



# Equality Strategy

2010 - 2013



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## Gloucester City Homes Document Format Information

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### Bengali

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### Chinese

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### Gujarati

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### Polish

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### Urdu

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

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<p>Important Notice: Printed paper copies of this procedure are <b>uncontrolled</b>. The current version of this procedure is available on the Intranet</p>	

**Documentation Master Sheet**  
*Amendments to this Document are Detailed Below*

Version Number	Date Amended	Comments	Date Approved	Author	Approved By
1	20/11/2006	Approved	21/11/06	AP	Board
2	27/03/2008	Updated name of Gloucester Partnership Sustainable Community Strategy	-	KD	-
3	17/04/2008	Minor amendment to Board composition	-	PDM	-
4	12/08/2008	Updated	07/01/09	AP	Board
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## Foreword

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We are delighted to introduce our Equality Strategy 2010-2013, which builds on our previous Strategy

We are committed to eliminating unlawful discrimination and promoting equality of opportunity for all our tenants, leaseholders, residents, and both current and future employees. We are working towards equal opportunities and diversity in both the way we provide services for our tenants and leaseholders; and in the way we recruit and employ staff.

Our overarching principles support our commitment to:

- Valuing diversity in the community we serve and in the workplace, recognising our legal and moral responsibilities to be fair.
- Treating all tenants, customers, clients, employees and potential employees fairly and consistently.
- Ensuring that no one is treated less favourably on the grounds of race, colour, gender, language, age, religion or belief, disability, sexual orientation, or any other grounds (as outlined in the Human Rights Act 1998), which cannot be justified.

Our strategy also incorporates our Single Equality Scheme which sets out how we will:

- Promote equality of opportunity in service delivery, employment practice and in our role as a social housing provider;
- Eliminate unlawful discrimination and harassment;
- Implement its equalities commitments and policies;
- Provide details of its equalities leadership, monitoring and scrutiny process
- Provide information & guidance to residents, tenants, Board members and staff



Tim Dare, Chair  
Gloucester City Homes



Ashley Green, Chief Executive  
Gloucester City Homes

## Executive Summary

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As well as taking a backward look at our achievements, our Equality Strategy 2010 – 2013 sets out our commitments and obligations in respect of promoting and achieving Equalities for our customers and staff and celebrating diversity

Our approach to the Equality Strategy is set in a framework of robust legislation, including the:

- Equality Act
- Performance criteria set by the Audit commission's Diversity Key Line of Enquiry and;
- The Improvement and Development agency's soon to be launched Equality Framework for Social Housing.

All of the above set clear challenges to promote equality across the 9 protected areas and 7 strands of equality – Race, Age, Gender, Gender re-assignment, Religion and Belief, Sexual Orientation and Disability.

Our Strategy also includes our Single Equalities Scheme which sets out how we are going to monitor progress, eliminate discrimination, promote equality, consult and engage with our customers and meet our legislative requirements

Our list of achievements for 2009 – 2010 includes attaining of the '**achieving level of the Equality Framework**' and the Cabinet Office's **Customer Service Excellence Standard** where we meet all 57 out of 57 of the criteria and also hold 15 compliance pluses more than any other organisation in the Country. We have increased our customer knowledge to 89% and offering a myriad of opportunities for engagement and employment support to a wide range of Gloucester residents.

Moving forward over the next 3 years, our focus will be to attain the 'excellence' level of the Equality Framework for Social Housing and to increase the engagement and involvement of hard to reach and vulnerable groups and employment applications, appointments and promotions of individuals from under represented groups within GCH.

## 1. Introduction

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We are a driving force and committed to diversity and equality policies and practices.

Our mission, vision and values support and enforce our commitment to equalities and diversity *"delivering and building strong and successful communities...work in partnership with residents....responding quickly and fairly...achieving our targets and standards....respecting every tenant and leaseholder...being creative and dynamic in delivering our services..."*

We have included within this strategy our Single Equality Scheme which shows how through our policies and programmes we are going to promote equality and tackle discrimination over the next three years. We recognise our legislative and moral duty to promote equality in the areas of disability, gender, gender reassignment, race, age, religion or belief and sexual orientation as well as human rights. Through the Scheme we have set out our equality priorities for 2010 - 13 and the action we will take to deliver those priorities. We have also provided an update on progress to date from our 2009 Equality Scheme.

### 1.1 Our equality priorities

GCH has a duty to promote equality over all equality strands ensuring that we:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good relations between all people in all functions and policies

GCH is committed to ensuring that:

- Tenants, Residents and Leaseholders have the right to live in peace and safety, free from all forms of discrimination, harassment and prejudice
- All individuals are treated with respect and their contributions valued
- Everyone has an equal opportunity to participate & to receive services in accordance with their needs
- Cultural difference is seen as an asset and cultural diversity is celebrated
- We have respect for individual rights including respect for family life
- We ensure confidentiality and treat everyone fairly
- We put equalities and diversity considerations at the centre of our business decisions
- We Challenge and take action against all forms of discrimination, inequality, prejudice, stereotyping and disadvantage
- We provide accessible services in fair and flexible ways to meet the needs of our tenants, residents and leaseholders

- We carry out Equality Impact assessments, monitor our activities and publish the results on an ongoing basis
- We effectively champion equalities among partner agencies and the local community

## 1.2 Promoting equality in service delivery, working practices and employment

### Key Achievements 2009/10

- We have attained the 'achieving level' of the Equality Framework for Local Government and have been actively involved in the development of a new framework for social housing providers.
- We have been reaccredited against the Customer Service Excellence standard with 15 compliance pluses for areas including recruitment, training and customer engagement
- Collecting and maintaining comprehensive diversity information for 89% of our customers and using the information to review how we deliver our services and target our resources
- Development of a Youth page on the GCH website
- Development of Equalities e learning packages across all equality strands for staff, which we can share with other organisations
- We have run a series of cultural awareness sessions for staff and developed an Employee Diversity Resource to provide staff with the information they need to provide appropriate services to customers.
- We have provided a professional traineeship for a disabled person
- Establish a range of diversity focus groups to establish the views and needs of customers from hard to reach/minority groups in venues where people from the community already meet.
- Embed and further develop our Equalities Monitoring Framework and extend this to our partners
- We have undertaken an equal pay review and implemented equal pay adjustments
- We have reviewed and developed our Lifestyle friendly policies to help employees get the balance right
- Launch of GCH SHINE Learning Academy
- We have developed and delivered a range of free training and development opportunities for tenants including training for young people on how to sustain a tenancy, developing community groups and a package of training for customers with mental health and learning disabilities
- We have developed the role of Customer Diversity Champion within each team through monthly review meetings and ongoing training.



- We have developed a wide range of informal and creative ways to engage with hard to reach groups including fun days, action days, youth days, silver surfer days etc
- We have developed clear and accessible methods of communication, which are regularly reviewed by our customers. In 2009 we added face book, twitter, GCH TV and more extensive use of texting in response to the changing needs of our customers.
- We have reviewed our strategies and key policies with our customers, tailoring them appropriately and making them clearer and more focused
- We have identified a number of opportunities to work experience, paid traineeships and free learning and development activities. Targeting vulnerable groups such as young people, those with physical and learning disabilities and members of the Black and Minority Ethnic community.
- We have extended the knowledge and awareness of our workforce to enable improvements in service delivery for our more vulnerable customers
- We have reviewed our advertising practices and in response to feedback from applicants have simplified our processes, extended our spread of advertising to attract applicants from under represented groups and implemented an on line advertising and application process.
- Alongside this we have provided a range of community based workshops and road shows to support people back into work or onto accredited training.
- We have provided extensive opportunities for our customers to feedback to us on issues relating to all areas of our business including the 'we are listening' roadshows, investment conference, focus groups, have your say days, face the people events, community pride days, postal and telephone surveys and your views counts cards.
- We have evaluated customer feedback on an ongoing basis, reviewing it by equality strand where this was possible and developing clear, time-lined actions plans to respond to the issues raised.
- We have continued to gather diversity data on our customers and now hold information on 89%

## 1.3 Supporting policies and practices

We have developed a wide range of equalities policies which:-

- Focus on diversity issues and reflect new or updated legislation
- Include regularly reviewed comprehensive Equality impact assessments
- Include where appropriate Action Plans to respond to barriers identified
- Deliver our key equalities and diversity requirements in accordance with the Best Value Performance Indicators
- Ensure all our services are accessible and discrimination is avoided.

We recognise that our customers come from a wide range of backgrounds, experiences and values relating to ethnic origin, disability, age, gender and sexual orientation etc. In seeking to provide equal access to information and services for everyone we will continue to: -

- Monitor access to information and services when assessing service performance and carrying out equalities reviews
- Carry out impact assessments
- Ensure our staff receive adequate training to provide such services
- Consult with interest groups and services users in the planning and development of our policies and processes
- Provide a variety of suitable mechanisms for different groups and individuals to communicate and engage with us.

## 2. About Gloucester City Homes

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### 2.1 Our services

We manage and maintain the whole of Gloucester City Council's housing, currently 4,521 rented homes (as shown in the following two tables), 257 leasehold flats, 56 shared ownership properties, 590 garages and 75 parking spaces. There are 14 sheltered or semi-sheltered schemes.

In addition, we also manage and maintain: Caridas House and 27 Park Road - 23 short term flats for the homeless, 10 Community Scheme Manager's offices, 3 offices for Residents groups, The Matson "One Stop Plus" Office; and all the land identified as "Housing Land" by the City Council.

We deliver a range of services for tenants including:

- Customer services contact centre, website and interactive TV channel accessible through Nintendo and mobile phones;
- Promoting resident participation and empowerment, ensuring resident involvement in monitoring and reviewing service standards, and training tenants to improve their confidence;
- Tenancy & estate management services including cleaning and caretaking;
- Supported Housing Services providing Sheltered housing schemes for older people, community life link and other housing related support services under the Supporting People programme;
- Rent accounting, collection and debt counselling;
- Leasehold management and shared ownership;
- Enforcement of tenancy conditions including the management of anti-social behaviour policy;
- Managing lettings, empty homes and under-occupation, and managing properties on behalf of others;
- Response repairs; and repairs to empty homes in order to re-let them;
- Home safety Inspections and implementing a range of health and safety actions to keep our residents safe
- Managing and delivering an annual investment programme for our stock, which meets Decent Homes, other capital programmes (including adapting properties to meet the special needs of vulnerable tenants), repairs and sustainability issues;
- Procuring services and partners, which effectively meet our investment programmes;
- Building effective partnerships with other agencies to create opportunities for our residents, such as apprenticeships and training, and creating vibrant, safe neighbourhoods.

## 2.2 Our strategic aims and objectives

Over the last four years, GCH has successfully improved and expanded our services in a rapidly changing environment. At the heart of this success lies a highly-motivated team that works closely with our tenants and residents together with our partners in a forward-looking and innovative manner to ensure continuous improvement in service delivery. We respond positively and proactively to the changing demands and expectations of our customers, local communities, the City Council and national government's legislative, social and economic agenda.

GCH continually reviews our strategic objectives and key priorities. We have eight strategic aims, providing a clear focus and direction over a 5 year period. Within each of these is the understanding that GCH's culture, based upon our core values of Pride, Quality, Integrity and Innovation, will shape the way in which these aims will be delivered.

1. To be a customer driven provider of excellent services
2. To build strong partnerships that help us to make a real difference to the local communities in which we work.
3. To deliver value for money and maximise the use of all our resources.
4. To deliver excellence in our governance and management arrangements.
5. To be a first class employer nurturing top performing people.
6. To be responsible towards our environment to protect it for future generations
7. To be a champion of diversity.
8. To achieve the long-term sustainability of the company through business growth.

### Becoming a Champion of Diversity

In relation to being a Champion of Diversity GCH will work with our customers and partners to ensure diversity is valued and respected in such a way that builds strength and unity in our communities.

Objectives	Target Date
Implement Orchards customer information knowledge module	30-09-2010
Attain excellence level of the new Equalities Framework	31-03-2012
Deliver the Equalities Strategy	31-03-2013
Increase our diversity profile to cover 90 % of our customers	31-03-2011

## Being a Customer driven provider of excellent services

In relation to being a Customer driven organisation GCH is committed to achieve excellence in customer services by putting our customers first. It has set the following strategic targets:-

We will achieve excellence in customer services by putting our customers first. By listening and involving our customers, we will deliver excellent services and provide high quality homes that will ensure our customers are among the most satisfied in our sector.

Objectives	Target Date
Maintain ISO 9001 accreditation through 6 monthly inspection	31-03-2010 and every 6 months
Continually improve access to our services and improve our assessment to the Government's Customer Service excellence award known as "The Standard"	31-03-2010 and annual review
Implement and embed the new regulatory framework of the Tenant Services Authority, Annual Report and local offers	01-10-2010 and annual update each July
Retain the Gold award for the Supporting People Quality Assessment Framework	31-05-2010
Achieve a 3* rating from the Audit Commission	31-10-2010
Achieve the TPAS Resident Involvement Quality Standard and continue to enhance our resident involvement strategy in consultation with our residents	31-10-2011
Ensure that 80% of front line service staff achieve the Institute of Customer Services Award	31-03-2012
Deliver our Asset Management Strategy both in the short term and long term so that we fulfil our statutory obligations and also meet the needs and aspirations of our tenants and leaseholders	31-03-2012 and onwards
Achieve continuous top quartile performance and customer satisfaction levels	31-03-2010 and onwards

## 2.3 Our Mission Vision and Values

### Our Ethos

Tenants are at the heart of what we do - Residents drive our services

### Our Values

- **PRIDE**

We will act responsibly and will enable our tenants & leaseholders to take pride in their homes and communities through effective service delivery. Equally, we are proud of our staff and will recognise their achievement and success. We will work in partnership with the Council, our residents, staff and partners to build strong and successful communities.

- **QUALITY**

Our aim is to be the best social housing agency in the country, delivering outstanding customer service and looking to improve continuously. We will listen; responding quickly and fairly to our tenants & leaseholders and employees needs to ensure we achieve our targets and standards.

- **INTEGRITY**

We will say what we do and do what we say, publishing clear standards, monitoring performance and providing efficient, value for money services. We will be a caring and responsible agency, respecting every tenant & leaseholder and every employee by being honest and fair in all our decisions.

- **INNOVATION**

We will be creative and dynamic in delivering our services, anticipating tenant & leaseholder needs and planning accordingly. We will strive to be a national leader of excellence through challenging existing practices, working together as a team and never accepting mediocrity.

### Our Vision

"To be a first class social housing agency, delivering modern, efficient, high quality customer-focused services so that we can provide an excellent quality of life for our tenants & leaseholders in their homes and their community"

## 2.4 About our staff

Gloucester City Homes currently employs 104 permanent members of staff. The profile of our team is broken down as follows:

Working arrangements: -	80 full time and 24 part time.
Disability profile: -	8 % of our staff have identified themselves as being disabled under the provisions of the DDA.
Gender profile	65% are female and 35% male.
Ethnicity profile	89% identify their ethnic origin as White UK and 11% as non White UK. (White Other -2%/ Black Caribbean -3% /Black other -2% / White Black Caribbean –1% /White Asian –1% /Joint Ethnicity – 2%)
Sexuality profile	96% of staff identify themselves as heterosexual and 0% as Gay or Lesbian (4% declined to answer)
Faith Profile	44% of staff identify themselves as Christian, 3% as other and 21% with no religion (30% declined to answer)
Age Profile	11% of staff are under 25 and 21% over 55

## 2.5 About our customers

### Gloucester City Profile and trends

Gloucester covers an area of approximately 5 square miles and is the administrative centre for the prosperous county of Gloucestershire. Gloucester has a relatively high population density - there are 117,100 people (consisting of 47,900 households) living in the City giving a population density of over 27.6 persons per hectare. (The current estimated population for the County is 592,600) It is anticipated that there will be a 19.3 % increase in the number of households within Gloucester by 2026 providing homes for an estimated 126,100 people. Gloucester is expected to see a 6.2 % fall in the number of children and young people within it's population, a 6.2% growth in the working age population and a 43% growth in the number of people 65+ over the next 20 years. Current figures show that 30.6 % of Gloucester's population is over 50 and 17.6% is at retirement age. Despite this increase Gloucester will continue to be the youngest district in the County with the number of older people accounting for only 18.8% of its population in 2026. 20% of households in the city are headed by 25-34 years olds. Heads of households in Gloucester are younger than the national average. Current population statistics (2009) estimate that 88% of the city's population is White/British with the Asian community being the largest minority group at 3.2% following by white/other (which includes Eastern Europeans at 2 %). These statistics are currently being updated for 2010.

### Our deprived communities

There are around 44,000 Gloucestershire residents who live in neighbourhoods that experience significant deprivation, the majority being within GCH neighbourhoods. Statistics show that on average residents of these deprived areas are much more likely to be classified as a low-birthweight baby, to become a victim of a crime or a young offender, to be admitted to hospital in an emergency, to suffer from coronary, pulmonary and mental health conditions, to do less well academically and to become long term unemployed.

The Department for Communities and Local Government produce indices of Multiple Deprivation, the last one being in 2007. These are based on a number of indicators, to cover seven areas of deprivation: Income; Employment; Health deprivation and disability; Education, skills and training deprivation; Barriers to Housing and Services; Crime; and Living Environment. A single deprivation score has been created for each small area in England and each area is ranked relative to one another according to their level of deprivation. The indices pinpoint small pockets of deprivation using Super Output Areas (SOAs) rather than wards. These are small geographical units covering between 1,000 and 3,000 people and provide a more in-depth appreciation of variations in deprivation at a local level. There are over 32,000 SOAs in comparison to 8,500 wards, and they are more consistent in size. In Gloucestershire there are 367 SOAs compared to 142 wards.

The Indices of Deprivation 2007 has identified seven super output areas in Gloucestershire that appear in the national top 10% of those most deprived across all areas of deprivation, five of these are in Gloucester and in areas of the city where our tenants live: - Podsmead, Matson and Robinswood, Westgate (2), Kingsholm and Wotton. An area of Podsmead ranks the highest of those in Gloucestershire. Barton and Tredworth also ranks in the top 10 most deprived in Gloucestershire. In addition, Gloucester has the following deprivation statistics:

- National top 10% for Income deprivation includes areas of: - Podsmead, Matson and Robinswood, Barton and Tredworth and Tuffley
- National top 10% for Employment deprivation includes areas of: Podsmead, Westgate, Matson and Robinswood, Kingsholm and Wotton and Westgate
- National top 10% for Education and skills deprivation includes areas of: Podsmead, Tuffley, Barnwood/ Coney Hill and Matson & Robinswood
- National top 10% for Living environment deprivation includes: areas of - Barton and Tredworth, Moreland, Westgate, Matson and Robinswood, Kingsholm and Wotton
- National top 10% for high levels of crime and disorder includes areas of: Westgate, Matson and Robinswood, Podsmead, Barton and Tredworth, and Moreland.
- 71.6% (3,246) of all tenants are in receipt of Housing Benefit
- 32.3% (1,486) our pensioners in receipt of Housing Benefit
- 28.9% (1,312) are claiming 100% benefit as Income Support or Job Seekers Allowance claimants (Working Age)
- 23.6 % (1072) are claiming 100% benefit as Pension Credit claimants (Pension Age)

### Worklessness and unemployment in Gloucester

The picture of unemployment in the County has changed over the last 12 months. Between July 2008 and August 2009 we saw a rise of 137% in unemployment benefit claimants in the County, averaging an increase of almost 1,000 per month the first part of 2009 with an average of 12,200 county residents registered for unemployment benefit. During this period long-term trends of robust growth, low unemployment and high quality employment in Gloucestershire were being obscured by the continuing national recession. It was expected that this trend would continue and that unemployment would peak, at as many as 18,000 claimants during 2011. This projection was partly based on what happening during the recession of the early 1990's where unemployment peaked at 23,000, and took 5 years to recover to its pre-recession levels. However since August 2009 the claimant rate for Gloucestershire has steadily reduced from 3.6 to 3.1 and in Gloucester from 4.6 to 4.3%. The County Council's research team are currently reviewing their estimations but anticipate that there will be see an increase in unemployment over the coming months, although not to the levels seen during the previous recession.

Despite this reduction Gloucester's employment market has been particularly challenged over the last 12 months, with higher levels of unemployment concentrated in the urban areas of Gloucester and Cheltenham. Unemployment across Gloucester is currently at 4.3 % (0.2% higher than the UK average) with six of the most deprived areas of the City lying above this average:-

	2010		2009	
• Kingsholm and Wotton	4.9	%	4.7	%
• Moreland	5.5	%	5.8	%
• Barton and Tredworth	6.1	%	6.6	%
• Matson and Robinswood	6.5	%	6.6	%
• Podsmead	7.0	%	7.5	%
• Westgate	8.8	%	8.9	%

These wards also show high levels of limiting long-term illness and low rates of educational attainment with 11% of the Gloucester population being identified as having no skills at NVQ level 1 and above. A study was undertaken in Westgate in order to assess training and employment needs and demands. The Westgate Ward is the most deprived ward in Gloucestershire, it has super-output areas (Gloucester Park and Lower Westgate) that rank as the most deprived in terms of employment, health and crime and disorder. In addition, the Westgate ward has the highest unemployment rates, proportion of local people with health problems and no educational qualifications and learning needs in Gloucestershire, for instance, young adults (16 to19) are twice as likely as their county peers to be 'Not in Education, Employment or Training' (NEET), and to be identified as having 'Outstanding Social, Economic or Emotional Issues'. The following training needs were identified during the survey :-

- Craft/Technical skills
- Numeracy
- Computer literacy skills
- Specific manual skills
- Customer handling skills
- Care skills

- Literacy skills
- Commercial driving skills
- Communication skills
- Management skills
- Technical
- Computer skills
- Administration

At the end of April 2010 there were 589 (4%) young people aged 16 – 18 **Not in Employment, Education or Training** a reduction on the 4.5% figure in April 2009.

### **Gloucester City Homes Customer profile**

We manage and maintain the whole of Gloucester City Council's housing, currently 4,521 rented homes (as shown in the following two tables), 257 leasehold flats, 56 shared ownership properties, 590 garages and 75 parking spaces. There are 14 sheltered or semi-sheltered schemes.

In addition, we also manage and maintain: Caridas House and 27 Park Road - 23 short term flats for the homeless, 10 Community Scheme Manager's offices, 3 offices for Residents groups, The Matson "One Stop Plus" Office; and all the land identified as "Housing Land" by the City Council.

We currently hold diversity data on 89% of our customers and we are working to ensure that we use the information gathered to develop, improve and drive service delivery. The data covers age, ethnicity, disability, gender, sexual orientation and faith. GCH maintains monitoring Data on the composition of our workforce, Board members, partners and applicants in a broad range of categories as recommended by the CRE (now E&HRC), by gender, ethnicity, religion, disability, age and sexuality. This information is also compared to the 2001 census data for the Gloucester district to identify how GCH and our partner / contractor profiles compare and what impact current and projected profiles may have on our future customer base. Statistical information on the diversity of our customer base and how it compares with the Gloucester District is provided to both the Management Team and the Board via annual reports and Members Information Sheets. All managers and staff have access to customer diversity information through the Orchard system and are provided with regularly briefings and information on how this is changing and compares with the community as a whole. In June 2010 we will be implementing the new 'Customer knowledge' module from Orchard which will make this information more accessible for staff and greatly improve our reporting capabilities and quality.

Our customer profile informs us that 78.29 % of our customers are White British, with 9.55% from other ethnic groups. The predominant religion is Christian with 43.63% of Tenants identifying themselves as Christian compared with 1% as Muslim. 31.70% of our Tenants are over 65 and 5 % are under 25. 29% of our Tenants have some form of disability, with 21% having specific mobility difficulties. Comparatively 16.9% of the City population suffers from long term limiting illness with 7% of the economically active population having long-term illness.



A number of Tenants have tended to refuse to answer the question on sexuality (20%), of those who responded, 45.61% have identified themselves as heterosexual, 1.38% as non-heterosexual. The information is being used to develop and implement action plans to improve service delivery by focusing on identified Tenants needs such as communication and access to services and to ensure we do not discriminate.

## 3. Changing legislation and performance framework

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### 3.1 The Equality Act 2010

On 8 April 2010, the Equality Bill received Royal Assent and became the Equality Act. Most of the Act is expected to come into force in October 2010, with new public sector equality duties including the gender pay gap, social and economic inequality sections and combined discrimination provisions coming into force from April 2011.

The purpose of the Act is to harmonise and de-clutter all existing discrimination legislation into one Act, as well as implementing a further range of new rights, powers and obligations that are intended to help the drive towards equality. One of the most important aspects is the creation of consistency across different groups. Each of the 9 protected characteristics receive the same protection in every area of activity unless there is a very good reason to leave them out. Significant provisions include:-

- Equal pay – requiring transparency on rates of pay
- Measures to address the gender pay gap and reporting of employment data
- Social and economic inequality
- Extending the scope of positive action
- Disability discrimination (including pre-employment health questions)
- Employment Tribunals' Powers
- Combined discrimination
- A new single equality duty applying to race, disability, gender, gender reassignment, age, religion or belief and sexual orientation
- Extending age discrimination to cover goods, services and facilities

The Conservatives said in Parliament before the election that they had never opposed the Act but would not implement three areas of it (including 'positive action'). The Liberal Democrats on the other hand would have gone further than Labour with the Act.

It is unclear what the impact of the recent change of the Coalition Government will be on the new legislation, although the implementation date has now been put back for further review. Before the election the Conservatives had said that they did oppose the Act but would not implement three areas of it (including 'positive action'). The Liberal Democrats on the other hand stated that they would have gone further than Labour.

We have undertaken a full audit of our equality practices and policies in relation to the provision of the Equality Act as it currently stands and are in the process of updated all of the relevant policies and practices in line with the legislative requirements.

## Existing legislation consolidated within the New Equality Act includes the:

### **Civil Partnerships Act 2004:**

Provides legal recognition and parity of treatment for same-sex couples and married couples, including employment benefits and pension rights.

### **Disability Discrimination Act 1995**

Outlaws the discrimination of disabled people in employment, the provision of goods, facilities and services or the administration or management of premises.

### **Disability Discrimination Amendment Act 2005**

Introduces a positive duty on public bodies to promote equality for disabled people.

### **Employment Equality (Age) Regulation 2006**

Protects against discrimination on grounds of age in employment and vocational training. Prohibits direct and indirect discrimination, victimisation, harassment and instructions to discriminate.

### **Employment Equality (Religion or Belief) Regulation 2003**

The directive protects against discrimination on the grounds of religion and belief in employment, vocational training, promotion and working conditions.

### **The Employment Equality (Sex Discrimination) Regulations 2005**

Introduces new definitions of indirect discrimination and harassment, explicitly prohibits discrimination on the grounds of pregnancy or maternity leave, sets out the extent to which it is discriminatory to pay a woman less than she would otherwise have been paid due to pregnancy or maternity issues.

### **Employment Equality (Sexual Orientation) Regulation 2003**

The directive protects against discrimination on the grounds of sexual orientation in employment, vocational training, promotion, and working conditions.

### **Equal Pay Act 1970 (Amended)**

This gives an individual a right to the same contractual pay and benefits as a person of the opposite sex in the same employment, where the man and the woman are doing: like work; work rated as equivalent under an analytical job evaluation study; or work that is proved to be of equal value.

### **Equality Act 2006**

Establishes a single Commission for Equality and Human Rights by 2007 that replaces the three existing commissions. Introduces a positive duty on public sector bodies to promote equality of opportunity between women and men and eliminate sex discrimination. Protects access discrimination on the grounds of religion or belief in terms of access to good facilities and services.

### **Gender Recognition Act 2004**

The purpose of the Act is to provide transsexual people with legal recognition in their acquired gender. Legal recognition follows from the issue of a full gender recognition certificate by a gender recognition panel.

### **Race Relations Act 1976**

The Act prohibits discrimination on racial grounds in the areas of employment, education, and the provision of goods, facilities, services and premises. Further information at the Commission for Racial Equality website

### **Race Relations Amendment Act 2000**

Places a statutory duty on all public bodies to promote equal opportunity, eliminate racial discrimination and promote good relations between different racial groups. Access the Race Relations Amendment Act 2000 at the OPSI website Further information at the Commission for Racial Equality website

### **Race Relations Act 1976 (Amendment) Regulation 2003**

Introduced new definitions of indirect discrimination and harassment, new burden of proof requirements, continuing protection after employment ceases, new exemption for a determinate job requirement and the removal of certain other exemptions.

### **Racial and Religious Hatred Act 2006**

The Act seeks to stop people from intentionally using threatening words or behaviour to stir up hatred against somebody because of what they believe.

### **Sex Discrimination Act 1975**

The Act makes it unlawful to discriminate on the grounds of sex. Sex discrimination is unlawful in employment, education, advertising or when providing housing, goods, services or facilities. It is unlawful to discriminate because someone is married, in employment or advertisements for jobs.

### **Work and families Act 2006**

The Work and Families Act came into force in April 2007. It extends Statutory Maternity Pay and the right to request flexible working to carers of disabled adults.

### **Human Rights Act 1998**

The European Convention on Human Rights is a treaty of the Council of Europe, which was adopted in 1950 and ratified by the UK in 1951. It was designed to give binding effect to the guarantee of various rights and freedoms in the United Nations Declaration on Human Rights, adopted in December 1948. The Human Rights Act introduced into UK law the rights and freedoms set out in the European Convention on Human Rights the act seeks to develop a civil rights culture based upon a balance of rights and responsibilities.

## 3.2 New Equality Framework for Housing

In April 2009, we became the first organisation to be assessed by the Idea assessors against the 'achieving' level of the new equality framework for Local Government.. The successful assessment confirmed GCH as an organisation:-

- Where Board members and staff take direct and personal responsibility for promoting greater equality and test themselves on progress by the outcomes they achieve.
- That undertakes equality mapping and has a good understanding of its communities, including the extent of inequality and disadvantage, and used the information to inform corporate and service priorities.
- It has set stretching equality priorities in consultation with partners in the public and voluntary and community sectors and these are reflected in its sustainable community and other relevant strategies, local and multi-area agreements, and local targets.
- It works with partners in the public and voluntary and community sectors to develop joint equality strategies.
- It uses equality impact assessments to review all major corporate and service changes in policy and regularly conducts service and employment.
- It has set appropriate corporate and service/unit objectives to address persistent inequalities and to narrow the gap related to race, gender, disability, sexual orientation, age, religion and/or belief, or other areas of inequality for service delivery. This is based on impact assessments and consultation with internal and external stakeholders and partners.
- It has set appropriate corporate and service/unit employment and pay related objectives for race, gender, disability and age, religion and/or belief and sexual orientation.
- Equality objectives are integrated into the ALMO's business and service planning processes.
- All relevant data on service access is monitored against the equality strands.
- There are good practices of delivery in all the sections of GCH with few adverse impacts found in impact assessments. Where adverse impacts have been found these have been mitigated.
- Key stakeholders and community members, including those who are vulnerable and marginalised, are able to scrutinise and challenge performance on equalities issues.
- It has developed information and monitoring systems that allow it to disaggregate data where appropriate and to assess progress in achieving objectives and targets. It reviews them in the light of changing needs, when necessary.

In the 12 months since our assessment we have developed and implemented a comprehensive action plan in response to the audit recommendations and worked with the Improvement and Development Agency and other social housing providers to develop a new equality framework for Social Housing. **(See Appendix 1)**

The new framework is due to be launched shortly. Under the new framework an 'excellent' Housing provider will be expected to evidence the following characteristics: -

- Board members and officers have a reputation for championing equality issues and ensure that the equality issues relevant to their communities are embedded in their sustainable community strategy, strategic plans, local area agreements (LAAs) and local delivery plans.
- It works with all strategic partners and the voluntary and community sector, acting as an advocate to achieve defined equality outcomes.
- It has good evidence of the equalities profile of the community based on national and local data that is regularly reviewed.
- It is measuring progress on equality outcomes, is able to disaggregate data on relevant performance indicators and can demonstrate real outcomes that have improved equality in services and employment.
- It identifies the changing nature of its communities and their expectations and then prioritises its activities and explains its decisions.
- It provides good customer care by ensuring that services are provided by knowledgeable and well-trained staff who understand the needs of their communities.
- It has improving satisfaction and perception indicators from all sections of the community and staff.
- Equality groups are integrally involved in community engagement programmes.
- There are forums for all equality stakeholders to share experiences and evaluate the authority's progress.
- All parts of the company can show tangible progress towards achieving outcomes which address persistent inequalities and narrow the gaps.
- It has implemented action for equal pay outcomes and demonstrates progress on under-representation, flexible working, access to training and development. It promotes an inclusive working culture based on respect.
- It reviews its equality strategy and public duty equality schemes every three years and seeks innovative improvement challenges.
- Through its achievements, it is an exemplar of good practice for other organisations and agencies and works with others to share best practice.

### 3.2 Audit Commission Key Line of Enquiry (KLOE) 31 Diversity

In November 2010 we will be inspected by the Audit Commission, We will need to demonstrate that we meet the requirements of KLOE 31 for Diversity. The purpose of the Diversity KLOE is to ensure that services meet the different needs of our customers. It has three consistent themes – understanding the customer, tailoring the service and providing leadership. It covers six key areas:-

- Corporate culture and governance
- Access and Customer Care
- Service user involvement
- Partnerships
- Harassment and domestic violence
- Legislation

In 2007 following our 2 star inspection the Audit commission said that in respect of our work on Diversity, strengths outweighed weaknesses. In the main body of the report, the Commission went on to say “ **...equality and diversity was being given a clear corporate lead....awareness of diversity issues was high**” There were a number of areas for improvement identified in the final report and these have been tackled through the 3 star review of progress report.

- GCH is not fully representative of the community in respect of women being under represented at first line management level. **Progress** - *Female staff within GCH makes up 68% of the management team and represent 25% of the top 5% of earners within Gloucester City Homes.*
- The responsive maintenance contractor does not employ any female operatives **Progress** - *We are working with Lovell and Connaught to develop positive action traineeships for women, target work experience placements at female school children.*
- There are currently no BME Board members **Progress** - *We have used an external consultant to encourage membership from the BME community and introduced a range of measures, including succession planning, training for prospective Board members and targeted recruitment. We are currently looking to introduce a community mentoring scheme*
- Customer diversity information is not held on the maintenance contractor's IT system **Progress** - *Diversity information is provided to our partners Lovell and Connaught via a nightly download from Arch house plus to their own IT systems. This information is kept confidential and only used to ensure services are provided appropriately, any updating information is also passed back*
- GCH does not formally participate in the Council's strategic approach to equality and diversity. **Progress** - *We are an active member of the County Equality Group and are now supporting GCC and other organizations in their attainment of the 'achieving' level of the equality framework*
- There has not yet been a check of all services to make them accessible **Progress** - *We have undertaken a systematic review of all policies, procedures and strategies to measure impact on equality.*

## 4. The Single equality Scheme

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### Our Aim

To provide a Housing service that meets the different needs and aspirations of all of our customers, providing opportunities for individuals and communities to flourish and develop in a way that diversity is respected and celebrated.

### Our Approach

This scheme takes a broad approach to equality that applies not only to those groups protected by the law but also those who may suffer disadvantage for example as a result of community deprivation. Equality is about removing whatever barriers prevent people from leading a fulfilling life, as defined in the 2007 equalities review 'fairness and freedom' report :-

- An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish
- An equal society recognises people's different needs, situations and goals and removes the barriers that limit what people can do and can be

### Monitoring and Reporting

The purpose of equalities monitoring is to ensure that we identify areas where discrimination or inequality may be taking place and put in actions to remedy. A robust monitoring regime by itself will not correct actual discrimination. This can only be done through systematic investigation resulting in corrective action that addresses the causes and provides the solution to any discriminatory practices that have been identified.

Gloucester City Homes monitors:

- The composition of workforce, particularly at senior levels
- Service delivery
- Staff members subjected to disciplinary procedures
- Staff members who raise grievances
- Training provision and take up
- Recruitment from application to appointment
- Community groups which are beneficiaries of company grants
- Consultants and temporary agency staff
- External contractors
- Customer complaints and feedback
- Complaints of Harassment and Bullying
- Customer telephone, postal and on-line Surveys

The results are provided to the Board at regular intervals via updated strategies and Members Information Sheets. They are scrutinised by our Diversity focus groups and Customer Equality proofing group and Customer forum, published on our website and in our Tenant's Times Magazine and form the basis of our Equality action plans.

## **Assessment of Relevant Functions and Policies and Equality Impact Assessments**

We recognise that relevant functions and policies of the company will have an impact on equality issues. Consequently we have undertaken detailed Equality Impact Assessments (EIA) on all of our functions, policies and procedures and have systems in place to ensure that these are completed and updated on an ongoing basis. We have provided training and guidance to managers to ensure these are undertaken effectively and we have updated our EIA documentation in line with the recent changes in legislation. The Customer Equality-Proofing group monitors performance in this area and reviews the quality and accuracy of the assessments as well as progress against the action plans. Copies of completed impact assessments are posted on our website, together with the current form and guidance information.

## **Ensuring access to Information and Services**

We are committed to providing accessible, non-discriminatory services based on fairness and individual needs. To ensure customers and users receive quality services Gloucester City Homes provides the following support services: -

### **- Delivery of Service**

In 2006 we restructured our organisation and moved the majority of our services into one location. This has enabled a larger proportion of home visits and neighbourhood based events to be carried out. For example Neighbourhood Services Officers now carry out a minimum of 4 home visits per day and in 2009/10 we carried out 2,926 personal home visits to customers, held 240 local community walkabouts, 20 "Have Your Say Days, 8 Community pride days, 8 meet the people events and been involved in fun days across all our neighbourhoods. This has provided direct access to services and engagement opportunities for all of our customers with targeted events for disabled, elderly, BME and young people.

### **- Translation and Interpretation Services**

We provide a free translation and interpretation service mainly through external translation and interpreting services, (including the City Council's Tapestry service) and Language Line. We review the use of interpretation and translation services on an ongoing basis and implement any necessary changes to improve delivery. Additionally Gloucester we also funded ESOL (English for Speakers of Other Languages) training for tenants and residents, recognising that this approach more effectively meets the longer term needs of our customers and provides better Value for Money.

### **- Accessible Information and Services for all customers**

Gloucester City Home is committed to providing excellent services to all our customers and to tailoring them to meet specific needs, so that all services are fully accessible. To ensure that customers, with either specific needs such as mobility, visual or hearing impairments, or who want to engage in non traditional ways, can access our services and engage with us we: -

- Use Plain English
- Use Ariel font size 12 as minimum and larger fonts on request or where we are aware of a requirement.

- Recognise British Sign Language as a “language” and have access to BSL interpretation service
- Use matt paper rather than glossy paper
- Use auxiliary aids, e.g. Induction Loops
- Have developed a user friendly internet website, incorporating browse aloud
- Have launched GCHTV to allow tenants to access our website and other useful local information
- Provide accessible information in picture format / easy English to assist people with learning disabilities
- Provide accessible venues and meeting rooms for all events and meetings
- Have completely redesigned our services to provide a home based service as requested by our Tenants and Leaseholders
- Have ensured that all our buildings are DDA compliant
- Are using Diversity information from our customers to develop and improve services.
- Are extending the range of IT enabled services, making them more accessible for disabled people.
- Provide up to date information via Facebook, twitter and mobile texting.

### Consultation and Engagement

Consultation is a key aspect of our strategy and policy development work. Our Resident Involvement and Community Investment Strategy sets out the framework of how we consult with customers and interest groups on all our new and revised policies. We provide a wide range of high quality forums, focus groups and informal engagement opportunities across all our communities and diverse groups and this has been recognised by both the Customer Excellence and Equalities Audit in 2009 and our liP audit in 2010. We have worked with our customers to develop a variety of innovative ways to engage with traditionally hard to reach groups, including young people, parents and members of the BME community. Our ongoing consultation is regularly published on our website – [www.gloscityhomes.co.uk](http://www.gloscityhomes.co.uk)

We regularly review our approach to consultation and involvement with hard to reach and minority groups, through discussions with Customer Forum representatives, telephone/door to door and postal surveys, feedback from support agencies, regular diversity focus groups and an ongoing review of best practice. This has resulted in a multi-layered approach to involvement and consultation to respond to the various needs and requirements of a wide range of customers who either can't or choose not to engage with us using traditional consultation mechanisms. These include: -

**Diversity Steering Group (DSG)** - made up of Managers across the organisation and members of the Executive Management Team. The role of the DSG is to set, drive, monitor and support the co-ordination of all of the Company's equalities work, including the Equality action plan and the Excellence level of Equality framework.

**Customer Diversity Champions (CDC)** - made up of representatives from every service team and supported by the HR team and key managers and staff as required. The role of the Customer Diversity Champions within the organisation is to participate in

the equality proofing, target setting and the monitoring process and to be the diversity experts in their teams.

**Customer Forum (CF)** - made up of tenant and leaseholder representatives and is supported by GCH officers. The CF monitors progress against the Equality Action plan. Additionally regular written and verbal equality reports are provided to the Forum, key policies are consulted on and actions arising from impact assessments are discussed.

**Customer Equality Proofing Group (CEP)** - is made up of customers from a variety of backgrounds and experiences who work with GCH staff to equality proof our services, agree targets and priorities and monitor performance.

**Diversity Focus Groups** - are run monthly and provide an opportunity for focused engagement with hard to reach and minority customers in an informal setting. The sessions are run at different times of the day and at varying venues to respond to the requirements and needs of customers.

### Complaints and Comments

We have a robust review and reporting system in place to monitor complaints, comments, compliments and general satisfaction levels across our services, including by diversity breakdown. Where these highlight areas of concern action plans are developed and implemented to address the issues.

### Employment and Training

We are committed to ensuring that our workforce represents our community at all levels throughout the organisation. We are seeking to achieve this through:-

- Fair and transparent recruitment processes
- Selection criteria which is based on essential requirements of the role
- All recruitment is undertaken by a panel of at least two trained members of staff and where possible includes a tenant representative.
- The adoption of the five good practice standards of the Disability Symbol and our accreditation against the double tick, positive about disabled standard
- Targeted advertising and traineeship schemes for under represented groups
- All recruitment and training activity is monitored and reported on by diversity group
- Access to training and development for all staff
- Regular equalities and diversity awareness training undertaken by all GCH staff and Board members
- The provision of professional/administrative Positive Action Traineeships for disabled applicants
- The provision of professional Positive Action Traineeships for Black and Minority Ethnic applicants
- The provision of Management and Career Development training for Black and ethnic minority staff
- Working with partner organisations to provide traineeships, apprenticeships, work placements, work experience and job preparation training for young people and those looking to return to work. We currently have 5 two year professional trainees – 4 54U (school age) placements and 10 futures job fund 6 month placements within GCH and

we are currently developing apprenticeships and work placements with our partners Lovell and Connaught.

### **Leadership and Corporate Commitment**

Our Board and the Executive Management Team:

- Provide Strategic Leadership in relation to Diversity and Equalities
- Approve and Monitor equalities policies and procedures
- Ensure resources are available to carry out equalities work
- Ensure the implementation and monitoring of equalities work at officer level across the organisation.

The Company's Code of Conduct requires all members to promote equality of opportunity by not discriminating unlawfully against any person and to treat others with respect.

### **Setting Equality Criteria for external contractors and partners**

The new Equality Act, Race Relations Act, Disability Discrimination Amendment Act and the Equality Framework all require Gloucester City Homes to ensure that external contractors have an equal opportunities policy and promote equality of opportunity. We have worked hard to develop a robust contracts equality scheme, which requires all new and existing contractors whether they are a voluntary, public or private agency to complete an equalities monitoring questionnaire and to provide examples of a range of equalities data including the following information:

- Confirmation that they are an equal opportunities employer
- Copies of their equalities policies
- Details of their recruitment policy and examples of recent adverts and monitoring information
- Ethnic composition of staff in the organisation
- Examples of any Equality promotion activities

We have developed a robust and challenging procurement strategy in line with the Commission for Racial Equality procurement guidance. In respect of the tender process for the repairs, Decent Homes and gas servicing contracts we have significantly strengthened our equality criteria and evaluation process. We have set our partners clear challenges and targets in line with our own equality objectives, including:-

- The provision of apprenticeships, work experience and work placements
- Joint training on equality and diversity issues
- Involvement and support of GCH's Diversity partnership
- Support and attendance at a range of community cohesion events
- Provision of equality monitoring information



### **Equal Pay Review and Audit**

Our aim is to be an inclusive employer with a representative workforce at all levels of the organisation and positively values the contribution of all its employees. In order to identify any discriminatory practices in pay arrangements we undertook an equal pay audit in 2008/9 which was successfully scrutinised as part of our equalities framework audit. In conducting the audit we have taken into account the requirements of the Equal Pay Act 1970 and the statutory Code of Practice.

### **Equalities Monitoring of Staff**

We continue to undertake detailed workforce monitoring of all our staff by requesting all members of staff to complete an equalities monitoring form every two years which includes information on religion, sexuality etc. This was last undertaken in 2009 and is used for monitoring purposes and to compare our workforce profile with that of the community.

## 5. The Equality Strands

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### 5.1 Race

#### Definition

Under the provisions of the new equality Act race includes: - nationality, colour, ethnicity and national origin

#### Legislation

- Race Relations Act 1976
- Protection from harassment Act 1997
- The Race Relations (Amendment) Act 2000
- Human Rights Act 2000
- The Racial and Religious Hatred Act 2006
- The Equality Act 2010

The Race Relations Act 1976 as amended by the Race Relations (Amendment) Act 2000 and consolidated by the Equality Act 2010 gives us a general duty to promote race equality. Under this duty we are required to :-

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good relations between people of different racial groups

#### Why Race Equality matters?

In general people from Black and minority ethnic communities often experience difficulties in access the same quality of services as other people and in gaining employment. This can be due to prejudice, cultural and language barriers making it difficult to know or access available services. As a housing provider we also need to be aware of any cultural needs related to the type of housing we are providing.

#### Race in Gloucester

Figures in the 2001 Census showed that within Gloucester, approximately 7.5% of the population were from Black and Minority Ethnic (BME) groups. More recent estimates show the % of BME residents as closer to 10%. The current customer database which contains diversity data for approximately 89% of our tenants identifies that 9.5% are from BME groups with 78.29% of our customers describing themselves as White British and 9.5% from other ethnic groups. Currently 11% of the Company's employees are from a BME background.

Gloucester City profile	GCH Employee profile	GCH customer profile
BME – 7.5%	BME – 11%	BME – 9.5%

Employee/Customer Analysis by Ethnic Origin:

Ethnic Origin	GCH Employee Breakdown	GCH Customer Breakdown
White (British)	90%	78%
White Other	1%	1%
White Irish	0%	1%
Black Caribbean	3%	2%
Black African	0%	1%
White & Black African	0%	0.25%
Black Other	2%	1.25%
White & Black Caribbean	2%	1%
Asian	1%	1%
Chinese	0%	0.25%
Joint ethnicity	1%	0.25%
Other	0%	0.5%
Unknown/Refused	0%	12.5

### The promotion of Race Equality in Service Delivery

Gloucester City Homes is committed to:

- Changing its practices, policies and procedures where these are shown to discriminate on the grounds of a person's race or ethnicity
- Promoting good race relations between different racial groups - for example via our community cohesion initiatives and the implementation of our Resident Involvement Strategy 'get involved' which seeks to make engagement and participation as easy and accessible as possible.
- Providing an inclusive service to people of all ethnic groups, providing service choice and flexibility – we understand our customers and their specific needs and respond appropriately.
- Investigating all incidents of racial discrimination and harassment – we have clear policies and procedures in place with staff effectively trained to provide support
- Ensuring that we provide a culturally sensitive and acceptable service - through effectively trained staff, through a developed understanding of our customers and by listening and responding to complaints and issues.

### The promotion of Race Equality in Employment and Training

Gloucester City Homes is committed to

- Ensuring that our workforce represents the community at all levels - through targeted advertising, career development opportunities for staff from under represented groups and fair and inclusive employment practices and policies
- Ensuring that our recruitment process are fair and transparent - for example through the recent development of a safe and fair recruitment policy and the training of panel members
- Ensuring that equal access to training is provided to all staff – monitoring training activity to ensure all staff get a fair share.

- Ensuring that we provide relevant equality training to all staff and Board members on an ongoing basis .
- Race and Equalities Training also forms part of the staff induction and appraisal process.
- Providing access to free training and work experience for BME residents

Breakdown in Ethnic origin of all applicants during the period 2009-2010

Ethnic Origin	Number of applicants	Percentage	Number Shortlisted	Percentage	Number appointed	Percentage
White UK	289	70.5	68	23.5	25	80.7
White Other	31	7.5	15	48.4	4	12.9
Black African	5	1.2	2	40	0	0
Black Caribbean	2	0.5	0	0	0	0
Black Other	2	0.5	0	0	0	0
Indian	2	0.5	1	50	0	0
Pakistani	1	0.2	0	0	0	0
Other	2	0.5	2	100	0	0
Not stated	76	18.6	36	47.3	2	6.4
Total	100	100	124		31	100
BME applicants for jobs as a proportion of all applicants		3.41 %				

### The Promotion of Good Race Relations

The third tier to the general duty requires the promotion of good race relations between different racial groups. Gloucester City Homes is an executive member of the Gloucester Partnership Sustainable Community Strategy and a key enabler in the future sustainable community's plan for the City. We work with a range of partners and agencies to promote for example resident involvement and community cohesion. In addition we are working with local communities and groups to implement local strategies to support community cohesion for example, the options roadshow – pathways to employment and training, the community mentoring scheme and the world together festival.

## 5.2 Disability

### Definition

The Disability Discrimination Act 1995 defines disability as;

“A disabled person being someone who has a physical or mental impairment that has a substantial and long-term effect on his or her ability to carry out normal day to day activities”

### Legislation

- The Disability discrimination act 1995
- Special Educational Needs and Disability Act 2001
- The Building Regulations 2000 & Part ‘m’ requirements 2003
- Disability discrimination (amendment) Act 2005
- The disability equality Duty 2006
- Equality Act 2006

### Why Disability Equality matters?

Disabled people often face barriers of discrimination and stigma. Inappropriate design, of physical facilities in housing and offices makes it difficult or impossible to access the same level of service others expect. The same can be true about the way information is communicated. In some cases problems may also relate to operational customs and practices at work such as inflexible hours of work or time keeping. Research shows that disabled people are more likely to be socially excluded and denied opportunities to exercise choice and fulfill their full potential. National evidence indicates they are more likely to experience poorer services, live in poverty, be in unsuitable housing, have fewer educational qualifications, be out of work and experience prejudice and abuse. Disabled people experience higher levels of bullying and national research shows that a third of disabled people avoid specific places or change their routine to avoid harassment, and as many as 1 in 4 have moved house due to this. People with learning disabilities appear to be particularly vulnerable to bullying and harassment.

### Disability in Gloucester

There are approximately 9.8 million people who are registered as having a disability amounting to 1 in 7 of the UK population. The census information for Gloucester identifies approximately 18,530 residents with a limiting long term illness. The figures show that 8 percent of GCH employees currently declare themselves as disabled as laid out by the Disability Discrimination Act, in 2008/9 this was 9%. This is 8.9% less than the Gloucester profile and 21% less than our customer profile. Additionally this is a reduction of 1 % on the figure for 2009. Further analysis of the breakdown of employee disability shows that there is not a close correlation with either the Gloucester or GCH customer profile in terms of the type of disability in terms of likely life limiting impact. Consequently we have taken proactive steps to encourage applications from disabled local residents through the attainment of the double tick, positive about disabled standard, targeted advertising and the recruitment of a positive action traineeship.

Gloucester City profile	GCH customer profile	GCH Employee profile
16.9%	29%	8%

### **The promotion of Disability Equality in Service Delivery**

We have continued to review and improve service delivery through feedback from our Diversity Focus Groups, customer surveys, your views count card and ongoing communication with affected customers. We have developed action plans to ensure accessibility and responsiveness of our services and the way in which we provide them. Based on the feedback and information gathered our focus has been: -

- To develop staff awareness and knowledge to ensure that all disabled people have equal access to our services – we have provided disability and mental health awareness training
- To ensure an understanding of current perceived levels of service and expectations – we have engaged with our disabled customers to develop a better understanding of their needs.
- To encourage and enable disabled tenants and residents to be involved and engage with us through home visits, disability focus groups, free training and development activities, fun days, and a wider range of IT based communications such as Facebook, twitter and texting.
- To improve the organisations level of disability awareness and our understanding of the need to make reasonable adjustments, as well as access to relevant information and advice on disability matters. – we have developed clear policies and practices and provide up to date information for staff and managers
- To ensure corporate ownership of disability issues – through our regular reporting to the Board, Customer Forum etc.
- To ensure that we have up to date relevant information about our disabled customers and that this is effectively disseminated to our staff and contractors to improve and tailor service provision.
- Ensure that our website is fully accessible – we have recently upgraded our website to make it more accessible and we have worked with our customers to agree the design and layout. We have also introduced GCHTV to make our website accessible to customers who do not have internet access.
- To make effective of use advocacy services, specifically for adults with mental and sensory impairments where appropriate to ensure fairness and inclusivity.
- Improved timescales in assessing equipment needs and in arranging adaptations needs in properties – we have strengthened our approach to medical adaptations and reduced timescales.

### **The promotion of Disability Equality in Employment and Training**

We have continued to monitor and review equalities issues in relation to recruitment, employment and training including; applications for employment; training and promotion, performance reviews, grievances lodged, subjects of disciplinary procedures and exit interviews. This information is reported to the Board, Customer Forum and managers on a regular basis and reviewed within Diversity focus groups. From this ongoing review and feedback from staff and customers we have focused on the following:-

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- The provision of awareness training for staff in respect of mental health and disability, together with general equalities training on an annual basis. The development of a comprehensive suite of e learning packages covering the 7 equality strands.
- Ensuring our policies and procedures are up to date, reflect our positive approach to disability and have been effectively communicated to managers and staff
- Continued accreditation against the double tick – positive about disabled framework and membership of Employers disability forum.
- Making reasonable adjustments in working arrangements for disabled staff as necessary. Including :-
  - Change of working arrangements and working hours
  - Providing specialist equipment
  - Allowing time for rehabilitation and therapy
  - Providing other support and training
  - Allowing special car parking facilities for eligible disabled staff
- Developing a fair and safe recruitment policy ensuring that our recruitment practices are non-discriminatory and encouraging applications from, and appointments of, disabled applicants.
- Providing a positive action traineeship for disabled applicants

In the period 2009/10 there were 17 applicants with a disability, 5 were short-listed for interview, and 1 was appointed.

### **General Duty to Promote Disability Equality**

Under the legislation GCH has a general duty to promote Disability. The general duty states that every public authority shall, in carrying out its functions, have due regard to the need to:

- Eliminate unlawful disability discrimination
- Eliminate unlawful disability harassment
- Promote equality of opportunity
- Take steps to take account of disabled persons' disability, even where that involves treating disabled person more favourably than other persons.

The duty covers more than access to services and employment. It includes access to full participation in every aspect of the community, including participation in civic responsibilities such as voting and holding public office.

## 5.3 Gender

### Definition

A person gender is defined as whether they are male or female, or if they don't identify themselves as exclusively either one or the other of these, transgender. Gender identify refers to the gender we regard ourselves to be.

### Legislation

- The Equal Pay Act 1970
- The Equal Pay (Amendment) regulations
- Sex discrimination Act 1975 and 1986
- Sex discrimination (Gender Reassignment) Regulations 1999
- Human Rights Act 2000
- The Employment Equality (Sex Discrimination) Regulations 2005
- Gender Recognition Act 2005
- The Gender Equality Duty 2007
- The Equality Act 2010

The Gender Equality Duty 2007 is further consolidated within the Equality Act 2010 and requires us to work towards :-

- Eliminating unlawful discrimination
- Eliminating unlawful harassment
- Promoting equality of opportunity between men and women

### Why Gender Equality matters?

Across the UK, women now make up nearly half the workforce, but the Human Right Commission research in 2009 found that only a minority attain senior positions in both the public and private sectors. Women are still paid on average less than their male counterparts and evidence shows that prejudice and stereotyping on the basis of gender often results in unfair decisions about jobs and training. Women are more likely to be at the lower-skilled end of the employment market, particularly in the service industries. Women, men and transgender people may have different needs for housing services and have a variety of different issues, for example women are more likely than men to be lone parents. Transgender people are likely to experience higher levels of harassment and anti-social behaviour as a result of their gender identity, and may be discriminated in recruitment and employment. They may also have issues related to mental health and depression as a result of gender dysphoria – the feeling of being in the wrong body.

### Gender in Gloucester

Current staffing levels with the Company as at 31st March 2010 consist of 35% males and 65% females. This is reflective of our customer profile:-

Gloucester Profile		GCH Customer profile		GCH Employee profile	
Female	50.8	Female	60.13%	Female	65%
Male	49.2%	Male	39.87%	Male	35%
Transgender	UK	Transgender	0%	Transgender	0%

Female staff within GCH makes up 68% of the management team and represent 25% of the top 5% of earners within Gloucester City Homes. 24% of our permanent staff work part time and 98% of these are women. Currently none of our employees or our tenants have identified themselves as transgender.

### **The promotion of Gender Equality in Service Delivery**

We are committed to providing quality services to people with differing needs. We will take action to ensure that our services are equally accessible to both male, female and transgender customers. We will do this by:

- Providing services free from discrimination or harassment
- Working with partner agencies and community groups to promote gender equality and community cohesion
- Providing awareness training for all staff to ensure non-discrimination and the provision of appropriate services according to individual need
- Encouraging and enabling the participation of individuals regardless of gender in resident involvement and community participation.
- Work towards reducing crime, ensuring safer communities and reducing the fear of crime among women and transgender people
- Investigating and taking action against perpetrators of domestic violence and hate crime
- Ensuring that all our policies and practices promote gender equality
- Working with Stonewall to continuously improve our understanding and service delivery

### **The promotion of Gender Equality in Employment and training**

We have continued to monitor and review equalities issues in relation to recruitment, employment and training including; applications for employment; training and promotion; performance reviews, grievances lodged, subjects of disciplinary procedures and exit interviews. This information is reported to the Board, Customer Forum and managers on a regular basis and reviewed within Diversity focus groups. From this ongoing review and feedback from staff and customers we have focused on the following:-

- Completion and review of our equal pay audit
- Maintenance and development of a range of lifestyle friendly policies.
- Encourage applications from transgender people for posts at all levels of the organisation through targeted recruitment and through our status as a Stonewall Champion.
- Provide awareness training for all staff and ensure that our policies and procedures promote gender equality.

During 2009-2010, 53.6% of applications were from men, 41.8% from women, and 4.6% did not specify.

## 5.4 Gender reassignment

### Definition

Gender reassignment is defined for the purposes of the Sex Discrimination legislation as a 'process which is taken under medical supervision for the purpose of reassigning a person's sex by changing physiological or other characteristics of sex, and includes any part of such a process'. The provisions cover employment-related and some vocational training matters.

### Legislation

- Sex discrimination Act 1975 and 1986
- Sex discrimination (Gender Reassignment) Regulations 1999
- Human Rights Act 2000
- The Employment Equality (Sex Discrimination) Regulations 2005
- Gender Recognition Act 2005
- The Gender Equality Duty 2007
- The Equality Act 2010

After numerous high profile cases, the Sex Discrimination Act (SDA) was amended by the Sex Discrimination (Gender Reassignment) Regulations 1999 to make it entirely clear that transsexual men and women are expressly included in the SDA where they suffer discrimination because they have undergone, or are about to undergo gender reassignment.

### Why Gender Reassignment Equality matters?

As with gay, lesbian, bi-sexual or transgender people there can be issues around reactions from colleagues and family, instance of bullying and victimisation and a general lack of understanding from the community, in which individuals who are either going through or have been through gender reassignment surgery, live. There may be impacts on housing needs, anti social behaviour problems and difficulties in gaining employment or promotion opportunities.

### Gender Reassignment in Gloucester

We currently have very limited information regarding gender reassignment with no positive responses from either our customers or staff to our equality questionnaires regarding this area. This information was also not included in 2001 censuses. This is an area that we are working with organisations like Stonewall to develop

### The promotion of Gender reassignment Equality in Service Delivery

We are working with organisations such as Stonewall and the County Council's LGBT forum to review our policies and practices and gain a better understanding of what support mechanisms need to be put in place. Gloucester City Homes is committed to providing quality services to people with differing needs. We will take action to ensure that our services are equally accessible to customers who are going through or have been through gender reassignment.

We will do this by :

- Providing services free from discrimination or harassment
- Working with partner agencies and community groups to promote equality and community cohesion
- Providing awareness training for all staff to ensure non-discrimination and the provision of appropriate services according to individual need
- Encouraging and enabling the participation of individuals in resident involvement and community participation.
- Work towards reducing crime, ensuring safer communities and reducing the fear of crime among customers who are going through or have been through gender reassignment.
- Investigating and taking action against perpetrators of hate crime
- Ensuring that all our policies and practices promote equality
- Working with Stonewall to continuously improve our understanding and service delivery

### **The promotion of Gender Reassignment Equality in Employment and Training**

We have continued to monitor and review equalities issues in relation to recruitment, employment and training including; applications for employment; training and promotion; performance reviews, grievances lodged, subjects of disciplinary procedures and exit interviews. This information is reported to the Board, Customer Forum and managers on a regular basis and reviewed within Diversity focus groups. We currently have no employees or job applicants identifying themselves as going through or having been through gender reassignment:-

- Encourage applications from people who are going through or have been through gender reassignment people for posts at all levels of the organisation through targeted recruitment and through our status as a Stonewall Champion.
- Provide awareness training for all staff and ensure that our policies and procedures promote equality.
- Ensure that our policies and practices are fair and non-discriminatory

## 5.5 Age

### Definition

Age discrimination protects people of all ages, young and old, in employment and service provision.

### Legislation

- The Employment Equality (Age) regulations
- The Equality Act 2010

The Employment Equality (age) Regulations 2006 outlaws discrimination on the grounds of a person's age. The legislation, which came into force in October 2006, makes unjustified age discrimination in recruitment, training, promotion and dismissal unlawful.

### Why does Age Equality matter?

Age discrimination remains a significant problem in the workplace. Fifty-nine per cent of respondents to a recent employment report stated that they have been disadvantaged by age discrimination at work. Although, the past decade has seen some progress with the number of people reporting that they have been passed over for promotion for being too old being halved since 2000. Depending on their age, our customers will have different needs for housing and may use the environment around their homes in very different ways. It is essential that we fully understand what these needs are so that we can provide equal access to services and that we don't make assumptions about others because of their age which can negatively impact on their access to services and employment. Statistics show that older people are more likely to suffer ill-health, disability or impaired mobility which means they are more vulnerable and may find it more difficult to access services. Young people on the other hand are often stereotyped and also tend to be less confident in accessing services or getting involved and will be less experienced in the responsibilities of having a tenancy.

### Age Equality in Gloucester

There are around 19 million people in the UK aged 50 and over and they account for 40% of the population. Fewer than 6 million of these are between the age of 50 and state pension age, and are in employment, a rate of 69%. The employment rate for men aged 50-64 is 71% and for women aged 50-59 it is 66%. The figures show that approximately 30.8% of GCH's workforce is aged over 50; this figure clearly does not reflect the population figure. It is predicted that by 2020 the population of those 50 and over will have increased by a further 3 million

Age breakdown of the Company's workforce as at 31<sup>st</sup> March 2010, compared with the Gloucester and GCH customer profiles.

Gloucester Profile		GCH Customer profile		GCH Employee profile	
Age 15 - 19	6%	Under 21	1.22%	Under 21	2%
Age 20 - 24	5.4%	Age 21 - 24	4.05%	Age 21 - 24	9%
Age 25 - 44	30.7%	Age 25 - 44	28.59%	Age 25 - 44	43%
Age 45 - 64	22.3%	Age 45 - 64	34.44%	Age 45 - 64	44%
Age 65 - 79	11.2%	Age 65 - 79	20.95%	Age 65 - 79	2%
Age Over 80	3.7%	Age Over 80	9.51%	Age Over 80	0%
		Age Not Known	1.23%		

### The promotion of Age Equality in Service Delivery

Through our ongoing engagement with our customers, both younger and older we have identified a number of key commitments:-

- To review and where necessary change our practices, policies and procedures where they are found to discriminate against people on the grounds of age; e.g.:- in adverts and recruitment processes on an ongoing basis
- To put mechanisms in place to ensure older and younger people are provided with any additional support they may require to access our services
- To investigate all incidents of discrimination and harassment based on age
- To encourage and promote the participation of people of all age groups in resident involvement and community activities and to provide a wide range of opportunities to get involved that meets their different needs.
- To develop partnerships with community groups and agencies that work with people of different age groups.

### The promotion of Age Equality in Employment and Training

In line with the commitments within our Equalities and Diversity Policy, we have developed advertising and recruitment procedures which focus on skills and abilities rather than age or preconceived ideas about age. We recognise that this would be to waste the talents of a large part of the population. We have put in a number of positive mechanisms to promote age equality :-

- A flexible retirement policy which allows employs to work beyond 65
- Equal access to training and development opportunities regardless of age
- A range of paid traineeships and work placement opportunities for young people
- Professional traineeships that provide opportunities for older applicants returning to work or changing careers
- The development of a fair and safe recruitment policy with training for managers
- A review of all policies and procedures to ensure that they do not discriminate against anyone on the basis of their age in recruitment, selection, promotion, training and development or redundancy.
- Keep staff informed of new legislation that may impact on pension and retirement issues.
- Provision of training on age equality awareness to all staff

## 5.6 Religion and Belief

### Definition

The Employment equality (Religion or belief) regulation defines religion and belief as being any religion, religious belief or similar philosophical belief. It does not include any philosophical or political belief unless it is similar to a religious belief.

The Equality Act 2010 further defines :- **Religion** as any religion and **Belief** as any religious or philosophical belief and generally widens the scope of what might be regarded as a philosophical belief, including political beliefs

### Legislation

- The Employment Equality (Religion or Belief) Regulations
- The Racial and Religious hatred Act 2006
- The Equality Act 2010

The Equality Act introduced a framework that governs discrimination on the grounds of religion or belief in the provision of goods, facilities and services. It is also unlawful to discriminate against an individual because of their religion or belief or because they have no religion or belief in employment and training.

### Why Religion and Belief Equality matters ?

People express their religion and belief in very different ways and it can lead to a strong sense of community and express itself in different family and household relationships. It can also lead to community isolation and a sense of distrust because of an individual or groups lack of knowledge and understanding. It is essential as a housing provider to diverse communities that we play a positive and proactive role in raising awareness and bringing our diverse communities together making sure no one is isolate or victimised.

### Religion and Belief in Gloucester

Currently 44% of GCH staff identifies themselves as Christian, 3% as other and 21% with no religion (30% declined to answer). Amongst our tenants the predominant religion is Christian with 43.63% of tenants identifying themselves as Christian compared with 1% as Muslim.

Religion and Belief breakdown of the Company's workforce as at 31<sup>st</sup> March 2010, compared with the Gloucester and GCH customer profiles:

Gloucester Profile		GCH Customer profile		GCH Employee profile	
Buddhist	0.13%	Buddhist	0.05%	Buddhist	0%
Christian	74%	Christian	43.63%	Christian	44%
Hindu	0.44%	Hindu	0.09%	Hindu	0%
Jewish	0.06%	Jewish	0.04%	Jewish	0%
Muslim	2.25%	Muslim	1.00%	Muslim	0%
No religion	14.25%	No religion	13.18%	No religion	21%
Other	00.3%	Other	2.65%	Other	3%
Refused	8.14	Refused	4.34%	Refused	30%

### **The promotion of Religion and Belief Equality in Service Delivery**

Over the last 12 months we have been working with local religious and community groups, reviewing best practice from organisations such as the Employers belief group. From this we have identified a number of key commitments and areas of work:-

- We have reviewed our practices, policies and procedures to ensure they do not discriminate on the grounds of religion or belief or lack of.
- We and our partners will ensure that we provide the choice of appointment times to avoid conflict with service users' time for prayer or for other religious rituals
- We are sensitively seeking to establish the religions and beliefs of our customers to improve and adapt service delivery
- We provide ongoing information and raise staff awareness on religious and belief rituals and events and the impact on service delivery, including the development of e learning packages and the provision of cultural awareness sessions.
- We effectively investigate all incidents of racial and religious harassment, support victims and seek to deal robustly with perpetrators
- We are able to provide a suitable place for prayer and any necessary storage for ceremonial objects – both for service users and staff
- We do not discriminate against service users or staff on the basis of religious dress codes
- We work with partner organisations to jointly organise or support religious festivals or events, for example Rastafarian new year.

### **The promotion of Religion and Belief in Employment and training**

Gloucester City Homes is committed to eliminating discrimination on the basis of a person's religion or belief and promote equality of opportunity. We have put in place a number of appropriate and reasonable actions to ensure equality of opportunity for members of staff, irrespective of their religion or belief. We: -

- Have developed a fair and safe recruitment policy which is open and transparent.
- Advertise in appropriate media to encourage applications from other religious groups
- We monitor employment practices, in particular recruitment, access to training, disciplinary actions and grievance procedures, to identify any adverse impact and patterns and trends
- We sympathetically consider annual leave requests especially in the context of a religious observance/festivals and grant such leave wherever possible
- We are able to provide a prayer room on request
- We allow flexibility in working arrangements during fasting periods of various religions.
- We celebrate different religious and cultural festivals to raise staff awareness

## 5.7 Sexual orientation

### Definition

Sexual Orientation is defined as:

- Orientation towards the same sex (lesbian women and gay men)
- Orientation towards the opposite sex (heterosexual)
- Orientation towards the same and the opposite sex (bisexual)

### Legislation

- The Sex Discrimination Act 1975
- Employment Equality (Sexual Orientation) Regulation 2003
- Civil Partnerships Act 2004
- Sexual orientation regulations 2007
- Equality Act 2010

The Equality Act and Sexual Orientation regulations place a duty on all public sector organisations to challenge and prevent discrimination in the delivery of goods, facilities and services against lesbian, gay and bisexual people on the grounds of their sexual orientation. The Regulations makes it unlawful to discriminate a person on the grounds of their sexual orientation whether it is:

- Direct discrimination
- Indirect discrimination
- Harassment (including the perception of the victim)
- Victimisation

### Why Sexual Orientation Equality matters

Lesbian, gay and bisexual people are often forced to choose in their work and personal lives between being open and honest about their sexuality, avoiding the issue or lying to colleagues and friends. This can cause a huge amount of stress. Stonewall highlight that nearly one in five lesbian and gay people have experienced homophobic bullying in the workplace in the last five years and one in five have experienced some form of hate crime in the last 3 years.

### Sexual orientation in Gloucester

This has been a particularly difficult area to gather customer or staff information on with many respondents refusing to respond to the question.

Gloucester City profile	GCH customer profile		GCH Employee profile	
UNKNOWN	HETEROSEXUAL	45.61.%	HETEROSEXUAL	96%
	UNKNOWN	34.93%	GAY	0%
	REFUSED	18.08.%	LESBIAN	0%
	BISEXUAL	0.6%	REFUSED	4%
	OTHER	0.4%		
	GAY	0.34%		
	TRANSEXUAL	0.04%		

### **The promotion of Sexual orientation Equality in Service Delivery**

Gloucester City Homes has taken reasonable steps to

- Sensitively and confidentially, gather and hold data on the sexual orientation of our customers for the purpose of improving service delivery, avoiding discrimination and dealing effectively with harassment.
- Change practices, policies and procedures which make it impossible or unreasonably difficult for people with a different sexual orientation to access our services
- Provide confidentiality of service if a person's sexual orientation is disclosed in respect of a service
- Investigate homophobic behaviour and hate crimes relating to sexual orientation.
- Ensure that external contractors address sexual orientation as part of their equal opportunities policy and practice

### **The promotion of Sexual Orientation Equality in Employment and training**

Gloucester City Homes is taking action to eliminate discrimination against a person's sexual orientation and promote equality of opportunity. We are conscious that some of our staff may face multiple discrimination, for example, based on their sexual orientation and disability. In these situations we will take appropriate and reasonable action to ensure equality of opportunity for such members of staff. We also:

- Monitor employment practices and procedures, in particular disciplinary actions and grievance procedures to identify adverse impact
- Keep information on employees' sexual orientation confidential
- Do not treat staff differently because of their sexual orientation
- Do not discriminate against same sex partners where invitations to social gatherings extend to partners of staff
- Ensure that parental leave and other employee entitlements will not be refused due to a person's sexual orientation.
- Ensure parity of treatment for same sex couples as married couples in respect of employee benefits, pensions etc.

#### Analysis of applicants by Sexual orientation

Heterosexual	68.05%
Bi-Sexual	0%
Gay	1.2%
Lesbian	0.25%
Declined to answer	30.5%



**APPENDIX A OUR EQUALITY TARGETS 2010-2013**

The Targets meet the following key aim within the Strategic Business Plan 2010-2013

**Aim 7: To be a champion of diversity.**

We will work with our Residents and partners to ensure diversity is valued and respected in such a way that builds strength and unity in our communities.

**Financial Year 2010-2011**

Action	Responsibility	Target Date
Development of a Youth Forum	Lisa Howarth Head of Customer Services and Community Investment	31-03-2011
Promote and Support Gloucester Gay Pride	Vickie King Lowe Anti-Social Behaviour Manager  Becky Hayward Neighbourhood Services Manager	30-06-2010
Launch of GCH Young Person of the Year Award	Lisa Howarth Head of Customer Services and Community Investment	30-09-2010
Embed and further develop the SHINE Learning Academy	Anita Pope Executive Manager –Diversity and Organisational Development  Lisa Howarth Head of Customer Services and Community Investment	31-03-2011



Implementation of Customer Knowledge Module	Anita Pope Executive Manager –Diversity and Organisational Development	31-07-2010
Provision of mental health awareness training for all staff	Emily Cambridge Human Resources Manager	31-12-2010
Support the City Council in their bid to attain the achieving level of the Equalities Framework	Anita Pope Executive Manager –Diversity and Organisational Development	31-03-2011
Further development of Equality Performance Framework	Anita Pope Executive Manager –Diversity and Organisational Development	31-03-2011 and Continuous Review
Improved engagement and involvement of hard to reach groups	Lisa Howarth Head of Customer Services and Community Investment	31-03-2011 and Continuous Review
Increased employment applications from under-represented groups.	Emily Cambridge Human Resources Manager	31-03-2011 and Continuous Review



**Financial Year 2011-2012**

Action	Responsibility	Target Date
Recognition on Stonewall Champions list	Anita Pope Executive Manager –Diversity and Organisational Development	31-03-2012
Continuation GCH Young Person of the Year Award	Lisa Howarth Head of Customer Services and Community Investment	30-09-2011 and Continuous Review
Promote and Support Gloucester Gay Pride	Vickie King Lowe Anti-Social Behaviour Manager  Becky Hayward Neighbourhood Services Manager	30-06-2011
Develop and Embed of Customer Knowledge Module to tailor services for our Residents	Anita Pope Executive Manager –Diversity and Organisational Development	Continuous Review
Attainment of Excellence level of the Equality Framework	Anita Pope Executive Manager –Diversity and Organisational Development  Board and EMT	28-02-2012
Improved engagement and involvement of hard to reach groups	Lisa Howarth Head of Customer Services and Community Investment	31-03-2012 and Continuous Review



Further development of Equality Performance Framework	Anita Pope Executive Manager –Diversity and Organisational Development	?
Provide awareness and support for one key strand of the Strategy with our partners and local media	Anita Pope Executive Manager –Diversity and Organisational Development	31-03-2012

### Financial Year 2012-2013

Action	Responsibility	Target Date
Recognition on Stonewall Champions list	Anita Pope Executive Manager –Diversity and Organisational Development	
Promote and Support Gloucester Gay Pride	Vickie King Lowe Anti-Social Behaviour Manager  Becky Hayward Neighbourhood Services Manager	30-06-2012
Embed and enhance the Orchard arc house Plus Customer Knowledge Module to tailor services for our residents	Anita Pope Executive Manager –Diversity and Organisational Development  All Operational Managers	Continuous review
Embed and build upon the excellence level of the Equality Framework	Anita Pope Executive Manager –Diversity and Organisational Development	Continuous review



Improved engagement and involvement of hard to reach groups	Lisa Howarth Head of Customer Services and Community Investment	Continuous review
Further development of Equality Performance Framework	Anita Pope Executive Manager –Diversity and Organisational Development	Continuous review
Increased employment applications from under-represented groups	Emily Cambridge Human Resources Manager	Continuous review
Provide awareness and support for one key strand of the Strategy with our partners and local media	Anita Pope Executive Manager –Diversity and Organisational Development	31-03-2013
Promote GCH as a national authority on Equalities and service excellence	Anita Pope Executive Manager –Diversity and Organisational Development	31-03-2013
Develop new Equalities Strategy 2013-2016	Anita Pope Executive Manager –Diversity and Organisational Development	28-02-2013