13	had director or board champions taking a strategic lead on ED&I	Further detail on use of champions is included above.
13	compile and publish diversity data on the make-up of boards, leadership teams and workforces	Many monitor this and report data to the executive team and board. Data is published in a variety of documents including Diversity and Inclusion Reports, Annual Reports, Residents' Annual Reports, and newsletters. Of those who responded 'no', many indicated that the data is available but not published. Again, several report that it is monitored and reported to the board and executive team even if not published externally.
11	reported their organisations routinely monitor lettings to ensure equality of opportunity to customers	Half of respondents reported their organisation monitors lettings. Several respondents indicated that providers are required to capture and report some ED&I information as part of the continuous recording of social housing lettings (CORE). Approaches to monitoring varied between respondents. Some reported performance on lettings as part of an annual review of lettings and leasehold management, while others had key performance indicators (KPIs) to assess performance. Some respondents adopt an auditing approach to ensure lettings adhere to policy. Several respondents felt that this was not relevant as dwellings were let through choice-based lettings.
10	provide networking opportunities for staff	Most commonly cited were BAME, women's and LGBT+ networks, and one also had a disabled staff network and a menopause network. Of respondents who answered 'no' to this question, several said there were no specific groups but felt this was covered elsewhere. One respondent felt this is difficult for a small organisation but that cross-organisation groups could be really beneficial here.
6	used a range of customer engagement groups	While very few answered yes to this question, many did cite examples of customer engagement groups, residents' voice and scrutiny panels, active tenants and residents' associations, or forums that cover tenants who are BAME, LGBT+, deaf, carers or have disabilities. Some reported 'characteristic-based' groups had low attendance and take-up and felt they could not justify the resource required to continue them.

Actions and initiatives carried out to promote equality and diversity

Respondents provided a variety of examples of actions and initiatives used to promote equality and diversity. These included participating in and promoting awareness-raising events and activities (for example, International Women's Day, LGBT history month, Black history month, suicide prevention, dementia, and so on) and cultural, religious or other celebratory festivals, holidays or traditions (Eid, Diwali, Passover, Pride, Ramadan, and so on).

There were also examples of other activities that organisations have undertaken including working with groups such as the Refugee Council to understand needs of Syrian refugees, and encouraging employees to include pronouns in email signatures to create an inclusive environment for non-binary and transgender colleagues.

A comprehensive list of responses from organisations is included in the box below.

Examples of promoting equality and diversity:

- Promoting a calendar of events such as International Women's Day, LGBT history month and Black History month.
- Adopting practices and issuing guidance to support staff members practice their religion, such as Ramadan in the Workplace guidance to support Muslim colleagues.
- Celebrating cultural and religious festivals and holidays such as Eid, Christmas, Diwali and Passover.
- Working with groups such as the Polish Migrants Organise for Change and the Refugee Council to understand needs of Eastern European customers and Syrian refugees.
- Promoting National Suicide Prevention Alliance campaigns.
- Raising awareness about dementia, including working with partners to develop a podcast on 'living with dementia and social distancing'.
- Monitoring gender, race, religion, disability and other pay gaps, and publishing action plans on how to address these.
- Delivering an activities programme to engage older men in wellbeing.
- Encouraging employees to include pronouns in email signatures to help create an inclusive environment for non-binary and transgender colleagues.
- Holding virtual pride events including parties, talks, arts and crafts and fancy dress.
- Launch of rainbow lanyards.
- Running awareness campaigns internally using zoom or social media platforms such as Yammer.

Case study: People Series talks, Accent Housing

Accent Housing's People Series talks began following the prominence of the Black Lives Matter movement when one of their colleagues wanted to educate and share her experience growing up as a black woman in Britain. The organisation felt that the sharing of experiences in this way was incredibly powerful and inspired people to want to help others learn, and thus the People Series was born as a platform to share personal experiences and help educate the organisation.

The People Series occurs every other month. They schedule several replicated talks to enable colleagues to attend the one that best suits their schedule. The topics covered to date have included Black Lives Matter, LGBTQ in the community, LGBTQ and Mental Health, and Islamophobia.

The feedback from the sessions has shown that learning from others has been an incredibly powerful and valuable tool in helping others develop understanding, knowledge and empathy. A central point of learning was to never underestimate the power of learning from each-other's lived experiences. They feel that it has been the best vehicle for their organisation in learning more about specific topics.

Case study: Diversity and Inclusion group, Yorkshire Housing

Following the launch of Yorkshire Housing's new Business Strategy, values and behaviours in 2020 there has been a renewed focus on building a truly inclusive, open culture. They believe that to be an innovative, dynamic and forward-thinking housing provider they needed to create an environment where everyone can contribute, and diverse experience and ideas are valued.

To support them to realise their vision, they have brought together a group of colleagues who are passionate about D&I to drive action and help embed this mindset across the organisation. Their colleague-led D&I group might have been initiated through their People team but has now evolved so the group drives its own agenda and works in partnership with HR and leaders. The group members act as Diversity Champions and lead an ongoing and very active comms campaign to highlight and celebrate important events and promote ED&I to colleagues across the business.

Their Chief Executive sponsors the group and was recently involved in a session with the group to help identify what they need from a new D&I strategy, in an informal, safe and open environment. The outcome of this session, as well as feedback from an organisation-wide D&I survey, will help to shape their long-term approach and make positive changes.

One of the challenges the group is working on with their People team is to find the right channels of communication to reach different audiences across their diverse and geographically spread colleague population. They know that experiences and stories from real people have far more impact than 'corporate comms'. Over the coming months, they'll be building the skills and role of their Diversity Champions to help them influence and engage everyone at Yorkshire Housing.
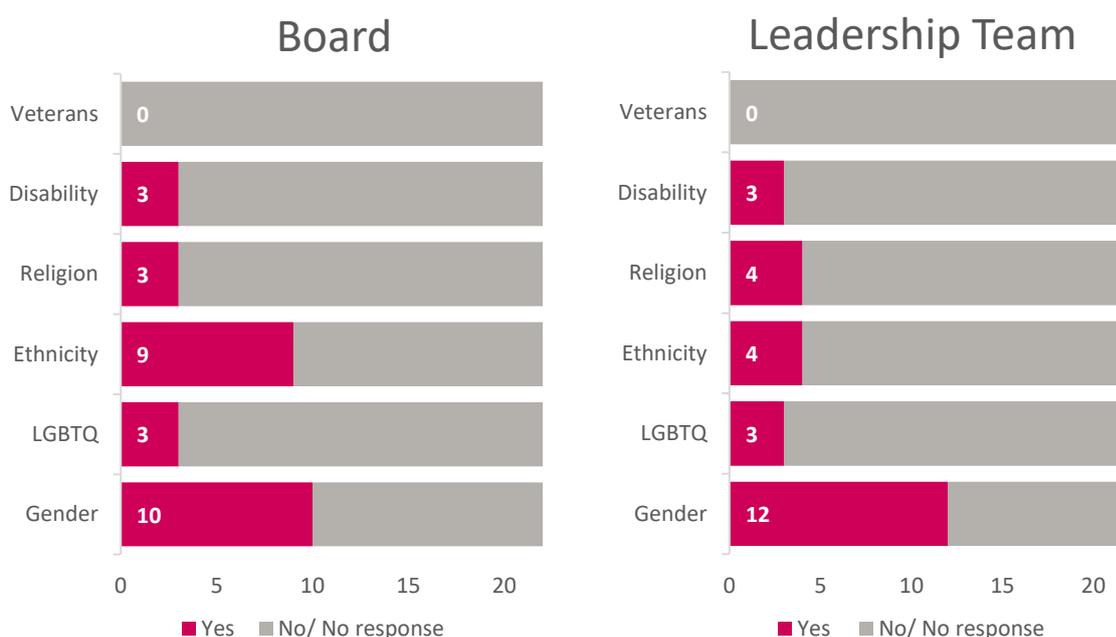
Diversity of boards, leadership teams and workforces

There is more work to be done to improve diversity of boards, leadership teams and workforces and to improve organisations' understanding of the demographics and characteristics of their boards, leadership teams, workforces and the communities they serve.
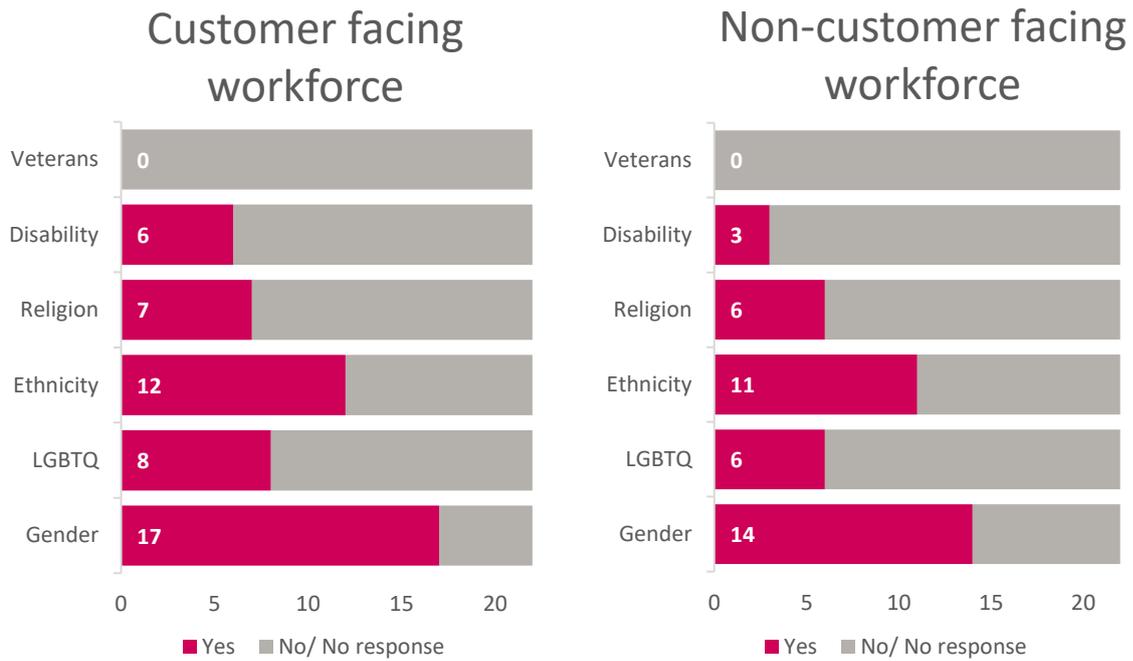
Only a small number of respondents reported their organisations' board, leadership teams and workforces were representative in terms of disability, religion and sexual orientation. Around half felt boards and leadership teams were representative in terms of gender, while under half and a quarter of respondents felt boards and leadership teams respectively were representative in terms of ethnicity.

- **Gender**: around half of respondents felt their organisations' board and leadership team were representative in terms of gender. The majority felt their organisations' customer and non-customer facing workforces were representative, although a substantial minority felt they were not or did not have enough information to decide.
- **Ethnicity**: just under half of respondents reported their organisations' board was reflective of the communities they served in terms of ethnicity and less than a quarter felt their leadership team was reflective. Around half felt their workforces were reflective of the communities they serve.
- Less than a quarter of respondents felt their organisations' board and leadership team were reflective in terms of **disability**, **religion** and **sexual orientation.** A higher number of respondents, albeit still fewer than half, felt their workforces were reflective of their communities they served across these characteristics.
- No respondents expressed whether their organisations' board, leadership team or workforces were representative of the communities they served in terms of veteran/ ex-service personnel status, reflecting the lack of data collection against this characteristic.

Note that given the way in which the question was framed, it is not possible to determine whether non-responders felt their organisation was not reflective of the communities they served or whether they did not have sufficient information to inform their answer. Some respondents indicated their organisation doesn't break data down by customer-facing and non-customer facing roles. Analysis of benchmarking data returned by 18 organisations is set out in the following section of this report.

Does your current _____ reflect the diversity of the communities you serve?

Customer facing workforce

	Yes	No/ No response
Veterans	0	
Disability	6	
Religion	7	
Ethnicity	12	
LGBTQ	8	
Gender	17	

Non-customer facing workforce

	Yes	No/ No response
Veterans	0	
Disability	3	
Religion	6	
Ethnicity	11	
LGBTQ	6	
Gender	14	

Steps taken to improve diversity of boards, leadership teams and workforces

All those who responded to this question said their organisation has taken active steps to improve the diversity of their board, and three quarters and two thirds said active steps had been taken to improve diversity of workforces and leadership teams respectively.

Has your organisation taken active steps to improve the diversity of your:

	Yes	No
Workforce	17	
Leadership Team	15	
Board	20	
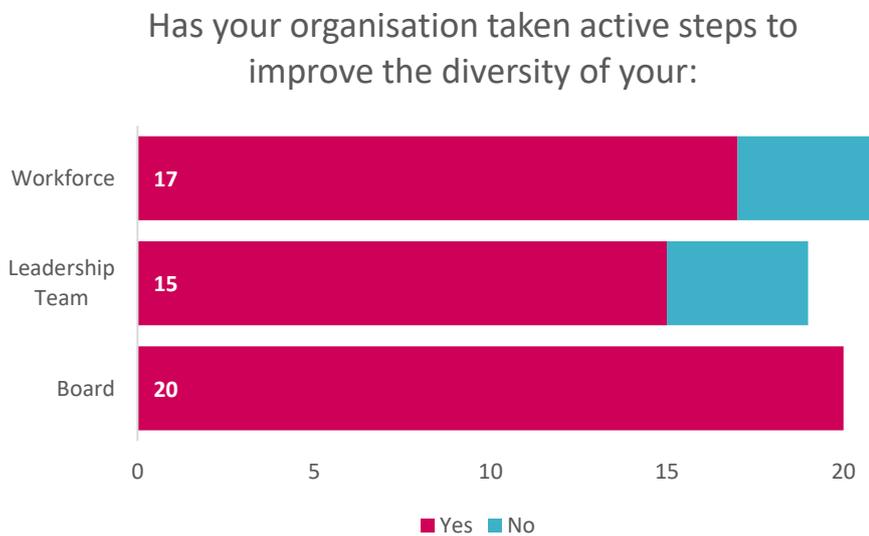
- Many respondents reported organisations using proactive recruitment practices such as targeted advertising or headhunting to encourage a diverse range of applicants, ensuring applications are received from and interviews offered to BAME, veteran or serving reservist, or disabled candidates, and setting targets for percentages of senior leaders as female or BAME.

- Some have introduced coaching, mentoring, work experience schemes and leadership programmes to support development and open opportunities for underrepresented groups. Several have been involved in 'Women in Construction' and similar campaigns to encourage women into industries they are underrepresented in.

- Some respondents, particularly those from small organisations, acknowledged that low turnover meant that delivering structural changes was slower.

Examples of steps taken to improve diversity of boards, leadership teams and workforces:

- Delivering a leadership programme for women.
- Promoting the 'Girls into Construction Campaign' and running a 'Women in Construction' taster day.
- Encouraging customers to join the Board.
- Working in partnership with Housing Diversity Network (HDN) to attract diverse candidates to the Board.
- Running a Board development programme.
- Introducing recruitment targets including a 50/50 gender split in managerial roles and at least 20% from BAME backgrounds.
- Head hunting and targeted advertising of job vacancies, for example in publications or local radio stations aimed at the BAME community, to encourage a diverse range of applicants. Briefing the recruitment agency of their objective of recruiting from a diverse range of candidates.
- Providing coaching, mentoring and work experience to employees to support growth and opportunities.
- Under disability confident commitment, candidates with disabilities who meet minimum requirements are shortlisted automatically.
- Guaranteeing an interview to BAME or forces veteran, leaver or currently serving reservist candidates that reach key requirements.
- Adopting the Rooney Rule, to ensure at least one woman and one underrepresented minority are considered in the slate of candidates for open positions.
- Targets to employ two individuals with learning difficulties into permanent positions.

Case study: Recruitment to improve board diversity, Connect Housing

Connect Housing commenced a recruitment process to improve the diversity of the Board and to attract Board Members with the skills required to run the business. They engaged a consultant to work alongside Housing Diversity Network with the aim of attracting a diverse group of candidates through targeted promotion. This led to the recruitment of two aspiring Board Members who will now be trained through the HDN Board excellence programme to be considered for future board opportunities at Connect.

Case study: Non-Executive Director (NED) Recruitment, SYHA

Although SYHA have had a strong, diverse mix of NEDs over a number of years (for example, two of the last four Chairs have been people of colour), they found that recruiting younger NEDs has been a challenge.

They worked with younger people in the organisation on processes which they would be likely to respond to and established a pilot with an existing NED and an apprentice NED. The pilot has now been translated into a rolling programme of Associate NEDs. They have commenced recruitment for NEDs and expect to take on four Associates each year. Some of them will go on to become SYHA NEDs, while others will have engaged in a supportive personal development programme which they can add to their CVs.

SYHA believes that existing housing association Board processes are old fashioned, and the challenge they are now grappling with is how to turn Boards into more agile forms of engagement.

Case study: Reverse-mentoring programme, Inspire North

Inspire North launched a reverse mentoring programme in 2019, to support managers who are not from a BAME background to become more proactively engaged in their diversity and inclusion agenda. At first participation from BAME employees to become mentors and from managers to be mentees was low. The BAME Network relaunched this programme in the summer of 2020, as it was felt it would benefit the organisation and assist with their vision to become a more anti-racist organisation.

The initial programme was presented to the BAME Network, who worked with a specialist reverse mentor trainer to develop and review the training programme. The new programme clearly sets expectations of all parties, and it includes the provision of training for mentors and mentees along with documents to support matching profiles, action plans and evaluation. The programme is currently being promoted to both leaders and BAME employees to encourage participation. Mentoring will commence during May 2021 and there will also be drop-in sessions for BAME employees with the core group members to discuss the programme and address any questions / concerns potential mentors may have. Impact measurement will be from the evaluations completed throughout the programme.

Inspire North identified that potential barriers to mentor participation are time and a return on investment. Employees will be undertaking this role alongside their existing roles. To support participation line managers will acknowledge a mentor's role and ensure that time is allocated to undertake the role and receive related support. Within the profiling, mentors and mentees will both state what they want from the programme and their future aspirations, and it is hoped that the match will support the return on investment. A key point of learning between the programmes has been to have a core number of BAME employees driving this agenda forward supported by the Senior Leadership.

Case study: BAME recruitment, Berneslai Homes

Berneslai Homes are working in partnership with Barnsley Together Forum. The forum supports racial equality and integration across the borough. It is a space for issues, challenges and ideas to be discussed openly, both by service providers and local residents.

They meet on a regular basis with key stakeholders, community representatives and partner organisations to understand barriers, share good practice and improve the services they provide to their BAME community. Recently, research was undertaken by the forum to understand BAME employment experience. It consisted of surveys, workshops and speaking to a range of people to develop a sense of the general context in terms of BAME employment, recruitment policies and working conditions once employment is obtained. This led to Berneslai Homes (BH) planning their own BAME recruitment workshops:
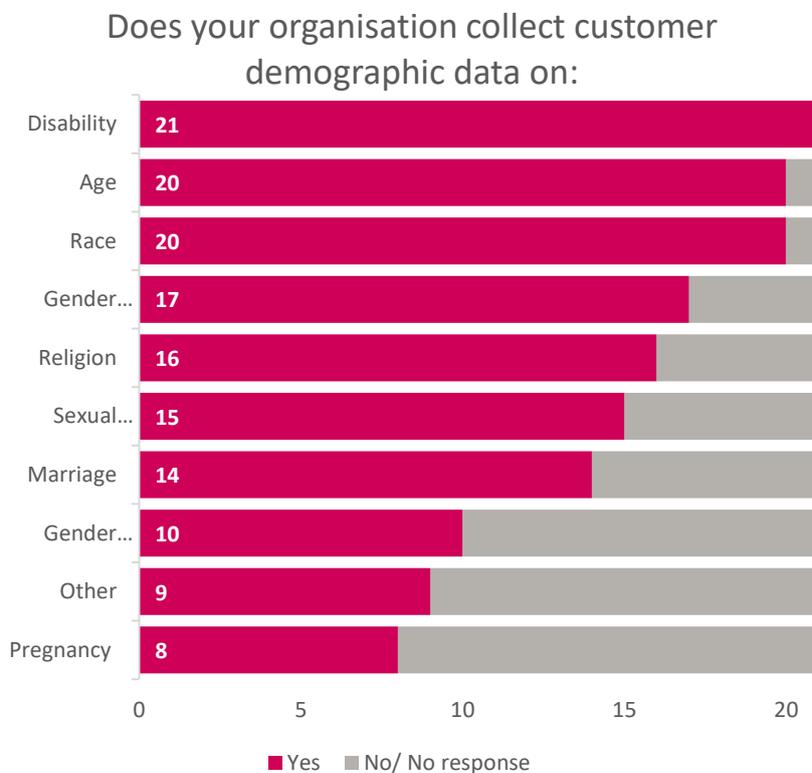
- to understand the barriers of employment for BAME people,
- raise awareness of Berneslai Homes as an inclusive employer,
- support BAME people into employment with BH and in wider opportunities.

Their data intelligence highlighted a gap in the recruitment of BAME candidates being unsuccessful at shortlist and interview stage. To truly understand the barriers, and inform recommendations for their recruitment and selection process, engagement has commenced with a wide selection of their BAME community. The first workshop centred on open discussions about the recruitment process, the language barriers, unfamiliar processes and additional support sometimes required to overcome the barriers. Further workshops and discussions are planned, including positive volunteering opportunities for BAME individuals to gain valuable insight into the organisation.

Monitoring and insights

Monitoring customer demographics

Almost all organisations reported collecting customer demographic data on disability, age, race / ethnicity and gender identity. Many collect data on religion, sexual orientation and marital status. Fewer than half of respondents reported collecting data on gender reassignment or pregnancy.

Does your organisation collect customer demographic data on:

| Category	Yes	No/ No response
Disability	21	
Age	20	
Race	20	
Gender…	17	
Religion	16	
Sexual…	15	
Marriage	14	
Gender…	10	
Other	9	
Pregnancy	8	

■ Yes ■ No/ No response

Several respondents volunteered the following characteristics that their organisation also collects data on:

- household composition,
- language/ communication needs,
- mobility needs,
- caring needs,
- digital exclusion,
- loneliness and isolation (risk of).

Using customer profiling and insight to inform strategies, policies and practices

There is room to improve the use of customer profiling and insight to inform strategies, policies and practices. Three quarters of respondents reported their organisation used customer profiling in this way a moderate amount or a little, while a quarter use it a lot or a great deal, and one doesn't use it at all.

To what extent does your organisation use customer profiling and insight to inform strategies, policies and practices?
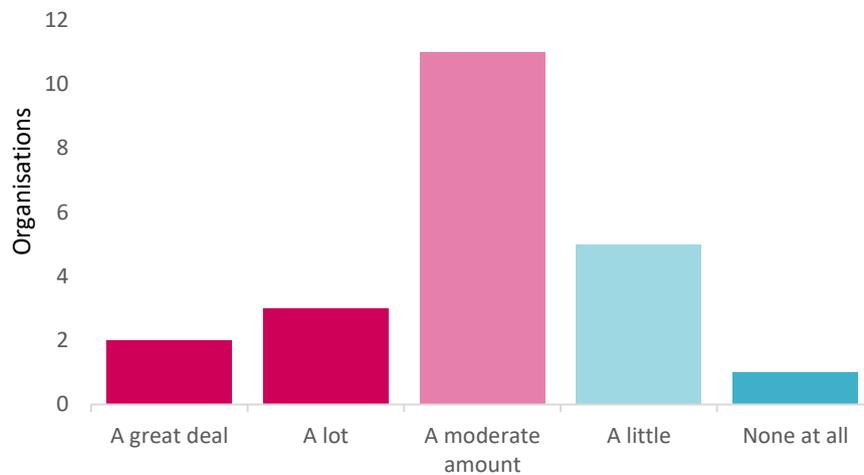
Customer profiling and insight is used by organisations in a wide variety of ways, including:

- Planning developments, including the number and size of dwellings needed, availability of ground floor dwellings, and the need for housing for older people, supported housing and specialised housing services.
- Organising COVID-19 support, ranging from welfare or befriender calls through to assistance with shopping and medication drop-offs.
- Adapting properties to the specifications required by tenants with disabilities.
- Tailoring communications to the needs of customers, including those with visual impairments, hearing disabilities, or English as a second language or not spoken.
- Determining which services to deliver and how much resourcing they'll need, for example the numbers of customers on universal credit who may require additional support / advice.
- Understanding who is falling into rent arrears and why, for example one organisation identified that self-employed people and people working in hospitality were more likely to fall into arrears during COVID-19.
- Ensuring service delivery takes into consideration cultural and religious traditions of tenants.
- Using customer satisfaction survey results to identify and attempt to remediate disparities in outcomes and satisfaction between groups.

However, respondents also identified a variety of challenges:

- Gaps in data, or poor data quality or management, inhibits its usefulness.
- Staff do not always have the capacity to consult and use data-driven decisions.

Case study: Developing a strategy and action plan for ED&I, Leeds and Yorkshire Housing Association

Leeds and Yorkshire Housing Association feel that they have undertaken good ED&I work within the business to date, delivered by a small group of colleagues. However, they felt they required a broader input across the business into ED&I work, imbedding an inclusive approach to customers, colleagues, and board members.

They have been working with Housing Diversity Network to agree a new corporate approach to ED&I, and this has involved creating their first working group involving customers, colleagues, and board members. They will be launching a new strategy and action plan in 2021 that will support the delivery of ED&I work across the business over the next three years. This has incorporated feedback from partners, customers, colleagues, and board members.

The biggest point of learning from the work they have carried out is the importance of gathering the right data and having a clear plan for its use, which features heavily in their action plan.

Case study: Residents' baseline survey, Joseph Rowntree Housing Trust

The Joseph Rowntree Housing Trust ran a baseline survey of tenants in February 2021 to improve the quality of existing data they hold on equality characteristics of residents. They engaged an external consultant, Dr Simon William, from Service Insights Ltd, to help them carry out this survey of all residents. The survey was discussed with the Head of ED&I to ensure the diversity questions being asked were worded correctly. Understanding how to frame the questions (standardised classification) was tricker than anticipated. They used GSS harmonised standards and made some modifications based on Stonewall advice on LGBT categories.

To maximise response rates, they used various reminders and prompts via customer services when people rang in, and they had helplines to respond to questions from residents. They also provided an online platform as well as paper-based questionnaires. The survey had a very good response rate. JRHT have a portal with resident data, where they can be reminded to update their data on an annual basis. The data gathered in the survey will be used to improve service delivery and will be used in a review of their allocations policy.

Case study: Customer tenant satisfaction insights, Arches Housing

Arches Housing have found there are typically lower levels of customer satisfaction among black and minority ethnic households, as well as variations in satisfaction between ethnic minority groups. The reasons for variation in satisfaction are numerous and not fully understood, and they want to understand how much is in their control to change. They have identified a need for more and better quality of quantitative and qualitative data. To address this, they have developed a new five-year strategic priority to level-up services and ultimately improve customer satisfaction. Implementation and strategy development will commence from April 2021.

Maintaining up-to-date data on customer diversity

Most organisations collect relevant demographic data at tenancy sign-up, and many update this periodically using a range of different methods, including:

- Annual tenancy visits, customer care checks or audits, which include checking data is up to date.
- Periodic tenant census where all tenant data is updated.
- Allowing tenants to update their own details online.
- Using gas operatives to hand out questionnaires to update tenant data.
- System prompts triggering contact to tenant to update details.
- Reactively updating data triggered by tenant contact.

Several respondents reported their organisation was currently reviewing data collection and management, and several were in the process of updating data systems.

Challenges in collecting good quality data

Data quality, management and maintenance is a key challenge identified by many respondents. The most frequently cited challenges for data collection and maintenance were:

- Tenant unwillingness to disclose information, particularly when it is difficult to justify why it is needed and what it will be used for. Some tenants express concern about data confidentiality and security, particularly in light of recent high profile data breaches. Some organisations were unsure they could claim a legitimate business interest for collecting demographic data on personal information such as tenants' sexual orientation, gender reassignment and religion.
- Staff capacity and resourcing issues. Some felt data collection and maintenance was resource intensive, and that its usefulness (or lack of) may not justify the cost.
- Lack of agreed or standardised definitions resulting in inconsistent data collection, inhibiting comparisons within and between organisations.
- Some collect data primarily or only on lead tenants, meaning aggregate data does not provide a representative picture of all tenants.

Other challenges cited include:

- Historic approach was light on data collection and maintenance, meaning updating it will be resource intensive and time consuming.
- Some demographic data is not well collected across the sector, including on veteran/ reservist status.
- Approach is reactive rather than proactive, for example data update is triggered by customer contact rather than proactively contacting customers.
- Lack of digital solutions which would enable live updating of data.
- Lack of staff confidence in asking what may be perceived as personal and intrusive questions.

Differential impacts of COVID-19 on customers or staff

Fourteen and thirteen respondents reported their organisations had undertaken impact assessments or monitoring to assess differential impact of COVID-19 on customers or staff respectively.

This was a closed question and so respondents did not have the opportunity to describe how these had been undertaken or what action they had taken as a result.

Has your organisation undertaken impact assessments or monitoring to assess differential impact of COVID-19 on:
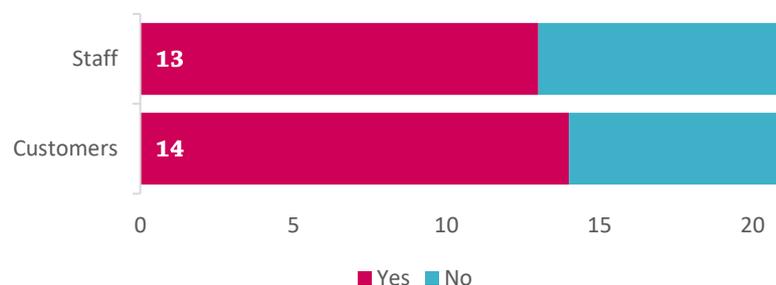
What should be the key areas of focus for Yorkshire and Humberside Chief Executives Forum?

Respondents were asked what the key areas of focus should be for the Yorkshire and Humberside Chief Executives Forum to support members to deliver on equality and diversity commitments. There was a consensus for the following:

- **Agree several key objectives and work together to achieve these.** Adopt an open, honest and transparent approach, acknowledging what needs to be done and agreeing the actions that will be taken. The forum should support organisations in delivering this and they should hold each other to account against their commitments. One respondent commented 'Don't try to change the world, make small changes in a lasting and sustainable way'.

- **Sharing learning and best practice on equality, diversity and inclusion**. This may include:
  - commitments organisations have signed up to and objectives and priorities they have agreed,
  - how to effectively engage protected characteristic groups,
  - advice on keeping data up to date and relevant,
  - how best to use data to inform policies and practices,
  - how to ensure ED&I training is effective.

  This may take the form of clear guidance documents, formal discussion groups and presentations or informal conversations. Participation in this survey and the provision of case studies may be a useful step towards achieving this. One respondent stressed the importance of avoiding 'reinventing the wheel'.

- **Collaborating more across the region to improve outcomes for under-represented groups.** This may include working together to improve access to training, jobs, mentoring, networking and other opportunities to under-represented groups. The group can use its collective influence to raise awareness of issues within the sector and for communities they serve.

- **Agreeing an approach to benchmarking including benchmarking standards, standardised definitions and reaching a consensus on what ED&I information should be obtained and monitored**. These should be agreed to enable benchmarking within and between organisations, as well as across regions and sectors. The National Housing Federation have launched an ED&I data tool which will likely play an important role in advancing this work.

ED&I Benchmarking

This section sets out an analysis of the benchmarking data returned by 18 organisations. The analysis in this section considers whether protected characteristic groups are represented on boards, leadership teams and workforces and the extent to which boards, leadership teams and workforces are representative of the population of Yorkshire and Humberside and the customer bases they serve.

Gaps in data, particularly on disability, ethnicity, sexual orientation and gender reassignment, are prevalent at all levels and limit the capacity for benchmarking. Analysis excludes Together Housing whose data was submitted after completion of analysis.

Age

Organisations' boards and leadership teams are disproportionately older relative to the population, customer bases and workforces. All 18 organisations reported that over half of board members were aged between 45 to 64, while 17 reported that over half of the leadership team were aged between 45 to 64.

Profiles of workforces more closely reflected the age demographics of the population and customer base. Data on age demographics was the best reported of all characteristics.

Disability

There is an underrepresentation of people with disabilities in leadership teams and at board level across organisations.

- While one in five people have a disability, two thirds of organisations' boards and three quarters of organisations' leadership teams had no representation from people with disabilities, or lacked the data to be definitive.
- Most organisations had representation from people with disabilities in the workforce and customer base. Several organisations had gaps in data or did not return any data on disabilities.

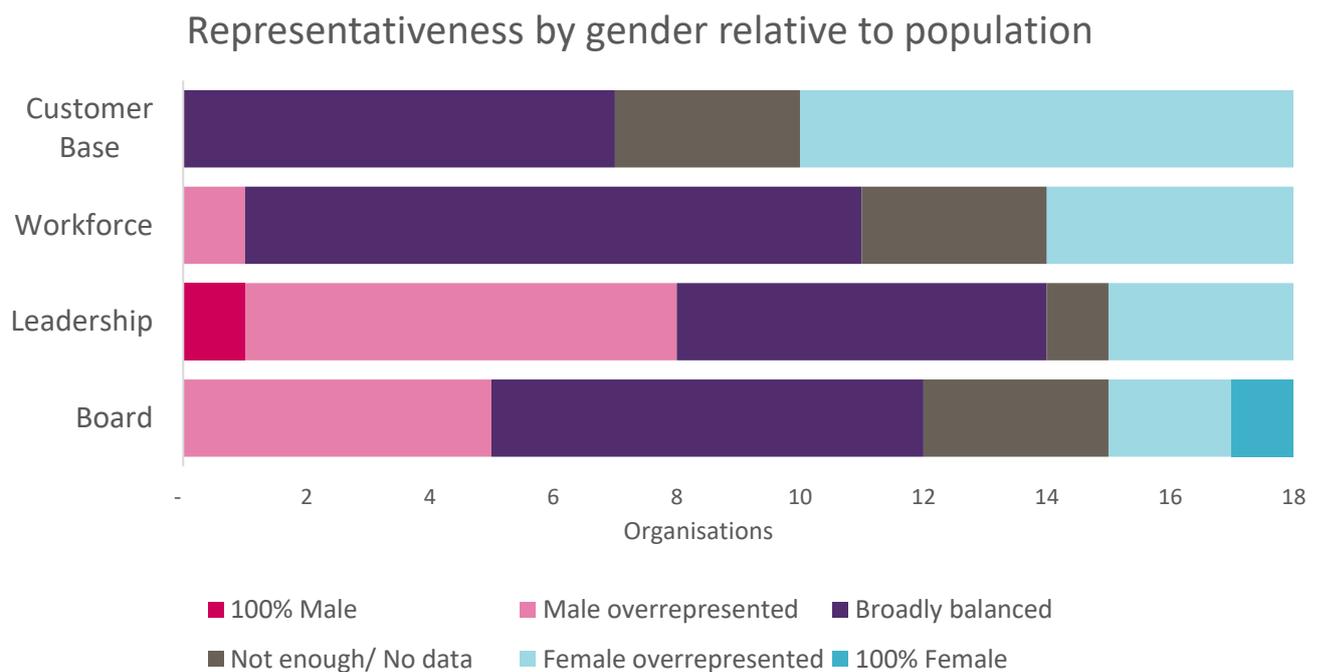## Representation of people with disabilities
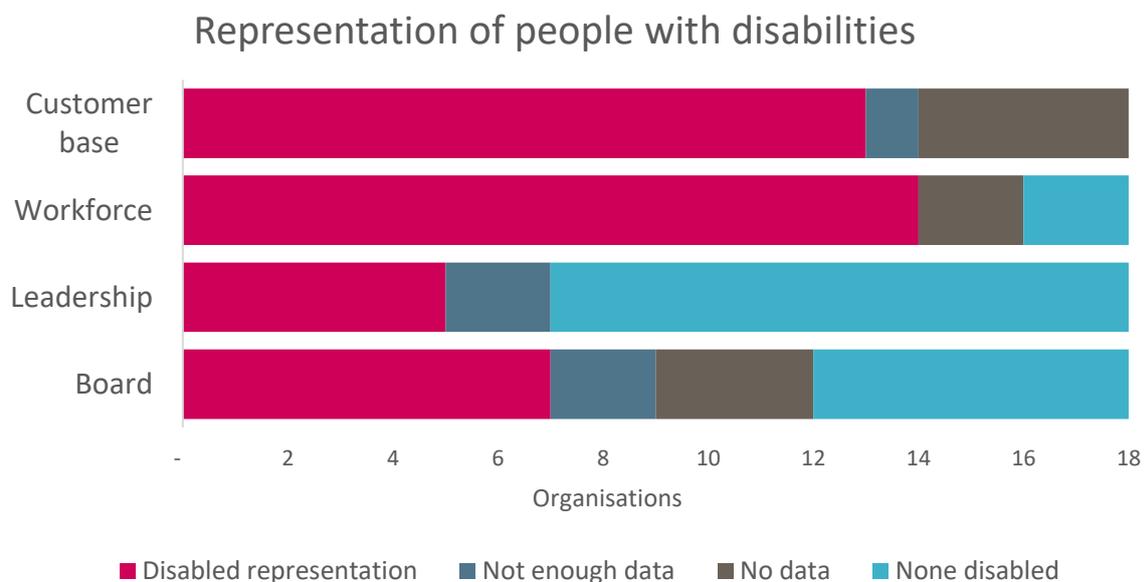
While there are a variety of factors which may drive the underrepresentation of people with disabilities in the workforce, including systemic barriers to entering or progressing in work, prejudice and discrimination, or the work-limiting nature of some disabilities, it is possible that differences in reporting are also driven by methodological issues. These may include:

- Definitional issues: the way in which disability is defined may vary, with the use of broader or narrower definitions being a driving factor in differential reporting.
- Self-reporting: while technically defined as having a disability under the Census, for example, people may choose not to report their disability within a work context.
- Relative difference between social housing provider customer base and workforce: many housing associations and social housing providers specialise in delivery of services to those with support needs and people with disabilities are often more likely to live in social housing, meaning they will be overrepresented within organisations' customer bases.

Gender

Leadership teams and boards were more likely to be disproportionately male relative to the population and to customer bases, while the majority of workforces were broadly gender balanced.
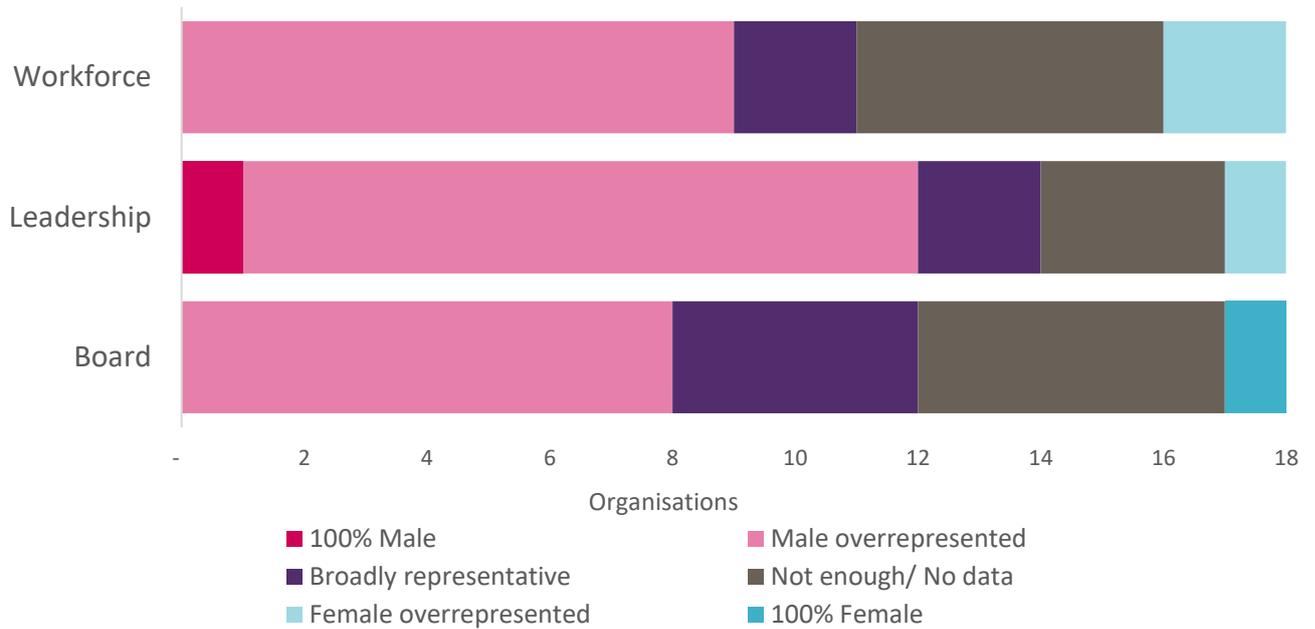
- Relative to the population, males were overrepresented/ females were underrepresented on one in four boards and more than one in three leadership teams. One leadership team was 100% male and one board was 100% female.
- While a higher proportion of workforces and customer bases were broadly gender balanced, just under half of organisations reported disproportionately female customer bases. This is likely to reflect the allocation of social housing on the basis of priority need.

Representativeness by gender relative to population

Legend:
- 100% Male
- Male overrepresented
- Broadly balanced
- Not enough/ No data
- Female overrepresented
- 100% Female

Given around half of organisations had customer bases which were disproportionately female, analysis also considered the representativeness of boards, leadership teams and workforces relative to the customer base.

- Relative to their customer bases, half of workforces and boards, and almost two thirds of leadership teams, were disproportionately male.
- Only two organisations had workforces or leadership teams, and four had boards, that were broadly representative of customer bases in terms of gender.

Representativeness by gender relative to customer base

Legend:
- 100% Male
- Broadly representative
- Female overrepresented
- Male overrepresented
- Not enough/ No data
- 100% Female

Ethnicity

As at Census 2011, 11% of the population of Yorkshire and Humberside were Black, Asian, and Minority Ethnic (BAME). However, there was substantial variation at local authority level where Bradford, Kirklees, Sheffield and Leeds were particularly diverse with anywhere between 10-40% of the population as BAME, while York, Wakefield, Hull and smaller towns, villages and rural areas were substantially less diverse with fewer than 10% of the population as BAME.

The analysis here groups ethnicities into white and BAME, but detailed breakdowns of ethnicity by organisation are included below. This section considers three key questions: how many boards, leadership teams and workforces:

- Had any BAME representation?
- Were representative of Yorkshire and Humberside in terms of ethnicity?
- Were representative of their customer bases in terms of ethnicity? The customer base is more likely to reflect the demographics of the areas in which they operate.

A quarter of leadership teams (six) and four boards had no BAME representation and were 100% white. All organisations had BAME representation within the customer bases and workforces, or did not have enough data to be conclusive.

BAME representation at different levels in organisation
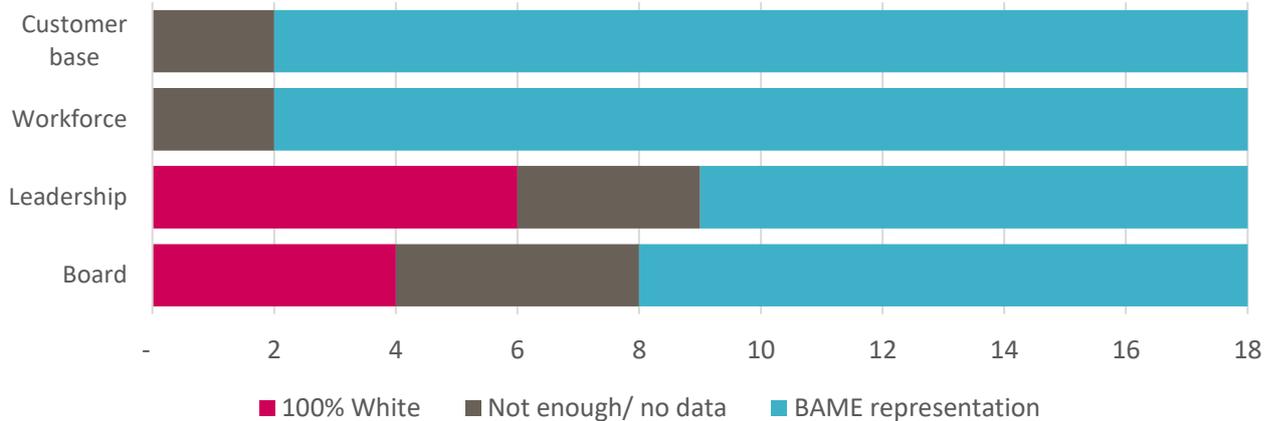
Relative to the population a quarter and a fifth of leadership teams and boards had no BAME representation at all. Workforces were most likely to be representative of the population in terms of ethnicity. For a small minority of leadership teams, boards and workforces BAME people were overrepresented relative to the population of Yorkshire and Humberside.

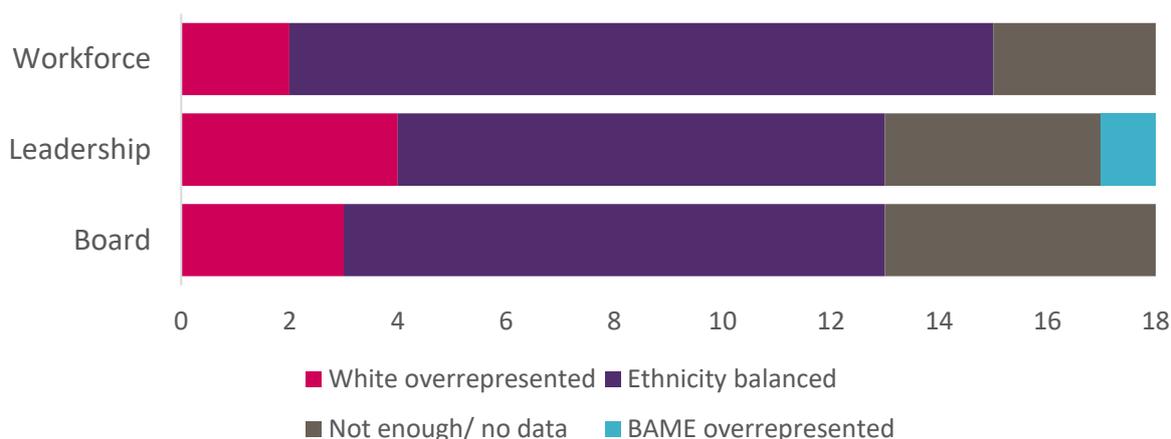## Representativeness by ethnicity relative to population
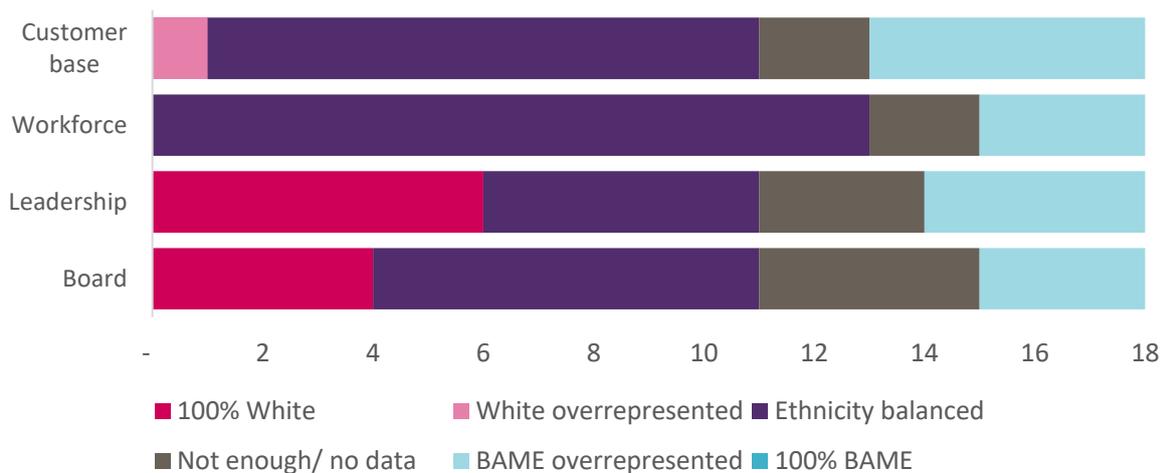
However, a comparison of the breakdown of ethnicities by the customer base shows a slightly different picture:

- Around half of leadership teams and boards are representative of customer bases in terms of ethnicity.
- White people are overrepresented on four leadership teams, three boards and two workforces relative to the customer base.

The slightly more positive picture painted by comparisons to customer bases rather than populations reflects the fact that some organisations operate exclusively in areas where very few BAME people live, have few BAME customers and are much less likely to have BAME board members, leaders or employees. Conversely, some social housing providers operate services that are predominantly or exclusively provided for BAME people or operate in areas such as Bradford which have much more diverse populations, and as such have more diverse workforces, leadership teams and boards.

Representativeness by ethnicity relative to customer base

Legend:
- White overrepresented (pink/magenta)
- Ethnicity balanced (purple)
- Not enough/ no data (grey)
- BAME overrepresented (teal)

Sexual orientation and gender identity

Sexual orientation, alongside gender reassignment (transgender, non-binary and other), was the least-well reported. At least six boards and three leadership teams were 100% heterosexual. However, given that the ONS estimates that 2.3% of the population are LGB and the relatively small size of leadership teams and boards, this may be considered to be broadly representative. Where data was available, all organisations reported LGB+ representation within workforces and customer bases.

There was a lack of reporting on 'other' gender identities including transgender or non-binary, with only one organisation reporting members of their customer base identifying in this way. Stonewall estimates that a very small proportion, around 1%, of the population may be transgender or non-binary and currently practices on recording and reporting against these characteristics appear to be limited.

A note on methodology and challenges with the analysis

1. Representativeness of boards, leadership teams and workforces can be compared between organisations, across levels within an organisation, or against the customer base or wider population. There is an open question as to which comparisons are most important and useful to make. One approach to answering this question is to consider whether boards should aspire to have boards, leadership teams and workforces that include representation of a diverse mix of people with different protected characteristics. Or, if they should broadly approximate the population of the country, region or locality in which they operate, or, if they should broadly approximate the characteristics of the communities and customer base they serve.

2. Representation is just one aspect or measure of equality, diversity and inclusion and while representation (or lack thereof) may serve as a useful indicator to benchmark against, it does not necessarily speak to its culture, practices and policies more broadly.

3. Benchmarking between organisations should take into consideration the context within which organisations operate. For example, some organisations operate in very ethnically diverse (for example, Bradford or Leeds) or predominantly white (for example, Hull or York) areas, and if this is reflected representatively within customer base, workforces, leadership teams and boards, profiles will vary substantially between organisations. A proportionate approach therefore may be for organisations to identify an appropriate cohort of peers to benchmark against, such as those who operate in areas with similar demographics or service delivery.

4. Similarly, the services provided by organisations may vary substantially, with some organisations specialising in services for those with specialised support needs or housing for older people, meaning their customer bases are likely to be comprised of higher proportions of people with disabilities or older people. This may also pose a challenge for comparisons between levels within an organisation.

Other challenges with analysis included:

Data availability:

- There were gaps in reporting where some organisations were unable to provide data against certain characteristics. This may reflect a lack of data recording, irregular data maintenance, poor data quality, or preference of respondents not to disclose information about their characteristics to their organisation.

Comparability of data:
- Approaches to recording and maintaining data will vary between organisations. For example, definitions used for disability may vary, and there is a degree of subjectivity in self-report data which may drive variability in responses. Some organisations may be more proactive in collecting and updating data, meaning data for some is more accurate and up to date. When collecting data on customers, some may include profiles for all tenants who live in dwellings, while others may include only information on the lead tenant.

Self-selection and non-responder bias:
- Providing benchmarking data was voluntary and so organisations who provide it were self-selecting. As such, the results are influenced by self-selection and non-response bias, and should be understood in this context. For example, it is possible that organisations who feel they already perform well, who value openness and transparency and / or are already engaged and willing to review and improve performance may be more inclined to provide data for comparison. Conversely, for organisations who opted not to provide data it may be that there were practical reasons why they did not return data, including time or resourcing pressures or a lack of data availability. However, it may be the case that they do not see value in or buy into the exercise, or that they feel their performance in the area is poor.

- Self-selection and non-responder bias may also impact data quality and reporting, where non-responding customers and tenants may share characteristics which means their exclusion skews the data.

Conclusions

The analysis identified that many in the sector are passionate about delivering better outcomes on diversity and inclusion and many have already adopted a range of good practice. These include accreditation against ED&I charters, delivering important training and support programmes, publishing gender, race and disability pay gaps and committing to remedy these, and committing to improving the diversity of boards, leadership teams and workforces.

However, there was substantial variability across the sector with some organisations much further along their journey of adopting and promoting equality, diversity and inclusion than others. Many respondents acknowledged that there is much room for improvement. Only a small number of organisations felt their boards, leadership teams and workforces were representative of their customer bases in terms of disability, religion, and sexual orientation, and this was reflected in the benchmarking exercise. There is also room to improve data quality and the use of customer profiling and insight to inform strategies, policies and practices.

On the basis of the analysis of the survey and benchmarking data, the Yorkshire and Humberside Chief Executive Forum have developed the five recommendations for social landlords to improve equality, diversity and inclusion across the sector. These are included in the executive summary.

Acknowledgements

Yorkshire and Humberside Profile

Age

At the 2011 Census the age distribution in Yorkshire matched that across England and Wales, with just over two thirds (68%) of the population as working age (16-64).

As is the case across the UK, the population of cities, such as Bradford, tend to be younger, while towns, villages and rural areas had slightly older populations.

Gender

Yorkshire matched the rest of the UK with a 51% to 49% female to male gender split.

Sexual Orientation

The ONS estimates that 2.3% of people in Yorkshire are lesbian, gay or bisexual, the same proportion as for rest of the UK on average.

Gender Identity

Stonewall estimates that around 1% of the UK population are transgender or non-binary.

Disability

In line with the UK, one in five people in Yorkshire reported having a disability, with half reporting their disability was very limiting.

Ethnicity

At the 2011 Census, Yorkshire was slightly less diverse than the UK on average, with one in ten (11%) people identifying as BAME, compared to one in eight (13%) across the UK.

Bradford was particularly diverse with one in three (33%) identifying as BAME, of which around two thirds were Pakistani. Kirklees, Sheffield and Leeds were also slightly more diverse with 21%, 16% and 15% respectively identifying as BAME.

Age distribution

Disability

Yorkshire and Humberside

United Kingdom

% of population who were BAME

- 0 - 10%
- 10 - 20%
- 20 - 30%
- >30%

Age

	Board	Leadership team	Workforce	Customer base

Yorkshire & Humberside
Together Housing
Harrogate HA
Berneslai Homes
Unity HA
Pickering & Ferens
Ongo
Leeds Jewish HA
Arches Housing
Wakefield & District
Joseph Rowntree HT
Connect Housing
Yorkshire Housing
Leeds & Yorkshire HA
SYHA Ltd
Accent Housing
Incommunities
Inspire North
Leeds Federated HA
Manningham HA

Legend: ■ 16-24 ■ 25-44 ■ 45-64 ■ >64 ■ Did not disclose

Disability

	Board	Leadership team	Workforce	Customer base

Yorkshire & Humberside
Together Housing
Harrogate HA
Berneslai Homes
Unity HA
Pickering & Ferens
Ongo
Leeds Jewish HA
Arches Housing
Wakefield & District
Joseph Rowntree HT
Connect Housing
Yorkshire Housing
Leeds & Yorkshire HA
SYHA Ltd
Accent Housing
Incommunities
Inspire North
Leeds Federated HA
Manningham HA

■ Disabled   ■ Did not disclose   ■ Non-Disabled

Gender and gender identity

Chart: Stacked bar charts showing gender and gender identity breakdown across four categories (Board, Leadership team, Workforce, Customer base) for the following organisations:

- Yorkshire & Humberside
- Together Housing
- Harrogate HA
- Berneslai Homes
- Unity HA
- Pickering & Ferens
- Ongo
- Leeds Jewish HA
- Arches Housing
- Wakefield & District
- Joseph Rowntree HT
- Connect Housing
- Yorkshire Housing
- Leeds & Yorkshire HA
- SYHA Ltd
- Accent Housing
- Incommunities
- Inspire North
- Leeds Federated HA
- Manningham HA

Legend:
- ■ Male
- ■ Did not disclose
- ■ Female
- ■ Other (incl. Trans and non-binary)

Ethnicity

	Board	Leadership team	Workforce	Customer base
Yorkshire & Humberside				
Together Housing				
Harrogate HA				
Berneslai Homes				
Unity HA				
Pickering & Ferens				
Ongo				
Leeds Jewish HA				
Arches Housing				
Wakefield & District				
Joseph Rowntree HT				
Connect Housing				
Yorkshire Housing				
Leeds & Yorkshire HA				
SYHA Ltd				
Accent Housing				
Incommunities				
Inspire North				
Leeds Federated HA				
Manningham HA				

Legend:
- White British
- Irish
- Gypsy / Traveller
- Roma
- White Other
- Asian / Asian British
- Black / Black British
- Arab / Arab British
- Mixed or Multiple Ethnic Groups
- Other
- Did not disclose

Ethnicity (grouped)

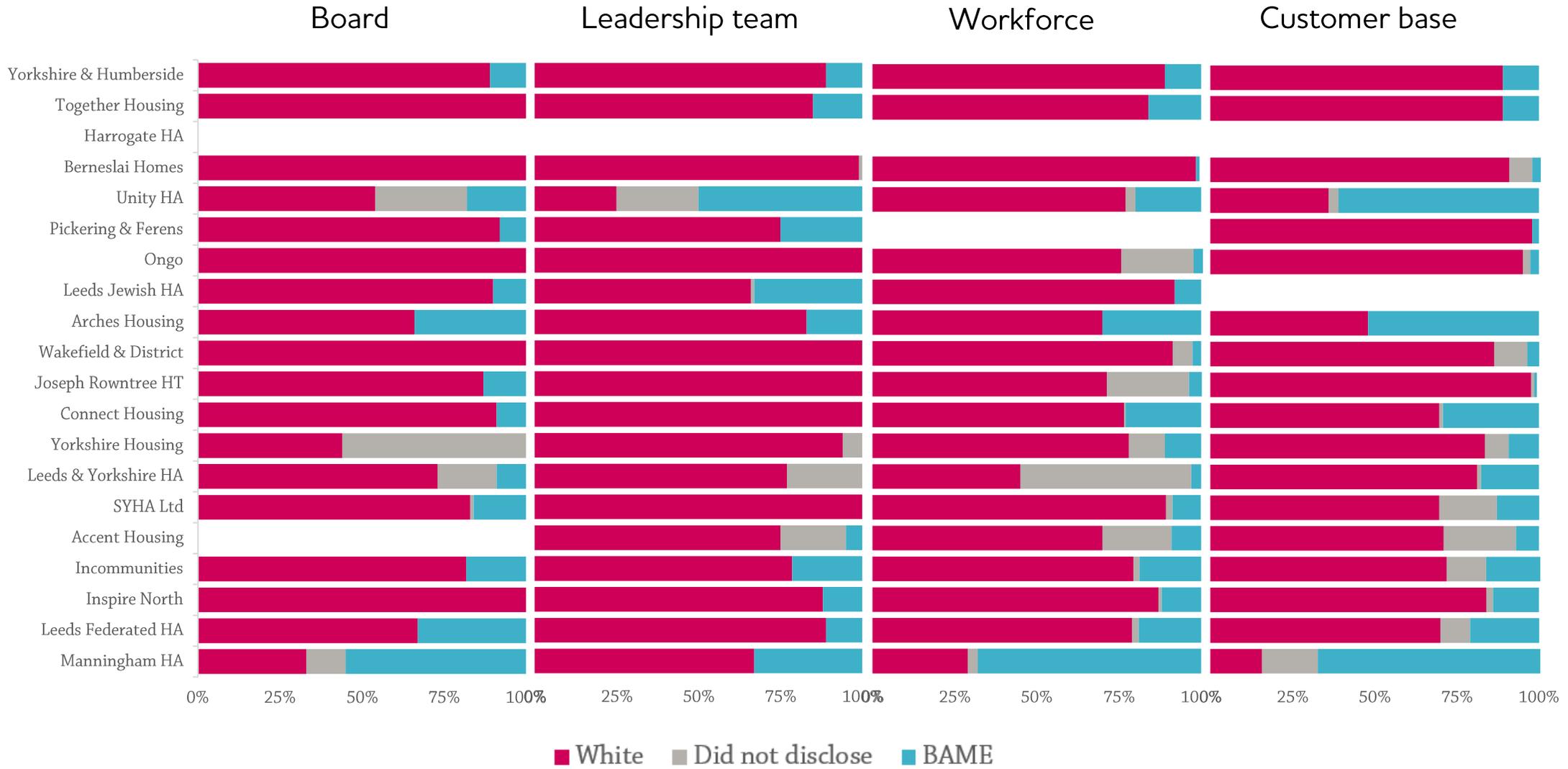|	Board	Leadership team	Workforce	Customer base
Yorkshire & Humberside				
Together Housing				
Harrogate HA				
Berneslai Homes				
Unity HA				
Pickering & Ferens				
Ongo				
Leeds Jewish HA				
Arches Housing				
Wakefield & District				
Joseph Rowntree HT				
Connect Housing				
Yorkshire Housing				
Leeds & Yorkshire HA				
SYHA Ltd				
Accent Housing				
Incommunities				
Inspire North				
Leeds Federated HA				
Manningham HA				

■ White ■ Did not disclose ■ BAME

Sexual Orientation

	Board	Leadership team	Workforce	Customer base

Legend: ■ Heterosexual/ Straight ■ Did not disclose ■ LGBT+

Row labels (top to bottom):
Yorkshire & Humberside, Together Housing, Harrogate HA, Berneslai Homes, Unity HA, Pickering & Ferens, Ongo, Leeds Jewish HA, Arches Housing, Wakefield & District, Joseph Rowntree HT, Connect Housing, Yorkshire Housing, Leeds & Yorkshire HA, SYHA Ltd, Accent Housing, Incommunities, Inspire North, Leeds Federated HA, Manningham HA