

# Equality, Diversity and Inclusion Strategy

2021-2022



# Introduction from Claire

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.

You can see on page 11 that 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



**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 even more improvements. I'm really proud of how far we've come. We've even added Equality and Diversity targets to our loans, you can read more about that on page eight.

We've also signed up to the Race at Work Charter, which provides a framework for employers to ensure their workplaces tackle the barriers faced by ethnic minority people when it comes to recruitment and career progression.

We've committed to five actions to ensure that black and minority ethnic colleagues are represented at all levels, and that our organisation is a reflection of the society we work in.

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.

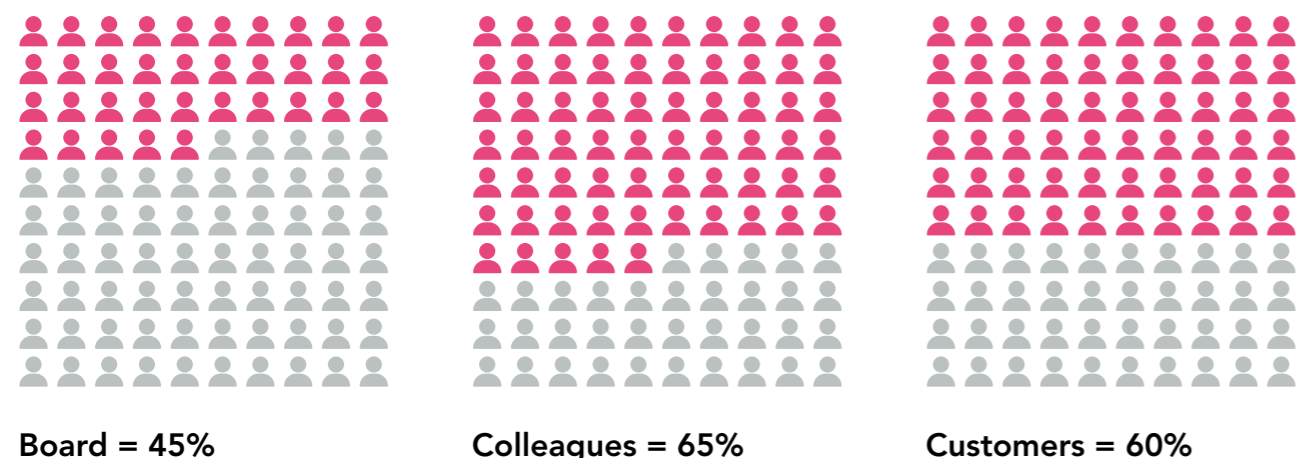
# Our business

“Equality and diversity is driven from the top and informs business planning.”

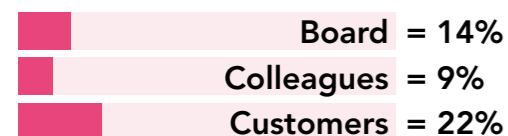
## NCHA diversity profile May 2021

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



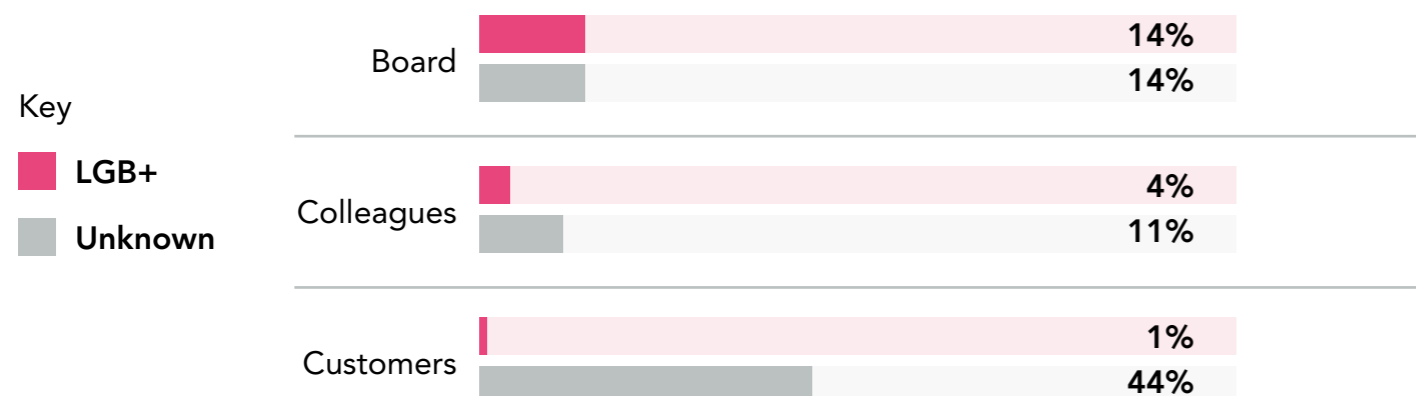
### % Disability



### % Ethnic minority groups

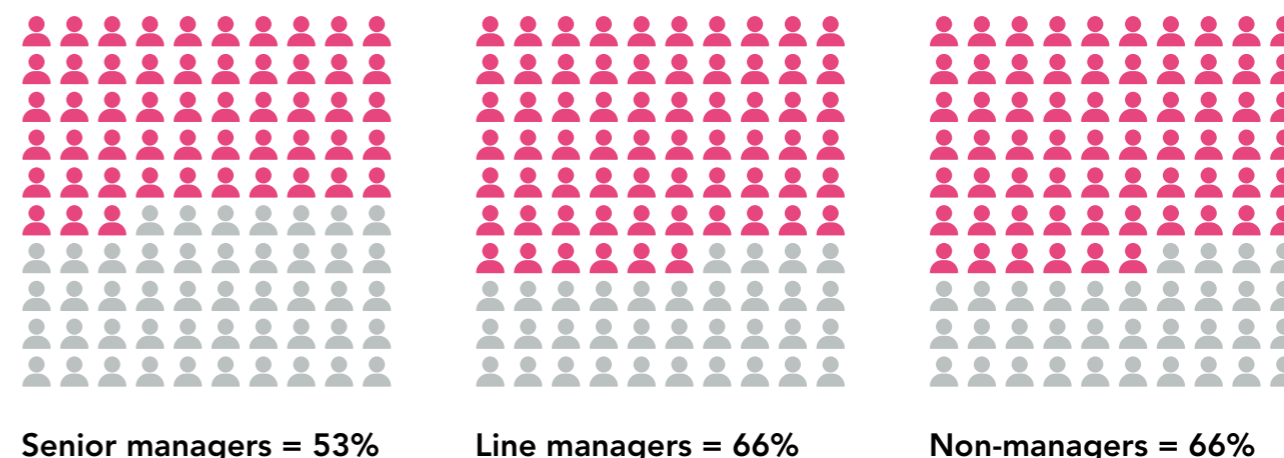


### % LGB+

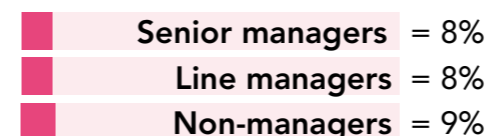


This data provides a comparison between senior leaders, line managers, and non-management colleagues by the protected characteristics of disability, ethnicity, gender and sexual orientation.

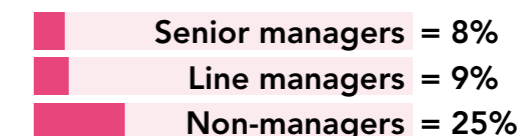
### % Female



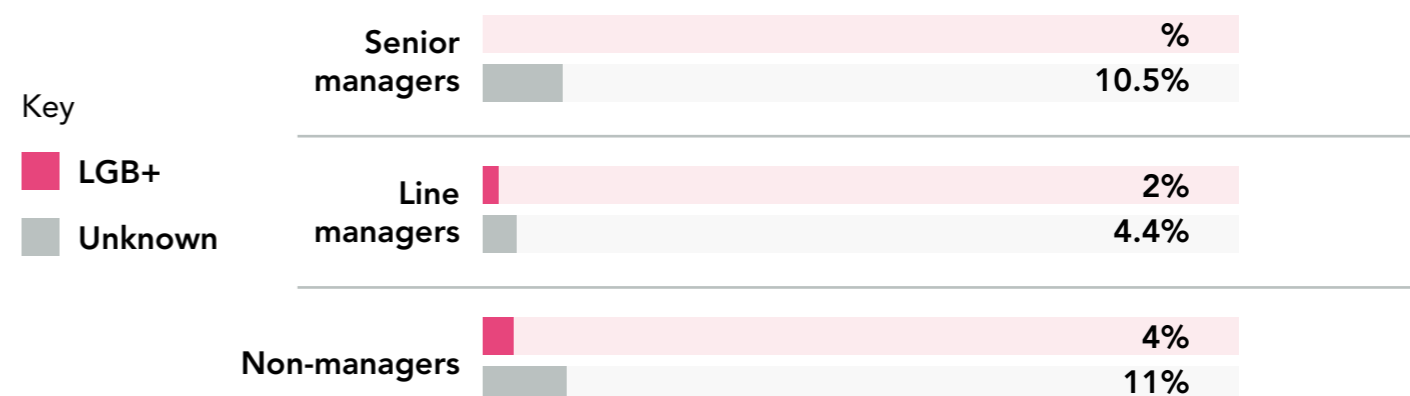
### % Disability



### % Ethnic minority groups



### % LGB+





# Our business

## Our progress against 'Our business' 20/21 EDI objectives

This year we've:

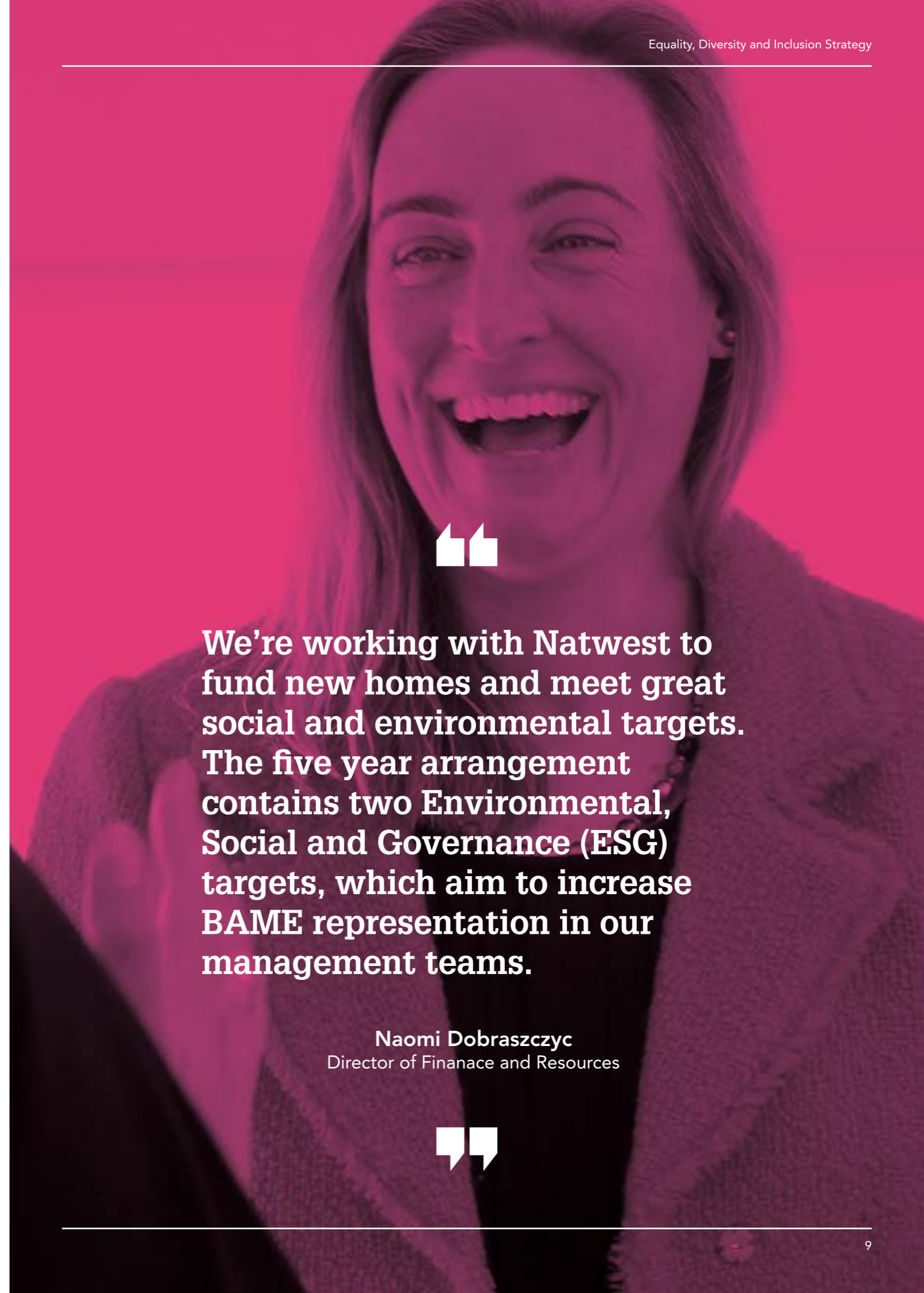
- Completed a review of our Equality, Diversity and Inclusion panel, and the recruitment of new Diversity Champions to support the work the panel do
- Developed and launched a new Equality Impact Assessment to support key policies, strategies and business planning across NCHA
- Added a new Environmental, Social and Governance (ESG) target in a loan agreement from Natwest to increase BAME colleague representation to 14% at people manager level by 2026
- Launched diverse panels for all people manager recruitment from April 2021.



## Key business EDI objectives 2021 – 2026

We'll be working towards:

- Engaging an external review of Equality, Diversity and Inclusion impact across NCHA in 2021/22
- All Corporate Fit for 50 projects having an active Equality Impact Assessment and incorporation of the voice of equality, diversity and inclusion customer personas.



**We're working with Natwest to fund new homes and meet great social and environmental targets. The five year arrangement contains two Environmental, Social and Governance (ESG) targets, which aim to increase BAME representation in our management teams.**

**Naomi Dobraszczyk**  
Director of Finance and Resources



# Our customers

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

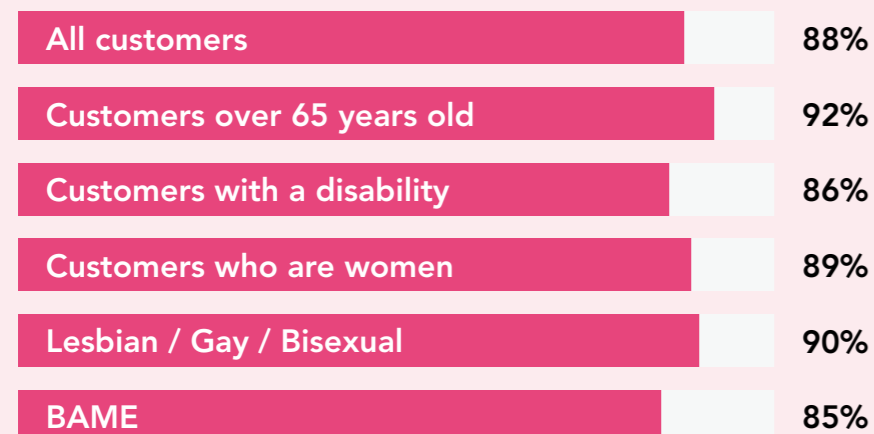
## Our key performance data

### Customer satisfaction

In 2020, we surveyed our residents and tenants, we analysed results based on protected characteristics.

We asked:

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



**Angela Miller**  
NCHA Customer Committee member and customer



I'm really pleased to be part of a new Customer Committee at NCHA, and glad to support their ambitions around Equality, Diversity and Inclusion. It's great that the Customer Committee is a key objective for the next few years and that NCHA is committed to representing its customers and communities.



## Our progress against 'Our customers' 20/21 EDI objectives

This year we've:

- Launched a Customer Committee as a sub-committee of the Board of Management. The Customer Committee has three customer representatives, three Board members and is supported by an Independent Chair. The group supports the governance and oversight of performance and service delivery.

## Key customer EDI objectives 2021 – 2026

We'll be working towards:

- Implementation of a new Homes and Neighbourhood panel, Scrutiny panel, and a Care and Support group by March 2022
- Improving data collection of customer protected characteristics through the launch of a new MyNCHA portal by March 2023
- Monitoring services to customers to ensure there is no disproportionate impact for certain groups.



# Our customers

Complaints by gender, race, disability and sexuality based on 20/21 data:	Target	Actual
Complaints from women customers as a % of all complaints	<56%	51.64%
Complaints from BAME customers as a % of all complaints	<18	18.59%
Complaints from disabled customers as a % of all complaints	<17%	22.03%
Complaints from LGB+ customers as a % of all complaints	<4%	1.20%

Unplanned tenancy cessation by sex, ethnicity, disability and LGBT+ based on 20/21 data:	Target	Actual
Unplanned tenancy cessations for women as a % of all cessations	<56%	52%
Unplanned tenancy cessations for BAME customers as a % of all cessations	<18	12%
Unplanned tenancy cessations for LGB+ customers as a % of all cessations	<4%	4%
Unplanned tenancy cessations for disabled customers as a % of all cessations	<17%	16%



**As Diversity Champion for mental health I use my blog to try to raise awareness and highlight the day to day issues of living with a mental health condition.**

**Stu Bramford**  
Diversity Champion





# Our people

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

Equality and diversity mean something at NCHA. We have beliefs, identities and backgrounds from all over the spectrum, but we all work together to make good things happen for our customers.

In 2020, we created a BAME colleague network group, which is an informal group who meet every three months.

We know it’s incredibly important for all NCHA colleagues to feel comfortable, listened to and represented within the workplace. The aim of the network is to create a safe space and give a voice to NCHA colleagues who are from a black, Asian or other ethnic minority background.

Membership is open to all NCHA colleagues from BAME heritage, and those with a positive interest in driving forward race equality within NCHA, regardless of whether or not they are BAME.

Our Diversity Champions work across NCHA and help to progress and monitor our objectives and commitment to all things related to Equality, Diversity and Inclusion. Our champions are all volunteers who support the organisation with a particular diversity characteristic. They attend the Equality Diversity and Inclusion panel, as well as writing blogs and articles to support diversity events throughout the year.

We understand that the term BAME, (Black, Asian and Minority Ethnic) has been challenged in some communities recently. Following consultation with our BAME colleague forum, we have agreed to use this term throughout this strategy where appropriate.



**Living as a young black woman I have had the pleasure of gaining first-hand experiences and an understanding of growing up being a part of the BAME community. While I feel privileged and proud to come from a mixed and cultural heritage, I can both appreciate and relate to experiences of discrimination. I believe it is so important to ensure that prejudice attitudes are challenged head on whilst also taking the time to widen people’s knowledge and perspective surrounding all diversity issues. By being active in promoting awareness and by lending a voice to those who are not able to speak up for themselves, NCHA can make sure that every colleague and customer feels happy, safe and comfortable.**

**Molly Flint**  
Diversity Champion



# Our people

## Our current performance

Our benchmarking activity tells us that we have less grievances and disciplinary warnings than organisations who we compare ourselves to. Nonetheless, we monitor discipline and grievances to ensure that these processes do not have an adverse impact on certain groups.

HR KPIs based on 20/21 data:	Target	Actual
% of grievances from BAME as a % of all grievances	<23%	40%
% of grievances from women as a % of all grievances	<66%	53%
% of grievances from LGB+ colleagues as a % of all grievances	<4%	0%
% of grievances from disabled colleagues as a % of all grievances	<9%	33%
Disciplinary action for BAME colleagues as a % of all cases	<23%	22%
Disciplinary action for women as a % of all disciplinaries	<66%	39%
Disciplinary action for LGB+ colleagues as a % of all disciplinaries	<4%	11%
Disciplinary for disabled as a % of all disciplinaries	<9%	17%
Gender pay gap (mean % gap)	14.6%	16.2%
Ethnicity pay gap (mean % gap)	-	14.2%
Colleague satisfaction for LGB+ profile matches NCHA overall colleague satisfaction	84%	87%
Colleague satisfaction for BAME profile matches NCHA overall colleague satisfaction	84%	80%
Colleague satisfaction for disability profile matches NCHA overall colleague satisfaction	84%	80%



**We all have biases, but the more we're actively aware of them the more control we'll have over their impact on the people around us. We should all check what we're doing to make our workplace inclusive.**  
*Aileen Hewitt, Diversity Champion*

### Our progress against 'Our people' 20/21 EDI objectives

This year we've:

- Successfully adopted the Race at Work charter and delivered an associated action plan
- Launched our diverse recruitment panels initiative.

### Key people EDI objectives 2021 – 2026

We'll be working towards:

- Increasing BAME managerial representation to 14% by 2026
- Increasing the recruitment of women into Property Services roles by 2026
- Increasing number of workplace LGBT+ allies to 25% in all customer facing roles by 2023
- Increasing the number of BAME colleagues undertaking apprenticeships in NCHA to 15% by 2022.

# Our places

“We represent and support the communities we serve.”

## Our performance

2011 Census data for BAME communities across the East Midlands is 10%

New lettings to BAME applicants	16.80%
Sales of Shared ownership to BAME applicants	12.0%

Tenancy support by sex, ethnicity, disability, LGBT+	Target	Actual
Tenancy support services delivered to women as a % of all tenancy support offered	<56%	64.13%
Tenancy support services delivered to BAME customers as a % of all tenancy support offered	18%	13.41%
Tenancy support services delivered to LGBT+ customers as a % of all tenancy support offered	4%	2.90%
Tenancy support services delivered to disabled customers as a % of all tenancy support offered	17%	38.04%



**NCHA made me want to use my voice and ability to help change lives whenever I can.**  
 Kirren Aujla, Diversity Champion

## Our progress against ‘Our places’ 20/21 EDI objectives

This year we’ve:

- Engaged with over 100 customers to help us understand the ‘Voice of the Customer’ in our Shaping our Housing Services transformation project.

## Key places EDI objectives 2021 – 2026

We’ll be working towards:

- Delivering more homes in line with the NCHA Corporate plan for BAME customers.
- Improving access to NCHA tenancy support services for customers with protected characteristics, particularly LGBT+ and BAME customers.






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