

# **Sharing good practice in Equality, Diversity and Inclusion**

Implementing funding conditions of the Affordable Homes Programme 2021-26 and other specialist and supported housing programmes

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# Introduction

The Mayor of London is committed to supporting a more inclusive housing and built environment sector and wants to work with partners to do this by meaningfully enhancing their organisational practices, procurement methods and engagement with communities.

As part of this commitment, the GLA introduced Equality, Diversity and Inclusion (EDI) funding conditions into the Affordable Homes Programme 2021-26 and other supported and specialist housing programmes. These conditions included the requirement to produce and publish an EDI Action Plan.

Many organisations are already working hard to promote equality, diversity and inclusion, and the EDI funding conditions were designed to showcase and enhance existing initiatives, as well as embed minimum standards across the sector.

The EDI funding conditions were introduced at the launch of the London Affordable Homes Programme 2021-26. The GLA has welcomed the response of the sector as it works towards demonstrating compliance with the funding conditions. This culminated last year in a roundtable at City Hall which showcased some of the wide array of good practices in EDI being delivered by partners.

This guide has been designed to capture some of the huge array of good practice showcased, both at last year's event and in partners' EDI Action Plans published in the period since, and to support the GLA's partners in meeting its EDI funding conditions. It also encourages cross-sector learning and continuous improvement by signposting to guidance and toolkits.

Whether you are a new partner looking to develop your first EDI Action Plan, or an established partner considering a refresh of an existing one, the GLA believes that all partners will find this good practice guide valuable inspiration. Each example in the good practice guide has been taken from an existing investment partner or member of the GLA Group, and the GLA hopes these will be useful to investment partners of all shapes and sizes.

This good practice guide should be read alongside the Affordable Homes Programme 2021-26 Funding Guidance. It does not seek to provide additional requirements to this document, but rather to aid partners in considering how they could meet these existing requirements.

## **Why are EDI funding conditions important?**

The critical importance of housing to Londoners means the sector needs to pull out all the stops to ensure it is drawing on the talents of everyone to address the housing crisis. The National Housing Federation has found that only nine per cent of housing associations'

workforce has a disability or long-term condition in comparison to 16 per cent of those in employment. In terms of representation at a senior level within organisations, those identifying as Black /African /Caribbean / Black British and those identifying as Asian/Asian British represent 10 and five per cent of the housing associations' workforce but only three and one per cent of executives.<sup>1</sup>

A sector-wide effort to meet these conditions can have a positive impact on individual employees from underrepresented groups and help organisations within the housing sector to develop a workforce that is representative of the diverse communities they serve.

The Affordable Homes Programme 2021-2026, as the city's largest grant funding programme supporting the delivery of social rented and intermediate housing, represents an opportunity for the GLA and investment partners to work together to develop initiatives that support equality and inclusion for Londoners.

## What are the EDI funding conditions?

The GLA's EDI funding conditions are set out in the funding guidance for relevant programmes, and further detail is set out on the [GLA's website](#).<sup>2</sup> Grant recipients of the Affordable Homes Programme 2021-26, and other specialist and supported housing programmes, must meet five minimum EDI standards:

1. All investment partners must offer equality, diversity, and inclusion training for all employees
2. All investment partners must implement a zero-tolerance approach to all forms of discrimination, harassment and bullying
3. All investment partners must broaden recruitment channels and encourage applications from diverse and under-represented groups
4. All investment partners must collect and monitor workforce data to benchmark the diversity of their workforce against the London benchmark
5. All investment partners must publish their gender and ethnicity pay gaps.<sup>3</sup>

Grant recipients from these programmes are also expected to develop, publish, and implement an EDI Action Plan. These plans should address at least one action from each of the following three themes:

- Theme 1: Organisational equality, diversity, and fairness
- Theme 2: Sustainable and diverse supply chains
- Theme 3: Working together with Londoners.

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<sup>1</sup> National Housing Federation. *How diverse is England's housing association workforce in 2023? Results from NHF analysis* (September 2023).

<sup>2</sup> <https://www.london.gov.uk/programmes-strategies/housing-and-land/homes-londoners-affordable-homes-programmes/homes-londoners-affordable-homes-programme-2021-2026/guidance-meeting-edi-funding-conditions>

<sup>3</sup> Smaller organisations with fewer than 250 employees are exempt from standards 4 and 5 if this would risk breaching the privacy of individual employees. However, all organisations are encouraged to meet the requirements wherever possible.

On an annual basis, partners are required to provide updates on the delivery of their EDI Actions Plans, as well as confirming ongoing compliance with the five minimum standards.

## Good practice in developing an EDI Action Plan – an overview

This section sets out general considerations for partners as they develop or refresh their EDI Action Plans.

EDI Action Plans should include steps that are deliverable within the duration of the relevant funding programme, and will be most impactful when based on evidence, benchmarking with other organisations, and reflect both engagement with, and analysis of, partners' communities and workforces. Investment partners should develop actions which are appropriate to their own organisations.

A good practice approach to developing an EDI Action Plan framework may include:

- Listing specific outcomes against each theme – for example, 'increased inclusion', 'increased equality' and 'increased diversity'.
- Listing specific targets against each theme – for example, '100 per cent completion of mandatory training', '50 per cent of leadership are women' and 'x percentage of residents involved in decision-making annually'.
- Current position or baseline
- A named lead for each action
- Actions are provided with status updates
- Measures of success include both staff/resident satisfaction and staff/resident perception measures – for example, 'percentage of colleagues that say they feel safe to speak up'.
- Evidence of success through, for example, staff or resident satisfaction survey results.

The following sections set out good practice across the three EDI Action Plan themes.

# Theme 1: Organisational equality, diversity and fairness

This EDI Action Plan theme allows partners to demonstrate their commitment to support long-lasting and meaningful organisational change that advances equality, diversity and inclusion.

Actions against this theme may be shaped by the following data:<sup>4</sup>

- Staff satisfaction
- Staff engagement with staff surveys
- Pay gap data
- Equality impact assessments relating to decisions impacting staff
- HR establishment data
- Recruitment data for application, shortlist and interview stages.

In their EDI Action Plans, partners should highlight at least one action that sits within the 'organisational equality, diversity and fairness' theme. Some actions that are already undertaken either by the GLA or by partners to support this theme, are set out below. These actions are grouped together by common topic. Partners may wish to choose one or more of these actions while developing or refreshing their Action Plans, or another action of their own design which fits within this theme.

## Making improvements to the use and collection of data

- Benchmarking against others: workforce data collected by partners is benchmarked against other organisations in the sector and local demographics.
- Identifying protected characteristic groups: partners disaggregate workforce and staff survey data by the nine protected characteristics.
- Ensuring transparency: workforce and staff survey data is clear and accessible to staff and residents.
- Monitoring pay-gaps: pay-gap reporting is undertaken across protected characteristic groups, including ethnicity, gender and disability, in accordance with minimum standard 5.
- Understanding intersectionality: partners disaggregate workforce and staff survey data by multiple protected characteristics, i.e., race and sexual orientation, to understand how belonging to multiple protected characteristic groups can compound an individual's experience of inequality.

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<sup>4</sup> Where possible, data should be broken down by the nine protected characteristics under the Equality Act 2010. Under the Equality Act 2010 it is against the law to discriminate against anyone because of age, gender reassignment, being married or in a civil partnership, being pregnant or on maternity leave, disability, race including colour nationality, ethnic or national origin, religion or belief, sex or sexual orientation.

- Informing decision-making: partners ensure decisions made by partners are supported by workforce and staff survey data.

### **Reflecting diversity through leadership**

- Increasing visibility: partners ensure the lived experience of staff from underrepresented groups is heard by senior leaders, and senior leaders belonging to these groups are free to share their career journeys.
- Encouraging allyship: partners encourage their workforces to participate in networking groups and learning events that support colleagues from underrepresented groups.
- Ensuring sponsorship: senior leaders within organisations champion and support the development of staff networking groups that support underrepresented groups.
- Embedding EDI in governance: governance structures such as EDI working and steering groups are established to ensure equality, diversity and inclusion remains core to investment partners' work.

### **Ensuring staff have the training and support they need to undertake their work inclusively**

- Increasing training: partners offer a broad range of training to staff including disability equality training, race fluency training, mental health first aid training and inclusive leadership training
- Sharing guidance and good practice: partners ensure that staff are provided with the necessary resources to prioritise equality, diversity, and inclusion in their work, e.g., guidance for the completion of equality impact assessments, inclusive language toolkits, and consultation and engagement good practice.
- Developing mentorship: mentoring opportunities are offered to underrepresented groups, including 'reverse mentoring' to ensure senior leadership understand the experiences of their staff.

### **Recruiting and retaining a diverse workforce**

- Diversity in recruitment processes: partners ensure that applications are anonymised and, where practicable, interviews are only progressed using diverse interview panels.
- Skills and progression: development and leadership programmes are offered to staff underrepresented in senior leadership.
- Fair pay and conditions: partners end the use of zero-hour contracts, and provide flexible working arrangements which support staff.
- Supporting staff: partners utilise staff surveys and exit interviews to identify issues affecting staff from underrepresented groups.
- Broadening access to underrepresented groups: partners offer apprenticeship and work placement programmes to young people from lower-income households, those identifying as Black, Asian, and minority ethnic, or those with disabilities, and use inclusive language in job descriptions.



## **Case study: the Guinness Partnership**

As part of the development of its Anti-Racism Action Plan, the Guinness Partnership held several conversations with approximately 250 colleagues across all areas and levels of its organisation. A recurring theme was a lack of confidence in talking about race and ethnicity. Some White colleagues felt they could not approach conversations with appropriate sensitivity or talk credibly about race – and some Black, Asian and minority ethnic felt that the tone of the discussion suggested they were responsible for educating their other colleagues.

The Guinness Partnership committed to developing a Race Fluency Toolkit with training which was tailored to meet the needs of different colleagues.

The training was developed with the help of a specialist external provider. The content of the training included the history and definition of racism, how it manifests, and examples of people's lived experiences. The training has helped colleagues understand language that may be considered offensive to others or create barriers. The training also included advice for all staff on how to call out microaggressions, as well as actions individuals, managers, and senior leaders can take to help tackle and eliminate racism and bias.

The Guinness Partnership has currently trained 75 per cent of staff (1,100 individuals) beginning with the Executive Leadership Team. The training is delivered over three sessions approximately a month apart to provide colleagues with time to reflect between the sessions. Each cohort has specific actions and examples relevant to their role and influence. The training is mandatory.

Colleagues who have participated in the training say they are more confident when having conversations about race and racism. The Guinness Partnership has also seen increases in the recruitment of Black, Asian and minority ethnic staff (approximately 2.5 per cent increase each year), and a significant increase in positive responses to staff surveys by Black, Asian and minority ethnic colleagues.

The Guinness Partnership continues to develop their Race Fluency Training and Toolkit, and in 2023, a cohort of colleagues received training to deliver the training in-house.

## Theme 2: Sustainable and diverse supply chains

This EDI Action Plan theme allows partners to demonstrate how environmental, social, and economic sustainability are promoted throughout their organisations' activities and supply chains, and to encourage diversity through procurement activities.

A focus on sustainability will encourage investment partners to prioritise the wellbeing of Londoners through reducing the climate impact of homebuilding. Diversifying supply chains will benefit local economies through the provision of contracts to businesses that employ local residents and small and medium-sized enterprises (SMEs).

Actions against this theme may be shaped by the following data:

- Sustainable procurement workforce skills gap analysis
- Value of current contracts with local businesses and SMEs
- Local Census 2021 employment data<sup>5</sup>
- Availability of apprenticeship opportunities in the local economy.

In their EDI Action Plans, partners should highlight at least one action that sits within the 'sustainable and diverse supply chains' theme. Some actions that are already undertaken either by the GLA or by partners, and that are considered appropriate under this theme, are set out below. These actions are grouped together by common topic. Partners may wish to choose one or more of these actions while developing or refreshing their Action Plans, or another action of their own design which fits within this theme.

### Working with local businesses

- Developing strategy: partners include objectives for working with both local businesses and SMEs in their procurement strategies.
- Building local partnerships: partners establish forums to connect local businesses and infrastructure organisations with contract opportunities and encourage their own providers to make their sub-contracts accessible to local businesses.
- Embedding local businesses in procurement processes: partners include local businesses and SMEs in 'preferred supplier' lists and implement requirements to source a minimum number of bids from local suppliers for contracts under a certain value.

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<sup>5</sup> Census 2021 employment data is available at a Local Authority District level <https://www.ons.gov.uk/census/maps/choropleth/work> here

### **Embedding sustainability in commissioning and procurement processes**

- Aligning with wider strategy: partners' net-zero commitments are linked to sustainability criteria within contracts, and sustainable procurement policies are visible to prospective suppliers.
- Meeting training needs: partners provide procurement staff with carbon literacy training and circular economy training.
- Embedding consideration of net zero in procurement processes: partners encourage their suppliers to demonstrate contributions to meeting London's net-zero ambitions and demonstrate measurable carbon reductions.

### **Embedding social value in commissioning and procurement processes<sup>6</sup>**

- Aligning with wider strategy: partners ensure social value is embedded within all procurement strategies and policies, and targets for social value are embedded within organisation-wide objectives.
- Meeting training needs: partners ensure that social value training is provided to commissioning and procurement staff, and that social value assessments are sufficiently resourced.
- Embedding social value in procurement processes: partners ensure all their procurement processes include a social value assessment at tender stage, and develop ways to measure 'lost' social value.

### **Supporting local residents into employment**

- Providing skills and training: partners work with local skills and training providers to develop programmes tailored to employment opportunities in the local economy.
- Delivering pre-employment programmes: partners establish their own pre-employment offer to encourage applications from underrepresented groups such as through attending job fairs and offering CV support.
- Establishing apprenticeship programmes: partners establish apprenticeship programmes to support young unemployed Londoners, long-term unemployed individuals and Londoners from underrepresented groups.

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<sup>6</sup> Social value is quantifying the overall positive value that businesses and organisations create for the economic, social and environmental wellbeing of an area..

## **Case study: Old Oak and Park Royal Development Corporation**

Old Oak and Park Royal Development Corporation (OPDC) is a Mayoral development corporation established by the Mayor of London to secure the regeneration of the Old Oak Opportunity area, spanning land in three London boroughs - Ealing, Brent, and Hammersmith & Fulham.

OPDC is part of the wider GLA Group and is a signatory of the Responsible Procurement GLA Group Implementation Plan 2022-24. One of the aims of the Plan is to 'enable skills, training and employment opportunities'.

To address this aim, OPDC has worked alongside the three London boroughs and the Department for Work and Pensions, West London College and Shaw Trust to establish the Forge@ParkRoyal (the Forge). Funding from HS2's Business and Local Economy Fund was secured, and the Forge commenced delivery in August 2020.

The Forge aims to assist in recovery and growth post-Covid and Brexit through providing business support, recruitment, and an upskilling service for local businesses and residents across the Old Oak Opportunity area.

The Forge provides one-to-one support for job seekers by matching them to roles across the 1,700 businesses in the Old Oak Opportunity area and the three boroughs. The Forge offers a variety of training resources to residents including CV development and interview preparation and referral into specialist support and training. The Forge has also commissioned specialists who can provide 1-2-1 targeted business support to local SMEs including finance, branding and market, business operations, food manufacturing, and support to creatives. To date, over 50 referrals for support have been made by the Forge team.

Since it was founded in 2020, the Forge has assisted over 200 local people into employment and has engaged with over 250 local businesses that have placed 650 vacancies with the service.

Building on its success, the Forge will now work towards aligning their employment and business support with the development opportunities available across the numerous regeneration projects in the Old Oak Opportunity area.

## Theme 3: Working together with Londoners

This EDI Action Plan theme allows partners to demonstrate their work to amplify the voices of residents and Londoners, especially those that are under-represented or face significant housing-related inequalities. Partners can create a culture of early, proactive, and routine engagement with Londoners which results in homes that are designed to meet the needs of London's diverse communities.

Ensuring investment partners engage positively and effectively with diverse groups of Londoners will aid the delivery of homes that better meet the housing needs of London's communities. Investment partners are encouraged to achieve this through focusing on design quality, driving innovation, establishing a long-term interest in the operation of new homes and facilities, and strengthening the skills and capacity of the community by supporting the rights of residents to organise themselves and co-produce policies and plans.

Actions against this theme may be based on the following data:<sup>7</sup>

- Tenant data, including accessibility and translation needs
- Tenant disability data
- Tenant satisfaction measures survey results
- Post-occupancy evaluations data
- Neighbourhood profiling, including local demographics
- Service access data
- Accessibility of housing stock.

In their EDI Action Plans, partners should highlight at least one action that sits within the 'working together with Londoners' theme. Some actions that are already undertaken either by the GLA or by partners, and that are considered appropriate under this theme, are set out below. These actions are grouped together by common topic. Partners may wish to choose one or more of these actions while developing or refreshing their Action Plans, or another action of their own design which fits within this theme.

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<sup>7</sup> Where possible, data should be broken down by the nine protected characteristics under the Equality Act 2010.

## Identifying the needs of residents to inform the delivery of homes

- Identifying local demographics: partners endeavour to identify the protected characteristics of their residents through resident and tenant surveys, in addition to the Tenant Satisfaction Measures Standard.<sup>8</sup>
- Improve data collection on the needs of tenants with disabilities: partners improve data collection to better meet the needs of their residents and may use the following categories to provide more specific information on a resident's disability: mobility, stamina/breathing/fatigue, mental health, dexterity, memory, learning, social/behaviour, hearing, vision and other.<sup>9</sup>
- Understanding housing need: partners ensure that homes built, including those on estate regeneration schemes, reflect the needs of local residents disproportionately affected by housing inequality, such as Deaf and disabled Londoners, older people, and those with care and support needs, by improving their understanding of these groups.

## Enabling resident involvement in governance

- Strategic approaches: partners develop and deliver resident engagement strategies that enable residents to influence decision-making at a local and regional level and encourage the rights of residents to organise themselves.
- Resident decision-making in local spend: partners include residents in commissioning and procurement panels and devolve spending powers to resident involvement structures where appropriate.
- Early and proactive consultation: partners deliver projects that are co-designed and co-delivered with residents, and provide residents with the skills, resources and reimbursement to contribute effectively.

## Amplifying underrepresented voices by addressing barriers to inclusion

- Local partnerships: partners work with smaller community organisations and the voluntary and community sector to ensure the lived experience of residents informs their work.
- Addressing accessibility: partners adopt the social model of disability when addressing barriers to inclusion for those with disabilities, and ensure accessible versions of key documents and policies are provided where required.<sup>10</sup>

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<sup>8</sup> The Regulator of Social Housing's Tenant Satisfaction Measures Standard requires all registered providers of social housing to collect and report annually on their performance on a core set of defined measures to provide tenants with greater transparency about their landlord's performance.

<sup>9</sup> Taken from House of Commons Library. Number 09602. UK disability statistics: prevalence and life experiences. (2023).

<sup>10</sup> The social model of disability holds that the oppression, exclusion, and discrimination people with impairments face is not an inevitable consequence of having an impairment but is instead caused by the way society is organised and run.

## **Case study: Phoenix Community Housing Association**

Phoenix Community Housing Association (Phoenix) is a resident-led housing association established as a product of tenant activism in the mid-2000s when residents campaigned for the transfer of around 6,300 homes from Lewisham Council to a new housing association which they would oversee.

Phoenix was created in 2007 as London's first community gateway housing association. The community gateway model empowers residents to take a central role in decision-making about the homes they live in and the services they use. In Phoenix's case, the Chair of the housing association must be a Phoenix tenant and residents form the largest group on the Board, as well as being represented on each of the sub-committees and throughout the governance structure.

Phoenix continues to operate in a way that ensures the Board's decisions are informed by the views of people living in their homes.

In 2022 and 2023, Phoenix undertook a comprehensive review of their governance with a particular focus on what was happening below Board level. Phoenix relaunched 'Phoenix Gateway'- a consultative group of residents that acts as a sounding board to the Board- using relationships built through the Phoenix Academy (the housing association's own 'school of social housing') and resident involvement activities.

The increased number of residents involved in Phoenix Gateway has helped to ensure that these involved residents represent the diversity of communities in south Lewisham. Phoenix's Digital Skills Advisors are also available to address any barriers to inclusion, and Phoenix seek feedback at the ends of the Phoenix Gateway meetings to ensure that materials are clear and accessible.

Phoenix have also ensured that the results of the Tenant Satisfaction Measures and other consultations are fed back to their Board and the Phoenix Gateway to ensure that the views of wider residents inform their plans and activities.

Phoenix have also relaunched their Community Links programme - four defined areas within the Phoenix community where staff representing teams across the housing association work with residents and partner organisations to understand and address issues at a hyperlocal level. Plans for 2024-25 include devolving budgets for environmental improvements to each Community Links, with projects such as planting projects, traffic calming measures and play area improvements to be allocated based on resident priorities.

## Case study: Richmond Housing Partnership

Richmond Housing Partnership (RHP) identified that the customer perspective when delivering housing management services was no longer sufficiently at the forefront of its work. RHP subsequently initiated a project to identify the needs of its customers.

The aim of the project was to understand what customers value from a landlord, and importantly, what they do not value. RHP was particularly interested in hearing from a diverse range of customers.

RHP carried out conversations with different customer groups including those with disabilities, those for whom English is not their first language, and customers RHP seldom heard from. By spending time one-on-one with thirty tenants in 90-minute interviews, RHP identified many of the problems tenants experience. A customer workshop was held, and feedback included the following:

- "You don't know enough about your homes or estates. With my simple queries, it's the small things that make a big difference"
- "I'm an individual please see me as one. The service I need from you isn't the same as what everyone else needs"
- "If you knew me, my home and estate better you could help me more: diagnose issues quicker"
- "I just need an answer, not to speak to lots of different people and explain my problem multiple times".

The information gathered has informed RHP's understanding of the experience of their customers and has shaped the next phase of its data collection plan which will allow RHP to more effectively communicate to customers what RHP is doing to support them.



## Moving forward

The GLA hopes that sharing this good practice will help all partners, whether they are developing their first EDI Action Plan, reviewing and refreshing an established one, or are simply interested in understanding what others in the housing sector are doing to contribute towards improved EDI outcomes.

The GLA will continue to keep this good practice guidance under review and will update it in the future with newly identified good practice.

If you have any feedback on this document, or believe your organisation is undertaking work that should be shared more widely, please speak to your Area Manager contact in the first instance.

# Glossary of useful resources

## Further good practice guidance and tools

**The Mayor's Circular Economy Guidance.** The Mayor's Circular Economy Guidance details a set of circular economy principles that housing providers and developers are encouraged to adopt to ensure that when designing new buildings, building materials are retained in use at their highest value for as long as possible before they are reused and recycled.

**The Mayor's Construction Academy (MCA).** The MCA has been set up to help more Londoners train in the skills they need to access construction sector vacancies and provides accreditation for high-quality construction skills training, hubs to connect training providers and Londoners, and investment to support the delivery of training.

**The Mayor's Inclusive Employers Toolkit.** The Inclusive Employers Toolkit is a good practice toolkit for organisations to them increase recruitment, retention, and progression of young Black men within their workforces.

**The Mayor's Pathways to Net Zero Carbon by 2030.** The Pathways to Net Zero Carbon by 2030 report details four possible pathways to allow London to achieve net zero with the right ambition, leadership, powers, and funding.

**GLA Workforce Data Equality- London Benchmarking Tool.** The London Benchmarking Tool holds data on London's population across a number of protected characteristics to enable organisations to benchmark their own workforces against local demographics.

**The GLA Group Responsible Procurement Policy.** The Responsible Procurement Policy provides a framework within which the GLA Group<sup>11</sup> create social value through their projects and contracts to help to make London a more equal, fair and sustainable city.

**The GLA Group Responsible Procurement Case Studies Report 2022/23.** The Responsible Procurement Case Studies Report outlines key recent achievements of the GLA Group in delivering social value through its commissioning and procurement activity.

**Inclusion London Social Model of Disability Factsheet.** Inclusion London have published an overview of the Social Model of Disability to inform how the needs of Deaf and disabled people can be met.

**Habinteg Housing and Disabled People Toolkits.** Habinteg have developed a series of toolkits for local authorities to support the delivery of quality homes and services to disabled people in England. The toolkits cover adaptations, allocating housing, planning for accessible homes, strategic planning, supporting tenants, and an event planning guide.

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<sup>11</sup> The Greater London Authority, Transport for London, the London Fire Commissioner, Mayor's Office for Policing and Crime, London Legacy Development Corporation and Old Oak and Park Royal Development Corporation.

**National Housing Federation EDI Data Tool.** The NHF data tool enables housing providers to compare their workforces to the communities they serve across protected characteristic groups and socio-economic background.

**The London Sustainable Development Commission (LSDC).** The LSDC provides advice to the Mayor on how to make London a sustainable world city and bring sustainable development into the mainstream across London. The LSDC has published research and reports on London's key sustainability issues and how social value can be delivered.

**The National Themes Outcomes and Measures (TOMs) Framework.** The National TOMs Framework provides a minimum reporting standard for measuring social value which enables a robust assessment and awarding of tenders and can allow investment partners to benchmark their social value against that of other organisations.

### Accreditation schemes

Investment partners are encouraged to explore accreditation schemes which align with their EDI objectives. Examples of accreditation schemes include those listed below:

**The Mayor's Good Work Standard.** The Good Work Standard is a free accreditation programme that provides employers with a set of good employment practices alongside information and resources to help achieve them.

**Disability Confident Employer.** The government's Disability Confident Employer accreditation encourages employers to think differently about disability and take action to improve the recruitment, retention and development of disabled people.

**Stonewall Workplace Equality Index.** The Stonewall Workplace Equality Index assesses an organisation's achievements and progress towards LGBTQ+ equality in the workplace and provides benchmarking against other organisations.

**Social Housing Anti-Racism Pledge (SHARP).** SHARP provides a framework for housing providers to proactively set targets and engage with stakeholders to develop an inclusive culture and combat racism.

### Networks

**UNIFY Network.** UNIFY is a social housing sector network that aims to ensure the voices of Black, Asian, and minority ethnic staff are heard.

**Women in Social Housing (WISH) Network.** WISH is a social housing sector network that supports and promotes the career development of women in the sector.

**Housing Diversity Network.** The Housing Diversity Network supports organisations in the housing sector to address inequality and embrace diversity by providing practical guidance and training to the sector.

### Leadership, development, and training programmes

**Leadership 2025.** Leadership 2025 is a leadership development programme available to senior leaders from Black, Asian, and minority ethnic backgrounds working in the housing sector.

**One Academy.** One Academy is One Housing's training centre which provides training for housing sector staff including a Women in Leadership and Developing Diversity in Leadership programme.

**Housing Development Academy.** The Housing Development Academy provides courses to support housing professionals at different levels of experience to develop key skills and support diversity within the sector.

## Other formats and languages

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