



"Offering our community more than a home"

Equality, Diversity and Inclusion Strategy 2024 – 2026



**Equality
Diversity
Inclusion**

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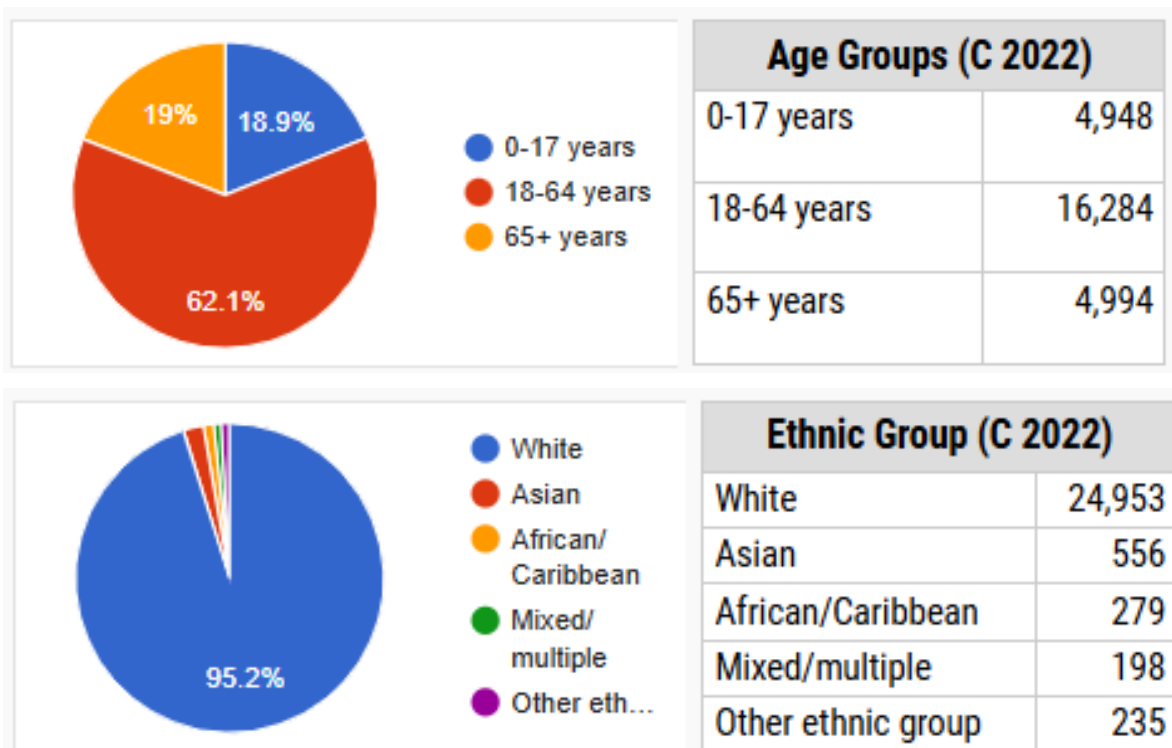
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1. Introduction and purpose

Based on the 2022 Census, Clydebank has a population of c. 26,221 with a range of age groups and c. 4.8% of residents have a minority ethnic background. In West Dunbartonshire, the proportion of black and minority ethnic people is growing slightly faster than Scotland overall but from a lower base (2011 Census).

At Clydebank Housing Association (CHA), we aim to promote and celebrate diversities as key community assets.



Equality is not about treating everyone in the same way – it is about recognising and embracing differences and proactively adapting our approach so that the outcome for each person is the same.

We recognise that there are specific groups and individuals in society who experience discrimination, harassment, and exclusion as a result of different aspects of their identity. This can have a profound impact on their lives and adversely affect the opportunities open to them. CHA is committed to proactively tackling this discrimination and disadvantage.

We know good housing is a basic human need. It provides the foundation for good health and opportunities for individuals and contributes to sustainable places and quality of life for communities. CHA plays a vital part in ensuring welfare, protection, and access to opportunities.

There will be a consistent approach in promoting quality and diversity across all areas of the Association through our engagement and provision of services to tenants, residents and other service users, the recruitment and retention of employees, procurement and contractual arrangements with contractors, consultants and service providers and in our partnerships with others external agencies.

At Clydebank Housing Association

Our Mission is: - ***“Offering our community more than a home”***

Our Strategic Objectives are:

1. To provide quality, affordable housing that meets the changing needs of our customers and to ensure fair access to housing within our area.
2. To manage the houses provided, in a professional and cost-effective manner, for the benefit of our local community and the environment.
3. To provide a first-class maintenance service which offers value for money and ensures the comfort and safety of our residents while achieving high levels of satisfaction
4. To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for physical and socio-economic regeneration in Clydebank.
5. To ensure local decision making and community control, we will encourage our tenants and other customers to influence our policy and participate in decisions, which may affect them.
6. To ensure that our resources are adequate to deliver our objectives by investing in our people, increasing digitalisation, demonstrating value for money and through robust procurement practices.
7. **To promote social inclusion by applying principles of equality and diversity to everything we do.**

Aims and Core Values

Clydebank Housing Association aims to strive for excellence and provide the highest possible quality housing, environment and services to all our customers. We will aim to maximise our contribution to the overall regeneration of our area, addressing wherever possible, the needs of those in the community who are disadvantaged. In order to achieve this, the following **core values** have been formulated: -

We will achieve this by ensuring customers are always our priority and by being

- **Respectful**- we will treat all our customers with courtesy and respect
- **Accountable** – we will be open, honest and approachable and act with the highest integrity at all times
- **Responsive and Informative** – we will listen, respond and inform through effective and timely communication
- **Professional** – we will ensure we have the appropriate skills and strive for excellence in all aspects of our service

The Association also recognises its equality obligations in terms of the Scottish Housing Regulator Regulatory Standards of Governance and Financial Management and other regulatory requirements and compliance thereof. The Association recognises that to meet these standards, all guidance notes and good practice advice will be referred to, in order to develop and improve services and to assist with effective implementation of the Scottish Housing Regulator's regulatory requirements.

This strategy also demonstrates our approach to meeting Outcome 1 (Equalities) of the Scottish Social Housing Charter (SSHC):

'Every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services'

This strategy begins with a summary of what we know about the diversity of our communities, customers, and our staff team. It then summarises an assessment of our current approach to equality and diversity across different parts of our operation:

- Knowing our customers
- Leadership, partnership, and organisational commitment
- Involving our customers
- Responses services, access, and customer care
- A skilled and committed workforce.

It uses our base level of information and other inputs to identify key objectives and sets out an action plan for 2024/26 to achieve our equality objectives.

2. Equality and Diversity: What do we know?

The Equality Act 2010 sets a UK-wide legal framework for protecting the rights of individuals and for advancing equality of opportunity for all. There are nine "protected characteristics" listed in the Act:

- a.) Age
- b.) Disability
- c.) Marriage and civil partnership
- d.) Pregnancy and maternity
- e) Race
- f) Religion or belief
- g) Gender (referred to as "sex" in the Act)
- h) Gender reassignment
- i) Sexual orientation

We need to understand more about these characteristics within our community, our customers and our staff team. We need to understand the challenges these groups face and how we need to shape what we do to ensure we are accessible to all.

Currently, we do not have access to full data about the diversity of these groups. We will continue to seek data from application forms, ongoing surveys, monitoring forms and our next full tenant and owner satisfaction surveys due in 2025/2026.

Key data that is currently available is summarised below.

The Clydebank community

Available information about the diversity of Clydebank/West Dunbartonshire is summarised in the table below. Comparisons with the Scottish average are included.

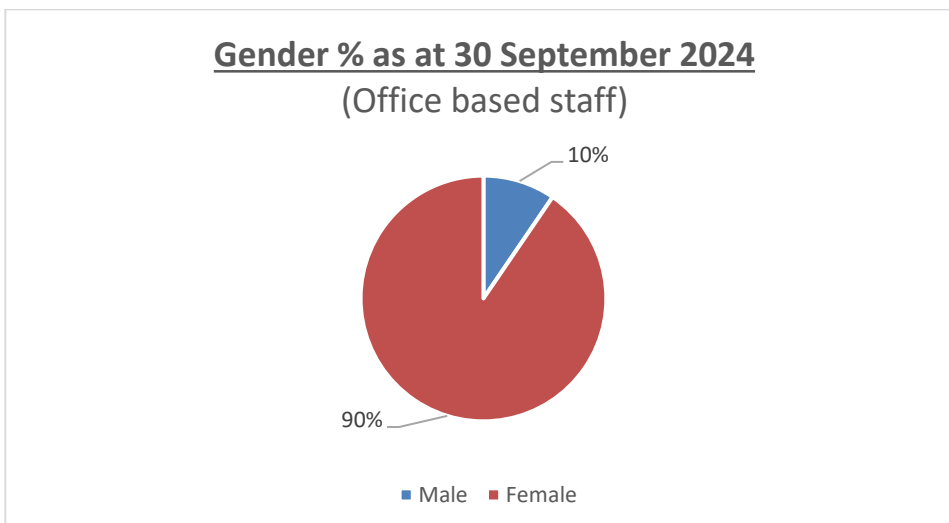
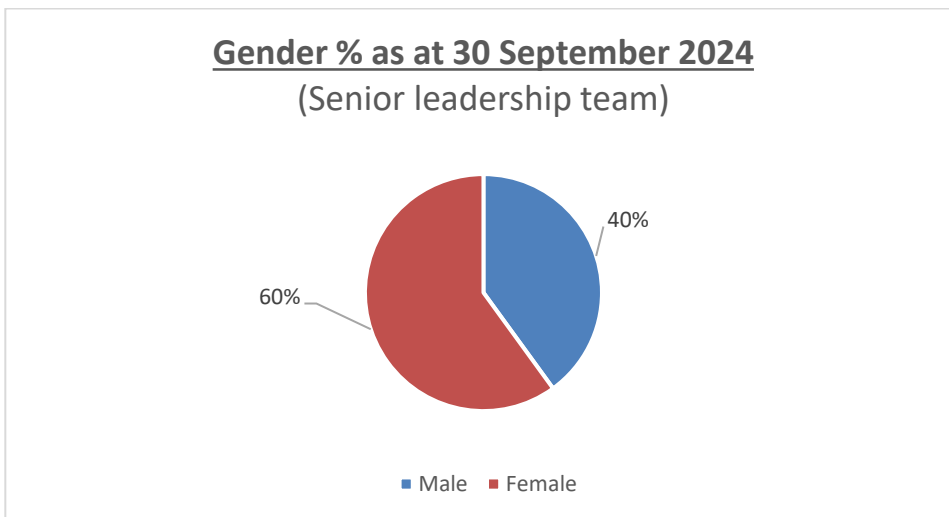
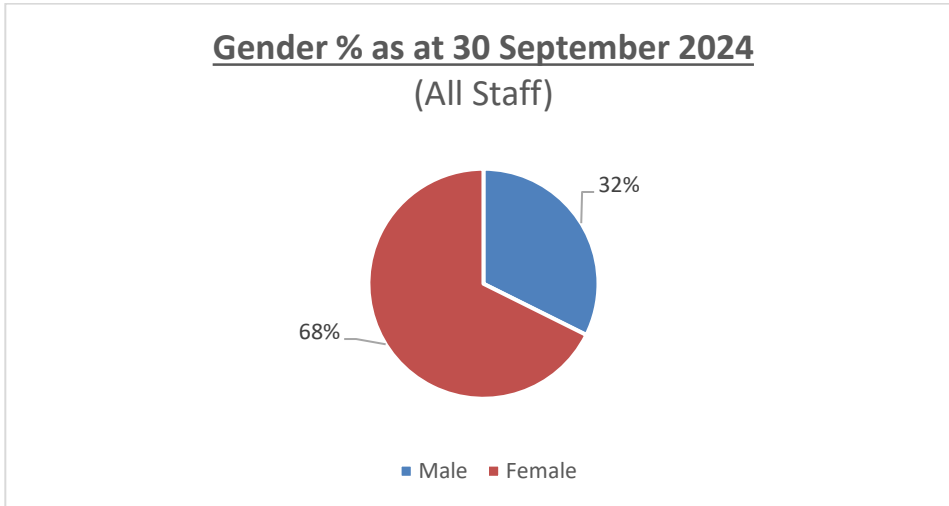
	West Dunbartonshire	Scotland/ Scottish average
% of residents with a limiting long-term physical or mental health condition (2019 data)	26%	24%
% of people (aged 16+) who identified as LGB+ (2022 census)	3.05%	3.32%
% of population (aged 16+) who identified as trans or had a trans history (2022 census)	0.31%	0.37%
% of population aged 55+ and living alone (2022 census)	11.9%	10.6%
% of households with dependent children (2022 census)	23.5%	23.7%
% of population aged 16 and over that were a UK Armed Forces veteran (2022 census)	3.8%	4.3%

The 2022 Scottish Index of Multiple Deprivation (SIMD) data helps to identify local areas that require greater support and intervention. SIMD data shows that:

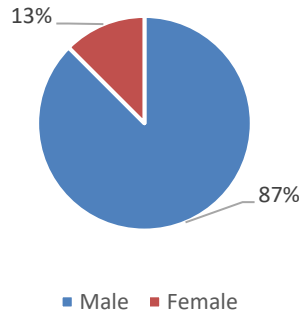
- West Dunbartonshire contains the third equal highest share of the most deprived data zones out of Scotland's 32 local authority areas
- Two Clydebank wards (Waterfront and Central) are the most deprived areas in West Dunbartonshire
- 41% of households in West Dunbartonshire will be estimated to be in fuel poverty from April 2022
- Before the pandemic, one in five Scots were living in relative poverty after housing costs, including almost one in four children

Clydebank Housing Association Staff

The Association's workforce is made up of 68% female employees and 32% of male employees and has high levels of workforce segregation. For example, 87% of post holders in technical roles are male and 90% of office-based staff are female. The senior leadership team is split 60% female and 40% male.

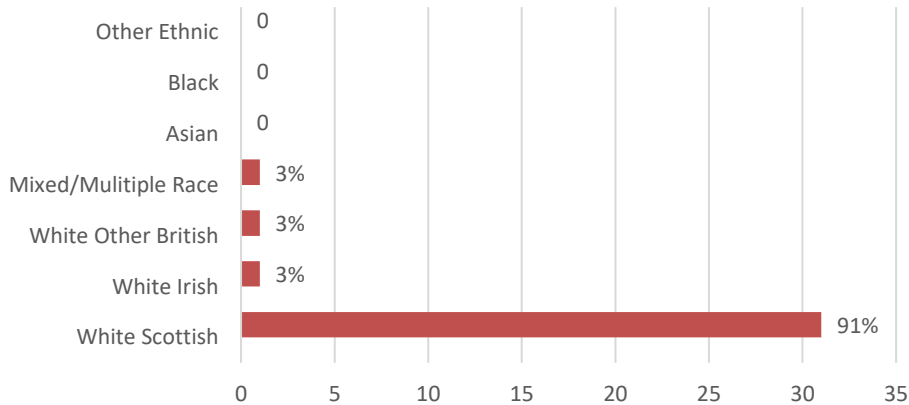


Gender % as at 30 September 2024
(Technical grades - caretakers and C81 projects)



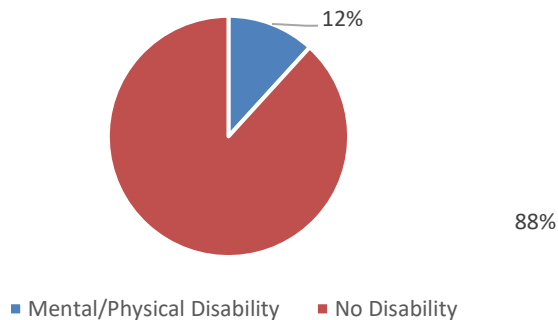
The proportion of the Association’s staff team from non-white backgrounds of 3% is lower than the c. 4.8% reported in the Clydebank/West Dunbartonshire community.

Staff Ethnicity
as at 30 September 2024

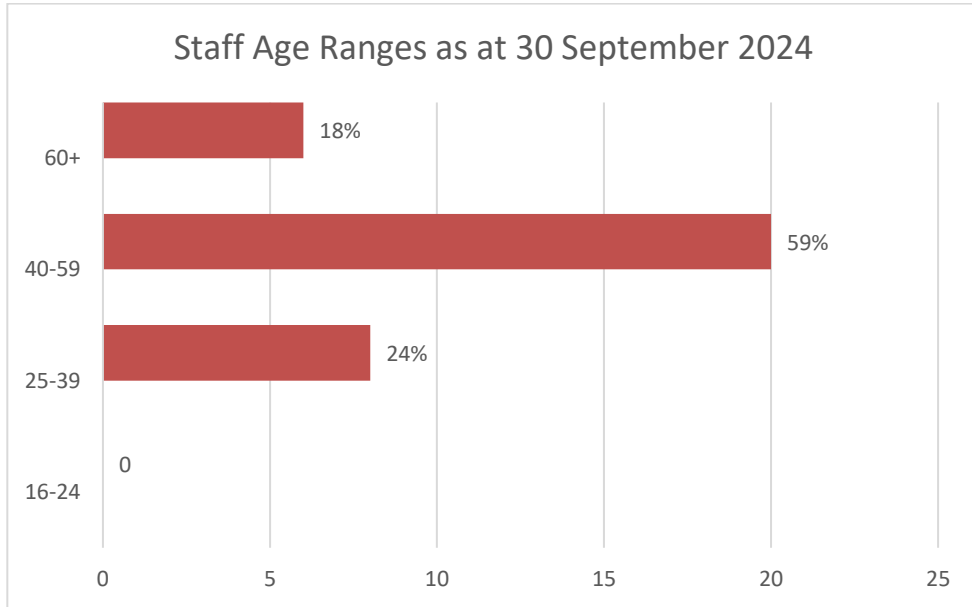


The proportion of the staff team with a disability (12%) is lower than in the Clydebank/West Dunbartonshire community.

Staff with disclosed disabilities
as at 30 September 2024

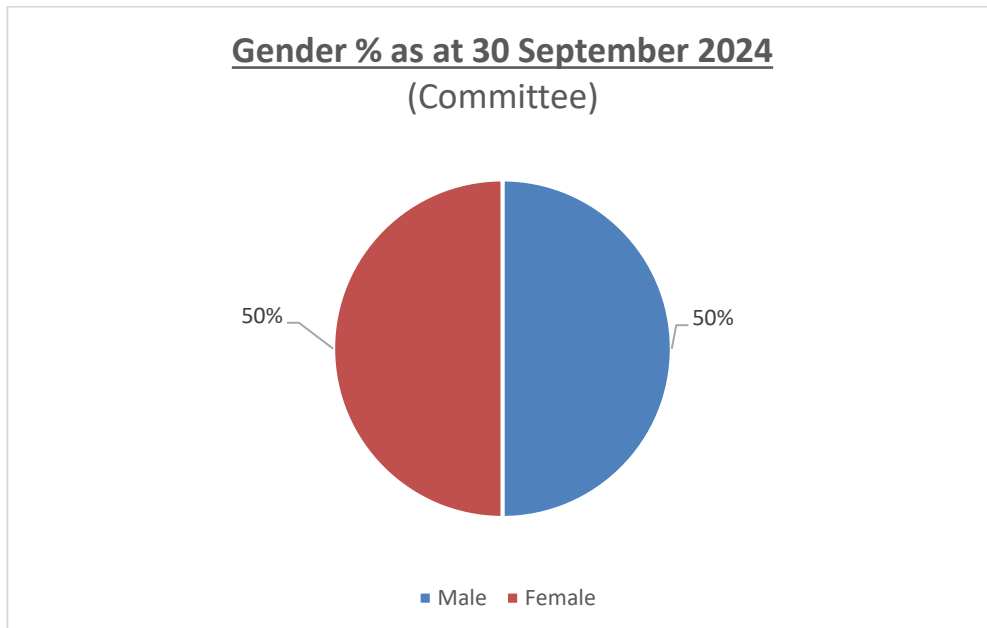


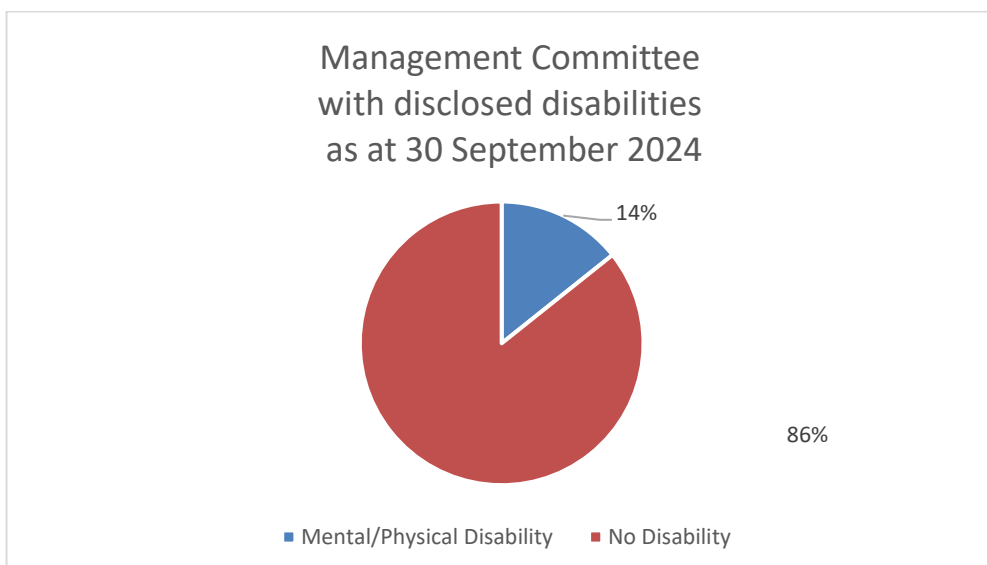
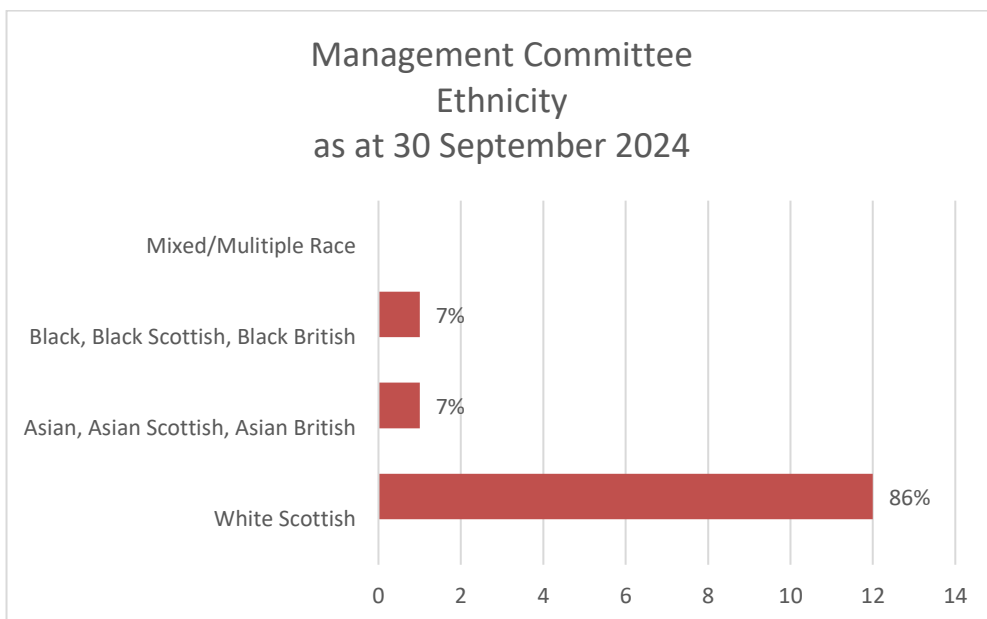
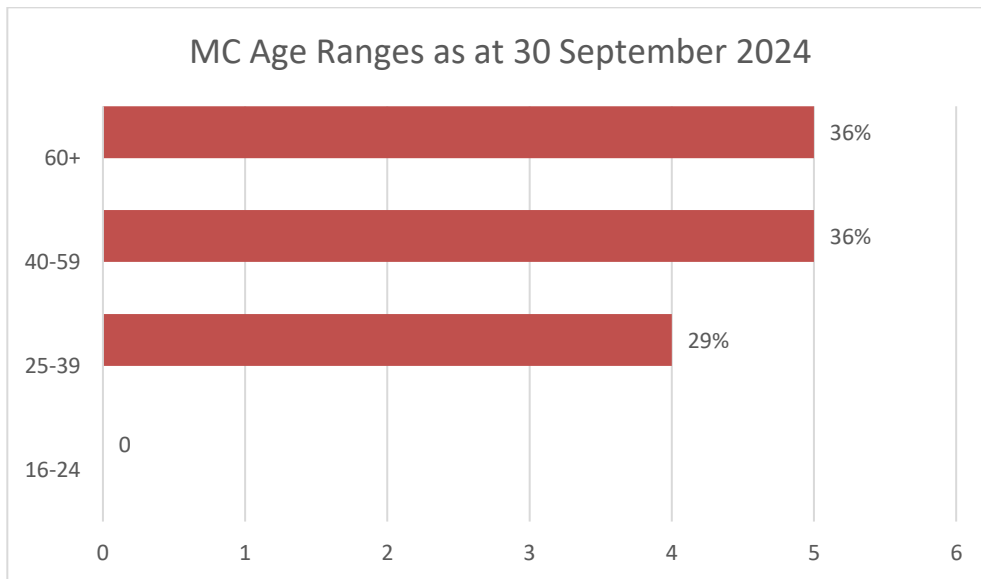
The Association's staff team age range is mixed, and we will continue our approach to support more apprentices and trainees through our PATH training scheme and by working with partner agencies such as Working 4U.



Clydebank Housing Association Management Committee (Governing Body)

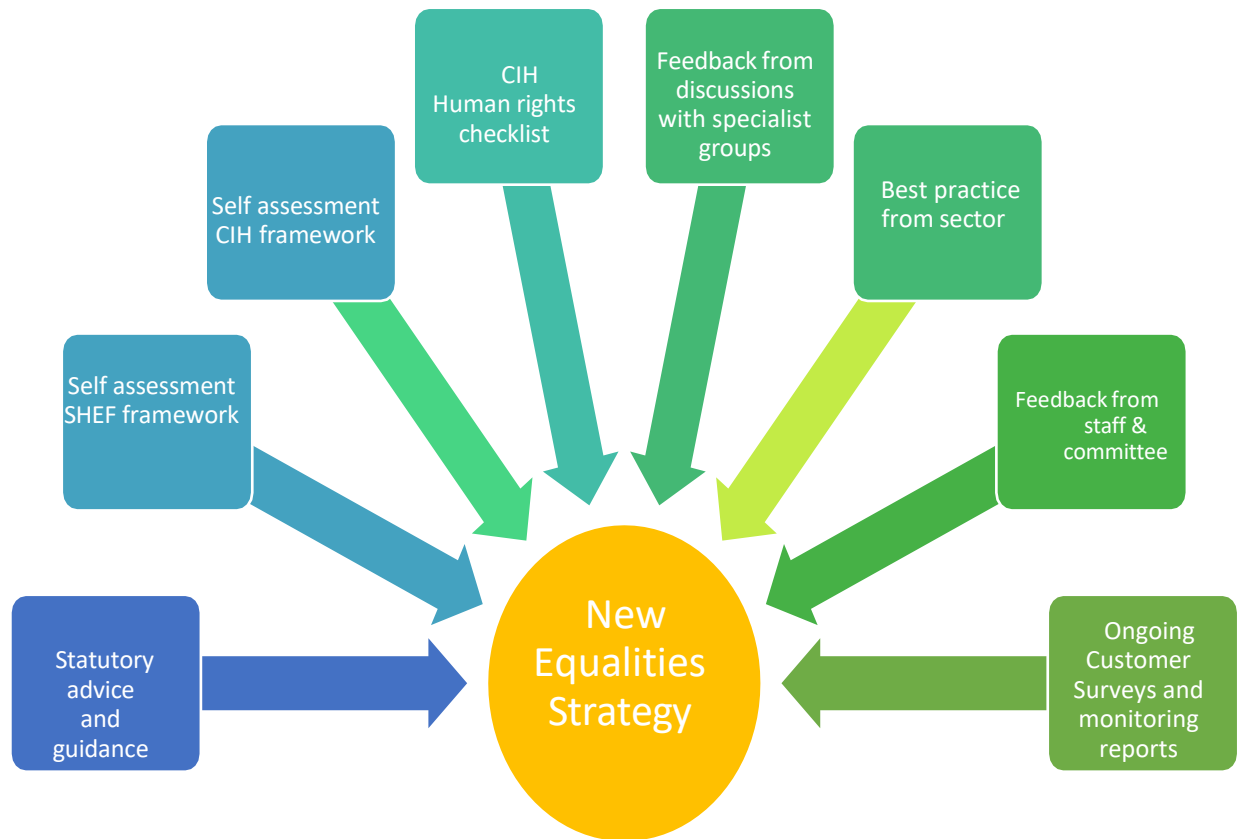
Our Management Committee is diverse in terms of age and gender. At least one member has a disability and at least one member is from a non-white background.





3. Assessment of CHA’s current approach to Equality, Diversity, and Inclusion

The diagram below summarises the approach taken to developing this Equality, Diversity, and Inclusion Strategy.



We used three established frameworks to self-assess our approach to equality and diversity:

- The Social Housing Equality Framework (SHEF)
- The Chartered Institute of Housing (CIH) Equality, Diversity, and Inclusion Framework and
- The CIH Human Rights checklist

These frameworks were developed by the Local Government Association and CIH to help housing organisations integrate their commitments to equality and diversity into their everyday work. We used these frameworks to ensure our approach to equality and diversity is practical and makes a genuine difference in how our customers and staff experience CHA.

A summary of the self-assessment against the SHEF framework is shown below.

The SHEF framework sets out three different levels for an organisation to be working at in its approach to equality and diversity: developing, achieving and excellent.

Area of operation	Clydebank 2024 rating
<p>Knowing our customers</p> <p>The more comprehensive and up-to-date information we have about the protected characteristics of our residents, their communication and other relevant needs, the better our services should be.</p>	<p>Developing</p>
<p>Leadership, partnership, and organisational commitment</p> <p>Clear leadership is key to establishing a strong vision for equality and improving equality outcomes. Our MC members, chief executive and senior managers have particular roles to play in ensuring that there is a strong vision and public commitment to equality across our services.</p>	<p>Achieving</p>
<p>Involving our customers</p> <p>Clydebank has long recognised the importance of community engagement and participation and involving customers. We now need to challenge ourselves to move far beyond simple consultation exercises to find innovative ways of involving communities and neighbourhoods.</p>	<p>Achieving</p>

<p>Responses services, access, and customer care</p> <p>Our customers should be treated with dignity and respect. Tackling harassment, hate crime and domestic abuse, ensuring services are easily accessible and being mindful of Human Rights considerations lie at the heart of such treatment.</p>	<p>Achieving</p>
<p>A skilled and committed workforce</p> <p>As part of our work to promote equality and diversity, we need to ensure that we reflect our equality aspirations in our role as an employer as well as a service provider.</p>	<p>Achieving</p>

4. Equality and diversity objectives

Our objectives for equality and diversity flow directly from the self-assessment carried out:

- 1.) Understanding our customers, staff team, Management Committee, and communities better.
- 2.) Using equalities data to proactively adapt what we do to ensure we are inclusive, and our services are accessible to all.
- 3.) Ensuring our Management Committee and Staff team are representative of the community we serve.
- 4.) Ensuring our Management Committee and Staff team are equipped with the knowledge, tools, and skills to be confidently inclusive.
- 5.) Ensuring we actively live our value of embracing people's differences and promote and celebrate diversity.

Each equality objective will further one or more of the following needs:

- eliminate discrimination
- advance equality of opportunity and/or
- foster good relations between groups

5.Equality, Diversity and Inclusion Action Plan 2024-26

At CHA we aspire to be diligent and supportive in our approach to equality, diversity, and inclusion. We have a responsibility to our diverse community to make significant improvements and over the next two years aim to move to an excellent organisation in the Social Housing Equality Framework assessment.

The Action Plan will be monitored regularly by the Management Committee and a proposed delivery date for the project is 2025-2026.

The Association is delivering a number of projects that will have positive equalities outcomes, such as building new housing, carrying out adaptations, employing trainees from a BME background and supporting ethnic community groups and events at our Centre81 location.

Area	Lead	Timeframe
Understanding our customers, staff team, Management Committee and Communities better.		
Rolling out equalities data collection across all protected characteristics for the following groups: staff, MC Members, job applicants.	C&CS Manager	
Rolling out equalities data collection across all protected characteristics groups for tenants, housing applicants and owners.	HOHS F&CS Manager	
Creating an equalities data set including visual, accessible graphics. Promote this to staff and customers.	ICT&CO	
Using equalities data to proactively adapt what we do to ensure we are inclusive, and our services are accessible to all.		
Actively assess the equalities data set to identify any potential discrimination, e.g., job applications not translating to new staff or housing applications not translating to offers of housing.	CEO	
Joining and actively participating in the Scottish Federation of Housing Associations Community of Practice on Equality, Diversity, and Inclusion.	CEO	
Actively use the equalities data set as part of the Business Planning process.	CEO	
Develop a system to proactively collate and use customers' communications preferences and requirements.	C&CS Manager ICT & CO	
Giving consideration to actively translating key documents.	C&CS Manager	
Completing review of tenant scrutiny arrangements to ensure diversity of membership of tenant panel/RTOs and ensuring the groups are aware of and consider diversity issues.	C&CS Manager	
Give consideration to whether adaptations are required to new build and property investment standard specifications to adapt to diverse customer base.	CEO	

Area	Lead	Timeframe
Ensuring our Management Committee and staff team are representative of the community we serve.		
Update annual monitoring forms to include all E, D and I information	CEO	
Ensure ongoing MC recruitment campaigns actively and proactively targets candidates from minority ethnic groups and with disabilities	CEO C&CS Manager	
Review the Association's staff recruitment approach including maximising applications from a diverse range of applicants.	CEO	
Recruiting a new Positive Action (PATH) Trainee into the Estate Management Team	HOHS	
Ensuring our Management Committee and staff team are equipped with the knowledge, tools, and skills to be confidently inclusive.		
Deliver a programme of all staff equality, diversity and human rights training to give staff the confidence to acknowledge their unconscious biases, be inclusive and challenge disadvantage and discrimination. This to include induction and continuous development.	CEO	
Deliver a programme of bitesize equality and diversity training throughout the year focusing on key issues, such as neurodiversity, structural or the menopause.	CEO/HR Consultant	
Delivering training for relevant Housing Management and other operational staff on managing harassment	HOHS	
Ensuring we actively live our value of embracing people's differences and promote and celebrate diversity.		
Developing and delivering a programme of internal staff communications and events and external campaigns and promotions to promote our value of Embracing People's Differences.	CEO	
Partner with third sector groups to deliver at least three events targeted at promoting community inclusion.	C&CS Manager	
Ensuring every annual report includes an equality and diversity element	C&CS Manager	

How will we know if we have achieved our objectives?

The Association will measure the outcomes from this Equality, Diversity and Inclusion strategy from staff and customer feedback, key performance indicators on staff and Management Committee diversity and external third-party review of the Association's approach.

The outcomes from this Equality and Diversity Strategy will be assessed in the following ways:

What success will look like	When will it be achieved?
Understanding our customers, staff team, Management Committee and Communities better	
Full data set across all protected characteristic groups for customers, staff, job applicants, housing applicants and MC Members	
Using equalities data to proactively adapt what we do to ensure we are inclusive, and our services are accessible to all.	
'Strong' or equivalent assessment of the Association's approach to Equality, Diversity and Inclusion as assessed by external third-party review (Internal Auditors to be approached)	
Ensuring our Management Committee and staff team are representative of the community we serve	
Achievement of the following Committee diversity KPIs: <ul style="list-style-type: none"> - 10% of MC from minority ethnic backgrounds - 10% of MC members with a self-defined disability - 50% of male/female MC members - At least 30 years age difference between youngest and oldest MC Members 	
Achievement of the following staff diversity KPIs: <ul style="list-style-type: none"> - 7% of staff from an ethnic minority background - 10% of staff with a self-defined disability 	
Ensuring our Management Committee and staff team are equipped with the knowledge, tools and skills to be confidently inclusive.	
Improvement in staff perspectives on the Association's approach to equality, diversity, and inclusion (as measured by anonymous survey to be issued)	
Improvement in customer perspectives on the Association's approach to equality, diversity, and inclusion (as measured by anonymous survey to be issued)	
Ensuring we actively live our value of embracing people's differences and promote and celebrate diversity.	
Improvement in customer awareness of the steps the Association has taken to further equality, diversity, and inclusion (as measured by anonymous survey to be issued).	