

Our Vision for EDI at CDS

At CDS, we want everyone to feel respected, valued and included.

We believe everyone should have equal access to safe, secure housing, quality services and opportunities to thrive. We also want CDS to be a place where staff, residents, Board members and partners feel welcomed, listened to and able to be themselves.

Diversity strengthens our organisation and our communities. Different backgrounds, experiences and perspectives help us make better decisions, deliver better services and create a stronger sense of belonging.

We recognise that barriers and inequalities do not affect everyone in the same way. Some people may face additional challenges because of different aspects of their identity or circumstances. We are committed to understanding those experiences and taking practical action so our services, opportunities and decisions are fair and inclusive.

Promoting equity, diversity and inclusion is not a separate activity. It is part of how we deliver services, support our people and make decisions across CDS.

Our Commitment

Over the last few years, CDS has built stronger foundations for equity, diversity and inclusion. This strategy represents the next stage of that journey.

Our focus is on embedding inclusion into everyday practice, so it influences how we engage with residents, support colleagues, recruit and develop our workforce, work with partners and govern the organisation.

We will continue to meet our obligations under the Equality Act 2010 and the expectations of the Regulator of Social Housing. More importantly, we will work to create an organisation where fairness, respect and opportunity are experienced by everyone.

By 2029, we want CDS to have:

- A better understanding of the diversity of our residents and workforce;
- Services that are accessible, inclusive and shaped by resident voice;
- A workplace where people feel they belong and can succeed; and
- Governance and decision-making that reflect a broad range of experiences and perspectives.

Our Strategic Objectives for EDI

The strategy is organised around four objectives. Each objective includes the outcomes we want to achieve by 2029 and the measures we will use to track progress.

Objective 1: Better understand our people and communities

Good decisions require good information. We need reliable and up-to-date information about the diversity of our residents and workforce so we can identify barriers, understand different experiences and improve services.

Outcomes by 2029	How we will measure progress
• Increase completion rates for resident diversity data. • Maintain and improve workforce diversity data collection. • Regularly analyse data to identify differences in outcomes, satisfaction, complaints and engagement.	• Resident EDI data completeness target agreed and monitored, for example 85-90%. • Workforce EDI profile reviewed annually. • Annual analysis of key service and people measures by relevant diversity characteristics, where data is available and appropriate.

Objective 2: Ensure all residents can access and influence our services

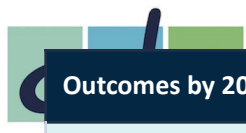
Inclusion is not only about who lives in our homes. It is also about whether everyone can access our services, understand our information and have a meaningful voice in decisions that affect them.

Outcomes by 2029	How we will measure progress
• Improve the accessibility of communications and engagement activities. • Create a dedicated EDI page on the CDS website for residents, with useful information and resources. • Increase participation from resident groups that are traditionally under-represented. • Test relevant policies and service changes with diverse resident groups before implementation.	• Resident engagement opportunities offered in different formats, including digital and non-digital options. • Annual review of participation demographics, where data is available. • Evidence that resident feedback has influenced decisions, policy changes or service improvements.

Objective 3: Build an inclusive workplace and leadership culture

An inclusive service starts with an inclusive organisation. Staff and managers need to understand the behaviours, responsibilities and leadership practices that help people feel respected, supported and able to contribute.

Outcomes by 2029	How we will measure progress
• Ensure staff and managers understand their responsibilities for inclusion and respectful behaviours. • Strengthen inclusive leadership capability among managers. • Regularly seek feedback on staff belonging and inclusion.	• 100% completion rate for core EDI training, with inclusive leadership training for managers. • Inclusion and belonging questions included in staff surveys. • Recruitment, promotion and retention outcomes monitored. • Workforce diversity trends reviewed annually.



Outcomes by 2029	How we will measure progress
Continue to attract diverse candidates through fair recruitment practices that reduce bias wherever possible.	

Objective 4: Increase diversity in governance and decision-making

Good governance is strengthened by different experiences, skills and perspectives. CDS already has a relatively diverse Board compared with many housing providers, but we will continue to ensure our governance arrangements reflect the communities we serve as far as possible.

Outcomes by 2029	How we will measure progress
- Maintain and further improve Board diversity. - Use succession planning to broaden representation in governance roles. - Ensure equity, diversity and inclusion are considered consistently in relevant strategic decisions.	- Annual Board diversity review. - Diverse shortlists for Board recruitment where possible. - Evidence that equity, diversity and inclusion considerations are included in relevant Board and committee reports.

By 2029, CDS will have a stronger understanding of the diverse communities we serve, more inclusive and accessible services, a workplace where people feel they belong, governance that reflects our communities, and decision-making processes that consistently consider equity, diversity and inclusion.