

Public Sector Equality Report 2025



A CORNWALL
COUNCIL COMPANY



Introduction

Cornwall Housing Limited (CHL) is a Cornwall Council owned company and operates as an arm's length management organisation (ALMO) to deliver the management and maintenance of the Council's social housing stock. This stock provides homes for circa 10,300 households in Cornwall and seeks to support those families to live and thrive across Cornwall in line with wider council objectives. CHL is governed by a dedicated Board of independent Board Directors, resident Directors and 2 nominated officers (1 from CHL and 1 from the Council). It reports directly to the Council which is its shareholder and seeks to deliver a service that is in line with good practice elsewhere in the sector and supports households to sustain their tenancies in homes that are safe and meet their needs.

About this report

The purpose of this report is to demonstrate how Cornwall Housing Limited is progressing in meeting the general duty and specific duties of the Public Sector Equality Duty (PSED). The reporting period is the 12 months up to 31 December 2025.

Legislative context

Cornwall Housing Limited is obliged to produce public sector equality data as the general duty applies to bodies carrying out public functions on behalf of a public authority. CHL has specific duties under the Equality Act 2010 to publish information to demonstrate our compliance with the general equality duty.

The three aims of the general equality duty are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Equality Act explains that the second aim (advancing equality of opportunity) involves having due regard to the need to

- Remove or minimise disadvantages suffered by people due to their protected characteristics.
- Take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.
- Encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- Annually publish relevant and proportionate information demonstrating compliance with the Equality Duty.

Organisational priorities

CHL's mission statement is 'Safe Homes in Strong Communities for One and All'. This was the product of both employee and resident consultation. The statement will be used to

help define the actions and behaviours to drive performance across the organisation in the next reporting period. For the year 2025/26 the following 11 priorities determined where our efforts have been focused to improve how we work and enhance our service delivery.

Our Homes



Key RM actions and delivery of wider safety standards.
Stock condition improvement plan.
Mobilise new contractors and start work on longer term arrangements.

Our Residents



How to better support households.
New ways of working across GN and ILS.
A New set of Customer Standards and begin work on "knowing Our Residents".
Build on insights gained and used.

Our Organisation



Prepare for inspection.
Design a new Target Operating Model.
Deliver a positive change in culture and behaviours.
Deliver improvements across core IT systems.

CHL is committed to promoting fairness and opportunity and working towards further developing good practice around equality and diversity outcomes. We will support improving the quality of life for local communities, supporting our workforce, promoting equality, eliminating discrimination, harassment, hate crime and will ensure fair and open access to all services we deliver.

Equality objectives

These are reviewed and new equality objectives are set every four years. The objectives have been reviewed to reflect the improvement journey required within the organisation and going back to 'brilliant basics.' A clear focus on improving the company awareness of equality and diversity is needed as well as being able to define an informed approach.

Cornwall Housing has significant challenges because of historic funding challenges and age and condition of stock as well as rising cost. We see huge demand for our homes and cost pressures whilst maintaining them. With this in mind Cornwall Housing will be looking to:

- Develop an appropriate Equality, Diversity & Inclusion Strategy, policy and associated guidance that encompasses both operational and employment related matters.
- Deliver clear and meaningful training to teams covering Equality, Diversity & Inclusion
- Actively encourage employees to update their equality information within the HR system.
- Review its tenant database to ensure it holds accurate equality information that will assist with the customer experience and provide data for future publishing periods.
- Ensure that data collected is used to inform decision making and helps shape service delivery and policy.

This should help to provide a more accurate picture of the equality landscape within the organisation and support our employees in feeling empowered when talking about equality and diversity issues.

Activities underway

- In April 2025 Balance was introduced to embed a true approach to flexible working. Teams have reviewed the operating practices to ensure that residents still receive full service whilst employees benefit from a flexible approach to work life balance.
- Introduction of a reasonable adjustments passport for those employees that declare a disability at point of employment and for those employees that declare or develop a disability/health issue during employment.
- Reviewing our operational and employment policies and completing Equality Impact Assessments for each final document.
- Equality, Diversity and Inclusion e-learning is mandatory for all employees.
- Prevention of Sexual Harassment e-learning is mandatory for all employees.
- Bespoke workshops and training have been offered on topics such as Mental Health First Aid, Suicide Awareness and Suicide First Aid.
- Employees are provided with personal safety training annually.
- The in-house People team continues to run our equality data campaign to encourage all our employees to provide or update their personal details within our self-service HR system.
- Development of an intranet site with a dedicated page for Health and Wellbeing
- Development of accessible learning for all in the form of 'Bitesize Learning' on topics like Sexual Harassment, Migrant and Refugee issues, Mental Health and Capacity
- An intranet page dedicated to Equality and Diversity providing employees with our commitment to Equality and Diversity, our policy and access to a wide range of resources including those available from Cornwall Council.
- Introduction of organisational values – collaboration, honest and learning to start to grow a culture that values and listens to opinions that can shape and improve services.

It is recognised that this report concentrates on employee data and that the legislative requirements include our residents. To start to address this aspect of our obligations the following activities are underway

- Implementation of a Resident Engagement Strategy in 2025
- Refresh of the Tenants forum and Scrutiny panels to better understand the views of residents
- Reorganisation of Housing Operations to introduce a Customer Experience service with the establishing of a team dedicated to knowing our residents, enhancing complaints and complaints learning. This service will be working across the business to improve the data held on our residents and enable the organisation to utilise the data and insights gained to enhance the services we provide.
- Development of Customer Service standards that will exist alongside our values and lived behaviours to grow a customer focussed culture of equitable service delivery
- It is planned to start to include customer data in the report that includes December 2026 employee data.

Employee data

Workforce profile by gender (based on 100% of workforce data)

Year	Total Headcount	Female	%	Male	%
2025	255	163	63.9%	92	36.1%
2024	244	150	61.5%	94	38.5%

2023	239	152	63.6%	87	36.4%
2022	146	87	59.9%	59	40.4%
2021	400	197	49.2%	203	50.8%

The total headcount increasing by 11 showing growth in the workforce by 4.5%. Females remain the majority makeup of the workforce; their representation has increase by 2.4% in the last year. This is linked to the increased headcount in Housing Management after the reorganisation and external appointments to managerial and customer facing roles in the neighbourhood/regional teams.

Headcount by area of business

	Female	Male	Total
Heads of Service (incl ELT)	6	7	13
Manager	17	13	30
Skilled/Trade	8	35	43
*Support	132	37	169
Total	163	92	255

*Includes tenant support, technical, financial, lettings and property support roles.

The workforce shows a gender balance at the highest levels of leadership, while management roles are nearly equal. The Skilled/Trade roles remain male dominated while the support roles are female dominated showing horizontal segregation within the organisation.

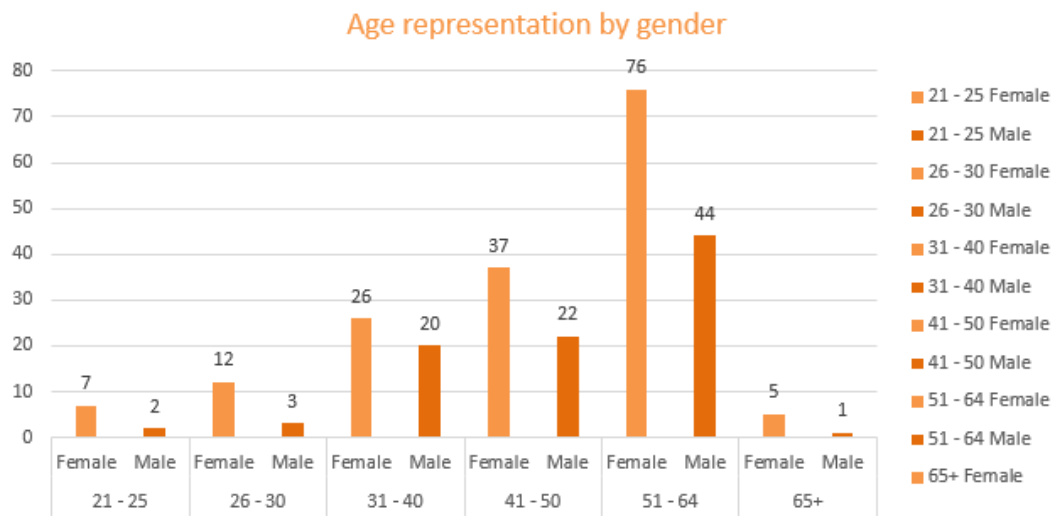
Age representation

Year	Age Category	0-20	21-25	26-30	31-40	41-50	51-64	65+
2025		0	9	15	46	59	119	7
	%	0	3.5%	5.9%	18.0%	23.1%	46.7%	2.7%
2024		0	5	14	45	67	106	7
	%	0.0%	2.0%	5.7%	18.4%	27.5%	43.4%	2.9%
2023	#	1	5	11	36	69	103	14
	%	0.4%	2.1%	4.6%	15.1%	28.9%	43.1%	5.9%

The workforce is ageing, with an increase to over 46% of employees in the 51-64 age group, whilst those 41 to 50 have decreased. Younger employees under 30 remain underrepresented, although there has been growth in the 21 to 25 age group.

There is still considerable work needed in succession planning, workforce development, career pathways and retention of younger employees. These initiatives form part of the 2025/2028 People Strategy that was approved in 2024. The structural changes in Housing Management and the plans for ILS and Assets will provide enhanced career pathways across the organisation. The enhanced pension benefits at CHL encourage longer employee tenure, which may create a potential talent bottleneck

although the introduction of Balance and the approach to flexible working is attracting and retaining new employees.



The graph shows that female representation is higher across all age bands, this is reflective of the organisation being over 60% female.

Average age vs Continuous service

Year	Average Age	Average Length of Service
2025	48	6.1
2024	47.7	6.1
2023	48.8	6.7
2022	50.7	11
2021	48.8	10.7
2020	48	10.4

The average age verses the length of Service of employees has been consistent since 2022.

Workforce data – Full-time vs Part-time

Year	Headcount	Full-time	%	Part-time	%
2025	255	208	81.6%	47	18.4%
2024	244	195	79.9%	49	20.1%
2023	239	202	84.5%	37	15.5%
2022	146	117	80.1%	29	19.9%
2021	400	325	81.3%	75	18.8%
2020	425	341	80.2%	84	19.8%

The number of part time employees has increased since 2023 and in part is due to the organisation’s commitment to Balance and true flexible working being offered to all employees.

Workforce Data – Full-time vs Part-time (by gender)

Year	Full-time				Part-time			
	Female	%	Male	%	Female	%	Male	%
2025	120	63.9%	88	34.5%	43	16.9%	4	1.6%
2024	106	43.4%	89	36.5%	44	18.0%	5	2.0%
2023	120	50.2%	82	34.3%	32	13.4%	5	2.1%
2022	62	42.5%	55	37.7%	25	17.1%	4	2.7%
2021	137	34.3%	188	47%	60	15%	15	3.8%
2020	140	32.9%	201	47.3%	64	15.1%	20	4.7%

The data for full-time versus part-time shows there has been an increase in the full-time female workforce in 2025, with the male workforce remaining decreasing slightly. This balance reflects the increased headcount in Housing Management after the reorganisation and external appointments to managerial and customer facing roles in the neighbourhood/regional teams.

Workforce Data – Permanent vs Temporary

Year	Headcount	Permanent	%	Temporary	%
2025	255	244	95.7%	11	4.3%
2024	244	238	97.5%	6	2.5%
2023	239	230	96.2%	9	3.8%
2022	146	140	95.9%	6	4.1%
2021	400	379	94.8%	21	5.3%
2020	425	364	85.7%	61	14.3%

Most of the workforce at CHL are in permanent employment, continuing the commitment to meaningful employment. There has been an increase in the number of temporary workers in 2025, in part to cover a number of employees going on maternity leave.

Workforce Data – Protected characteristics

One of the objectives in last year's report was to increase the data held on CHL employees. This had led to an increase since 2023 of the personal information for CHL employees added to the HR system. This information is gathered as part of the onboarding paperwork for new employees, who all have access to update this information in the self-service HR System, which is encouraged through the settling in process.

Whilst the data held is greatly improved from previous reports there is still work required in areas such as sexual orientation and disability.

Set out below is the completion rate against each characteristic.

Marital Status

Marital Status	Headcount	%
Married	112	51.1%
In a registered Civil Partnership	6	2.7%
Divorced	26	11.9%
Separated but still legally married	1	0.5%
Never married and never registered a Civil Partnership	58	26.5%
Widowed	4	1.6%
Not Stated	10	4.6%
Prefer not to say	2	0.9%

Ethnic Origin

Ethnic Origin	Headcount	%
Asian	0	
Black	1	0.4%
Mixed	2	0.8%
White	243	95.3%
Other	0	
Refused	0	
Not Stated	9	3.5%

Gender Identity and sexual orientation

Gender Identity	Headcount	%
Differs from birth	0	
Female	34	13.3%
Gender fluid	0	
Intersex	0	
Male	21	8.2%
Non-Binary	0	
Other	0	
Same as birth	158	62.0%

Not Stated	42	16.5%
Prefer not to say	0	

Sexual Orientation	Headcount	%
Bisexual	6	2.4%
Gay Man	2	0.8%
Heterosexual/Straight	199	78.0%
Lesbian or Gay Woman	3	1.2%
Not Stated	41	16.0%
Prefer Not to Say	4	1.6%

Religion

Religion	Headcount	%
Christianity	101	39.6%
Hinduism	0	
Muslim	1	0.4%
Paganism	0	
Sikhism	0	
No religion	107	42.0%
Other	1	0.4%
Prefer not to say	12	4.7%
Not stated	31	12.2%

Disability

Disability	Headcount	%
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease)	3	1.2%
Physical or mobility impairment	2	0.8%
Learning disability/difficulty	2	0.8%
Sensory impairment	1	0.4%
Other	2	0.8%
Not Stated	243	95.3%

Demographical challenges

According to the 2021 Census

- The population size of Cornwall has increased by 7.1%, from around 532,300 in 2011 to 570,300 in 2021. This is higher than the overall increase for England (6.6%).
- In Cornwall there has been an increase of 25.1% in people aged 65 years and over, an increase of 1.7% in people aged 15 to 64 years, and an increase of 4.3% in children aged under 15 years.
- Cornwall represents an ageing population which reflects the workforce at Cornwall Housing. This may limit young people's opportunities to gain meaningful work experience and helping them make informed decisions about future careers.

- Ethnic group representation is low in Cornwall with 96.8% of the population identifying as white. 0.7% of people are Asian, British or Asian Welsh 0.2% of people are Black

This indicates that the organisation is generally representative for the county, although the workforce does contain a slightly higher proportion of employees not from a white ethnic origin. We would expect to see a further change in this as we expand our talent pool to tackle skill shortages and to adapt to a more technologically mobile work environment, although as many of our roles are customer facing this will be a challenge with the ethnic group representation in Cornwall as we advocate for providing opportunities for local people where possible. What we can do is challenge diversity in other areas.

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Alternative formats:

If you would like this information on audio CD, audio tape, Braille, large print, any other format or interpreted in a language other than English, please contact info@cornwallhousing.org.uk