

Equality, Diversity and Inclusion Strategy

2022-2027



Foreword from our Chair

At NCHA, Equality, Diversity and Inclusion is at the very core of the work that we do.

As Chair of the NCHA board, I'm committed to supporting our communities and customers to feel recognised not only in the work we do but in our workforce as well.

We understand that being a major housing, care and support provider puts us in a position to reduce discrimination within our sector, for both our colleagues and our customers. We'll continue to do this by making our services more representative, and responsive to the needs of the communities we serve.

We want all of our services and resources to be accessible to people regardless of age, disability, gender (and gender reassignment), marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation or other individual characteristics.

We have made big leaps by creating a Customer Committee, which is a subgroup of the NCHA Board and is dedicated to keeping customers at the heart of our decision-making.

We also know we have a lot of work left to do, particularly around the recruitment of black and minority ethnic (BAME) managers, but with help from the Rooney Rule and from our diverse interview panels we hope to see positive improvements in these areas over the coming years.

Claire Winfield

Diversity Role Model and Chair of the NCHA Board

NCHA's vision for equality, diversity and inclusion

Our vision is to embed and promote an inclusive culture that celebrates diversity, is free from discrimination and based on dignity and respect. At NCHA we're committed to and are working towards being an organisation that:

Accepts that everyone has a right to their distinctive and diverse identities

Understands how valuing diversity can improve our ability to deliver better services, and so reduce disadvantage

Provides a supportive, open environment where all colleagues have the opportunity to reach their full potential

Provides all colleagues with the training and development they need

Has a workforce reflecting the population that we serve

Provides services which are responsive to the diverse needs of different individuals and communities



This strategy was co-created with our Diversity Champions, who are NCHA colleagues, and represent a range of protected characteristics.



Paul Moat
Chief Executive and
NCHA's Race at Work sponsor

Equality, diversity and inclusion has never been more important at NCHA and we're committed to making ongoing improvements in having a representative and diverse and engaged workforce who share our values and commitments.

We are also committed to ensuring our homes and services meet the needs of our diverse customers. We monitor the impact of our work and review our performance through our Equality, Diversity and Inclusion panel, made up from Diversity Champions from across the organisation.

In 2021 we undertook an external audit of our performance and culture through the Housing Diversity Network 'DNA' assessment. We were delighted to be accredited through the assessment and we have a number of recommendations to improve our performance and services. These have now been developed in to the further actions you will see in this strategy.

Our big ED&I challenges

During the length of this strategy we're going to be delivering improvements in equality, diversity and inclusion in all areas of our business, addressing some significant challenges along the way.



Recruiting and retaining a diverse workforce specifically in senior positions including NCHA's Board and Committees and specifically from the BAME community.



Gathering customer insight to support providing truly inclusive services.



Engaging colleagues and customers in our work to recognise and challenge inequality and unconscious bias.

Our guiding principles

This strategy is underpinned by the following principles which inform our activities.

Responsibility:

NCHA is serious about influencing positive ED&I outcomes in our communities and delivering improvements in our performance. We will make sure ED&I is considered as part of every NCHA strategic decision. We will find opportunities to deliver positive impacts for our customers, colleagues and communities and not to support decisions that are harmful to them.

Evidence based:


We will continue to develop our data insight in to the equality, diversity and inclusion impacts of our work. We will use this data to inform our work and share our insight within the housing sector to support wider policy and practice developments.

Informed by best practice:

We will continue to engage with local and national networks to ensure we take account of emerging best practice and policy developments.


Priorities for this strategy

Our three key priorities under this strategy are:



Inclusive culture

We will nurture a culture in which diversity is recognised and celebrated and where everyone can be their authentic self.



Recruitment and retention

We will prioritise the recruitment and retention of BAME colleagues and talent and those colleagues with disabilities.



Inclusive services

We will develop our capacity to gather customer insight to scrutinise performance and inform service delivery in a way that meets customers' diverse needs.

Our four working areas for delivery






Our places

More on pages 10-13

New places








- New homes delivered 
- Inclusive and sustainable design  
- Where we work project  

Improved places

- Tenancy support 
- Tenancy sustainment 
- Thriving communities 
- Asset management 
- Customer contact 













Our customers

More on pages 14-15

- Customer satisfaction  
- Customer complaints  
- Help me have my say  
- Customer insight 








Our people

More on pages 16-17

- Senior manager diversity  
- Gender Pay Gap 
- Ethnicity Pay Gap 
- LBGT+ Allies   
- Apprenticeships 
- Inclusive culture  
- Support for colleagues  

Our business

More on pages 20-21

- Governance 
- Impact assessment   
- ED&I campaigns and visible leadership   

Our places

New places

The long-term vision

Over the next five years our housing development programme will have provided 2,100 new homes across the East Midlands. We'll have met a range of housing needs through rented and shared ownership homes. We will consider the equality, diversity and inclusion impact of our development programme and ensure we build homes that meet the needs of both rural and urban communities with inclusive design principles considered where appropriate.

Our current position

We have secured Homes England development grant to fund new homes up to 2028 under the Strategic Partnership 2 programme, including 150 homes for specialist housing for those with complex needs or disabilities. Our 'Connected Lives' project is well underway including making our homes fit for customers as they age or needs change.

We monitor the diversity impact of our lettings, which are in line with local community demographics. In 2020/21 sales to BAME customers were 12%. We introduced an equality impact assessment to our development appraisal and in 2021/22 we sold 27% of shared ownership and outright sale properties to BAME customers which is significantly above local area census data.

Our new places 2022-2027			
Area	Current	2024 Targets	2027 Targets
New homes delivered	In 2022, we forecast completing 23 specialist supported housing homes.		By 2028, we forecast completing 150 specialist supported housing homes.
Inclusive design	Draft specification for inclusive kitchens and bathrooms developed. Successfully evaluated pilot of 'invisible creations' adaptations	Identify and commence a programme of replacements for enhanced spec kitchen and bathrooms. Roll out programme of 'invisible creations' adaptations for older people on all new builds and at re-let. Also make available as an adaptation directly. Commence the ILOP communal areas improvement plan and complete two pilot sites.	Completed ILOP improvement plan. Completed Almshouse investment appraisal and completed inclusive design improvements.
Where we work project	New office established in Nottinghamshire. Planning permission granted for new office space for Clifton. Inclusive design principles established as part of project brief. Care and Support Workspace review and upgrade project completed.	Implementation of inclusive office design principles in development of new head offices and regional office hubs.	

We will consider the equality, diversity and inclusion impact of our development programme and ensure we build sustainable homes that meet the needs of both rural and urban communities with inclusive design principles considered where appropriate.

Holly Dagnall
Director of Homes and Wellbeing

Our places

Improved places

The long-term vision

NCHA will provide a home with high quality maintenance, housing management and care and support services which meet individual needs and value and promote diversity. Through our approach of equality, diversity impact assessment and customer insight we will ensure that our services are inclusive.

Our current position

In 2021/22 we supported 309 customers to sustain their homes through targeted intervention. Customers were also supported by our specialist Welfare and Debt Advice and Income and Estate Officers. A new 'Your Housing' team was launched in April 2022 enabling a more personalised service to meet the needs of our diverse customers.

Our repairs performance has been challenging in 2020/21 as the impacts of Covid-19, Brexit and other macro-economic issues impact on NCHA's and our contractors ability to meet the repairs demand. In 2022 we are procuring a new responsive repairs contractor and including a requirement to increase the number of BAME, LGBT+, women and people with disabilities in the workforce in the contract.

Our improved places 2022-2027			
Area	Current	2024 Targets	2027 Targets
Tenancy Support	2021/22 BAME customers supported - 13.6%	Tenancy support services reach 18% BAME customers.	Tenancy support services reach 33% BAME customers (based on 22/23 unplanned tenancy terminations).
Tenancy sustainment	21/22 % of evictions BAME customers: 23% % of unplanned tenancy terminations BAME customers: 33% 21/22 % of evictions disabled customers: 23% % of unplanned tenancy terminations disabled customers: 27%	% of evictions BAME customers: <19% % of evictions disabled customers: <19% % of unplanned tenancy terminations BAME customers: 19% % of unplanned tenancy terminations BAME customers: 19%	% of evictions BAME customers: <15% % of evictions disabled customers: <15% % of unplanned tenancy terminations BAME customers: 15% % of unplanned tenancy terminations BAME customers: 15%
Thriving Communities	New Community Safety team launches April 2022.	Embed new community safety team and deliver enhanced equality insight against ASB satisfaction / outcomes. Achieve our re-accreditation to the Domestic Abuse Housing Alliance standard.	Deliver a partnership plan to better understand concerns within operating areas i.e. hate crime, county lines. Establish NCHA as a local leader and expert in the provision of domestic abuse services.
Asset Management	No specific ED&I targets in existing repairs contracts.	Targets agreed with responsive repairs contract re diversity and active reporting and contract management in place.	Targets met and active contract management in place.
Customer contact	Customers have been consulted in the design and procurement of new contact platforms. 2020 STAR Customer Contact satisfaction (NCHA is easy to deal with) 88%.	Satisfaction with Customer Contact STAR satisfaction measure: 92%	Satisfaction with Customer Contact STAR satisfaction measure: 95%



We represent and support the communities we serve

Our customers

“We know who our customers are and we involve them in shaping and scrutinising our services.”

The long-term vision

NCHA are developing our in house systems as well as our customer facing website and ‘self-service’ portal. Through this we will continue to improve our level of customer insight and tailor our services to ensure that we meet the diverse needs of customers and monitor the outcomes of our work on those with protected characteristics, taking action to improve services where needed.

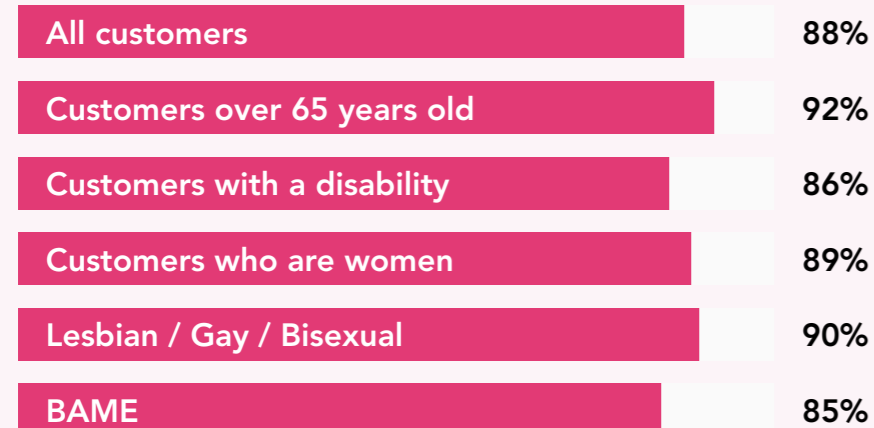
Involving customers in the delivery of our services and our Corporate Plan is a key priority and we will continue to develop our work through our ‘Help me have my say’ project in line with the ambitions of the Social Housing White Paper and our core principle for our adult social care services, which is ‘nothing about me, without me’.

Our current position

In 2020, we surveyed our residents and tenants, we analysed results based on protected characteristics. Our next survey will be conducted in August 2022.

We asked:

“Taking everything into account, how satisfied are you with the service provided by NCHA”



Complaints performance:

Key Performance Indicator	Performance to the end of March 2022	Our target by 2024
Complaints by sex reflects overall NCHA complaints	54%	<61%
Complaints from BAME customers as a % of all complaints	19%	<19%
Complaints from Disabled customers as a % of all complaints	20%	<19%
Complaints from LGB customers as a % of all complaints	0.29%*	<4%

*We have limited data on our customers in this area.

Our Customer Committee is now firmly established and shaping the strategic ambitions of NCHA as well as providing accountability and challenge. In 2022 we launched our new Scrutiny and Homes and Neighbourhood panels.

Our customers 2022-2027			
Area	Current	2024 Targets	2027 Targets
Customer satisfaction	BAME customers and those who have a disability are less likely to be satisfied with the service provided by NCHA or one of our contractors.	Customer satisfaction BAME customers – 88% Disabled customers – 88%	Customer satisfaction BAME customers – >88% Disabled customers – > 88%
Customer complaints	BAME customers and those who have a disability are more likely to have cause to complain about a service provided by NCHA or one of our contractors.	Complaints from BAME and disabled customers as a % of all complaints > 19%	Complaints from BAME and disabled customers as a % of all complaints >15%
Help me have my say	Completed phase 1 of our Help Me Have My Say customer involvement project.	Embed new Scrutiny and Homes and Neighbourhood Panels. Deliver involvement offer for C&S service users.	Deliver digital engagement offer.
Customer insight	A new IT solution has been procured for the delivery of the My NCHA customer self-service portal. A customer insight project has been established.	Launch My NCHA portal. Unifying our survey strategy to develop a single approach to the collection of customer satisfaction measures across NCHA – including contractor performance, with the ability to drill down to ED&I insight.	25% digital shift for customers to update NCHA on any needs which would impact on service delivery.

Our people

“Equality and diversity shapes our organisational culture and is supported through colleague training, development and engagement.”

The long-term vision

People are at heart of NCHA, we will support the equal treatment of all our colleagues and make NCHA a great place to work and achieve. Our culture will be inclusive and colleagues will champion ED&I initiatives both within the work place and with customers.

Our current position

We regularly check in with our colleagues through pulse surveys and engagement surveys. We know that for disabled and BAME colleagues we could do more to increase satisfaction with NCHA as a place to work. In 2021/22 we have delivered a corporate project to improve our response to colleagues who experience an adverse incident at work, including abuse or hate crime. Whilst we now expect to see increased reporting in this area, a package of supportive measures have been developed to assist both colleagues and managers when these situations arise.

Our benchmarking activity tell us that we have less grievance and disciplinary warnings than organisations who we compare ourselves to. Nonetheless we monitor disciplinary and grievance cases to ensure that these processes do not have an adverse impact on certain groups. We know we have more work to do with management training and development to support an inclusive culture that is mindful of unconscious bias.

Our colleague group is broadly representative of the communities we work in, although we have a disproportionate number of female colleagues, in part due to our large Care and Support colleague group, a traditionally gendered occupation.

Since 2019 NCHA has adopted the Rooney Rule and an approach to diverse interview panels for all people manager positions. However this has not yet enabled us to increase the representation of BAME colleagues at a senior management level. This remains a key priority for us and we have a Sustainability Linked Loan agreed with NatWest which includes targets to increase the number of BAME managers across NCHA.

Our people 2022-2027			
Area	Current	2024 Targets	2027 Targets
Management diversity	BAME managers represent 9.09% of all managers.	BAME managers as a percentage of all managers - 12%	BAME managers as a percentage of all managers - 14% (by 2026 to meet Natwest loan target)
Gender Pay Gap (GPG)	Mean GPG - 12.9%	Targets on track regarding recruiting and retaining women in property trades as follows: 2022 – 3% 2023 – 4% 2024 – 5% women in trades GPG 11%	Gender Pay gap 2026 <=13% 2025 – 6% women in trades 2026 - 7% women in trades 2027 – 8% women GPG 10%
Ethnicity Pay Gap (EPG)	Current EPG = 15.4%	BAME managers as a percentage of all managers - 12%. EPG 12.5%	BAME managers as a percentage of all managers - 14% (by 2026 to meet Natwest loan target) EPG 10%
LGBT+ Allies	We have achieved our target of >25% of the workforce in the Your Homes team being signed up as a visual LGBT+ Ally. Overall 15% of the NCHA workforce is an LGBT+ Ally.	Increase LGBT+ Allies in the Property Services and Assets team to 20%. Develop and deliver LGBT+ Allies target and campaign with NCHA contractors.	> 25% workforce across NCHA signed up as LGBT+ Allies.
Apprenticeships	An increase in BAME colleagues undertaking apprenticeships from 11.9% in 2011 to 13% in 2022.	> 15% of delegates on apprenticeships are BAME.	>18% of delegates on apprenticeships are BAME.
Inclusive culture	In 2020 NCHA launched our first BAME colleague forum, which continues to build and develop and feeds into our ED&I panel. In 2021 NCHA launched a reverse mentoring pilot led by the Chief Executive, who is our Race at Work sponsor.	Design and Deliver an 'Inclusive and Compassionate Leadership' workshop and module within Leadership programme for all managers. A minimum of 25% of colleagues selected for the C&S Future Leaders programme (and any future aspiring leaders programmes) are BAME colleagues. Complete a review of our current ED&I specific training courses, including identified gaps for micro aggressions and unconscious bias. Complete the Reverse Mentoring pilot, evaluate and if successful, widen offer. Support individual teams (where required) with a half day 'Dignity at work' workshop in areas of the business with ED&I complaints / concerns.	Support the development of higher levels of cultural awareness across NCHA by developing / trialling new activities, including: 1) Commissioning of external speakers on ED&I topics 2) Test peer support groups on ED&I topics 3) Provide support to ED&I Champions to deliver Lunch and Learn style events 4) Curating external ED&I material / blogs / podcasts – to host on igloo and e-Learning platform Introduce formal positive action development programme across NCHA to support BAME colleagues into management and leadership positions Provide targeted Mentoring / Buddying training for individuals to support colleagues with protected characteristics to encourage colleagues into management and leadership positions.
Support for colleagues	Dedicated Wellbeing Manager in place. Wellbeing offer developed for all colleagues, including a focus on musculoskeletal support and mental wellbeing support.	Expressed leadership commitment to colleagues who are carers. Complete audit of NCHA as a 'carer friendly' organisation. Grievances from: disabled colleagues < 10% BAME colleagues < 35% Improve identification and support for dyslexic colleagues.	Grievances from: disabled colleagues < 10% BAME colleagues < 23% Neurodiversity is well understood and colleagues happy to self declare and seek support where required.

Our business

The long-term vision

NCHA has representative and diverse governance arrangements, including the Board and Committees which lead NCHA. Equality, diversity and inclusion considerations are embedded into all strategic decisions through Equality Impact Assessments (EIA). NCHA will become a leader in field of equality, diversity and inclusion on a local level and contribute nationally to the development of good practice in the housing and care and support sectors.

Our current position

NCHA has diverse Board and Committees and actively monitors representation in these areas. Our ED&I work is overseen by an ED&I panel which is comprised of Diversity Champions from across the NCHA colleague group.

We have an approved approach to Equality Impact Assessments, but recognise a need to further embed these to ensure the impacts are routinely considered in the development and delivery of homes and services.

In 2022 NCHA achieved accreditation with the Housing Diversity Network DNA assessment. Areas of distinction were achieved in the areas of leadership, governance, data collection and analysis, communications to colleagues and colleague wellbeing.

Our business 2022-2027			
Area	Current	2024 Targets	2027 Targets
Governance	40% of our Board and Committee members are women and 12% are disabled.	Women Board and Committee members >= 61%. Disabled Board and Committee members >=19%	
		Improved performance reporting on ED&I measure at Board level.	
Impact assessment	EIA in place across a range of areas including project planning and policy review.	Embed EIA across NCHA and review effectiveness.	All policies have a relevant EIA. All strategic plans are supported by an EIA.
ED&I campaigns and visible leadership	A comprehensive ED&I calendar of campaigns and events is in place with support from Diversity Champions in the production of content regarding lived experience. HDN considered our communications a strong part of our recent DNA assessment.	Linked to the inclusive culture targets (above) ensure a joined up campaign of ED&I initiatives.	
	Board members and senior leaders attend or visibly support ED&I campaigns.		



Equality and diversity is driven from the top and informs business planning



Naomi Dobraszczyc
Director of Finance and Resources

Our business

NCHA diversity profile May 2022

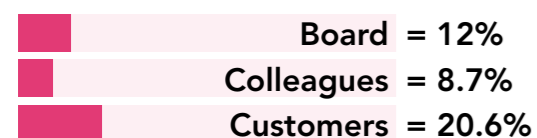
This data provides a comparison between NCHA colleagues, customers and NCHA Board members by the protected characteristics of disability, ethnicity, gender and sexual orientation.

% Female

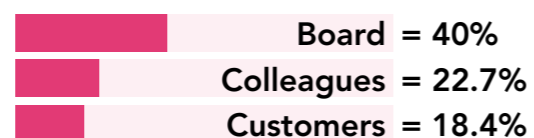


Board = 40% Colleagues = 66% Customers = 61%

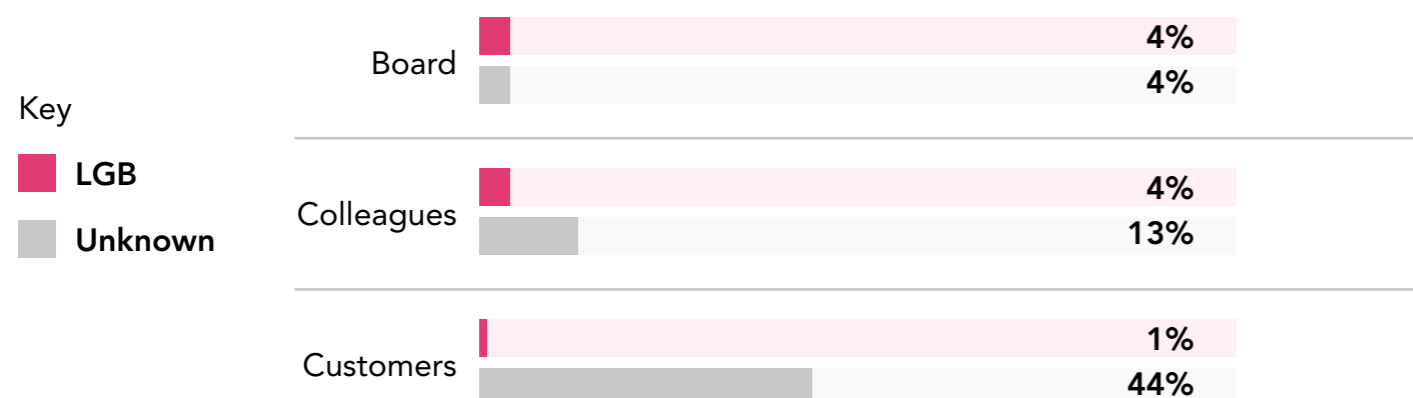
% Disability



% Ethnic minority groups



% LGB



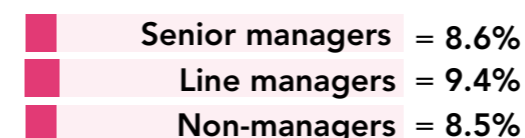
This data provides a comparison between senior leaders, line managers, and non-management colleagues by the protected characteristics of disability, ethnicity, gender and sexual orientation.

% Female

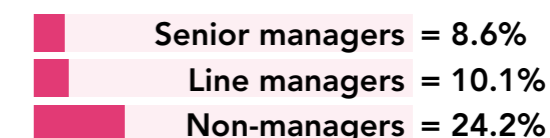


Senior managers = 48.6% Line managers = 65.5% Non-managers = 67.1%

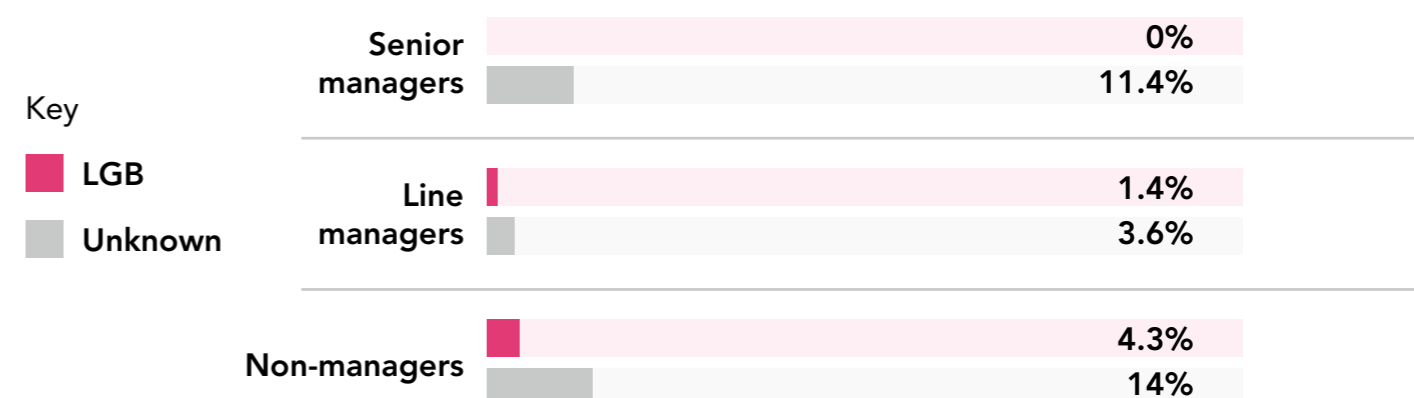
% Disability



% Ethnic minority groups



% LGB



Delivering the strategy

To ensure we deliver on the outputs of this strategy, we'll have processes to measure our targets which will be reported to the following groups:

NCHA Board

NCHA Board is responsible for the approval of the strategy and the monitoring of its delivery, including through regular performance reporting. A year one delivery report will be reported to Board on the first anniversary of the strategy, followed by a full strategy review at the end of the second year.

ED&I Panel

The ED&I panel develop and produce the ED&I strategy. The performance is monitored biannually through ED&I panel meetings.

Executive Team

The Director of Homes and Wellbeing is the overall lead within the Executive Team (ET).

Senior Leadership Team

Individual SLT members have been assigned responsibility for each of the working areas identified within this strategy.

Glossary

ASB	Anti Social Behaviour
BAME	Black, Asian and Minority Ethnic. (Following consultation with our BAME colleague forum, we have agreed to use this term throughout the strategy where appropriate. We understand that the term has been challenged in some communities and our BAME forum are actively considering alternatives).
DNA	Diversity Network Accreditation
ED&I	Equality, Diversity and Inclusion
EIA	Equality Impact Assessments
EPG	Ethnicity Pay Gap
GPG	Gender Pay Gap
HDN	Housing Diversity Network
ILOP	Independent Living for Older People
Hate crime	Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice, based on a person's disability or perceived disability; race or perceived race; or religion or perceived religion; or sexual orientation or perceived sexual orientation or transgender identity or perceived transgender identity.
Homes England	Government housing agency providing funding for housing development.
LGB	Lesbian, gay and bisexual (only)
LGBT+	Lesbian, gay, bisexual, transgender and any other non-heterosexual sexual orientation and non-binary gender identities.
STAR survey	Survey of Tenants and Residents (STAR) is a nationally benchmarked customer satisfaction survey.

Governance and Review


This strategy has been approved by the NCHA Board in June 2022, with full reviews planned in 2024 and 2026.



 0800 013 8555

 www.ncha.org.uk

 info@ncha.org.uk

 Nottingham Community Housing Association
12/14 Pelham Road, Sherwood Rise
Nottingham
NG5 1AP

 @NottsCommHA

 /NottinghamCommunityHousingAssociation