

# Equality and Diversity Strategy 2018 – 2021



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## 1. Introduction and purpose

Maryhill has one of the most diverse populations in Scotland with approximately 15 percent of residents with a minority ethnic background and at Maryhill Housing we aim to promote and celebrate this as a key community asset.

Equality is not always about treating everyone the same – it is about recognising our differences and treating people accordingly 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 the welfare, protection and access to opportunities for everyone in Maryhill.

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
- Deliver on our promises
- Celebrate diversity
- Keep improving

Our long term strategic objectives are to:

- Improve customer experience and increase customer satisfaction
- Address poverty and enable customers to make their lives better
- Provide better homes and developing neighbourhoods to feel proud of

One of our long term strategic goals is to:

- Celebrate diversity and ensure we represent and reflect our customers

This is the first Equality and Diversity Strategy at Maryhill and sets out the steps we will take to ensure that:

**All customers, employees and wider stakeholders feel part of the Maryhill community, have full access to Maryhill Housing services and have the opportunities to realise their potential.**

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

*'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 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

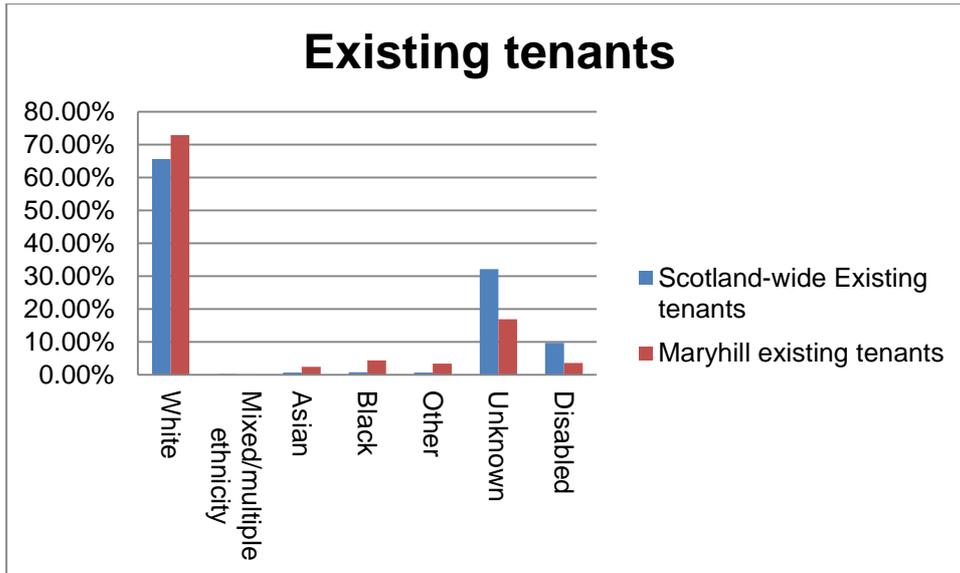
It uses this assessment to identify key objectives and sets out an action plan for 2019/21 for the first steps in achieving these objectives.

## **2. Equality and Diversity: What do we know?**

Information about the diversity of our customers, staff, governing Board and the wider Maryhill community can be found in our Annual Return on the Charter (ARC) returns and through census data. These data sets are limited and only provide information on ethnicity and disability. The lack of information about our customer base presents a key challenge for Maryhill as we cannot shape our services to meet our customers' needs if we do not know who they are and understand the challenges they face.

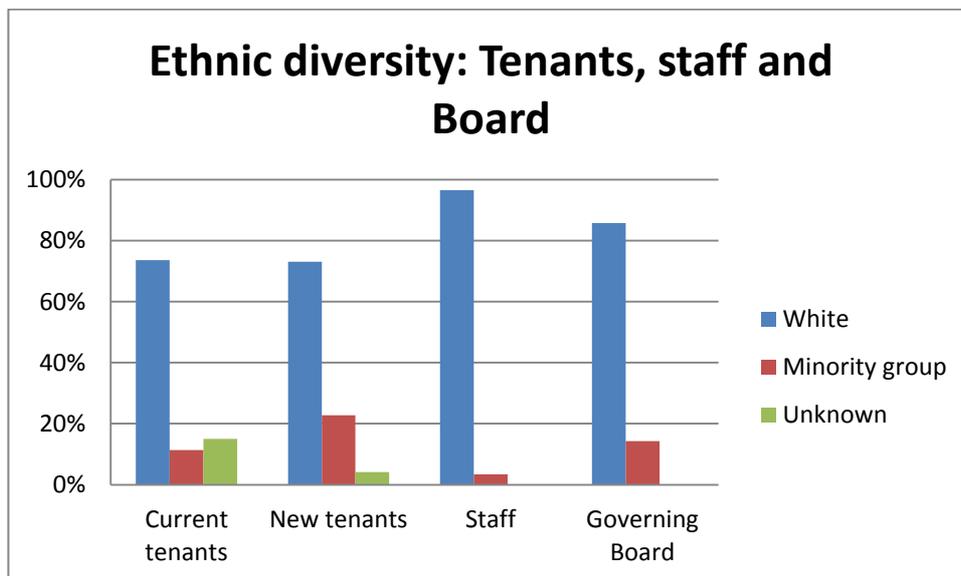
According to 2011 census data, 11% of the population along the Maryhill Road corridor is from a minority ethnic group compared to 4% in Scotland as a whole. This increased from 5% in 2005 and therefore by 2018 this figure is percentage is likely to have increased significantly to at least 15% of the Maryhill Road corridor population.

According to our 2017/18 ARC return approximately 11% of our tenants at Maryhill are from a minority ethnic group. This is likely to be under-stated because we do not hold ethnicity data for approximately 15% of our tenants. A comparison between the ethnicity of Maryhill's current tenants and social housing tenants in Scotland as a whole is shown below.



Our tenants are becoming increasingly ethnically diverse. Of our new tenants in 2017/18 over 23% were from a minority ethnic group. Our newer tenants are also more likely to be disabled than our existing tenants: 15% of applicants and 11% of our new tenants identify themselves as having a disability compared to 4% of current tenants.

Our staff are not representative of the community they serve in terms of ethnic diversity. We have recruited new Board members during 2019 and the Board is now more representative in terms of age and ethnicity. In 2019 we introduced a new strategic performance indicator for 2019/20 around the ethnic representativeness of our staff team. This is summarised in the chart below.

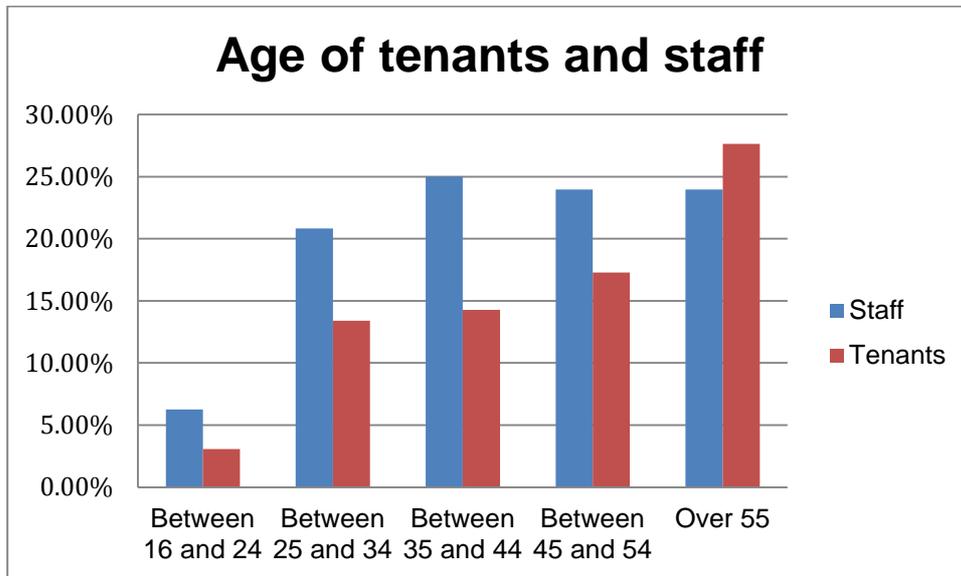


The table below demonstrates that Maryhill has significantly more people of a working age (and less younger and older people) than in other parts of Glasgow.

Group	ID	Indicator	Count	%	Difference from Glasgow	Time Period
Population	P1	People aged 0 - 15	1,409	10.6%	-34%	2012
	P2	People aged 16 - 64	10,300	77.8%	+11%	
	P3	People aged 65 - 74	769	5.8%	-20%	
	P4	People aged 75 and over	756	5.7%	-15%	

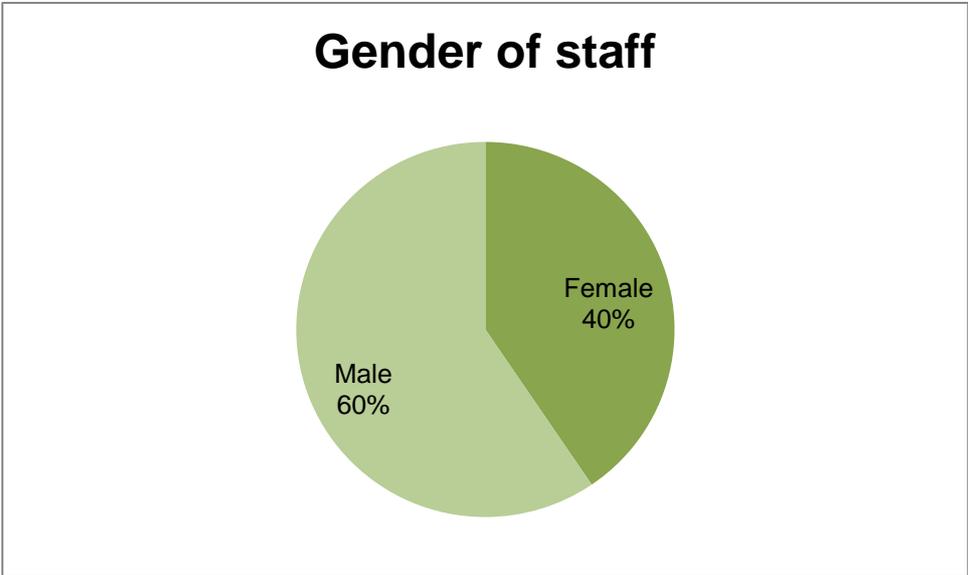
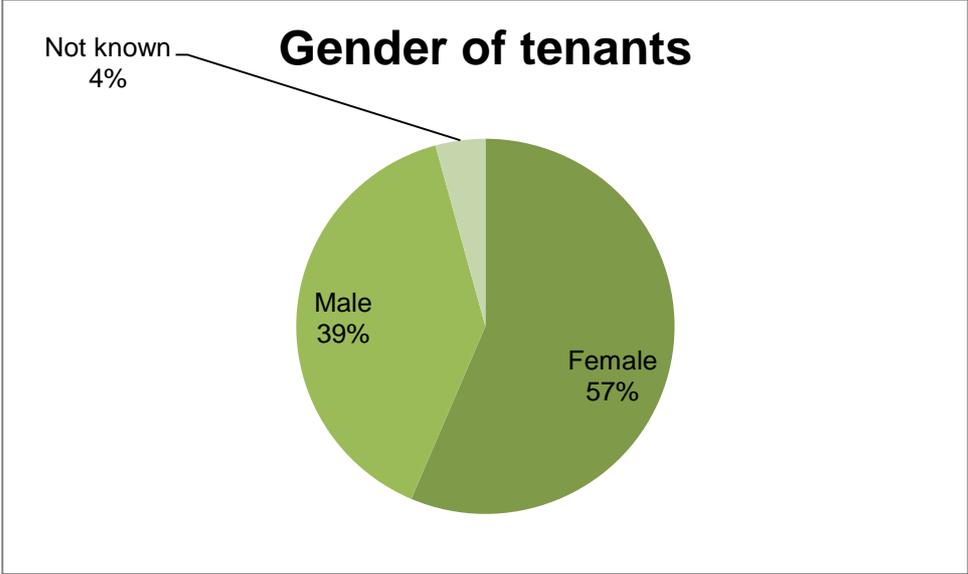
Maryhill has relatively good data on ethnicity with information on 83% of tenants compared to 69% nationally. We are also now collecting data on disability of waiting list applicants.

In terms of age Maryhill Housing bucks the trend of the sector generally with a higher proportion of younger members of staff when compared to our tenants. This is shown in the table below. This is the result of our focus on offering a growing number of apprentice and trainee schemes. However, this spread of ages does not run throughout the Association with concentrations of older staff in our Property Teams.



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

In terms of gender there is also an imbalance between the gender of our customers (57% female), compared to the gender of our staff (60% male). This is shown in the charts below. In our neighbourhood team all 25 members of staff are male. In our Property teams there is a clear gender split by role type with all technical staff being men and all admin staff being women. At Maryhill there is not, however, generally a gender divide in terms of seniority. Maryhill's Executive Team is all female and gender is balanced in the Senior Management Team.



### 3. Assessment of Maryhill’s current approach to Equality and Diversity

We used the established Social Housing Equality Framework<sup>1</sup> to self-assess our approach to equality and diversity. This framework has been developed by the Local Government Association to help housing organisations integrate their commitments to equality and diversity into their everyday work. We used this framework to ensure our approach to equality and diversity is practical and makes a genuine difference in how our customers and staff experience Maryhill Housing.

This 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 2017/18 assessment in almost all areas we assessed ourselves as developing our equality and diversity approach. The Equality and Diversity Strategy approved by the Board in April 2018 set out a one year action plan to address some of the gaps whilst the Association built up its knowledge of its customers.

The self-assessment has been re-run for 2019 taking into consideration the action taken over the past year.

A summary of the self-assessment is shown below and a detailed appraisal against all areas of the framework is shown at appendix A.

Area of operation	Maryhill 2018 rating	Maryhill 2019 rating
<p><b>Knowing our customers</b></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	Developing
<p><b>Leadership, partnership and organisational commitment</b></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	Achieving
<p><b>Involving our customers</b></p> <p>Maryhill has long recognised the</p>	Achieving	Achieving

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

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.		
<b>Responses services, access and customer care</b>  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.	Achieving	Achieving
<b>A skilled and committed workforce</b>  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.	Developing/ Achieving	Achieving

#### 4. Equality and diversity objectives

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

- 1.) Diversification of resident involvement arrangements to ensure under-represented groups are actively targeted
- 2.) Our workforce becoming more reflective of the diversity in our customer base
- 3.) Understanding our customers better and using this information to shape our services
- 4.) Ensuring our communications strategy actively targets hard to reach groups
- 5.) Proactively celebrating Maryhill's diverse cultures

#### 5. Equality and Diversity Action Plan 2019-21

At Maryhill Housing we have aspirations to be sector leading in our approach to equality and diversity. We have a responsibility to our diverse community to make significant improvements and over a five year period aim to move from a developing to an excellent organisation in the Social Housing Equality Framework assessment.

We have made good progress in the first year with achieving status achieved in most areas. A one year action plan was approved in 2018 and performance against this action plan is summarised at appendix B. It was hoped that the 2018/19 action plan would be an interim position whilst the Association improved its data collection around protective characteristics groups. The Association has slightly improved its collection of ethnicity and disability data but has not introduced a systematic collection of data on other protected characteristics groups. This will be introduced during 2019/20 in preparation for a requirement to report on this to the Scottish Housing Regulator from April 2021. This lack of data around wider protected characteristics groups is the biggest issue we need to tackle to progress on equality and diversity.

The action plan will be monitored by the Chief Executive.

Area	Lead	Timeframe
<b>Diversification of resident involvement arrangement to ensure under-represented groups are actively targeted</b>		
1. Identify and meet with key community leaders to identify the concerns of minority groups living in the area and where appropriate develop joint working approaches to address issues.	BW/JS/RR	<del>October 2018</del> June 2019
2. Invite all customers, but particularly those from diverse groups to a coffee morning to discuss how they want to get involved in shaping our services	RR/CH	<del>June 2018</del> August 2019
3. Community Groups representing diverse groups to be invited to a networking event for front-line housing staff as part of the induction of new housing officers	RR/CH	<del>June 2018</del> September 2019
4. New Community Insight and Engagement Strategy to be developed with a focus on reaching hard to reach groups	LC	October 2019
5. Production of Annual Report via video to engage with different customers	CH	September 2019
6. Provide training to the scrutiny panel on E and D responsibilities	LC	March 2020
<b>Our workforce becoming more reflective of the diversity in our customer base</b>		
7. Continue with year two of the current PATH trainee and recruit a new PATH trainee for the Community Regeneration Team	BW/JS	<del>September 2018</del> April 2020
8. Investigate and develop better targeted recruitment for diversity and inclusion	HRM/HRO	
9. Ensuring new People Strategy sets out proposals to address workplace segregation	CEO/HRM	
<b>Understanding our customers better and using this information to shape our services</b>		
10. Develop a system and method for capturing the full range of protected characteristic information on our housing management system.	RR/PG/LC	April 2020
11. Start collecting this data from April 2020 for new applicants, and through bi-annual visits	RR/PG/LC	April 2021
12. Including equalities question as standard in procurement quality scoring	RW	March 2020

Area	Lead	Timeframe
13. Rolling out a paperless solution for customers	PG/BW	March 2020
14. Developing and using a system to collect customers' communications preferences	PG/LC/CH	March 2021
<b>Ensuring our communications strategy actively targets hard to reach groups</b>		
15. Finalise toolkit for front-facing staff when interacting with customers where English is not the first language, including in writing, face-to-face and over the phone. Train staff on this.	BW/CB/MM	June 2019
16. Creation of Maryhill Instagram account to improve engagement with younger tenants	CH	June 2019
<b>Ensure our staff fully understand and embrace the principles of equality and diversity and their role in promoting diversity</b>		
17. Ensure new induction process includes online equality and diversity training	MM	Mar 2019
18. Senior management team to complete equality impact training and roll out of equality impact assessments as part of policy review.	BW	August 2019 2019
19. Deliver programme of cultural awareness training for all staff	MM	May 2019
20. Develop programme of diversity focused staff events for delivery during 2019.	CB/MM	March 2020
<b>Proactively celebrating Maryhill's diverse cultures</b>		
21. Hold at least one community event during 2019 focused around a culturally significant date for our diverse communities. Promote in all media.	CH	July 2019
22. Publicise E and D strategy and E and D successes	BW/CH	August 2019
23. Annual report/video to include E and D element	CH	September 2019