

Equality, Diversity and Inclusion Strategy 2023 – 2026



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1. Introduction and purpose

Maryhill has one of the most diverse populations in Scotland with over 16 percent of residents with a minority ethnic background and over 21% with a limiting health condition or disability. At Maryhill Housing we aim to promote and celebrate this as a key community asset.

Equality is not about treating everyone the same – 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. Maryhill Housing 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. So, Maryhill Housing plays a vital part in ensuring welfare, protection, and access to opportunities.

At Maryhill Housing

Our vision is: Great homes in strong and thriving communities.

Our mission is: Providing great housing and services for our customers; supporting strong, inclusive communities in North West Glasgow.

Our values are to:

- Think customer first
- Take responsibility
- Embracing people's differences
- Keep improving

Our long-term strategic objectives are to:

- Improve customer experience
- Enable better lives
- Provide better places
- Build a sustainable business

One of our long-term strategic goals is to:

- Understand our people and communities and proactively adapt what we do to maximise accessibility to all.

At Maryhill Housing, equality, diversity, and inclusion means:

- Embracing and understanding difference

- Adapting what we do
- Enabling full access to our organisation
- Ensuring everyone can realise their potential.

This strategy demonstrates our approach to meeting Outcome 1: Equalities in the Scottish Housing Charter:

'Every tenant and other customer have 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 this assessment and other inputs to identify key objectives and sets out an action plan for 2023/25 to achieve these objectives.

2. Equality and Diversity: What do we know?

The Association introduced a new approach to collection of data about the protected characteristics of staff, customers, job applicants, housing applicants and Board Members in January 2023.

This data will underpin this strategy. We need to understand more about these groups to understand the challenges they face and how we need to shape what we do to ensure we are accessible to all.

The new approach was launched in January 2023, but we do not expect to have access to full data about the diversity of these groups until late 2024. This is because we will not seek data from current tenants and owners until our next full customer satisfaction survey due in 2024.

Key data that is currently available is summarised below.

The Maryhill and Ruchill communities

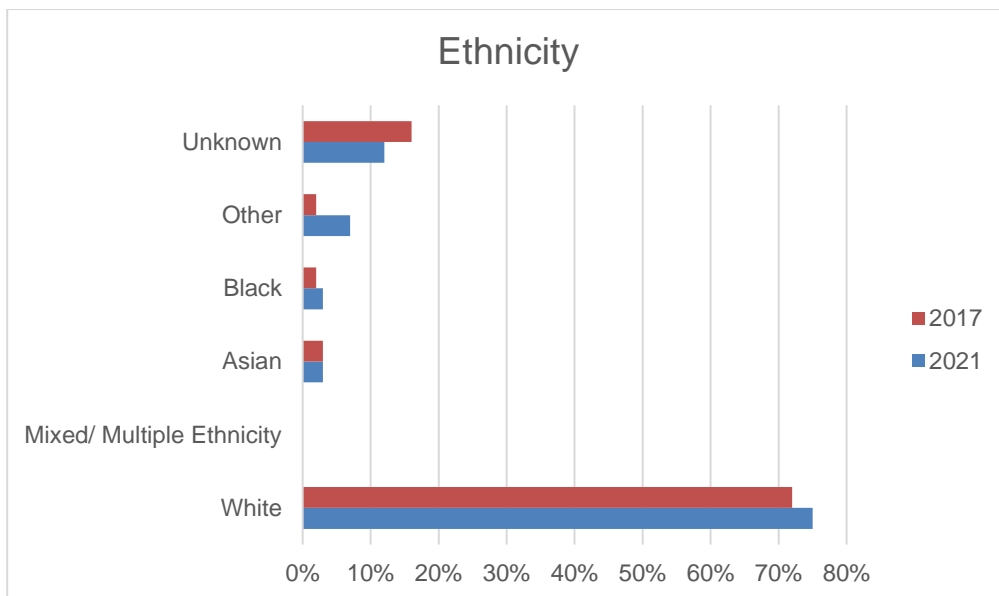
Available information about the diversity of the Maryhill and Ruchill communities is summarised in the table below. Comparisons with Glasgow and Scotland are included.

	Maryhill	Ruchill	Glasgow	Scotland
Proportion of households with a limiting disability	20.4%	29.2%	20.6%	30%
Proportion of households born outside of UK	16.3%	11.09%	12.2%	7.2%
Proportion of households with children	12.7%	26.3%	23%	22%
Proportion of households with over 65s	13.5%	14.7%	17%	25%

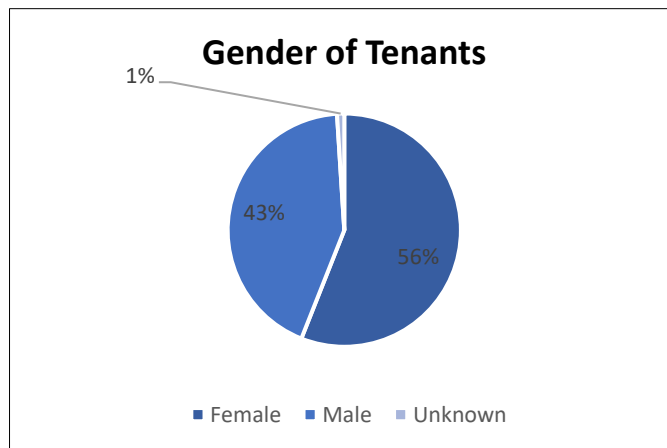
The differences between the Maryhill population and Glasgow and Scotland averages are expected to grow. The Maryhill Road Corridor has one of the fastest growing populations in Scotland and is expected to become more ethnically diverse and younger over the next ten years.

Maryhill Housing tenants

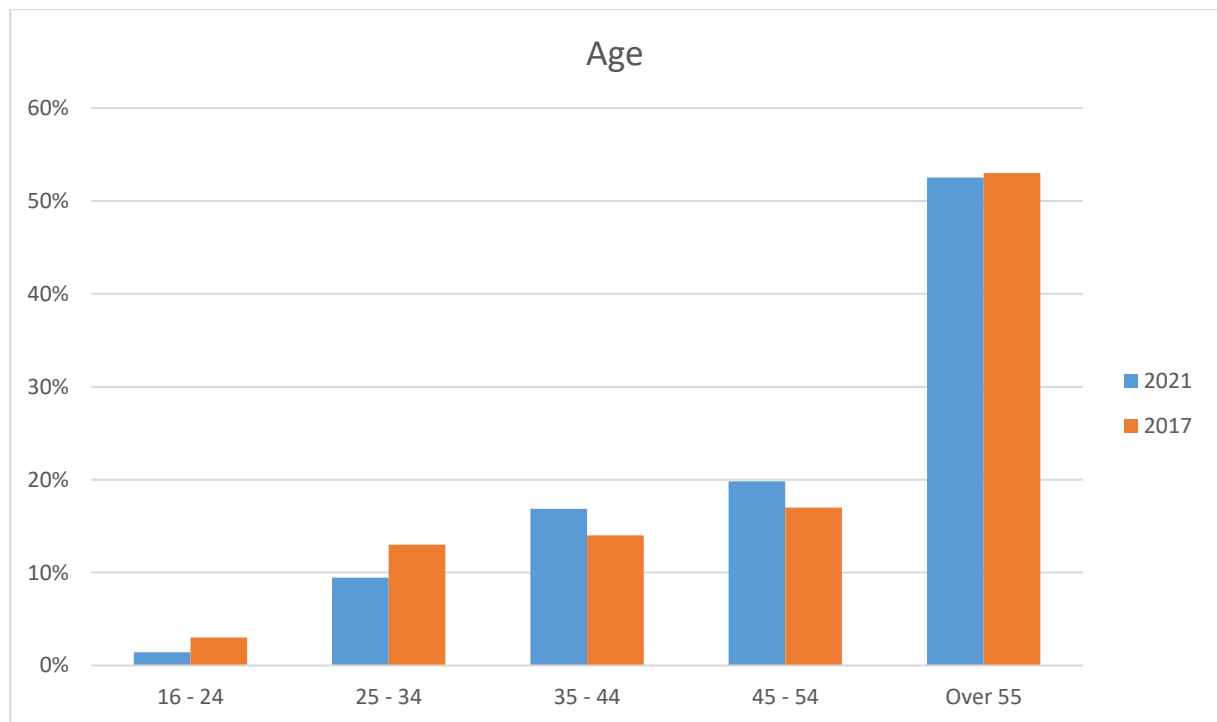
The ethnicity of current tenants (based on 2021 data) is summarised in the table below:



The gender of current tenants is shown in the table below:



The age of our current tenants is shown below:



Our tenants are more likely to be female. They are becoming more ethnically diverse and more likely to be middle aged. We know from neighbouring associations that they are more likely to have life limiting illness or disability and mental health problems.

We do not currently hold data on the diversity of housing applicants.

There is a clear correlation between age and customer satisfaction with younger customers and those in middle age significantly less likely to be satisfied with the Association's services. There are no similar correlations for other groups, e.g., customers from ethnic minority backgrounds are slightly more likely to be satisfied than white customers.

Maryhill Housing Staff

The Association has a high number of women in senior leadership positions but has high levels of workforce segregation. For example, all post holders in technical property roles are male and almost all members of the Association's Neighbourhood Team are male.

The proportion of the Association's staff team from non-white backgrounds has grown over the past three years but at 4% is still significantly lower than in the Maryhill community.

The proportion of the staff team with a disability (7%) has remained relatively constant over the past three years but is still significantly lower than in either the Maryhill or Ruchill communities.

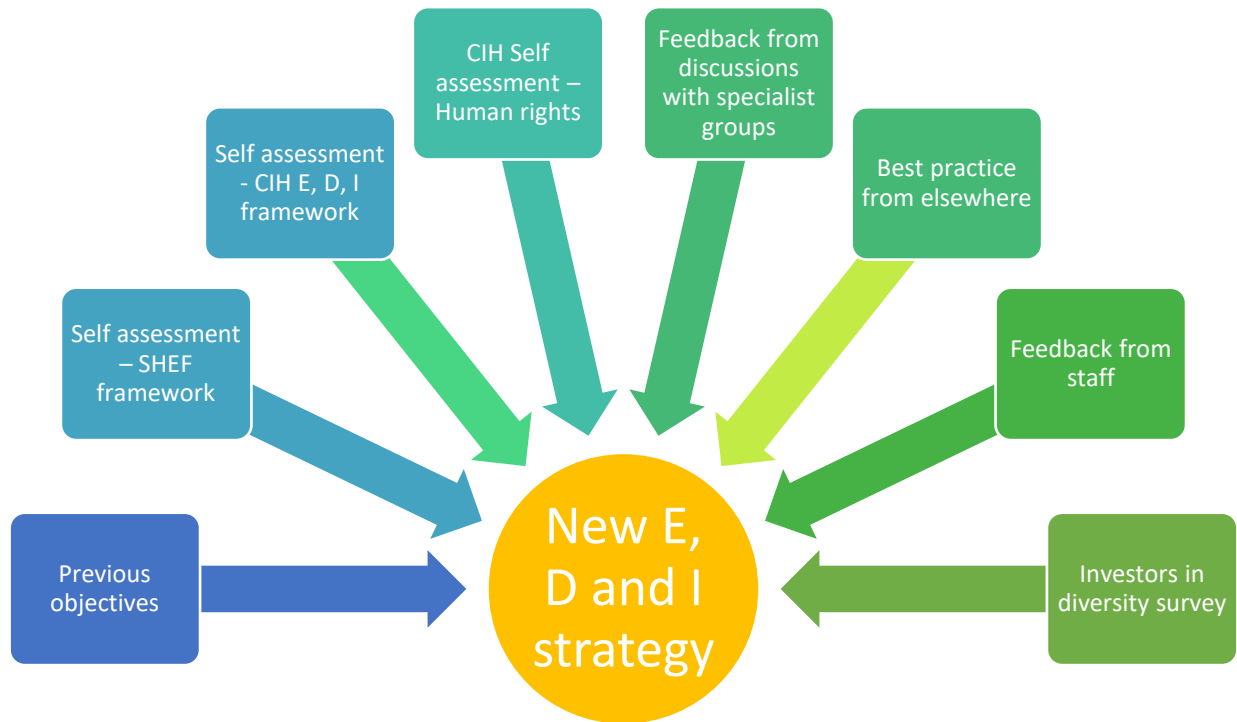
The Association's staff team is younger than in other housing associations, as a result of a proactive approach to employ more apprentices and trainees and high staff turnover in recent years. Again, the workforce is segregated by age, with high average ages in the Association's technical roles and Neighbourhood Team.

Maryhill Housing Board

Our Board is diverse in terms of age and gender. At least one Board Member has a disability. The Board is not representative of the Maryhill and Ruchill communities in terms of ethnic diversity with no Board Members from a minority ethnic group.

3. Assessment of Maryhill Housing’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 checklist¹.

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 Maryhill Housing.

We conducted a staff and customer equality, diversity and inclusion survey through Investors in Diversity in May 2022 and used the feedback from this survey to identify strengths and areas for improvement. The Association has also recently launched a project to respond to this feedback from staff including 1-1 discussions to explore the issues in more detail. This project is ongoing at the time of developing this strategy.

We contacted key local and regional organisations representing or supporting people with protected characteristics to understand how we could better support people

¹ Local Government Association (2017) ‘*Social Housing Equality Framework*’, <https://www.local.gov.uk/our-support/guidance-and-resources/equality-frameworks/social-housing-equality-framework>

experiencing structural disadvantage and build on relationships with these groups in the future.

A summary of the self-assessment against the SHEF framework is shown below because this allows comparison with 2018. A detailed appraisal against all three frameworks is shown at Appendix A.

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.

In our 2018 assessment in almost all areas we assessed ourselves as developing our equality and diversity approach. In 2022 we improved our assessment to achieving in most areas. Exceptions are because of lack of continuous training for the staff team are Board and lack of a programme to proactively celebrate and promote diversity.

Area of operation	Maryhill 2018 rating	Maryhill 2022 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>	Developing	Achieving
<p>Leadership, partnership, and organisational commitment</p> <p>Clear leadership is key to establishing a strong vision for equality and improving equality outcomes. Our Board 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>	Developing	Developing
<p>Involving our customers</p> <p>Maryhill 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>	Achieving	Achieving
<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>	Achieving	Achieving

<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>Developing</p>	<p>Developing/ Achieving</p>
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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, Board, 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 Board and staff team are representative of the community we serve.
- 4.) Ensuring our Board 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 2023-26

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

The action plan will be monitored by the Equality, Diversity and Inclusion working group and delivery of the plan is a proposed Delivery Plan project for 2022-2023.

The Association is delivering a number of projects that will have positive equalities outcomes, such as building new family sized housing, regenerating derelict land and introducing a new online allocations system. These actions are captured elsewhere and are therefore not included in the action plan below.

Area	Lead	Timeframe
Understanding our customers, staff team, Board and Communities better.		
Rolling out equalities data collection across all protected characteristics for the following groups: staff, Board Members, job applicants, housing applicants.	HR Manager Head of N & C, P & G Manager.	April 2023
Rolling out equalities data collection across all protected characteristics groups for tenants and owners.	P & G Manager	October 2024
Creating an equalities data set including visual, accessible graphics. Promote this to staff and customers.	BT & IT Manager P & G Manager	Sep 2023
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	October 2023
Joining and actively participating in the Scottish Federation of Housing Associations Community of Practice on Equality, Diversity, and Inclusion.	CEO	Join: April 2023 Active participation: ongoing
Actively use the equalities data set as part of the 2023 Business Planning process.	CEO	March 2024
Develop a system to proactively collate and use customers' communications preferences and requirements.	P & G Manager	March 2024
Giving consideration to actively translating key documents.	P & G Manager	March 2024
Creating Delivery Plan project to deliver E, D and I actions in 2023/24 and consider remit of existing staff wellbeing and diversity group	CEO and HR Manager	Creating project: March 2023 Reviewing remit: July 2023
Completing review of tenant scrutiny arrangements to ensure diversity of membership of scrutiny group and ensuring the group are aware of and consider diversity issues.	P and G Manager	March 2024
Give consideration to whether adaptations are required to new build and property investment standard specifications to adapt to diverse customer base.	CEO	October 2023

Area	Lead	Timeframe
Ensuring our Board and staff team are representative of the community we serve.		
Developing a Board recruitment campaign that actively, proactively targets candidates from minority ethnic groups and with disabilities	P & G Manager	Sep 2023
Review the Association's staff recruitment approach including maximising applications from a diverse range of applicants.	HR Manager	June 2023
Considering new key performance indicators and/or reporting on staff and Board diversity.	MH Board	March 2023
Recruiting a new Positive Action Trainee into one of the Operational Teams Housing (PATH) trainee in the Housing Management Team	HR Manager	September 2023
Ensuring our Board 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.	HR manager	May 2023
Deliver a programme of bitesize equality and diversity training throughout the year focusing on key issues, such as neurodiversity, structural or the menopause.	HR Manager	March 2024 and ongoing
Delivering training for relevant Housing Management and other operational staff on managing harassment	Head of N & C	August 2023
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.	P & G manager	Programme approved: annually in April Programme delivered: ongoing
Partner with third sector groups to deliver at least three events targeted at promoting community inclusion.	P & G Manager/Head of N & C	March 2024 and annually thereafter.
Ensuring every annual report video includes an equality and diversity element	P & G Manager	October 2023

4. 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 Board 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, Board and Communities better	
Full data set across all protected characteristic groups for customers, staff, job applicants, housing applicants and Board Members	October 2024
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.	March 2024
Ensuring our Board and staff team are representative of the community we serve	
Achievement of the following staff diversity KPIs: <ul style="list-style-type: none"> - 10% of Board from minority ethnic backgrounds - 10% of Board members with a self-defined disability - 50% of male/female Board members - At least 30 years age difference between youngest and oldest Board Members 	HR Manager
Achievement of the following Board diversity KPIs: <ul style="list-style-type: none"> - 7% of staff from an ethnic minority background - 10% of staff with a self-defined disability 	P & G Manager
Ensuring our Board 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 compared to 2022 results)	March 2024
Improvement in customer perspectives on the Association's approach to equality, diversity, and inclusion (as measured by anonymous survey compared to 2022 results)	March 2024
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 compared to 2022 results).	March 2024