

# EQUALITY, DIVERSITY AND INCLUSION STRATEGY

## 2020 - 2024

### **Foreword by the Chair and Chief Executive**

Community Gateway Association (CGA) recognises that Equality, Diversity and Inclusion plays an important part in everything we do. As a locally based housing association and one of Prestons' anchor institutions, we are committed to serving the communities in which we operate.

Our communities are vibrant, unique and diverse. We celebrate and welcome this diversity and aim to ensure that everyone involved with CGA is made to feel valued, welcomed, included and engaged. We truly believe that an inclusive approach benefits all – it benefits our business but most importantly it benefits our communities; increasing community cohesion and pride and enabling people to reach their full potential.

As a landlord and key stakeholder in our communities, it is important that we understand our customers and the many and varied issues that are important to them in order that we are able to tailor our services to meet their individual needs. To do this we need to make sure that our employees are truly representative of the communities which we serve; to work with and learn from each other to continually improve the service we deliver.

As a landlord and an employer we have worked hard to ensure that our organisation embraces difference, treats everyone with dignity and respect and is a safe place to live or work. We believe we have achieved a great deal but recognise that there is always more that can be done.

Our commitment to equality, diversity and inclusion is central to the way that we work and runs throughout our Corporate Strategy and accompanying policies and practices. We know however that there are areas where we can continue to improve and this strategy aims to address some of these key areas over the next 4 years.

Thank you to everyone who has been involved in shaping this strategy. We will continue to monitor our performance against the goals set out within this document and continue to strive to be a truly inclusive organisation for all.

David Yates – Chair

Rob Wakefield – Chief Executive

## SECTION A: INTRODUCTION AND CONTEXT

### 1.0 Introduction

**1.1** Our last equality and diversity strategy set out our strategic objectives under five key themes:-

- Continuous Improvement
- Employer of Choice
- Governance and Tenant Involvement
- Partnerships
- Performance Management

**1.2** Over the last 3 years we have made good progress against achieving these objectives. We are members of the Housing Diversity Network, have signed up to the BiTC Race at Work Charter, are a Age Positive and Disability Confident employer, are an LGBTQ friendly employer and also a Living Wage employer.

**1.3** Since the last strategy was produced, the organisation has gone through significant change; increasing the number of homes that we manage, delivering expanded services and entering new geographic markets.

**1.4** In 2019 we also produced a new corporate strategy which sets out our ambitions for the next five years. Whilst ED&I is central to everything that CGA does, we were keen to ensure that it had prominence in our new strategy and the following relevant objectives were included:

We will:

- Invest in our Colleagues and Culture to enhance the diversity of our workforce ensuring an inclusive environment;
- Support individuals to successfully manage their tenancies and enhance their quality of life through helping them to increase their income, improving digital skills, supporting them into employment, education or training and reduce social loneliness and isolation amongst our older customers;
- Support our communities to improve pride, community spirit and unity; play an active role in the development and support of a range of voluntary and community organisations that contribute to making our communities better places to live and support a range of local charities that have a positive impact on the wellbeing of our tenants and the communities they live in;

- Support local partners to reduce homelessness and provide support to those at risk or suffering from domestic violence;
- Evolve our offer to understand our customers better, enabling us to provide a range of homes and services that meet their current and future needs, improve how they can interact with us and tailor services to meet their needs;
- Evolve our approach to engagement to raise the diversity of our members that are actively involved.

**1.5** As a result, this strategy builds on previous versions to not only focus on ensuring that we meet legislative and regulatory requirements and continue to strive to deliver truly inclusive services, but also to ensure that we meet the objectives contained within our Corporate Strategy.

## **2.0 Purpose**

**2.1** The purpose of his strategy is:

- to ensure CGA continues to fully embrace its responsibilities for ED&I;
- to establish an environment which values and celebrates diversity;
- to promote equality of opportunity for all;
- to provide high quality accessible services to all;
- to establish a zero tolerance approach to any form of discrimination;
- to promote a culture of fairness, inclusivity and openness

**2.2** The strategy will ensure that CGA remains a safe and non-judgemental place for all members of our communities and colleagues and continues to ensure that we value the difference that people bring to enrich the culture of our organisation and our communities.

## **3.0 Scope**

**3.1** This strategy applies to all Community Gateway Association employees, Board members, Gateway Central representatives, volunteers, partners, agency staff, contractors and any others who are associated with the way we deliver our services.

**3.2** It is non-discriminatory and applied equally, irrespective of any protected characteristic.

**3.3** We want to be representative of the communities that we serve and recognise that there are certain areas where more work is required to accurately reflect the diversity of our communities, most notably in relation to BAME and Disability.

**3.4** The focus of this strategy and resulting actions will therefore be aimed at improving our representation and activities in relation to BAME and Disability however we will monitor other strands of diversity and carry out additional actions where necessary.

#### **4.0 Factors Influencing the Strategy**

In developing this strategy, several factors have been considered:

##### **4.1 Legislation and Best Practice**

Our ED&I Strategy will make sure that CGA meets all of our legal and statutory responsibilities to ensure that we prevent discrimination and promote the positive benefits of diversity. The Equality Act 2010 provides the framework which sets out the nine protected characteristics which the legislation aims to protect as follows:

- Age
- Disability
- Gender
- Gender re-assignment
- Marriage and Civil Partnerships
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sexual Orientation

However as an organisation, CGA recognises that diversity and inclusion is about more than those areas defined by legislation. We recognise that the need to establish a culture that values diversity and inclusion is about more than meeting legal requirements and mitigating risk. For us it is about how we treat our customers and colleagues, and ultimately about delivering exceptional service.

##### **4.2 Diversity of colleagues and customers compared to demographic makeup in areas of operation**

In compiling this strategy, consideration has been given to the demographics of the population in the areas in which we operate. Whilst CGA have a small number of properties in the local authorities that immediately border Preston, the numbers at this time are so low that these have not been considered, with focus instead on Preston and Blackpool, which form the vast majority of our stock. Information from the 2011 Census has been used to inform this analysis and this strategy will be reviewed upon receipt of the 2021 census findings.

## Ethnicity

Preston has the largest number of BAME residents in Lancashire and it is significantly higher than the national average and the average for the North West. The largest BAME group within Preston is Asian/Asian British with the majority of this group being of Asian Indian ethnicity. In contrast Blackpool has a BAME population of just 6.3%.

	White British	All Non-White British (BAME)	Asian/Asian British	White Irish/Other/Traveller	Mixed/Multiple Ethnic Group	Black/Black British	Other Ethnic Group
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
Blackpool	93.7	6.3	1.6	3.0	1.3	0.2	0.2
Preston	75.8	24.2	15.5	4.4	2.4	1.2	0.7
CGA Tenant Base	81.48	18.52	2.84	11.56	1.53	2.01	0.58

*\*Note the figures in table above for Blackpool are taken from the 2011 census. The figures for CGA's tenant base are from Q3 2019/20.*

Preston has five local authority wards in the 21 wards across Lancashire where BAME residents account for more than a third of the total population. These are:

- Deepdale (62.6%)
- Town Centre (41.9%)
- St George's (37.5%)
- Fishwick (36.2%)
- St Mathews (35.4%)

The five areas with the lowest BAME population are:

- Rural North (2.5%)
- Rural East (3.4%)
- Lea (5.1%)
- Larches (5.4%)
- Ingol (6.9%)

As can be seen from the table above, 18.52% of CGA tenants are from a BAME background, compared to 24.2% of the population for Preston. The table also shows however significant differences in representation of the different BAME communities.

The Asian/Asian British community is significantly under-represented in CGA's homes and there is a over representation of "White Other". In the main these are Eastern European residents and it should be noted that CGA's tenant base figures are up to date but compared to a census dating from 2011. The city has seen a significant increase in this population since the last census was undertaken.

CGA currently has 10.3% of non-White British colleagues but only 4.3% of our Leadership Team are White British.

## **Disability**

In the 2011 Census 18.2% of people in Preston reported that they had a disability that limited them a little or a lot in their daily lives. In Blackpool, this was 25.5%. This compares to an average in the North West of 20.3% and 17.9% for England and Wales.

14.65% of our tenants report that they have a disability. 5.4% of our colleagues and 13% of our Leadership Team who are classed as having a disability.

According to the annual population survey 2015, the employment rate for Lancashire was 72.6% which compared to the national average of 76.6%. The employment rate for disabled workers is far lower than non-disabled workers. At the national level, it is estimated that 50.1% of disabled males and 46% of disabled females are in employment. For Lancashire, it is estimated that 42.8% of disabled males and 44.2% of disabled females are in work.

## **Age**

Preston's population is relatively young with a higher than average percentage of under 25's and fewer elderly people. Around 36% of Preston residents are aged under 25, compared with 31% nationally and 31% in the North West. Preston also has a smaller number of over 65's (14% compared to 17% for the North West and 16% for England and Wales).

In Blackpool 29% of the population is under 25 and 19% over 65.

The number of over 65's in Preston is expected to increase by 8% from 27.4% in 2017 to 34.4% in 2017. The Old Age Dependency Ratio, which is the number of people on state pension per 1000 people of working age is also expected to rise to 28.8% from 23.9% in Preston

## Sexual Orientation

The latest figures available at a regional and national level for sexual orientation are based on a survey carried out in 2017.

The survey showed that the proportion of the UK population aged 16 years and over identifying as heterosexual decreased from 94.4% in 2012 to 93.2% in 2017.

<b>Sexual Orientation (UK)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Heterosexual	93.7	93.4	93.2
Gay or Lesbian	1.1	1.2	1.3
Bisexual	0.6	0.8	0.7
Other	0.4	0.5	0.6
Do not know or refuse	4.1	4.1	4.1

People aged 16 to 24 years old were most likely to identify as LGB with 4.2% identifying as LGB (1.9% as gay or lesbian and 2.3% as bisexual).

Males were more likely to identify as LGB than females in 2017 (2.36% compared to 1.8%) although the 16-24 year old age group was the only one that had a higher percentage of females identifying as LGB (4.7%) than men (3.7%).

This age group also had the highest percentage of people identifying as other (0.9%) or Don't Know/Refuse (5.3%). In comparison, only 0.7% of the population aged 65 or over identified as LGB.

- 4.3** Official data from 2018/19 shows that there has been a rise in Hate Crime in Lancashire of nearly 35%. The rise is greater than the 10% increase seen in England and Wales as a whole. Part of the rise is ascribed to changes in recording practices and more understanding around the issue resulting in confidence in reporting. Over the last five years there have also been spikes in Hate Crimes following certain events such as the EU Referendum and the terrorist attacks in 2017.

Race related hate crimes make up 68% of the total. The table below shows the number of Hate Crimes reported in 2017/18 for Lancashire as a whole:

<b>Strand</b>	<b>Number</b>	<b>%</b>
Race	2022	68
Religion	173	6
Sexual Orientation	465	16
Disability	228	8
Transgender	83	3

\* it is possible for a hate crime offence to have more than one motivating factor

#### **4.4 Consultation with colleagues, customers and stakeholders**

Over the last 12 months, significant consultation has taken place with colleagues, customers and stakeholders.

Overall CGA's performance on ED&I was rated 4/5 by customers and stakeholders with 94% thinking that CGA supports diverse communities and 90% believing that CGA is an inclusive organisation.

Many of the positive comments received recognised the work that CGA does in the wider community in particular the support we offer to many diverse groups. Some people however did feel that the diversity of our colleagues was not representative of the communities that we serve

Only 72.73% of customers and stakeholders believed that our services were accessible to everyone. Those that felt that this was not the case focused on the accessibility of Harbour House and other premises and the timings of events.

A focus group of colleagues also took place which raised a number of suggested areas for improvement in relation to the work that we do with individual customers, our colleagues and continuous improvement.

Communication was a key theme in the feedback received. Almost all those who took part felt that communication, in a variety of formats and very much targeted to the individual, was critical to ensuring our services were accessible to all and that all tenants were empowered to have their say.

Overall respondents gave great feedback on a wide range of topics which has been used to inform the actions contained within this strategy.



# **SECTION B: OUR EQUALITY DIVERSITY AND INCLUSION STRATEGY**

## **1.0 KEY THEMES AND OBJECTIVES**

As well as supporting our wider corporate objectives, this Strategy contains three key strategic themes, each of which contain a number of specific objectives.

### **Theme 1 CUSTOMERS**

- Objective 1 – Knowing our Customers
- Objective 2 – Providing Accessible and Tailored Services

### **Theme 2 COLLEAGUES**

- Objective 1 – Ensuring a Diverse Workforce
- Objective 2 – Embedding ED&I and Providing a Supportive Culture

### **Theme 3 GOVERNANCE, LEADERSHIP AND LEARNING**

- Objective 1 – Diversity of Leadership Team
- Objective 2 – Diversity of Involved Customers
- Objective 3 – Leading Diversity
- Objective 4 - Learning

# THEME 1

## CUSTOMERS

### Objective 1 – Knowing our Customers

If we are to ensure that our services meet the needs and aspirations of our diverse range of customers we need to ensure that we know who our customers are and ensure we use this information to tailor our services to each individual.

While we will collect data on some key diversity strands, we are also mindful of data protection legislation and will only collect data where there is a specified reason for doing so. We will ensure that the information we collect complies at all times with GDPR and the Data Protection Act 2018.

We will use any data we collect to:

- Monitor satisfaction by different diversity strands, identifying any variations to enable us to shape services to address these differences.
- Monitor tenancy terminations and enforcement actions by different diversity strands, identifying any variations to enable us to shape services to address these differences.
- Ensure we communicate with customers in a way that meets their needs.
- Ensure our services, buildings and activities are accessible and welcoming to all.
- Ensure our workforce is representative of our tenant base.
- Inform training and activity plans to ensure they reflect our customers' needs.

While we do currently hold some information on our customers, a data cleansing exercise has been carried out following GDPR and Data Protection legislation introduced in 2018 and the preparation for our new housing management system. A further piece of work will be required once the system is introduced to gather the necessary information.

We will carry out a full data mapping exercise to ensure we are compliant with GDPR and Data Protection legislation.

### **ACTIONS:**

We will:

- Collect and analyse profiling information on age, gender, disability and race.
- Collect data on communication preferences and individual support requirements to enable CGA to offer the best service to each customer.

- Regularly refresh all information to ensure that it remains up to date.
- Use the profiling information to identify under-represented groups.
- Carry out satisfaction surveys and analyse results by profiled diversity strands.
- Work closely with these individuals and local organisations representing these groups to understand the reasons for any differences in performance.

## **Objective 2 – Providing Accessible and Tailored Services**

A lot of work has been done over recent years to ensure that our services are accessible. Despite this, we know there are still further improvements that can be made.

When agreeing the actions within this objective, consideration has been given to the widest possible definition of accessible services, which includes, but is not limited to:

- How our customers contact us (telephone, writing, website, social media).
- Our offices and buildings including our head office, sheltered housing schemes and community hubs.
- Our residential accommodation i.e our homes themselves.
- The many and varied services that we offer as a community based landlord such as housing management services and engagement activities.

We will ensure that we provide a wide range of communication access channels for people to ensure no-one is excluded. We will not adopt a digital by default approach to our service delivery. Whilst we recognise that digital technology can enable more people to access our services, we also recognise that for some it can also be a barrier.

We recognise that if we are truly going to be able to offer accessible services for all, this must be about meeting INDIVIDUAL needs and while processes, buildings and systems can be amended to encourage additional diversity, such changes can never hope to reflect the needs of each and every unique and diverse customer. Some people will require specific support or a different service offering.

Within this objective, the focus is on setting out the work that we do and will do to continue to meet the needs of groups with specific needs or vulnerabilities and those from difficult to engage groups, and how we empower colleagues to identify and respond to individual needs as they arise.

## **ACTIONS:**

We will continue to:

- Continue to liaise and work with statutory agencies and partners in meeting the current and future housing and support needs of our diverse communities.
- Offer the Language Line service for those who need it and provide and promote the availability of the translation of documents where needed.
- Provide the "Recite Me" functionality on our website.
- Make use of imagery and Plain English on written communication where possible.
- Ensure our communications strategy continues to meet diverse communication needs.
- Offer a personal service for customers including home visits where required.
- Offer our Outreach and Support service for those customers who require support to maintain their tenancy.
- Provide a 24/7 monitoring and response service to vulnerable customers who may be at risk as a result of health issues, social isolation, domestic violence or hate crime.
- Offer a comprehensive aids and adaptations service to enable those customers who have a disability to be safe and live independently in their homes for longer.
- Ensure our engagement activities are accessible to all customers and at a time and place that is convenient to them as part of our revised Let's Talk Engagement approach.
- Have a zero-tolerance approach towards Hate Crime; continue to be a Hate Crime reporting centre, monitor and report on hate crimes by diversity strand and take the necessary enforcement action against perpetrators who are CGA tenants.
- Monitor and report on any complaints regarding any discriminatory behaviour from colleagues or contractors.

In addition we will:

- Improve strategic links with key diversity group partners to identify barriers and implement solutions.
- Carry out a review of our website and in particular increase the prominence and awareness of the "Recite Me" tool.
- Make it easy for customers to tell us things – we will carry out a review of our communication channels to ensure any barriers are removed and promote the results of this review.

- Pilot the introduction of an accessible signing service for use in Harbour House reception and by remote workers.
- Increase the range of services that are accessible on-line through the introduction of our new housing management system.
- Provide free wi-fi in all of our sheltered housing schemes to make it easier for our older residents to access services if they wish to do so digitally.
- Undertake a further accessibility audit of our Head Office and audits of all of our sheltered schemes and community hubs in conjunction with a local disability rights group.
- Further encourage the recruitment of new colleagues who speak a second language, tailored to those hard to reach groups identified through our profiling data collection.
- Increase the amount of publicity regarding our involvement in campaigns and initiatives to demonstrate our commitment to diversity.
- Evolve our offer of accommodation to provide more homes for those in need, a greater range of tenure types and geographic locations and additional supported accommodation for our ageing population.
- Evolve our offer of accommodation and ensure our development strategy delivers homes that are attractive to Preston's diverse communities.
- Evolve our Support for Older People Model to provide a more flexible support package that more accurately meets individual needs.
- Have a range of strategies and policies that address the needs of vulnerable groups, including but not limited to, homelessness, domestic violence, financial exclusion, food poverty and social isolation.
- Provide relevant training to all colleagues on understanding the needs of our diverse customers and empower them through our "Evolving our Ways of Working" initiative to tailor services to meet individual needs.
- Introduce monitoring of tenancy termination, evictions, satisfaction and hate crime by profiled diversity strands.
- Carry out a review of our safeguarding referrals by diversity strand to identify any differences by strand.

## THEME 2

### COLLEAGUES

Our 2019-2024 Corporate Strategy sets out a clear objective to:

*"Invest in our Colleagues and Culture to enhance the diversity of our workforce ensuring an inclusive environment".*

This theme aims to ensure that we have a diverse workforce which more broadly matches the diverse communities that we serve. In order to do so, we recognise that we need to provide a safe and inclusive environment which encourages difference and is welcoming and non-judgmental.

We also have to ensure that our colleagues have the skills, experience and training to deliver truly tailored services, with staff empowered to recognise differences and adapt services to meet individuals' needs.

Whilst we are mindful of the nine strands contained within the Equalities Act, we recognise that the two main areas of diversity where our colleagues do not reflect out tenant base and the wider Preston population are in relation to BAME and Disability. A number of actions within this theme are therefore focused in these areas.

The two key objectives within this theme are therefore:

#### **Objective 1 – Ensuring a Diverse Workforce**

##### **ACTIONS:**

We will continue to:

- Challenge our recruitment processes to ensure we get the best candidate for the job and remove any conscious or unconscious bias.
- Provide mandatory training to all recruiting managers to ensure fair recruitment processes.
- Employ the Disability Confident approach to recruitment and selection, guaranteeing an interview to anyone with a disability who meets the minimum criteria for the role.

- Employ the “Rooney Rule” approach to recruitment and selection, guaranteeing an interview to any BAME applicants who meet the minimum criteria for the role.
- Ensure that ED&I is a core theme in talent management programmes to ensure we support people from under-represented groups to progress their careers and fulfil their potential.
- Monitor gender and ethnicity pay gap information.
- Provide mentoring opportunities for under-represented colleagues to fulfil their potential.

In addition we will:

- Set challenging BAME and disability targets that more accurately reflect our tenant population and the wider Preston population and publish performance against these diversity targets in our annual report and on our website.
- Ensure job adverts are advertised to a wide range of diverse community groups to attract more diverse applicants.
- Review imagery used across the organisation and communication channels and introduce more diverse imagery to attract a wider range of job applicants.
- Carry out a further review of our Recruitment Assessment Centres to ensure no unconscious bias or disadvantage.
- Improve the diversity of candidate shortlists obtained from agencies when recruiting for temporary roles.
- Publish gender and ethnicity pay gap information in our annual report.

## **Objective 2 – Embedding ED&I and Providing a Supportive Culture**

### **ACTIONS:**

We will continue to:

- Have a zero tolerance policy on any discrimination, bullying or harassment.
- Have a range of policies, procedures and training in place to protect colleagues from unfair treatment and bullying and harassment.
- Carry out mandatory training for all staff on ED&I.
- Ensure a diverse range of colleagues from across the organisation, at all levels, are represented on our Strategic Diversity Group.
- Carry out Equality Analysis on all employee strategies, policies, procedures and organisational changes to ensure no diverse groups are disadvantaged.

- Support individuals through a range of interventions including, but not limited, to:
  - Generous terms and conditions for sick pay
  - Flexible working
  - Mental health support and counselling for colleagues in crisis
  - Provision of the Employee Assistance Programme
  - Reasonable adjustments in the workplace

In addition we will:

- Commission an independent review into the effectiveness of our policies and procedures on bullying and harassment.
- Develop a “Let’s Talk about Diversity” programme which provides a safe space, and encourages colleagues, to ask questions and discuss differences.
- Review our values and behaviours to ensure they are inclusive and encourage a culture where feedback and challenge are embraced.
- Carry out a review of our benefits package to ensure equality for all.
- Monitor colleague leaver, disciplinary information and bullying, harassment and grievance allegations by age, disability, ethnicity and sexual orientation to ensure no differences by equality strand.
- Ensure learning and development opportunities are available to under-represented groups, that no barriers to access are in place and encourage those individuals to apply.
- Increase the amount of publicity regarding our involvement in campaigns and initiatives to demonstrate our commitment to diversity and promote our welcoming and inclusive culture.
- Encourage colleagues to get involved in community activities as part of our Gateway in the Community initiative which celebrate diversity within the city.



## THEME 3

### GOVERNANCE, LEADERSHIP AND LEARNING

Commitment to Equality, Diversity and Inclusivity is central to who we are as an organisation, and this is led by our Board and Leadership Team. We recognise that our Leadership Team need to be ambassadors for ED&I, to promote the values and benefits of having an inclusive organisation and to continually seek feedback and learning to ensure we continue to improve in this area.

As a small organisation, our Corporate Management Team work closely with our Board and Gateway Central to devise policies. As each of these individual groups are also small, there is less opportunity to ensure each individual group reflects the diversity of the communities we serve. For the purposes of this strategy therefore we have classed our Leadership Team as:

- Board
- Gateway Central
- Corporate Management Team

It is also important that tenants and members who are involved with our organisation are also reflective of our wider tenant base to ensure that we are getting the views from all groups that we serve. For the purposes of this strategy "Involved Tenants" includes all members and any tenant who we have engaged with through any of our engagement activities.

#### **Objective 1 – Diversity of Leadership Team**

##### **ACTIONS:**

We will continue to:

- Constantly review the diversity of the Leadership Team and aim to increase diversity as and when vacancies arise.

In addition we will:

- Collect data on the diversity of our Leadership Team and publish annually within our annual report.
- Aim to co-opt members to the Board where a diversity gap is identified, taking into consideration the skills required of the Board at any one time.

- Provide mentoring opportunities for under-represented aspiring Board members.

## **Objective 2 – Diversity of Involved Customers**

We will:

- Increase the diversity of our membership through the delivery of our Let's Talk Engagement approach.
- Identify any barriers to tenant involvement for under-represented groups and work with these individuals and relevant local groups to identify ways that these barriers can be removed.
- Collect data on diversity of involved tenants and publish annually within our annual report.
- Provide mentoring opportunities for under-represented involved tenants to fulfil their potential.

## **Objective 3 – Leading Diversity**

### **ACTIONS:**

We will continue to:

- Have an executive lead from within the Leadership Team who champions ED&I and chairs our strategic diversity group.
- Champion the business case for a diverse workforce and promote the values of ED&I to the widest possible audience.
- Be ambassadors for social inclusion and community cohesion, actively seeking out and removing any barriers and promoting access.
- Support diversity campaigns within the housing sector.
- Monitor performance against ED&I targets and review these on an annual basis.
- Include a section on ED&I implications in all reports to Board.
- Carry out equality monitoring and report on performance, setting out areas where we need to improve.
- Carry out Equality Analysis on all policies, procedures, practices and significant changes.

In addition we will:

- Publish our performance against ED&I targets to our colleagues and customers – including the diversity of our Leadership Team, Board, Involved Tenants and total workforce in our annual report.

## **Objective 4 – Learning**

### **ACTIONS:**

We will continue to:

- Provide annual training on ED&I for all Board members, Gateway Central and colleagues
- Seek and maintain accreditations to ensure we keep up with best practice.
- Benchmark with other housing providers and share good practice.
- Benchmark with other sectors.

In addition we will:

- Ensure ED&I is included within the regular Tenant Scrutiny programme.
- Carry out a self-assessment against the BiTC Diversity Intelligence Survey
- Commission an external assessment of our performance in relation to ED&I at the end of this strategy.

## **2.0 KEY MEASURES, MONITORING AND REVIEW**

Successful delivery of this strategy will be demonstrated through the achievement of a number of key measures. Whilst this is a 4 year strategy, measures will be reviewed on an annual basis.

The full range of measures as set out below will be monitored on a quarterly basis by the organisations strategic diversity group and reported on an annual basis to CGA's Board and Gateway Central.

CGA's Board will agree the measures which it monitors and set targets for these on an annual basis. These KPI's will be reported to Board on a quarterly basis.

We will benchmark our performance and continue to set challenging targets.

The full range of measures are as follows:

<b>MEASURE</b>	<b>STRAND(S)</b>	<b>COMPARATOR</b>
<b>CUSTOMERS:</b>		
% Tenants	BAME, Disability	Population in Preston
Overall Satisfaction	BAME, Disability	All CGA
Satisfaction with opportunities to get involved	BAME, Disability, Gender, Age	All CGA
% Involved Tenants	BAME, Disability, Gender, Age	Tenant Base
Satisfaction with Adaptations service	BAME, Age, Gender	Overall Satisfaction (CGA)
Hate Crime reports	All strands	By strand and compared to Preston statistics
% Failed tenancies as a result of affordability or ASB	BAME, Disability, Gender, Sexual Orientation	Tenant Base
<b>COLLEAGUES:</b>		
Diversity of Middle Managers	BAME, Disability, Gender, Age	Tenant Base
Diversity of non-managerial colleagues	BAME, Disability, Gender, Age	Tenant Base
% colleagues satisfied with CGA as a place to work	BAME, Disability, Gender, Age, Sexual orientation	All CGA colleagues
Recruitment: - % applicants - % shortlisted - % recruited	BAME, Disability	All recruitment
<b>LEADERSHIP TEAM:</b>		
Diversity of Leadership Team	BAME, Disability, Age, Gender	Tenant Base
<b>OTHER:</b>		
Gender Pay Gap		
Ethnicity Pay Gap		

