



**EQUALITY STRATEGY**

**2019-2022**

I am delighted to introduce our vision for Equalities and Diversity and the associated Action Plan for the next 3 years.

We recognise the importance of developing and sustaining a culture of respect and understanding and we strive to treat each other, our residents and the people we meet fairly and justly.

We believe that promoting equality and valuing diversity is more than just the right thing to do. We pride ourselves on being a community-based housing organisation, highly visible within our neighbourhoods, delivering valued housing services to 5,000 residents in over 4,300 homes.

We have a positive, motivated team who are committed to meeting our objectives. Every day, we make positive differences to our residents' lives and the communities we serve through the balanced investment, maintenance and planned improvements we achieve. At the same time, we ensure our residents' voices are heard through a number of channels, supporting us to improve services through their feedback.

Our Strategy outlines the principles for identifying and acting on the issues that are relevant to GCH; this applies to our work as an affordable housing provider, community investor and an employer. It reflects the objectives in our Corporate Plan to invest in our communities, to offer support and opportunities for social mobility, develop homes that adapt to tenants changing needs and invest in our communities to ensure that residents feel safe and proud.

We know that in challenging economic times, when the focus is to deliver efficient, effective and sustainable services, there is a clear business benefit to providing services that meet users' needs, increase customer satisfaction and ensure that our workforce is engaged, motivated and retained.



**Asif Bhatti**  
Chair of the Board



**A**s an organisation working with some of the most deprived communities and vulnerable residents, we have an important role in creating a fair society through the services we provide, the people we employ and the money we spend. The work we do to meet the individual needs of our residents has a significant impact on thousands of people across our communities.

We are fully committed to incorporate equality into the way we deliver our services, making every effort to eliminate discrimination, promote equal opportunities and ensure our staff are supported to achieve their potential.

**The compelling business case for our positive and inclusive approach is wide ranging and ensures that we will be a valued employer and service provider;**

- **The moral case** - the principles of equality, diversity and inclusion are about social justice, fairness, human rights, equal access to opportunities and simply doing the right thing.
- **Legal obligations** – We have a legal duty and responsibility to give “due regard” to the need to eliminate discrimination, advance equality of opportunity and foster good relations where it exercises a public function under the provisions of the Equality Act 2010.

We are committed to both meeting and exceeding our legal responsibilities, to minimise any impact to our reputation, financial cost or adverse impact on our employees, residents or communities. For example GCH is not required to publish an Annual Gender Pay Gap Report but we regularly undertake Equal Pay Gap Analysis in line with best practice.

- **Compliance** – with our Regulators Consumer Standards to ensure we provide quality services and meet the diverse needs of our tenants.
- **Customer Insight** – that listens to and understands the diverse needs of our tenants, making our information and services more accessible and inclusive, from home visits to effective digital on line services.
- **Diverse workforce** – that embraces and celebrates diversity is more likely to help us to attract and retain talented people and reduce turnover.
- **Reputation** – inclusive work environments encourage loyalty and teamwork, and enhance our reputation as an employer of choice and a housing provider that puts tenants at the heart of what we do.
- **Competitive edge** – diverse teams bring different ideas, innovation and creativity and will help us to better understand the needs of our customers and communities. Our approach to diversity will give us an economic edge in new market opportunities.
- **Risk management** – we recognise there are risks associated with non-compliance. These risks include the effect on our reputation, financial implications and the impact on those involved.

Whilst we have a number of new properties on the outskirts of Gloucester, the majority of our homes and communities sit within its 5 square miles boundary.

Gloucester has a growing population, currently estimated at 129,083, with a projected increase to 150,900 by 2041, bringing with it additional demands for services, jobs and houses;

- A growing older population which continues to outpace that of the younger population with a projected 69.7% increase in the age group 65 or over by 2041.





- A higher proportion (16.8%) residents with a long-term limiting health problem or disability, with 54.4% of over 65 year olds being affected. On-going Public Health research highlights that residents living in the most deprived communities have poorer health outcomes, including a reduction in life expectancy of 11.9 years for men and 10.5 years for women (PHE, 2018).
- The highest predicted number of residents (18+) with a learning disability (2391) in the County. Recent public health research identifies that people with learning disabilities have poorer health than the general population and more limited access to supported housing which is adequate for their needs.
- The highest proportion of BME residents in the County, at 10.9% of the total population and the second highest proportion of people from Eastern Europe 3.8%. However, this is still considerably lower than the national average.
- The highest proportion of people for whom English is not their first language (5.7%) in the county. A recent report by the Equality and Human Rights Commission found that people from BME groups continue to experience discrimination and inequality in education, employment, housing, pay and living standards, health, and the criminal justice system.

We have a key part to play in tackling inequalities in our communities. The Government's Green Paper 'A New Deal for Social Housing' (August 2018) identified 5 themes in its review including "Tackling Stigma and celebrating thriving communities" highlighting the role of Housing providers in promoting and developing the strength of our communities.

The Regulator's Consumer Standards set out requirements for us to treat all tenants with

fairness and respect, demonstrating that we understand the different needs of our tenants, including in relation to the equality strands and tenants with additional support needs. It also requires us to co-operate with relevant partners to help promote social, environmental and economic well-being of our communities. In its recent Consumer Standard review the Regulator has also reinforced the requirement for providers to have systems in place to listen to and engage with tenants and review how accountable and transparent we are with our tenants, ensuring that we are building quality relationships with our tenants based on trust and confidence.

Over the last two years, we have been on a journey with our tenants and residents; improving opportunities for engagement, making it easier to communicate and do business with us, listening and responding to feedback and complaints more effectively and transparently, working with our tenants to improving our organisational tone of voice and to agree priorities and set targets as demonstrated in our recently launched Neighbourhood Plans.

Recognising the vulnerability of many of our tenants, we are also working hard to improve the quality and effectiveness of our customer insight data capturing and real understanding of our tenant's needs and experiences, through the introduction of trauma informed training and working practices across our front line services.

As a community-based housing organisation, highly visible within our neighbourhoods, we have a strong track record of ensuring that our tenants and residents are at the heart of what we do and that we actively support our communities. For the second year running, the Regulator's VFM metrics have highlighted GCH as the highest performing provider, within our peer group, for reinvestment within our communities. We have achieved



this through investment in existing and new community groups, working with partners to deliver development and support programmes, investing with statutory partners in a social impact bond to provide domestic violence support across the city and being active members of our communities.

As noted in our Corporate Plan, we have demonstrated strong performance as a Community Based organisation that is highly visible and supportive; building strong relationships with local partners and connectors. Our 2017 Engagement Survey highlighted that staff felt there was a strong ethos of 'doing the right thing' and social responsibility.

However we recognise that more needs to be done as evidenced by the 2019 Indices of Multiple Deprivation (IMD) which indicates that 12 per cent of neighbourhoods in Gloucester are considered amongst the most deprived 10 per cent in England.

All of these are in communities where GCH owns and is developing new housing stock. When compared with the results of the 2015 and 2007 IMD it is clear that despite the best efforts and considerable investment of a wide range of statutory partners in these vulnerable communities, there has been a limited impact on real outcomes, particularly in relation to health, income deprivation and academic achievement. Working on the ground we have seen small scale improvements achieved through asset based community development approaches which develop and support community strengths and we continue to invest and build capacity in these communities through development programmes, community builder funding, strengthened community groups and work placement opportunities.

In addition to our legal requirements, as a housing provider we also have a legal responsibility to effectively manage anti-social behaviour issues including hate crime. As we continue to work through the impacts of austerity on our communities and community partners and an increasingly difficult political and social climate; where Brexit has created volatile and often hostile conversations and views, there are challenges to delivering inclusion and equality.

We have developed a strong restorative approach to managing ASB, with a balanced focus on enforcement and support. We are active members of the Safer Gloucester and Hate Crime partnerships working closely on a range of projects and interventions with our Police, City and County Councils and health partners. We also positively promote equality and community cohesion through our on-going active support for Gloucestershire Pride and engagement for example with young people in our communities via our Junior Warden Schemes.

## 2. MISSION AND PURPOSE OF THE STRATEGY



**O**ur Equality Strategy supports both our mission of ‘Building homes and communities where people can thrive’ and our vision of ‘Creating opportunities to make a difference’. It also supports the following strategic objectives of the organisation as set out in our Corporate Plan 2019 - 2024 “Driving efficiency to invest in our homes and services”.

**Objective 2:** Manage our existing assets and deliver new homes and

**Objective 3:** Deliver services that are valued by our residents and communities.

Our Corporate objectives are further supported by ten key actions and of these the following are specific drivers for this strategy:

**Action 5:** Improving customer journeys through targeted service reviews, allowing us to become more efficient and improve customer satisfaction - Highlighting the importance of knowing our customer needs and engaging with them to deliver services.

**Action 9:** Developing and motivating our teams, ensuring they have the business tools and resilience to deliver high quality services - Highlighting the critical importance of a culture that values equality and inclusion and celebrates diversity.

**The Strategy is underpinned by the following Equality principles:**

- Valuing diversity and inclusiveness in our communities and workplace, supporting, developing and empowering people to succeed.
- Promoting equality of opportunity in employment and service provision and striving to deliver appropriate, accessible and flexible services
- Recognising that everyone has a right to be treated with dignity, fairness and respect and ensuring that no one is treated less favourably on the grounds of a protected characteristic, or any other grounds which cannot be justified.
- Tackling social and economic disadvantage, especially amongst people who experience a set of complex circumstances which left unchecked remain throughout their life.
- Taking our leadership role seriously, promoting equality, diversity and inclusion with our residents, communities, partners, stakeholders and our supply chain. Always challenging prejudice, discrimination and harassment.

## 3. KEY STRATEGIC OBJECTIVES



We have identified 4 key strategic objectives to achieve our mission:

### 1: A DIVERSE WORKFORCE AND ORGANISATIONAL CULTURE THAT VALUES EQUALITY AND DIVERSITY

A diverse workforce and organisational culture that values equality and diversity  
Our community is diverse, and we aspire to have a workforce that reflects this. From our Board and Executive Leadership team through to our managers and staff, we will support our commitment to E&D. This will include our approach to employee relations, how we plan our business practices and developments and our daily interactions with one another.

### 2: TO FURTHER UNDERSTAND OUR CUSTOMER'S NEEDS AND CONTINUE TO PROVIDE RESPONSIVE, FLEXIBLE SERVICE

To further understand our customer's needs and continue to provide responsive, flexible services  
Pro-actively gathering information about our customers, communities and staff that will help us to deliver services better today and plan for the future.

### 3: A TO TAKE A PRO-ACTIVE APPROACH TO EQUALITY AND DIVERSITY THAT INFORMS OUR CORPORATE PLANNING AND FUTURE DEVELOPMENT

Our Corporate Plan, our decisions and the way we deliver our services will be informed with equality and diversity as a central consideration. We will remain committed to providing fair and accessible services to all our existing and future customers.

### 4: TO TACKLE STIGMA AND CELEBRATE THRIVING COMMUNITIES

We will use our role and influence as a valued housing provider and community partner to positively promote the tenure of social housing and to support, invest in and celebrate our communities

## 4. HOW WE INTEND TO DELIVER OUR OBJECTIVES



We have identified the following actions to deliver our 4 objectives:

### 1: A DIVERSE WORKFORCE AND ORGANISATIONAL CULTURE THAT VALUES EQUALITY AND DIVERSITY

- Ensure all staff and Board members understand the role they play in promoting E&D and undertake regular training appropriate to them and their role
- Review our employment offer to ensure that it is inclusive and attractive to a wider audience
- Use E&D principles to inform and support recruitment and staff development; attracting and retaining staff that represent our communities.
- Ensure staff can influence the shape and delivery of the services we provide (both now and in the future)
- Demonstrate a clear commitment to E&D in our internal and external communications.
- Support a zero-tolerance approach to discriminatory attitudes from staff, customers, partners and from any individuals within the communities within which we work.

### 2: TO FURTHER UNDERSTAND OUR CUSTOMER'S NEEDS AND CONTINUE TO PROVIDE RESPONSIVE, FLEXIBLE SERVICES

- Effectively implement the CRM system ensuring that staff and customers understand the purpose of gathering customer insight data and how it will be used to drive and develop service delivery
- Use customer insight to inform and develop future strategic and business plans and help us respond to changing demographics and community needs.
- Provide effective and relevant training to staff to develop their understanding of vulnerability and improve approaches and service delivery
- Have processes and channels in place to allow engagement; with clear direction for those that wish to become more involved or raise concerns with us
- Develop and empower our Tenant Panel to engage with the wider community to help us understand their needs and challenges
- Ensure the use and storage of data is informed by best practice and in line with the Data Protection Act 2018.
- Work with community-based organisations that reflect the communities we work in and have access to those with protected characteristics or those affected by socio economic exclusion



## 4. HOW WE INTEND TO DELIVER OUR OBJECTIVES



### 3: TO TAKE A PRO-ACTIVE APPROACH TO EQUALITY AND DIVERSITY THAT INFORMS OUR CORPORATE PLANNING AND FUTURE DEVELOPMENT

Improve mechanisms to listen to and fully understand the diverse needs of our tenants and residents, making our communications and services more accessible and inclusive.

- Ensure that the services we offer are regularly reviewed with our tenants to ensure that they are fair and accessible to all
- Work with and carefully consider the needs of the effected community when undertaking any development activity
- Continue to create local employment opportunities for our tenants and residents through our development and investment plans
- Design properties that offer flexibility in order to meet a variety of needs – both in terms of protected characteristics and those in potentially excluded socio-economic groups
- Develop housing offers that ensure that we can support a variety of aspirations and needs

### 4: TO TACKLE STIGMA AND CELEBRATE THRIVING COMMUNITIES

- Continue to invest in and support community groups and hubs that provide services and facilities for our communities
- Publish a range of positive media stories on our social media platforms and via the local media
- Continue to hold an annual Community Impact day providing an opportunity for our staff to directly engage with and support our residents and their communities.
- Develop a range of positive engagement opportunities with our community partners including the Police, Health and City and County councils.

## 5. MEASURES OF SUCCESS



### **A successful and effective approach to Equality will deliver:**

- An engaged and diverse workforce
- A positive impact on staff turnover trends
- Open and trusting culture
- Increased tenant engagement
- Improved customer satisfaction
- A greater understanding of our customer base and their needs

### **The operational and strategic KPIs that monitor the success of the strategy include:**

- Improvement on employee engagement survey scores
- Decrease in staff turnover
- A workforce that is more representative of our community
- Effective sustainable Tenant Panel supported by a wide range of inclusive engagement opportunities
- Increased customer satisfaction scores
- Increasing levels of customer data

### **The Equality strategy also supports a number of staff and customer facing policies and strategies including;**

- GCH Corporate Plan
- HR Strategy
- Asset Management Strategy
- Tenant Engagement and Community investment Strategy

## 6. CONTINUOUS REVIEW



**W**e have developed a robust and challenging Equality action plan to ensure we meet our objectives and this is reviewed on a monthly basis by our Diversity Champions with progress report to the Board annually.

We monitor and review our policy, strategy, employment practices, procedures and services on an on-going basis to ensure fairness for all. We will make any changes to our policies and strategies as necessary, if, there are any significant changes to legislation, policy or practice. Our Equality Strategy is monitored in several ways;

### Our Board

- monitor performance against the delivery of our business plan and strategic aims
- review action plan progress on an annual basis to ensure the Strategic Equality outcomes are achieved

### Our Tenant Panel

- monitor performance, customer satisfaction and complaints
- review action plan progress on an annual basis to ensure the Strategic Equality outcomes are achieved

### Our Executive and Senior Leadership Teams

- monitor performance against the delivery of our business plan and strategic aims
- review action plan progress to ensure the Strategic Equality & Diversity outcomes are achieved
- monitor complaints

### Our Diversity Champions

- provides an opportunity for our staff to contribute to and challenge any changes to our working practices
- allows us to gather feedback and ideas from staff

- review Equality Impact assessments and outputs from complaint monitoring
- review Diversity information and identify trends and issues to SLT lead
- review progress against the Equality action plan

### External Validation

We are signed up to national schemes that support us and help demonstrate our commitment.

### Disability Confident Employer

This scheme aims to help us successfully employ and retain disabled people and those with long term health conditions.

### Mindful Employer

We are an employer who is positive about mental health and actively engaged in further improving the health and well-being of our staff.

### Stonewall

We recognise that people perform better when they can be themselves and that by creating a diverse workforce that we'll get the most from our staff. We work with Stonewall

### Diversity Champions

We have held the Diversity Champions Award for the last 4 years. The Awards highlights those organisations who actively recognise the diversity of their people and seek to promote inclusion in ways that benefit all employees, the organisation's customers and the wider community.

### CIH Equality and Diversity Charter

We have signed up to the CIH's E&D charter, and are active members of HQN's Equality Network.

### Best Companies Employee Engagement survey

The survey, which we complete every 2 years includes questions about the values and principles of the organisation, whether employees feel supported, valued and invested in and if they believe GCH has a positive impact on the community.

## 7. RISK MANAGEMENT



GCH has a legislative duty and responsibility to demonstrate its commitment to and promotion of Equality and Diversity under the provisions of the Equality Act 2010. Failure to comply with this could have high financial and reputational costs. As an employer the risk associated with cases related to discrimination are high, as Tribunal fines can be uncapped in this area and case law shows that acting in a discriminating manner is often costly.





## **GCH Equality Statement**

GCH is proud of our commitment to equality, diversity and inclusion. Successful organisations recognise how important their customers and their staff are to the success of the business. At GCH, we believe that by understanding our similarities and differences we can create a modern and dynamic organisation.

We achieve this by:

- Valuing diversity and inclusiveness in our communities and workplace, supporting, developing and empowering people to succeed.
- Promoting equality of opportunity in employment and service provision and striving to deliver appropriate, accessible and flexible services.
- Recognising that everyone has a right to be treated with dignity, fairness and respect and ensuring that no one is treated less favourably on the grounds of a protected characteristic, or any other grounds which cannot be justified.
- Tackling social and economic disadvantage, especially amongst people who experience a set of complex circumstances which left unchecked remain throughout their life.
- Taking our leadership role seriously, promoting equality, diversity and inclusion with our residents, communities, partners, stakeholders and our supply chain. Always challenging prejudice, discrimination and harassment.

We are committed to delivering valued services to the communities we work in and at the centre of this, is the diversity of our people, our housing and our services

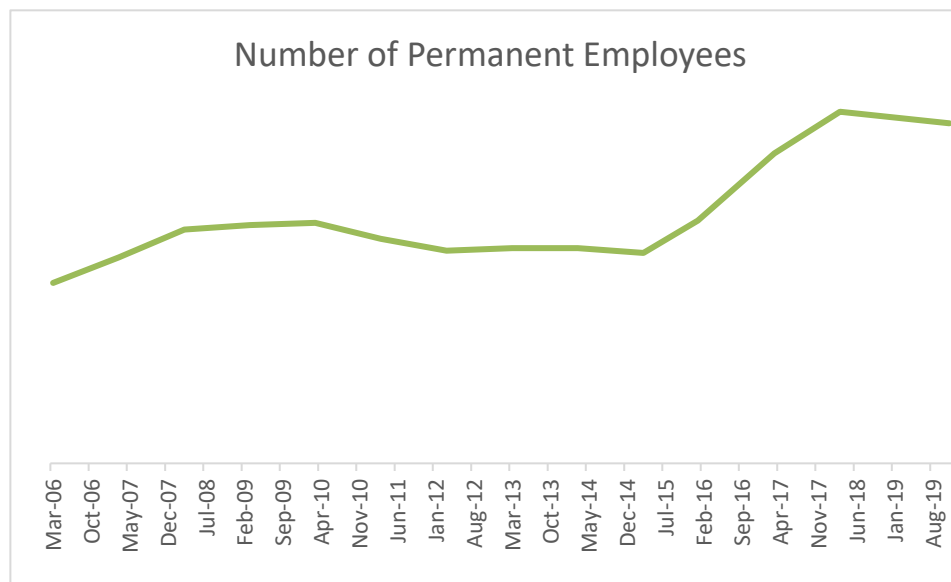
# **Equality & Diversity Statistics**

**November 2019**

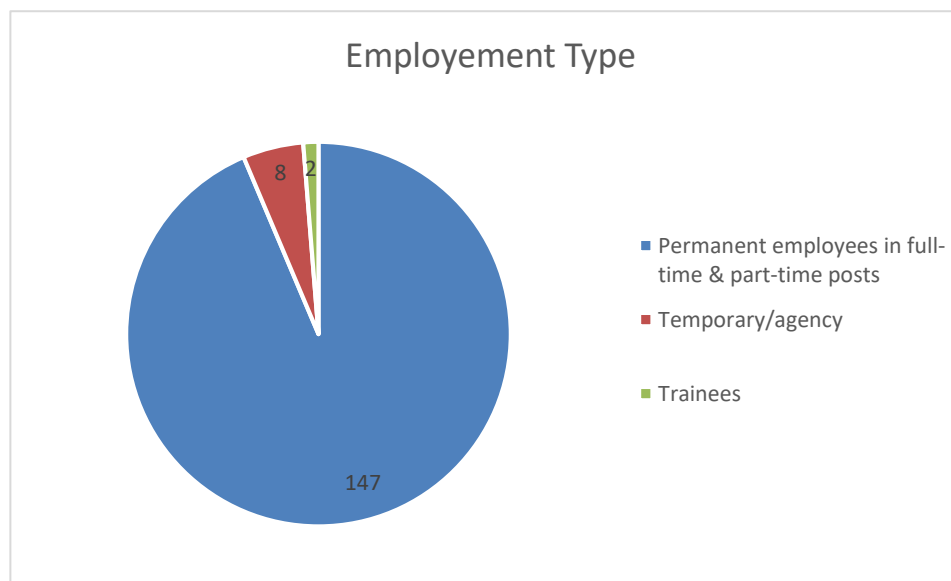
# Demography - Gloucester City Homes Staff Profile

## Number of Employees at Gloucester City Homes

	Number of Permanent Employees
March 2006	78
March 2007	89
March 2008	101
March 2009	103
March 2010	104
March 2011	97
March 2012	92
March 2013	93
March 2014	93
March 2015	91
January 2016	105
March 2017	134
March 2018	152
November 2019	147



Status November 2019	Number of Employees
Permanent employees in full-time & part-time posts	147
Temporary/agency	8
Trainees	2



**The profile of the GCH team\* is broken down as follows:**

Working arrangements	135 full time 22 part time
Disability profile	6% of our staff have identified themselves as being disabled under the provisions of the DDA.
Gender profile	57% female 43% male
Race profile	78% of the workforce are registers as White British 12% are from a Black, Asian or Minority Ethnic (BAME) 10% have chosen not to declare their ethnicity
Faith Profile	45% Christian, 4% as other (including Buddhist, Muslim and Other Religions) 30% with no religion 21% declined to answer
Age Profile	6% under 25 19% over 55

The current balance between transferees and new starters is 10% transferees and 90% new starters since January 2006.

\*This team profile includes Temporary/Agency staff and trainees



## Analysis of the Company's workforce as at 26<sup>th</sup> November 2019, compared with the Gloucester and GCH customer profiles

### Analysis by Gender

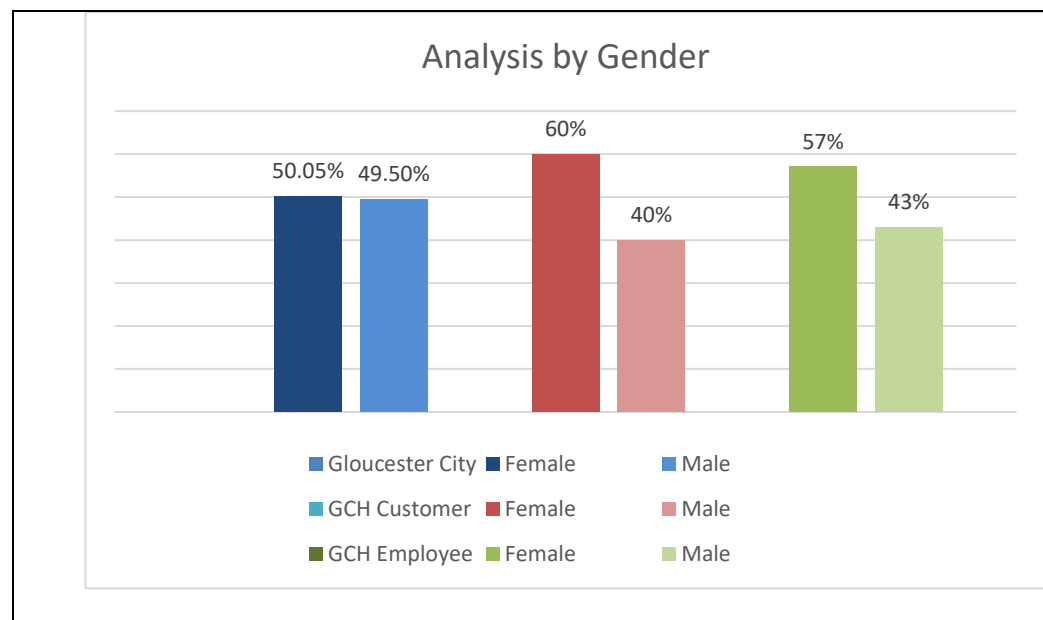
Gender breakdown of the Company's workforce as at 26<sup>th</sup> November 2019, compared with the Gloucester and GCH customer profiles.

- Female staff within GCH make up 45 % of the Executive and Senior Leadership teams and represent 62% of the top 5% of earners within Gloucester City Homes.
- 14% of our staff work part time and 95% of these are women.

Gloucester Profile 2017	
Female	50.05%
Male	49.5%

GCH Customer profile	
Female	60%
Male	40%

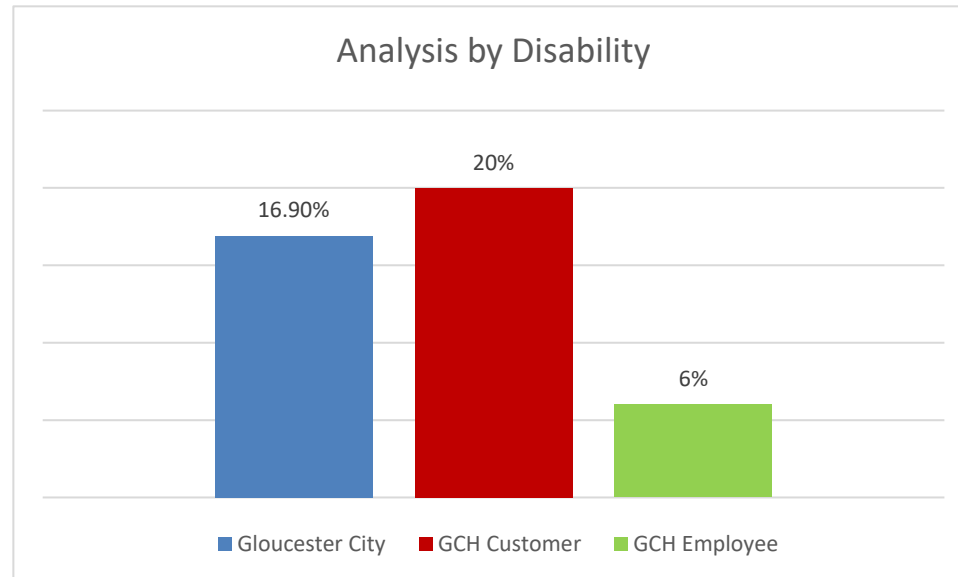
GCH Employee profile	
Female	57%
Male	43%



### Analysis by Disability

Disability breakdown of the Company's workforce as at November 2019, compared with the Gloucester & GCH customer profiles.

<b>Gloucester City profile 2011</b>
16.9%
<b>GCH Customer profile</b>
20%
<b>GCH Employee profile</b>
6%



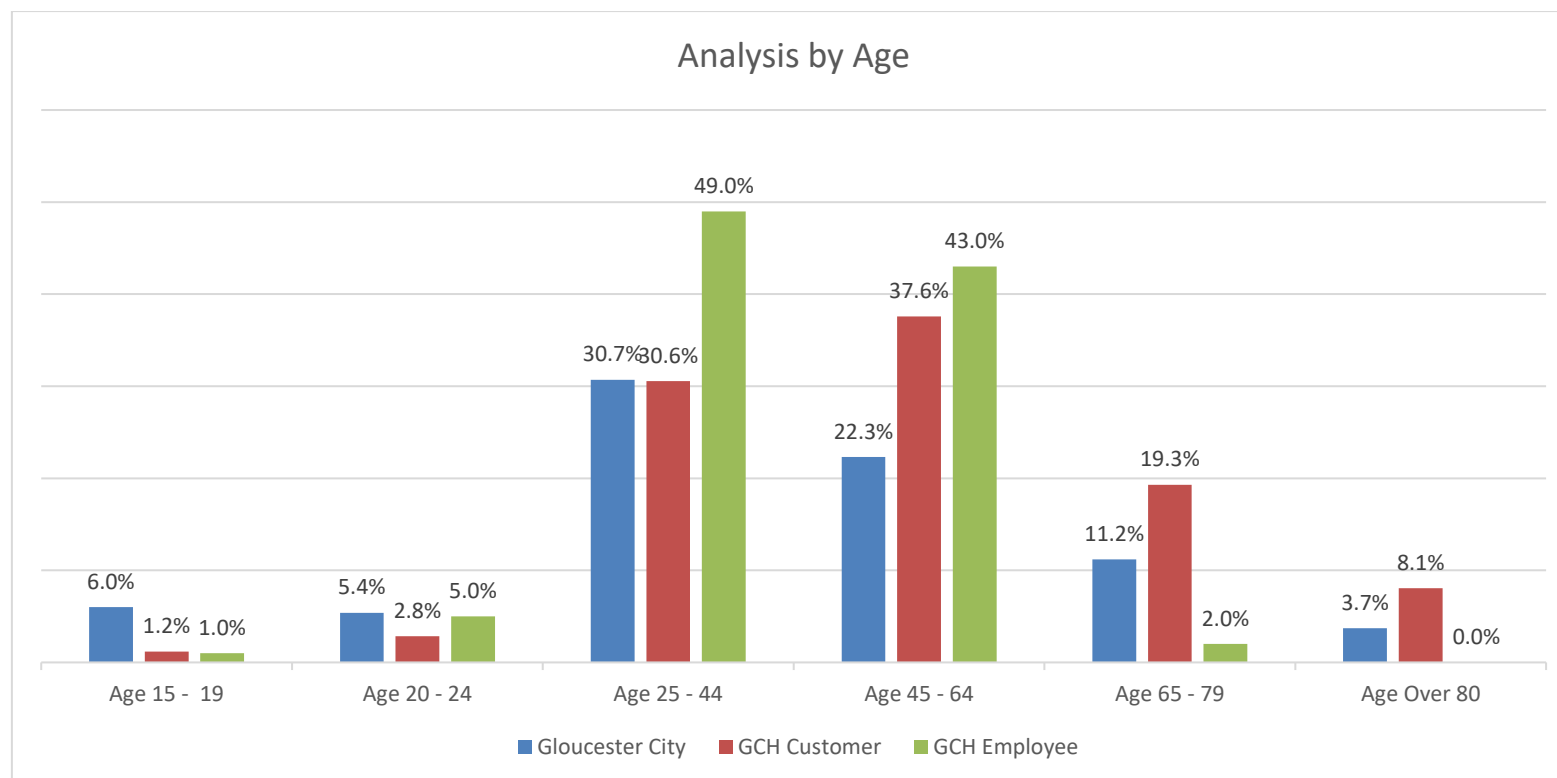
## Analysis by Age

Age breakdown of the Company's workforce as at November 2019, compared with the Gloucester and GCH customer profiles.

Gloucester Profile 2011	
Age 15 - 19	6%
Age 20 - 24	5.4%
Age 25 - 44	30.7%
Age 45 - 64	22.3%
Age 65 - 79	11.2%
Age Over 80	3.7%

GCH Customer profile	
Under 20	1.18%
Age 21 - 24	2.84%
Age 25 - 44	30.55%
Age 45 - 64	37.58%
Age 65 - 79	19.30%
Age Over 80	8.06%
Age Not Known	0.49%

GCH Employee profile	
Under 20	1%
Age 21 - 24	5%
Age 25 - 44	49%
Age 45 - 64	43%
Age 65 - 79	2%
Age Over 80	0



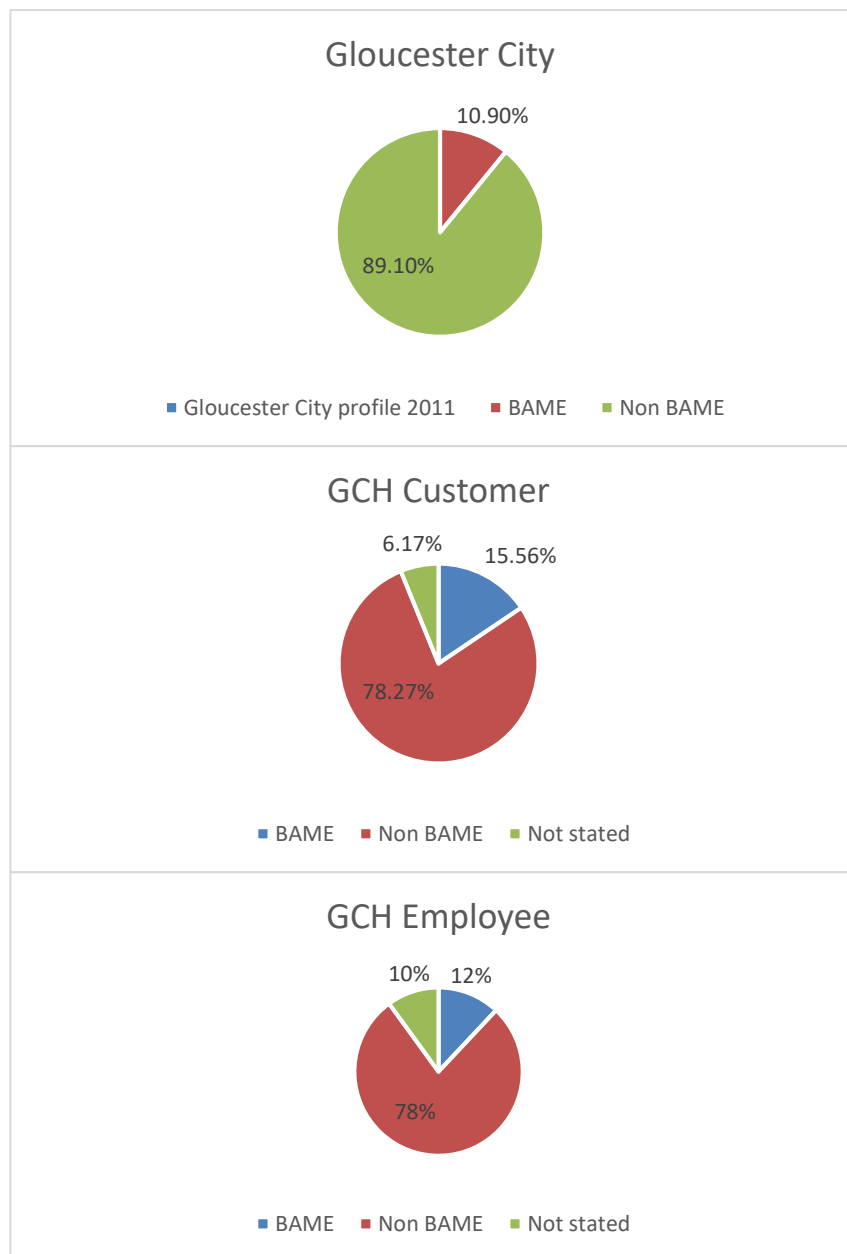
## Analysis by Ethnic Origin

Ethnic Origin breakdown of the Company’s workforce as at November 2019, compared with the Gloucester and GCH customer profiles.

Gloucester City profile 2011
BAME – 10.9%
Non BAME – 89.1%

GCH Customer profile
BAME – 15.56%
Non BAME – 78.27%
Not stated – 6.17%

GCH Employee profile
BAME – 12%
Non BAME – 78%
Not stated – 10%





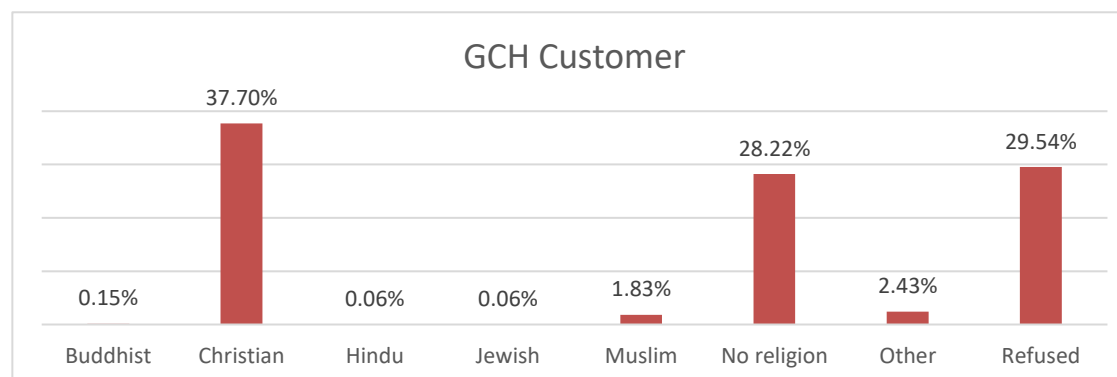
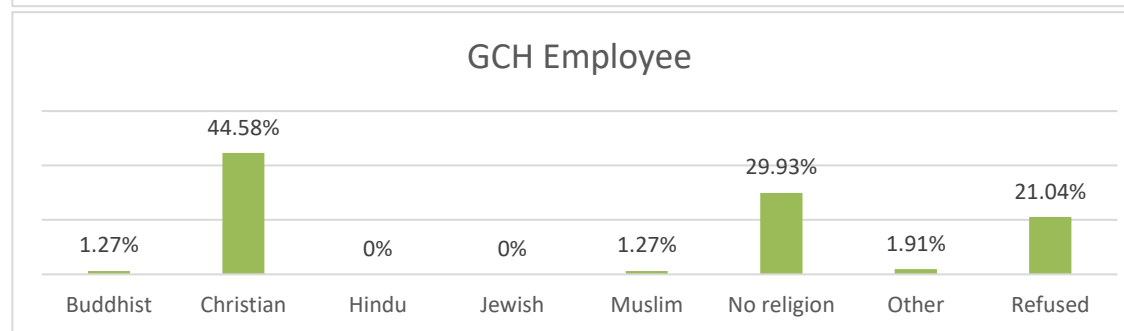
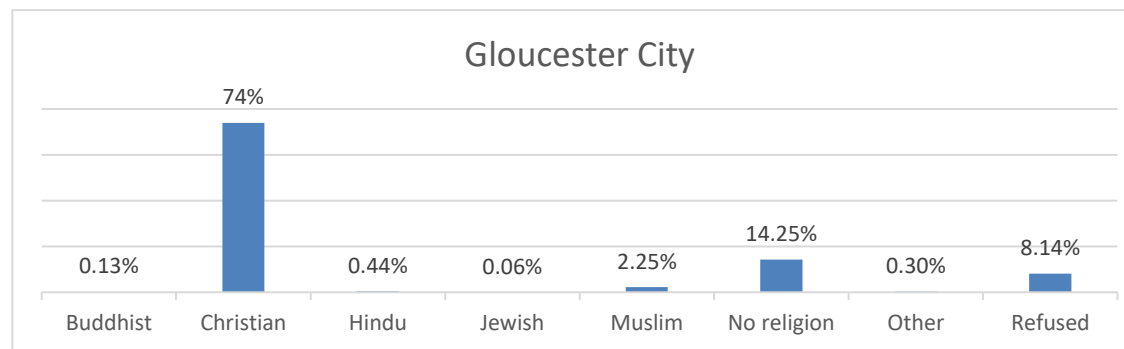
## Analysis by Religion

Religion and Belief breakdown of the Company's workforce as at November 2019, compared with the Gloucester and GCH customer profiles:

Gloucester Profile 2011	
Buddhist	0.13%
Christian	74%
Hindu	0.44%
Jewish	0.06%
Muslim	2.25%
No religion	14.25%
Other	0.3%
Refused	8.14%

GCH Employee profile	
Buddhist	1.27%
Christian	44.58%
Hindu	0%
Jewish	0%
Muslim	1.27%
No religion	29.93%
Other	1.91%
Refused	21.04%

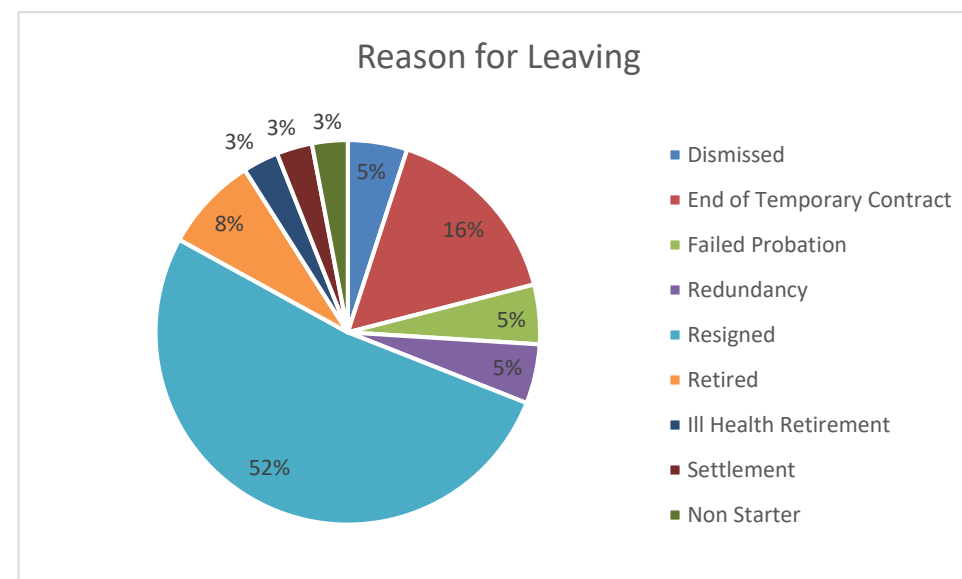
GCH Customer profile	
Buddhist	0.15%
Christian	37.70%
Hindu	0.06%
Jewish	0.06%
Muslim	1.83%
No religion	28.22%
Other	2.43%
Refused	29.54%



## Staff Turnover

Leavers November 2018 – November 2019	Male	Female	BAME	Disabled
37	68%	32%	19%	8%

Reason for Leaving	Number of staff	Percentage
Dismissed	2	5%
End of Temporary Contract	6	16%
Failed Probation	2	5%
Redundancy	2	5%
Resigned	19	52%
Retired	3	8%
Ill Health Retirement	1	3%
Settlement*	1	3%
Non Starter	1	3%

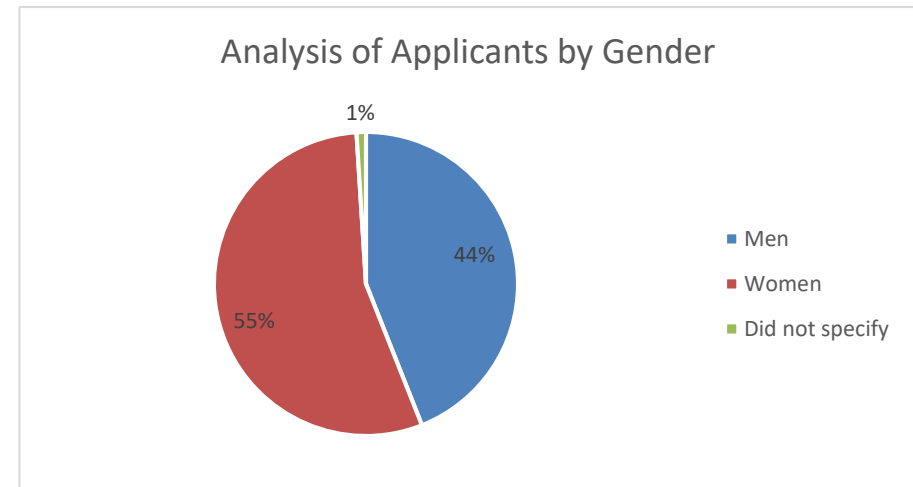


## Analysis of Applicants in the Recruitment and Selection Process

Between 01/11/2018 and 1/11/2019, 836 people have applied for 34 vacant posts.

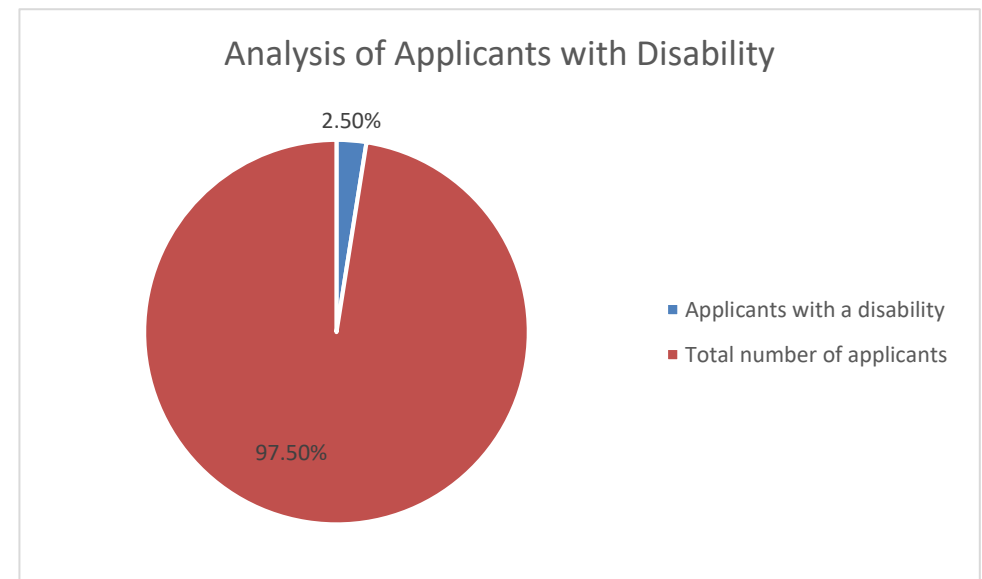
### Analysis of Applicants by Gender

Gender	Number	Percentage
Men	373	44%
Women	462	55%
Did not specify	1	1%



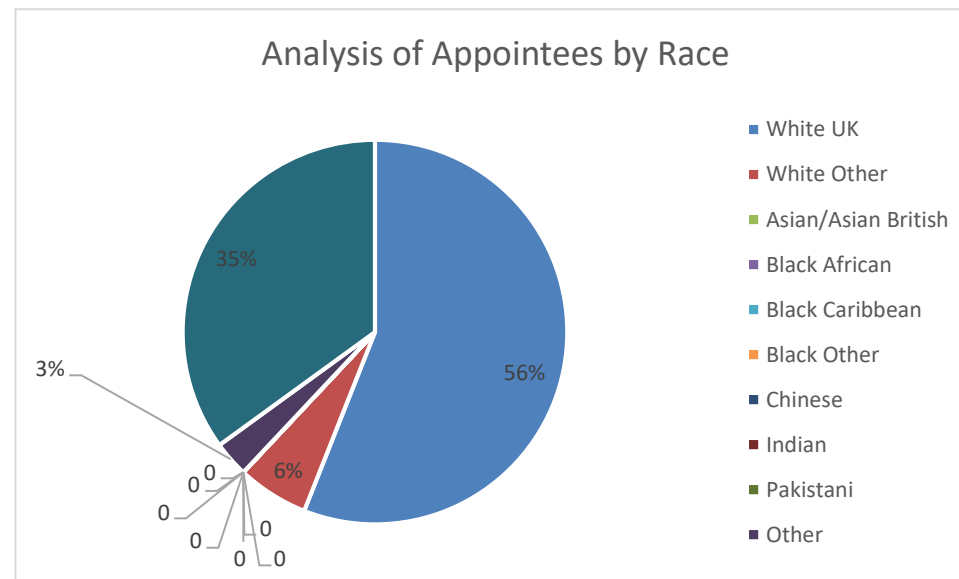
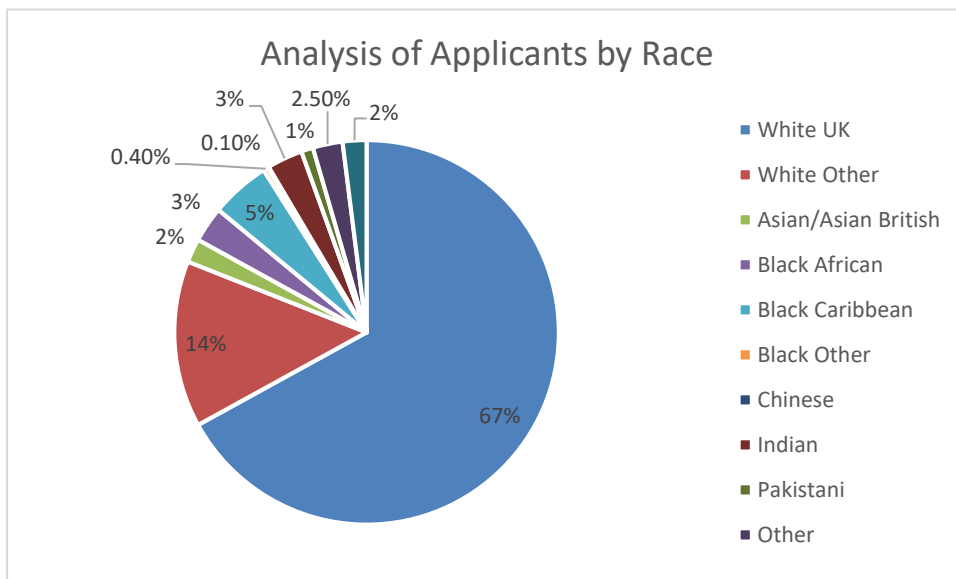
### Analysis of Applicants by Disability

Recruitment & Selection Stage	Number of applicants	Percentage
Applicants with a disability	21	2.5%
Number that were appointed	2	10%



### Analysis of Applicants by Race

Ethnic Origin	Number of applicants	Percentage	Number appointed	Percentage
White UK	559	67%	19	56%
White Other	118	14%	2	6%
Asian/Asian British	14	2%	0	-
Black African	26	3%	0	-
Black Caribbean	45	5%	0	-
Black Other	3	0.4%	0	-
Chinese	1	0.1%	0	-
Indian	28	3%	0	-
Pakistani	7	1%	0	-
Other	21	2.5%	1	3%
Not stated	14	2%	12	35%
Total	836	100%	34	100%



## EDI Action Plan 2019 – 2021

Objective 1	A diverse workforce and organisational culture that values equality and diversity
We want...	A workforce that reflects our community. A Board and Executive Leadership team through to our managers and staff, supporting our commitment to E&D.
So that...	We can take advantage of a wider pool of talent, experience and perspective and improve our retention and reputation as an inclusive employer.
We will...	<ul style="list-style-type: none"> <li>• Ensure all staff and Board members understand the role they play in promoting E&amp;D and undertake regular training appropriate to them and their role</li> <li>• Review our employment offer to ensure that it is inclusive and attractive to a wider audience</li> <li>• Use E&amp;D principles to inform and support recruitment and staff development; attracting and retaining staff that represent our communities.</li> <li>• Ensure staff can influence the shape and delivery of the services we provide (both now and in the future)</li> <li>• Demonstrate a clear commitment to E&amp;D in our internal and external communications.</li> <li>• E a zero-tolerance approach to discriminatory attitudes from staff, customers, partners and from any individuals within the communities within which we work.</li> </ul>
How will this be delivered	<ul style="list-style-type: none"> <li>• Provide an ongoing suite of effective Equality, Diversity and Inclusion training that drives and supports our commitment to E&amp;D. This will include online training and experiential training based on discrimination and oppression for all staff.</li> <li>• Undertake a review of our Working Practices (Flexible working, Home Working etc.) to ensure inclusivity and accessibility for our existing and future workforce.</li> <li>• Comprehensive review of Recruitment and Selection processes to including:               <ul style="list-style-type: none"> <li>– EDI cultural preview on our website</li> <li>– Attraction techniques</li> <li>– Development of Assessment Centre selection processes</li> <li>– Review Interview approaches</li> </ul> </li> <li>• Maintain spot salary and benchmarking approach to support equality of pay. Biennial reviews of our salary and benefits packages together with pay gap data analysis; sharing results with staff and identifying areas where action is required.</li> <li>• Undertake self-assessment via CIH Equality and Diversity Charter; engaging with CIH E&amp;D Yammer group to exchange best practice and review action plan with assessment outcomes.</li> <li>• Reinforce channels that allow staff to raise concerns:               <ul style="list-style-type: none"> <li>– Promoting relevant policies (Grievance, Bullying and Harassment)</li> <li>– Promoting our Mental Health First Aiders</li> <li>– Continuing to run awareness sessions for cultural and social inclusion under our Be Happy, Be Active, Be Social calendar of events</li> <li>– Employee Forum members provided with training to offer support and guidance to colleagues</li> </ul> </li> </ul>
Desired Outcome and Targets	<p>A workforce which is more representative of our communities</p> <ul style="list-style-type: none"> <li>– Recruitment &amp; Selection review completed and implemented - September 2020</li> <li>– Action plan to be updated with CIH E&amp;D Charter feedback</li> <li>– Increased retention – reduced voluntary staff turnover to 8% by 2022</li> <li>– Increase in Times Top 100 Best Companies survey index scores in</li> </ul> <p>Wellbeing: 4.9 - 19/20 5.0 – 21/22 5.1 – 23/24 My Team – 5.8 – 19/20 6.0 – 21/22 6.2 – 23/24</p>

Corporate Plan Actions	Action 5: Improving customer journey through targeted service reviews, allowing us to become more efficient and improve resident satisfaction. Action 9: Developing and Motivating our teams, ensuring they have the business tools and resilience to deliver high quality services
Milestones	Undertake 2019/20 Best Company's Employee Engagement Survey Complete CIH E&D Charter self-assessment – June 2020 Pay and Reward Benchmarking – January 2021 Undertake 2021/22 Best Company's Employee Engagement Survey
Costs	<b>Headline costs:</b> - £19,000 – Included with HR budget stream  <b>Cost breakdown</b> A decrease in turnover and a stabilised workforce would offer the opportunity to utilise funds differently or identify potential savings within the HR budget stream.  External benchmarking is undertaken for new roles and as a company biennially; this will be undertaken in 2020/21 and a cost of £9,000 has been budgeted for this. An additional £3,000 has also been requested for benchmarking to support any changes that are identified as a result of the planned Structural review.  External Engagement Survey is undertaken biennially at a cost of approximately £7,000 which will be budgeted for in 2021/22. However, opportunities to undertake more regular, shorter surveys may be considered during the lifetime of this strategy.  Other projects related to identified trends or outcomes will either be managed within the existing HR budget/headcount or additional funding will be assessed via a business case
<b>Objective 2</b>	<b>To further understand our customer's needs and continue to provide responsive, flexible services</b>
We want...	To proactively gather information about our customers, communities and staff and use this knowledge to prioritise, direct and tailor services and resources
So that...	This knowledge can help us to deliver services better today and plan for future needs
We will...	<ul style="list-style-type: none"> <li>Effectively implement the CRM system ensuring that staff and customers understand the purpose of gathering customer insight data and how it will be used to drive and develop service delivery</li> <li>Use customer insight to inform and develop future strategic and business plans and help us respond to changing demographics and community needs.</li> <li>Provide effective and relevant training to staff to develop their understanding of vulnerability and improve approaches and service delivery</li> <li>Have processes and channels in place to allow engagement; with clear direction for those that wish to become more involved or raise concerns with us</li> <li>Develop and empower our Tenant Panel to engage with the wider community to help us understand their needs and challenges</li> <li>Ensure the use and storage of data is informed by best practice and in line with the Data Protection Act 2018.</li> <li>Work with community-based organisations that reflect the communities we work in and have access to those with protected characteristics or those affected by socio economic exclusion</li> </ul>
How will this be delivered	<ul style="list-style-type: none"> <li>We will ensure the effective implementation of CRM and development of staff</li> <li>Continue to undertake regular reviews of data held on our IT systems - review data quality and identify further areas of training</li> <li>Monitoring complaints based on Customer Data:</li> </ul>

	<ul style="list-style-type: none"> <li>– Gather diversity information on complaints and monitor outcomes of complaint process</li> <li>– Quarterly review with SLT and issues to be identified and addressed</li> <li>– Reporting to Tenant Panel in line with current process</li> <li>• Analyse customer satisfaction across relevant groups: <ul style="list-style-type: none"> <li>– Develop reporting based on held diversity information</li> <li>– Review and identify issues and trends as they emerge and develop action plans as required</li> </ul> </li> <li>• Continue to grow the role and knowledge of Tenant Panel Members to support a strong internal challenge and strengthen additional opportunities for engagement and influence from a wider tenant base.</li> <li>• Continue to run events to engage with tenants in a range of accessible and trusted locations and settings: <ul style="list-style-type: none"> <li>– Produce an Annual Community Engagement Plan</li> <li>– Continue to raise our profile at Citywide events such as Gloucester Pride and continue to support Community groups</li> </ul> </li> </ul>
Desired Outcome and Targets	<p>Improving the quality of the essential customer insight data we hold in relation to tenants.</p> <p>Being assured and able to evidence that our service provision does not discriminate in terms of quality of service, our response to feedback and satisfaction on the grounds of any of the protected characteristics</p> <p>Maintaining a consistent level of Tenant Panel membership and wider engagement which is representative of our communities.</p> <p>Offering a variety of opportunities for our communities to engage with us, challenge us and provide ongoing feedback in relation to their needs and experiences.</p> <p>Making it as easy as possible for our customers to do business with us by removing any barriers and making our services, policies and approaches fully accessible</p>
Corporate Plan Objectives	<p>Action 5: Improving customer journey through targeted service reviews, allowing us to become more efficient and improve resident satisfaction.</p> <p>Action 9: Developing and Motivating our teams, ensuring they have the business tools and resilience to deliver high quality services</p>
Milestones	<p>Initial launch of GCH Community Events calendar – January 2020</p> <p>Increased level of reporting in relation to Complaints and Satisfaction – April 2020</p> <p>Review of working practices following launch of CRM and change of IT provision – May 2020</p> <p>Tenant Panel Recruitment event – 1<sup>st</sup> Quarter 2020</p>
Cost	<p><b>Headline costs:</b> - – £8500 included within Tenant Engagement and Community Investment budget streams</p> <p><b>Cost breakdown</b>  Supporting and providing Community Events £8,000  Tenant Panel Recruitment £500 (this is managed in house)</p>

Objective 3	To take a pro-active approach to equality and diversity that informs our corporate planning and future development
We want...	Our corporate and business plans, decisions and the way we deliver our services to be informed by our equality and diversity commitments and that these sit as a central consideration in our approaches.
So that...	We are able to evidence our commitment to providing fair and accessible services to all our existing and future customers through our actions.
We will...	<ul style="list-style-type: none"> <li>• Improve mechanisms to listen to and fully understand the diverse needs of our tenants and residents, making our communications and services more accessible and inclusive.</li> <li>• Ensure that the services we offer are regularly reviewed with our tenants to ensure that they are fair and accessible to all</li> <li>• Work with and carefully consider the needs of the effected community when undertaking any development activity</li> <li>• Continue to create local employment opportunities for our tenants and residents through our development and investment plans</li> <li>• Design properties that offer flexibility in order to meet a variety of needs – both in terms of protected characteristics and those in potentially excluded socio-economic groups</li> <li>• Develop housing offers that ensure that we can support a variety of aspirations and needs</li> </ul>
How will this be delivered	<ul style="list-style-type: none"> <li>• Ensure staff have the skills and knowledge to enable them to meet the diverse needs of our tenants and residents when designing and delivering services.</li> <li>• Monitoring complaints by diversity Data: <ul style="list-style-type: none"> <li>– Gather diversity information on complaints and monitor outcomes of complaint process</li> <li>– Quarterly review with SLT and issues to be identified and addressed</li> <li>– Reporting to Tenant Panel in line with current process</li> </ul> </li> <li>• Analyse customer satisfaction across different groups: <ul style="list-style-type: none"> <li>– Develop reporting based on diversity information we hold</li> <li>– Review and identify issues and trends as they emerge and develop action plan as required</li> </ul> </li> <li>• Undertake robust Equality Impact Assessments on any proposed service changes to assess the impacts these could have.</li> <li>• Continue to proactively consult on planned developments and regeneration of our communities.</li> <li>• Continue to build homes that can be classed as Lifetime Properties; offering considered designs such as level access wherever practical and possible.</li> <li>• Develop our Reception and other corporate areas to ensure accessibility and create dementia friendly spaces</li> </ul>
Desired Outcome & Targets	<p>We are able to provide a range of service options that respond to and meet the needs of our tenants and residents and ensure that they are supported by staff who are effectively trained and motivated by the organisations equality ethos.</p> <p>Understanding our communities needs now and in the future, enables us to work proactively with the relevant local authorities to address a range of identified needs through the development of new homes and the investment in/refurbishment of existing stock.</p>
Corporate Plan Objectives	<p>Action 2: Building new homes to meet local housing need</p> <p>Action 5: Improving customer journey through targeted service reviews, allowing us to become more efficient and improve resident satisfaction.</p> <p>Action 9: Developing and Motivating our teams, ensuring they have the business tools and resilience to deliver high quality services.</p>
Milestones	Development of GCH reception – 1 <sup>st</sup> Quarter 2020



	New Corporate Plan – March 2020 6 monthly Customer satisfaction report – June 2020
Costs	<b>Headline Costs:</b> £2000 – Included with HR development budget streams <b>Cost breakdown</b> Equality Training & membership of networks £ 2000 Reception improvement costs – Covered by existing office improvement budget
<b>Objective 4</b>	<b>To Tackle Stigma and celebrate thriving communities</b>
We want...	To use our role and influence as a valued housing provider and community partner to positively promote the tenure of social housing and to support, invest in and celebrate our communities
So that...	The negative perception of social housing and our communities is reduced and extinguished, creating a sense of pride and hope within Gloucester’s most vulnerable communities
We will	<ul style="list-style-type: none"> <li>• Continue to invest in and support community groups and hubs that provide services and facilities for our communities</li> <li>• Publish a range of positive media stories on our social media platforms and via the local media</li> <li>• Continue to hold an annual Community Impact day providing an opportunity for our staff to directly engage with and support our residents and their communities.</li> <li>• Develop a range of positive engagement opportunities with our community partners including the Police, Health and City and County councils</li> </ul>
How we will deliver this	<ul style="list-style-type: none"> <li>• Implementation of our Tenancy Engagement strategy</li> <li>• Delivery of our Neighbourhood priorities and Community Investment plans</li> <li>• Continued focus on Community Investment</li> <li>• Active on-going involvement in the early adopters programme</li> <li>• Staff communication and development plan to ensure alignment to our ethos</li> </ul>
Desired Outcome & Targets	Improvement in a range of community health indicators Improved levels of customer satisfaction, particularly in neighbourhoods as a place to live
Corporate Plan Objectives	Action 5: Improving customer journey through targeted service reviews, allowing us to become more efficient and improve resident satisfaction. Action 9: Developing and Motivating our teams, ensuring they have the business tools and resilience to deliver high quality services
Milestones	6 monthly Customer satisfaction report – June 2020 and ongoing Y1 review of GCH Tenant Engagement strategy – April 2020 GCC Community Health report 2020 and ongoing Y1 Review of our Neighbourhood Priorities & Community Investment Plans – April 2021and ongoing
Costs	<b>Headline Costs:</b> £30,500 – Included with HR development, satisfaction surveys and Community investment budget streams <b>Cost breakdown</b> Staff development £ 500 (delivered in-house) Community Investment programme £30,000

\* (to be reviewed following results of Best Companies' Employee Engagement survey)

# GLOUCESTER CITY HOMES

## Board Members Information Sheet



**TO:** Gloucester City Homes Board

**SUBJECT:** Equal Pay Analysis 2019

**DATE:** 27<sup>th</sup> February 2019

**FROM:** Emily Cambridge – Head of HR & Inclusion

### Background

As part of our commitment to Equality & Diversity, GCH has committed to undertake a biannual Equal Pay Analysis; with the report being completed in 2016. Data for this was submitted in December 2018 to an external HR Consultancy (Forest HR) and the findings are based on a 'snapshot' of our workforce at that point in time. The data submitted included gender, disability and ethnic origin to allow a wider review of equal pay.

This report has identified that there are no major areas of concern.

Employee	F	M	
Headcount %	54.9	45.1	
Average Salary (Median)	£26,585	£27,876	
Average Age	44	41	
Average length of service	2	2	
Part time as a % of all	22.5%	2.7%	
Organisation			
% of staff reporting a disability		7.9%	
Ethnic Origin	White British	Not disclosed	Diverse range of backgrounds
	78%	7.4%	14.6%
Gender Pay Gap (Median) – 4.7% in favour of men			

The table above gives an overview of our basic workforce data.

Whilst GCH follows the trend in Housing for a female majority; this is a slight decline from the 60/40 split identified in the 2016 review.

Structural and role changes over the last 18 months have resulted in a shift in our position in relation to our gender 'pay gap'; in 2016 this was 0.6% in favour of women this has now shifted to 4.7% in favour of men (based on the medians). This is within the national headline figure of 8.6% for full time employees and 17.9% of all employees (published by Office of National Statistics in November 2018).

The shift can partly be attributed to change in Independent Living roles; predominantly female staff that are undertaking lower paid roles following the review of the service completed in 2017. In addition, the launch of our PropertyCare team has seen an increase in male employees paid at a high level than in 2016. Neither of these groups of roles were in the organisation at the time of the 2016 review.

Within the top level of the organisation (including ELT and SLT) there is a slight underrepresentation on women compared with the rest of the business. Within our apprenticeship/intern population we have only one female; a drive to increase this (especially within our trade team) will continue in 2019 recruitment.

There were no cases identified of men being paid more than women in the same role.

The average age shows no cause for concern in terms of gender split or issues relating to an impending 'retirement crisis'; although we are aware of key posts where staff are considering retirement in 2019 and these remain under review.

The average length of service is indicative of a period of growth since 2016 with 65% of all employees having less than 5 years' service. We are aware that turnover in the last 12 months has been higher than expected and we are continuing to review and monitor this.

The percentage of males working part time is considerably lower than female; the opportunity to request Flexible working has always been open to all staff (regardless of their caring responsibilities) and we continue to support this where we can.

In relation to disability and ethnic origin the numbers for each group are small; although looking at figures released by Gloucestershire County Council we are reflective of the communities within which we work. Whilst no concerns are raised about equal pay for these groups; as an employer we will continue to consider how we can increase our diversity within these and other underrepresented groups and take action where we can.

Access to benefits, call out payments and bonuses (when this was in place) is based on role and no bias has been identified.

Currently, GCH is not required to publish an Annual Gender Pay Gap Report.

## **Future Work**

- Review of National Pay Bargaining following agreement with by Board in January 2019; ensuring that the proposed system is fair and equitable for all
- Develop our approach to Flexible Working in regard to working from home and considering varying hours in line with business needs
- Continue to:
  - develop talent within the organisation at all levels
  - to work with local schools, colleges and university to offer work placements
  - promote benefits such as flexible working, flexi time and childcare vouchers

**If you require further information please contact:**

Emily Cambridge on 01452 833155