



# St Georges Community Housing Ltd – Equality & Diversity Action Plan (October 07)

## 1. PROMOTING EQUALITY THROUGH LEADERSHIP

Ref. No.	Objective	Action	Target	Progress	Evidence
1.1	Establish action plan for St Georges Community Housing for Equality & Diversity for delivery & monitoring purposes.	Set up a cross-departmental working group. Working group to consider refreshing E & D Action Plan following 40% customer profiling returns and EIA outcomes.	Sept 2007  Nov 2007	Inaugural meetings have taken place.	Minutes of meetings
1.2	Ensure action plan complies with Audit Commission KLOE 31 excellence framework.	Steering group to undertake KLOE gap analysis identifying outstanding actions for their areas of responsibility.	Nov 2007	Gap analysis continues to be fed into this plan.	Copies of responses filed.
1.3	Ensure all service areas have an equality impact assessment with any identified risk areas highlighted in action plan.	Undertake Equality Impact Assessments for all initial policies by SGCH and establish a rolling programme for remaining policies and procedures,	Thirteen Initial EIAs by Nov 07 then ongoing	Equality Impact Assessment training undertaken by all managers and E & D group during September 2007.	Copies posted on Intranet.
1.4	Ensure Equality & Diversity is an integral part of the work undertaken by SGCH.	Develop and publish an Equality & Diversity Strategy.  Agree reporting links between the E & D group and relevant Committees and the Board.	Jun 2007  Feb 2008	Completed and published June 2007.	Published and copies on intranet and SGCH website.
1.5	Identify budgets to support E & D improvement plan.	Improvements to be costed by E & D working group and presented to SGCH Finance & Regulatory Committee.	Jan 2008	Costing currently being worked up by various members of the E & D group.	Minutes of meetings.

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### 1. PROMOTING EQUALITY THROUGH LEADERSHIP (continued)

Ref. No.	Objective	Action	Target	Progress	Evidence
1.6	Establish a Board E & D champion.	Present E & D action plan to Board and suggest champion to undertake role.	Oct 2007	Board presentation to take place.	
1.7	Recruit an Equality Officer to SGCH.	Devise job description, advertisement and recruit.	Apr 2008	Job Description prepared	
1.8	Equality & Diversity Awareness training for Tenant Representatives and Board members.	Organise training session for Tenant Representatives and Board Members.	Jan 2008		
1.9	Ensure action plan links to statutory Code of Practice on Racial Equality in Housing and SGCH Equality & Diversity Policy Statement and Strategy.	E & D group members to receive further training.	Mar 2008	Group supplied copies of the above documents.	Documents on file
1.10	To attract and recruit Board members people from groups who are under represented in SGCH.	Enhance existing recruitment strategy including mechanisms for communication and marketing to diverse groups.	Sept 2008		
1.11	Leaders of SGCH are aware of their responsibilities under the RRA and each member knows what is expected of them.	New Board members induction pack to include diversity policy briefing.  Board members to receive specialist training on RRA.	Jan 2008  Mar 2008		
1.12	Repairs needed as a result of harassment or anti social behaviour should be given a priority commensurate with their seriousness.	Repair priorities to be reviewed to take into account urgent response to harassment/ASB.	Mar 2008		

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### 1. PROMOTING EQUALITY THROUGH LEADERSHIP (continued)

Ref. No	Objective	Action	Target	Progress	Evidence
1.13	Review ASB policy and procedures to ensure it is appropriate to the size of SGCH and other circumstances.	Review of ASB policy and procedures and carry out EIA. Consultation of policy to specifically include views of BME groups.	Mar 2008		
1.14	SGCH tenancy agreement to include a provision prohibiting conduct that would constitute harassment.	Tenancy agreement to be reviewed.	Feb 2008	Draft completed	
1.15	Develop a district wide ASB Panel with Tenant and Leaseholder Representatives	Set up ASB Panel.	Mar 2008	Review of Compact in progress – ASB panel to be added.	
1.16	To have an agreement with contractors on how any racial equality requirements, will be met by their sub contractors.	Obtain agreements.  Arrange joint training for repairs and contractor staff.	Jan 2008  Mar 2008		
1.17	To encourage ethnic minority businesses to tender for contracts.	Advertise contracts in Ethnic Britain directory/website.	Ongoing		
1.18	Mainstreaming SGCH's commitment to racial equality and diversity.	Set up monitoring/profiling system for Board members and other involvement structures.  Set Governance Equality targets and ensure implementation.	Mar 2008  Dec 2008	To be included in 2008-09 delivery Plan	

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### 1. PROMOTING EQUALITY THROUGH LEADERSHIP (continued)

Ref. No.	Objective	Action	Target	Progress	Evidence
1.19	To develop a SGCH Race Equality Scheme	Research best practice and consultation on how SGCH can provide effective scheme.	May 2008		
1.20	Identify SGCH Equality Standard level.	Assess level.	Apr 2008		

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### 2. LEARNING & DEVELOPMENT

Ref. No.	Objective	Action	Target	Progress	Evidence
2.1	Customer Database for profiling.	Develop database to interface with Orchard (Housing IT System).	Jan 2008		
2.2	Review flexible working policies to accommodate diverse caring needs.	HR to review current polices and procedures.	Apr 2008		
2.3	Introduce procedures to ascertain staff's religious requirements and necessary adjustments in the workplace.	Undertake staff survey and analyse results.	May 2008		
2.4	Check partners have adequate equality training.	Check partnership framework documentation.	Apr 2008		
2.5	Train staff in diversity monitoring as it relates to their area of work.	E & D group to undertake in their individual working areas and feed into performance managing.	Apr 2008		
2.6	Guidelines and training to ensure that language barriers, timings and access are considered as part of any training or service provision.	Training of existing staff and included with new staff induction pack.	Dec 2008	Training for existing staff underway. Revised staff induction pack will be addressed through T & D group.	
2.7	Develop equality guidelines for officers involved in developing contracts and SLAs, including monitoring procedures.	Additional training for staff developing contracts and SLAs	May 2008		

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### 2. LEARNING & DEVELOPMENT (continued)

Ref. No.	Objective	Action	Target	Progress	Evidence
2.8	Racial Harassment training for all Area Office staff.	Devise training package working with ASBO team in conjunction with Respect training.	May 2008		
2.9	Monitor SLAs to ensure they meet E & D standard e.g. Allocations.	Devise systems to monitor SLA compliance.	Jan – Mar 2008	Service Area lead Officers working with Performance Team.	New performance statistics monitored on Performance Plus.
2.10	Staff awareness/training on Guide to Translation.	Ensure all staff aware of translation service.	May 2007	Reminder sent to all staff and procedures posted on intranet	Procedures published on service library
2.11	Plain English training for staff involved in written correspondence.	Organise plain English training through T & D group at periodic intervals.	Nov 2007	Reminder sent to all staff and procedures posted on intranet	Procedures published on service library
2.12	Customer Care Kits (EG Large pens & magnifying strips) available in office reception & to contractors/partners.	E & D group to investigate and purchase.	Dec 2007	Item to be raised at E & D group meeting.	
2.13	Need to develop links with young people – look at links with Sustainable Communities (DIY sessions for younger tenants).	Link with work undertaken with partners and Sustainable Communities department	Feb 2008	Invite representative from Sustainable Communities to E & D group.	
2.14	To retain new Board members and ensure they do not feel isolated.	Develop Buddy/mentoring scheme for new Board members.	Mar 2008		

## St Georges Community Housing Ltd – Equality & Diversity Action Plan (October 07)

### 2. LEARNING & DEVELOPMENT (continued)

Ref. No.	Objective	Action	Target	Progress	Evidence
2.15	Tenant & Leaseholder representatives involved in policy and decision-making, have been trained on the RRA.	Introduce specific training on RRA.	Jan 2008		

## St Georges Community Housing Ltd – Equality & Diversity Action Plan (October 07)

### 3. CONSULTATIONS AND COMMUNICATIONS

Ref. No.	Objective	Action	Target	Progress	Evidence
3.1	Publish summary of customer profiling on website	Analyse results – publish on SGCH website with information on improvements to access information.	Aug 2008	Nov 07 – Established level three KPI to monitor percentage returns. Target 80% +.	Information taken from database.
3.2	Ensure equality information promoted at recruitment of staff in all advertising and recruitment stages.	Ensure monitoring of recruitment process complies with E & D strategy.	Ongoing	SGCH HR department established & monitoring processes in place.	Established Two Ticks Disability Scheme, which will be included with advertising. Adecco record equal opportunities data. HR records equality data on Workforce for permanent employees. Scope to use this information more in future.
3.3	Produce documents automatically in larger print for tenant and leaseholders who have requested this service.	Identify scope of work. Produce an Implementation Plan.	Jan 2008		
3.4	Key language strap lines to be included on all public information documents.	Analyse initial results from 40% customer profiling data and include key strap lines on all documents and monitor through E & D Group	Jan 2008	Samples of every publication to be put to the E & D group.	
3.5	Following annual status survey, investigate new ways to engage with customers i.e. meetings to be held at different time of day etc.	Analyse results of status survey. Investigate other methods of engagement with customers particularly under represented groups.	Mar 2008	Status survey to be distributed by Dec 2007.	Copy of status survey.

## St Georges Community Housing Ltd – Equality & Diversity Action Plan (October 07)

### 3. CONSULTATIONS AND COMMUNICATIONS (Continued)

Ref. No.	Objective	Action	Target	Progress	Evidence
3.6	Review Customer Service Standards, diversity targets and monitoring arrangements at 40% customer profiling returns.	Analysis Customer profiling data returns. Consult Service Managers on results and amend customer standards and leaflets. Establish diversity targets and monitoring arrangements. Communicate new standards and targets to Tenant & Leaseholder Panel and wider community via Housing News.	Apr 2008	Monitor by level three KPI.	
3.7	Refresh all Service Standards and Customer Profiling requirements at project completion 80+% returns.	Analysis Customer profiling data returns. Consult Service Managers on results and amend customer standards and leaflets. Establish diversity targets and monitoring arrangements. Communicate new standards and targets to Tenant & Leaseholder Panel and wider community via Housing News.	Dec 2008	Monitor by level three KPI.	
3.8	Promote engagement with diverse customers and potential Board members.	Develop 'Summary Leaflets' in various formats –e.g. languages, pictorial, pdf on website, Braille on demand etc.	Mar 2008		
3.9	To consult with diverse groups e.g. BME, young people.	Explore methods for diverse groups to feed into decision-making structures.	Feb 2008		
3.10	Communicate what positive steps have been taken to deal with ASB/harassment incidents.	Publish feedback and summary of ASB/harassment cases and action taken.	Mar 2008		

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### 3. CONSULTATIONS AND COMMUNICATIONS (Continued)

Ref. No.	Objective	Action	Target	Progress	Evidence
3.11	To engage with BME/diverse groups in the community.	Community Wardens to target attendance at local BME/diverse community groups and encourage more contact with BME community leaders. Groups.	Jan 2008		
3.12	Increase level of participation from under represented groups by 50%.	Target in 2007/08 Improvement Plan. Develop Hard To Reach strategy.	Mar 2008		
3.13	Increase awareness of SGCH services to BME groups	Arrange events to target particular ethnic groups.  Regularly publish ethnic minority involvement through Housing News.	2008-09  Ongoing		

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### 4. MONITORING AND EVALUATION

Ref. No	Objective	Action	Target	Progress	Evidence
4.1	All tenants and residents receive parity of service.	All satisfaction and exit surveys to included BME monitoring questions.	Ongoing		
4.2	Use categories recommended by the CRE to monitor all forms of customer breakdown.	Undertake a comprehensive customer profiling exercise.	Ongoing	42% complete by Oct 2007 – work ongoing.	Results have been inputted on IT database.
4.3	Develop reports from initial customer profiling returns to establish minority and hard to reach groups and set targets for participation.	Analyse reports from customer profiling database and review action plan with E & D group.	Dec 2007		
4.4	Ensure Equalities policies are incorporated into staff performance.	Ensure equalities forms part of staff appraisals. Mandatory training and induction of new staff.	Annual Rolling	Ongoing performance figures for annual appraisals available for inspection.	Periodic reports to managers for appraisal targets.
4.5	Employment legislation is adhered to by SGCH.	Monitoring of HR to ensure legislation is implemented.	Ongoing	Reports put before Human Resources & Remuneration Committee – Sub Committee of SGCH Board.	See terms of reference agreed on 31.07.2007.
4.6	Use categories recommended by the CRE to monitor ethnic breakdown of staff and contractors. Have a staff composition that, at all levels reflects the community, which it serves; or which is working positively towards it.	Break down initial customer profiling data and compare with staff & contractor information. Recruitment strategy development required.	Apr 2008	To be monitored by the E & D working group.	

## St Georges Community Housing Ltd – Equality & Diversity Action Plan (October 07)

### 4. MONITORING AND EVALUATION (Continued)

Ref. No	Objective	Action	Target	Progress	Evidence
4.7	Develop IT systems to automatically update database with relevant E & D information.	IT working group to continually work to improve IT database & Web links	Ongoing		
4.8	Customer profiling to become mainstream in performance monitoring.	Include customer profiling as part of monthly performance meetings. Include on Performance Plus IT system.	Nov 2007	Customer profiling collected as part of new tenancy sign ups.	
4.9	Analyse mystery shopping exercise to ensure E & D issues are revised.	Regular feedback from periodic mystery shopping exercise and recommendations acted upon	Ongoing	Improvements to Office Facilities being revised.	Improvement plans in place for AHO's
4.10	Ensure all complaints are analysed with E & D taken into account.	Performance measures developed for customer complaints.	Jan 08-Mar 08	Customer complaints team being recruited & systems developed.	
4.11	To monitor the way contractors are meeting any racial equality requirements both in providing services and employment and take steps to encourage improvement or enforce compliance.	Develop a uniform equality monitoring process with all contractors and partners once Decent Home procurement process complete.	Jul 2008		
4.12	To monitor contractor and sub contractor workforce diversity and set targets to reflect local community.	Develop monitoring to ensure identify and set targets.	Mar 2008		
4.13	Customer profile information to be used to check % usage of services from BME community – promote any under used services	Analysis IT software to provide data that identifies under used services.	Sept 2008		