



**EQUALITY,
DIVERSITY &
INCLUSION
STRATEGY**

2024-2027



1.0 INTRODUCTION

- 1.1 At Community Gateway we care passionately about all our people with equality, diversity and inclusion underpinning everything we do. We want to further enhance our reputation as a great employer and a landlord of choice, meeting the needs of individuals and ensuring accessibility for all. We aim to be an inclusive employer and landlord developing an environment and services which are sensitive to individuality.
- 1.2 We want everyone to have the opportunity to play an active role in shaping inclusive services and contributing to the development of our business and communities. Together we will build a culture where individual difference is valued and celebrated.
- 1.3 We will not tolerate any form of discriminatory behaviour or micro aggression. Each of us has an obligation to call out such behaviour whenever we experience or observe it, and as an organisation we will support everyone in doing this.
- 1.4 Over the past few years, we have made significant progress in developing a diverse workforce and inclusive culture, listening to more diverse tenant voices through our consultation activities, tailoring our services to meet individual needs, and making our communications more accessible. However, we recognise that there is more we can do.
- 1.5 The current operating environment is a challenging one and the Social Housing Sector is undergoing a period of significant change. The Charter for Social Housing is introducing greater regulation for housing associations, building on sector failures such as the Grenfell Tower fire and the tragic death in Rochdale where culture and race were contributory factors to tenants not being heard.
- 1.6 Further regulation is on its way with current consultations on Awaab's Law for repairs standards, and the competency and conduct standard for

professionalism for staff delivering housing services. Whilst there has always been a strong moral case for equality, diversity and inclusion there is increased expectation that housing associations should do more.

- 1.7 This strategy has been informed by the recommendations from the Better Social Housing Review; the Housing Ombudsman Spotlight Reports on Damp, Mould Condensation, and the Relationship of Equals; the National Housing Federation's Diversity Agenda; the results of our latest Tenant Satisfaction Survey; the results of our colleague engagement survey, and analysis of our diversity data for both tenants and colleagues.

2.0 OUR CURRENT POSITION

- 2.1 We are starting from a strong position with a diverse workforce and tenant population, but we recognise there is more we need to do to build on these good foundations and continue to meet the needs of our colleagues and tenants.

- 2.2 A summary of the current diversity profile for our tenants, actively involved tenants, colleagues and our leadership team can be found at **Appendix A**. This helps us to determine whether we are inclusive as a landlord, and whether our workforce and leadership team are broadly reflective of the tenants and communities we serve.

- 2.3 As the data shows, we currently provide homes for a high number of tenants with a disability which is unsurprising given our social purpose and provision of accommodation for older persons. Whilst it is positive to see that approximately 20% of our tenants are from an ethnic minority background, this is not representative of the population of Preston. Our tenant population is under-represented by young people aged between 16 and 24 years and over-represented by older persons. This is no surprise given our dedicated independent living stock.

- 2.4 It is pleasing to see that the diversity of our involved tenants is broadly representative of our tenant population. We have more females than males involved which is in line with our tenant population, we have 38% of involved tenants declaring a disability and almost 15% of involved tenants from an ethnic minority. We also have a good mix of different ages. This is important as it shows we are listening to diverse voices and not being overly influenced by a small group of individuals from similar backgrounds.
- 2.5 Whilst we have made significant progress in increasing the diversity of our workforce, we still need to retain a focus on recruiting and retaining colleagues with a disability and those from an ethnic minority background. Over the past 5 years we have seen the percentage of colleagues from an ethnic minority background increase by 21% from 8.94% to 10.78% and we hope to continue this trend. Furthermore, the number of colleagues declaring a disability has also increased by 80% from 5.59% in 2019 to 10.04% as at the 31 March 2024.
- 2.6 Our leadership team, comprising of the Corporate Management Team, Gateway Central and the Board, shows that we are broadly reflective of our tenant population in all areas except young people.
- 2.7 We have also analysed our tenant satisfaction survey results by disability and ethnic minority background to identify whether there is any less satisfaction relating to a protected characteristic. A summary of this analysis can be found at **Appendix B**. It is pleasing to note that overall satisfaction remains comparable between all tenants and those with a disability or from an ethnic minority background. There are some areas of satisfaction which require some further investigation and deeper analysis, to identify any learning. For example, tenants from an ethnic minority are slightly less satisfied with our repairs service.

3.0 PURPOSE OF THE STRATEGY

- 3.1 This strategy aims to build on the progress we have made to date and for us to continue to strive to be an inclusive landlord and employer who meets the needs of diverse individuals and creates an environment where they can succeed.
- 3.2 The successful delivery of the previous strategy saw many positive outcomes, such as; an increase in the diversity of our workforce, improvements to our tenant data, enhancing the accessibility of services, improvements to our website and communication channels, an increase in the diversity of our involved tenants, successful delivery of housing refugees from Afghanistan and Ukraine, expanding our older persons accommodation service, introducing our homelessness service at The Spires and an outreach programme in the community, and much more. We are proud of these achievements, and recognise that while they provide a strong base we must strive to build on them and deliver more.
- 3.3 The broad aims of this strategy are:
- To further develop our reputation as a landlord of choice, with a good understanding of our tenants as individuals, delivering tailored and accessible services.
 - To make better use of the tenant data and insight we hold to gain a deeper understanding of any areas where we can improve our services.
 - To ensure we truly listen to a range of diverse voices providing accessible opportunities for everyone to get involved with us and have their views heard.
 - To further develop our reputation as an employer of choice with a diverse workforce who receive appropriate training in all aspects of equality, diversity and inclusion.
 - To ensure our leadership team remains diverse and plays an active and visible role in setting and leading the diversity agenda.

4.0 SCOPE OF THE STRATEGY

- 4.1 This strategy supports our corporate priorities of 'we will provide great customer service' and 'we will be a great place to work'. It is a cross-cutting strategy which underpins all of our activities. It applies to all CGA colleagues, tenants, job applicants, housing applicants, customers and partners.
- 4.2 This strategy provides responsibilities for all colleagues to work in an inclusive and non-discriminatory way. It places additional responsibilities for leaders and managers who have the authority to shape our policies and procedure and influence how we deliver our services.

5.0 THE STRATEGY

- 5.1 This strategy contains 4 themes:

Knowing our tenants better

- 5.2 We will strengthen the tenant profiling information we hold and ensure we use this to deliver accessible and tailored services which meet the needs of our tenants.
- 5.3 We will make better use of the data we hold, analysing diversity information and trends to identify any opportunities for learning or improving our services.
- 5.4 We will analyse and report on the diversity of tenant satisfaction and complaints, as well as reviewing whether our services are being delivered fairly across all diversity strands.
- 5.5 We will review our communication channels and work with tenants to ensure they are accessible, clear and easy to understand, providing the information tenants want to know about.
- 5.6 We aim to provide homes which meet the needs of the people of Preston. To achieve this will continue to review our development plans to ensure they reflect the priorities in the Council's Housing Needs and Demand Assessment 2013 which provides an assessment of all sectors of housing stock across

Preston including affordable rent. This shows a need for more 2 and 3 bedroom affordable rent properties and a limited need for 1 and 4 bedroom properties, and our Development Strategy reflects this.

Ensuring we listen to diverse tenant voices

- 5.7 We will continue to provide a range of opportunities for tenants to get involved with us ensuring accessibility for any tenants with a disability, vulnerability or specific need. We will provide support for those who want to get involved with us but need some help.
- 5.8 To ensure our engagement activities remain inclusive as, we will continue to offer both face-to-face and digital opportunities for all consultation activities.
- 5.9 We will aim to ensure where tenants views are used to shape services they are diverse, balanced and broadly representative. We will report on the diversity of those tenants who have been involved with us.

Developing a diverse workforce and an inclusive culture

- 5.10 We will continue to support relevant diversity initiatives and ensure we retain relevant accreditations (Disability Confident, Mindful Employer, etc).
- 5.11 We will deliver training and awareness activities to colleagues to support them to effectively deliver services to diverse customers by developing understanding and empathy.
- 5.12 We will continue to promote ourselves as an inclusive employer using diverse imagery and language, and we will target under-represented groups with any job vacancies.

Actively Leading Diversity

- 5.13 We will work with our Board to analyse our diversity data and develop targets to ensure we are broadly representative of the tenants and communities we serve.
- 5.14 We will ensure our Board receive training in equality, diversity and inclusion to enable them to effectively lead the agenda.
- 5.15 We will continue to include any diversity impacts in all Board reports and carry out Equality Assessments on any proposed changes to any strategies, policies or services.

6.0 MEASURES

- 6.1 We will have a range of operational measures and targets which will monitor our performance in delivering this strategy and achieving our aim to remain a diverse and inclusive landlord and employer. We also have a number of strategic measures which will be reported to Board on at least an annual basis.

KNOWING OUR CUSTOMERS BETTER

- Analysis of Tenant Satisfaction by diversity strands
- Analysis of complaints by diversity strands
- Plan in place to address any imbalance in tenant satisfaction

ENSURING WE LISTEN TO DIVERSE TENANT VOICES

- Diversity of actively involved tenants broadly reflects our tenant population

DEVELOPING A DIVERSE WORKFORCE AND INCLUSIVE CULTURE

- Diversity of our workforce broadly reflects our tenant population
- 100% employees complete ED&I training annually
- Gender Pay Gap +/- 8% or better
- Ethnicity Pay Gap +/- 18% or better

ACTIVELY LEADING DIVERSITY

- 100% leadership team complete ED&I training annually
- Annual report on diversity data published
- Leadership team diversity broadly reflects our tenant population

APPENDIX A

DIVERSITY DATA AS AT 31/03/2024

TENANTS

	ALL TENANTS	POPULATION OF PRESTON
MALE	38.09%	49.90% ↓
FEMALE	61.88%	50.10% ↑
DISABILITY	29.96%	18.20% ↑
ETHNIC MINORITY	19.69%	33.90% ↓
16 – 24 YEARS	3.37%	33.93% ↓
25 – 34 YEARS	16.31%	14.71% ↑
35 – 44 YEARS	21.54%	12.90% ↑
45 – 54 YEARS	19.53%	12.48% ↑
55 – 64 YEARS	16.88%	11.50% ↑
OVER 65 YEARS	22.37%	14.75% ↑

INVOLVED TENANTS

	INVOLVED TENANTS	ALL TENANTS
MALE	25.41%	38.09% ↓
FEMALE	74.48%	61.88% ↑
DISABILITY	38.09%	29.96% ↑
ETHNIC MINORITY	14.77%	19.69% ↓
16 – 24 YEARS	3.04%	3.37% ↓
25 – 34 YEARS	15.22%	16.31% ↓
35 – 44 YEARS	21.64%	21.54% ↑
45 – 54 YEARS	16.30%	19.53% ↓
55 – 64 YEARS	18.59%	16.88% ↑
OVER 65 YEARS	25.22%	22.37% ↑

COLLEAGUES

	COLLEAGUES	TENANTS	POPULATION OF PRESTON
MALE	59.48%	38.09% ↑	49.90% ↑
FEMALE	40.52%	61.88% ↓	50.10% ↓
DISABILITY	10.04%	29.96% ↓	18.20% ↓
ETHNIC MINORITY	10.78%	19.69% ↓	33.90% ↓
16 – 24 YEARS	4.83%	3.37% ↑	33.93% ↓
25 – 34 YEARS	17.47%	16.31% ↑	14.71% ↑
35 – 44 YEARS	31.97%	21.54% ↑	12.90% ↑
45 – 54 YEARS	24.54%	19.53% ↑	12.48% ↑
55 – 64 YEARS	20.07%	16.88% ↑	11.50% ↑
OVER 65 YEARS	1.12%	22.37% ↓	14.75% ↓

LEADERSHIP TEAM (CMT, Board, Gateway Central)

	LEADERSHIP TEAM	COLLEAGUES	TENANTS
MALE	46.88%	59.48% ↓	38.09% ↑
FEMALE	53.13%	40.52% ↑	61.88% ↓
DISABILITY	25.00%	10.04% ↑	29.96% ↓
ETHNIC MINORITY	18.75%	10.78% ↑	19.69% ↓
16 – 24 YEARS	0.00%	4.83% ↓	3.37% ↓
25 – 34 YEARS	6.25%	17.47% ↓	16.31% ↓
35 – 44 YEARS	9.38%	31.97% ↓	21.54% ↓
45 – 54 YEARS	31.25%	24.54% ↑	19.53% ↑
55 – 64 YEARS	37.50%	20.07% ↑	16.88% ↑
OVER 65 YEARS	15.63%	1.12% ↑	22.37% ↓

APPENDIX B

TENANT SATISFACTION – ALL TENANCY TYPES

DIVERSITY COMPARISON

AS AT 31/03/24

SATISFACTION QUESTION	ALL TENANTS	ETHNIC MINORITIES	DISABILITY
Satisfaction with overall service	78.49%	78.61%	78.08%
Satisfaction with repairs service	79.95%	73.19%	78.77%
Satisfaction that CGA provides a home that is well maintained	76.27%	72.87%	76.71%
Satisfaction that a safe and decent home is provided	78.75%	77.42%	77.35%
Satisfaction that CGA listens to views and acts on them	66.87%	67.96%	65.62%
Satisfaction being kept informed about things that matter	74.46%	78.02%	71.90%
CGA treats tenants fairly and with respect	80.22%	80.85%	78.75%
Made a complaint in last 12 months	25.58%	32.79%	29.45%
Satisfaction with complaint handling	43.10%	43.33%	40.69%
Satisfaction that CGA makes a positive contribution to neighbourhood	65.99%	66.47%	63.66%
Satisfaction with CGA's approach to handling ASB	54.48%	58.86%	53.99%
Feel safe and secure in community	79.10%	76.34%	75.40%
Satisfaction with opportunities to get involved	53.92%	53.85%	53.98%
Satisfaction with range of online services	51.79%	58.48%	47.78%
Satisfaction that CGA is easy to deal with	75.05%	73.61%	73.04%
Satisfaction with being kept up to date with progress of enquiry	68.01%	64.62%	68.36%

Key:

Green – within 2.5% or better

Amber – within 2.5 to 5%

Red – more than 5% difference

*NOTE: Statistical margin of error is +/- 2.5% with a 95% confidence level. Which means we could be 95% certain the views of every tenant would be within 5% of the sample.

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