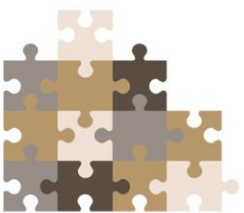




Sadeh Lok
Housing Group Ltd

EQUALITY STRATEGY 2011 - 2012



Build brighter
futures

HOW TO READ THE EQUALITY STRATEGY

The document is a live and working strategy and shall track progress made. Due to this it is foreseen that the Strategy and Associated Action Plan will evolve overtime and that revisions, where appropriate will be made and communicated.

AVAILABLE FORMAT

This document is available in other languages and formats, for example Large Print, Braille, Audio Tape, Easy Read, or on Computer Disk, on request. Please contact HR Services on 01484 435715 to discuss your requirements and any other guidance or advice related to this document.

HAVING YOUR SAY

We would welcome any comments you have regarding this document and associated action plan. You can do this by contacting:

Penny Gilyard, Corporate Resources Director

pennyg@sadehlok.co.uk or by phone 01484 435715 ext 251

FOREWORD

Sadeh Lok was founded to respond to inequality and discrimination through the provision of housing and related services. Our expertise in responding to the needs of BME communities has been taken to new areas of service delivery over recent years, responding to inequality and discrimination experienced by emerging disempowered groups.

Our work to promote social inclusion and community cohesion has never been more important as individuals and communities face new challenges in the aftermath of the global recession.

Our commitment to Equality and Diversity is engrained in the values of Sadeh Lok, and is translated through the strategy. We will ensure the promotion of these key values is embedded in our service delivery and through the actions of our Board and employees. We will also ensure that the partners we work with embrace our commitment to Equality and Diversity demonstrated within this document.



Paul Dolan
Chief Executive

1 INTRODUCTION

This Equality Strategy which incorporates the previously published Race Equality Scheme, Disability Equality Scheme and the Gender Equality Scheme has been developed to ensure that our work at Sadeh Lok Housing Group advances equality around the protected characteristics, age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion/belief, sex and sexual orientation.

The Equality Strategy seeks to present a coordinated and structured approach to advancing equality of opportunity across all equality strands 'protected characteristics' which in turn will meet the equality duties as set out in the Equality Act 2010 for providers of public services.

In formulating this strategy key stakeholders including the Board, employees, contractors and our service users have been consulted and contributed to its development.

2 WHY DO WE NEED A STRATEGY?

In an ever changing multi racial and diverse society, meeting the needs of the communities we serve and the workforce we employ must be a priority within Sadeh Lok Housing Group.

“Being aware of and proactive about the diversity of customers will ensure organisations are able to, provide the right services to the right people, recruit the best talent available, promote understanding and good relations between people who have different backgrounds and experiences enhancing the quality of life in local areas.”

(Chartered Institute of Housing April 2009)

“We believe that to provide excellent services, registered providers must understand how their tenants needs vary and how best they should design their services to meet those varied needs”.

(The Tenants Services Authority, 2010)

As an organisation we are regulated by the Tenants Services Authority (TSA) and therefore have to comply fully with specific duties placed on public bodies as service providers.

It is our intention to fulfil those obligations to the fullest and to be proactive in sharing best practice with partner organisations to create service delivery that truly meets the needs of our customers and a diverse workforce.

3 ORGANISATION PROFILE

The organisation began life in 1988 as a Black and Minority Ethnic (BME) social housing provider.

Today we manage over one thousand properties located in the Yorkshire area with the highest proportion in Kirklees and our size and reach gives us a unique regional role on the housing platform.

We work with a number of key partners as we recognize that partnerships and continuous improvement are the route maps by which we will achieve sustainable communities.

Housing Services

As a registered provider of housing we are committed to delivering the best services possible to all our customers, through high quality, well managed, energy efficient affordable homes. The houses and flats are designed to meet the needs of a variety of households including single people, couples, families, elderly persons, disabled persons and in particular larger households and it is our commitment to provide inclusive services to all our customers.

Corporate Services

The Corporate Service function delivers the Governance, Human Resources, Finance, ICT, Secretariat, Marketing, Facilities and Health & Safety services to the organisation. Our aim is to ensure that these support services are delivered to a high quality and are value for money.

Sadeh Lok Developments

Provides a design and build service for the organisation, which aims to create accessible and culturally sensitive homes for the community.

Management of the Organisation

Sadeh Lok Housing Group's operations are managed and maintained by approximately twenty three employees and managers, one Divisional Director and three Executive Directors.

The organisation has a total of sixteen Board Members and of those, twelve serve on the Group Board which is the 'Governing Body'.

Please refer to the Workforce Profile ¹and Board Member Profile².

Sadeh Lok Housing Group was formed to positively promote diversity and inclusion and is at the heart of the organisations vision statement and values.

¹ Workforce Profile

² Board Member Profile

4 THE ORGANISATION'S EQUALITY OBJECTIVES

- *Leadership* – Commitment to equality and diversity from the Board, Executive, and Management team.
- *Service Delivery* - ensuring that services we deliver meet the needs of the communities we serve.
- *Mainstreaming* – equality and diversity is integral to all our strategies, policies and plans and translated into targets, ensuring that behaviours match our vision.
- *Inclusive* – developing a broad and inclusive focus across all equalities issues.

The Equality Strategy and associated Action Plan will provide a platform to work from in order to achieve these objectives.

5 STRATEGIC FOCUS

Sadeh Lok Housing Group is committed to eliminating all forms of discrimination and harassment and advancing tolerance, fairness and equality. The organisation recognises that the aims of the Business Plan to ensure viability of current stock and deliver services that are shaped around the needs of service users will only be achieved by taking into account the diverse nature of our communities.

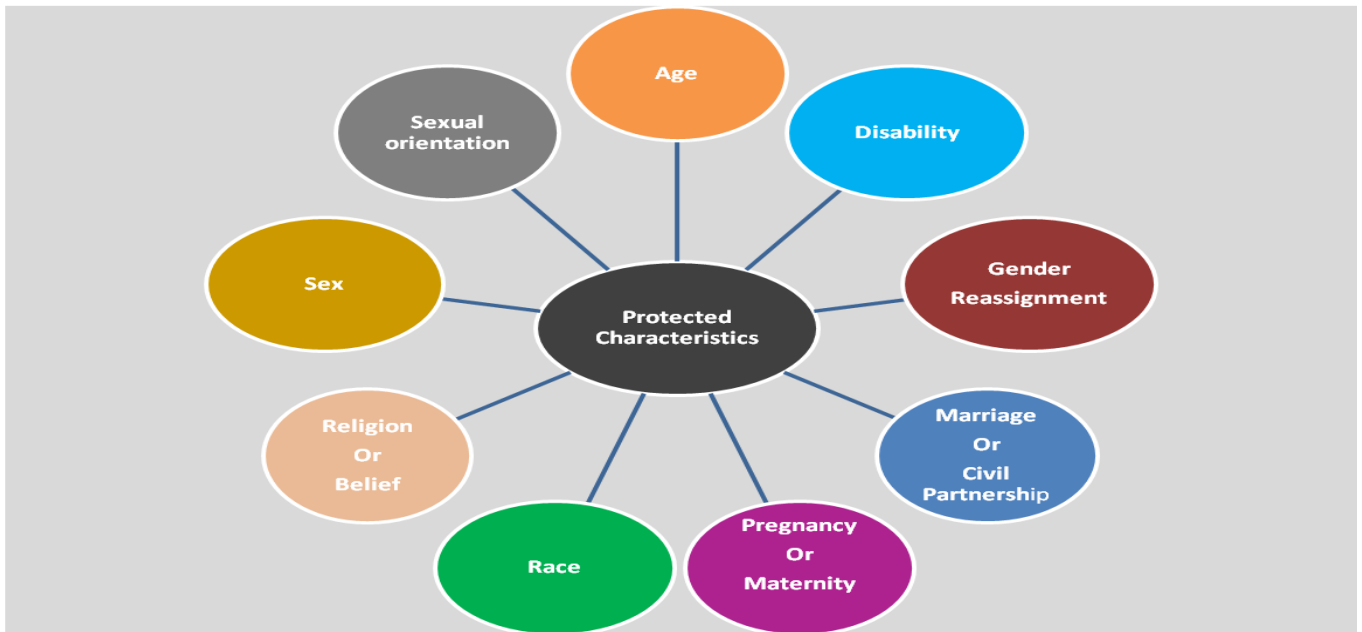
The organisation will aim to ensure that no individual or group is treated less favourably on the grounds of any of the protected characteristics.

It is the aim of the organisation to advance and demonstrate fairness and equality of opportunity in the provision of services and in the employment of staff and Board Members and achieve measurable progress against agreed targets to advance equality throughout the organisation and all of its operations.

The organisation will prioritise its efforts according to the demographic context of the communities we serve whilst also fulfilling our obligations under the requirements of relevant statute and codes of practice designed to protect minority groups and advance equality of opportunity.

6 SCOPE

The strategy document is a single equality scheme and incorporates all the protected characteristics as defined by the Equality Act 2010.



Our commitment to equality and diversity will be implemented via an action plan. The action plan will look at Sadeh Lok Housing Group's role as an:

- Employer
- Provider of Homes
- Provider of Services
- Procurer of Services
- Relationships with other Organisations

7 TARGETS

Challenging targets will be set and monitored across all diversity strands in the following areas:

a) Employment – All Service Areas

- Workforce Profile
- Board Profile

b) Provider of Services – All Service Areas

- Customer Profile (across different service areas within the Group)
- Customer Satisfaction
- Complaints

c) Provider of Services – Housing Specific

- Customer Profile and Lettings
- Resident/Customer Satisfaction
- Resident Involvement
- Dealing with Harassment Cases
- Complaints

d) Procurement of Services – All Service Areas

- Contractor Profile

8 INTERNAL WORKING GROUP

A dedicated Diversity Working Group has been established, which consists of Diversity Champions from across the organisation. This includes employees, Board Members, and a tenant representative. The Working Group will be driving the strategy forward and ensuring that equality and diversity is at the forefront of everything we do. The Champions will also be a point of contact within their respective departments as well as the wider community, providing guidance on equality and diversity related issues.

9 EXTERNAL INVOLVEMENT

9.1 Service Users

As part of the development of the strategy, service users have been consulted via the Residents Scrutiny Group and Easy Read Group. The input from our service users is highly valued and actively encouraged as it is important that they play an active role in the development of the strategy and are able to feedback what difference the implementation of the action plan has had on the services they receive.

9.2 Contractors

The suppliers of services on our behalf, ie, contractors are encouraged to assist in the development of this strategy and are involved in the consultation process.

9.3 Specialist Organisations

Specialist organisations will provide advice and guidance on key equality themes or perspectives, to support policy development and or provide training.

10 IMPLEMENTATION – MAKING IT REAL

10.1 Legislation and Regulation

The organisation will comply with the legislation and regulatory requirements established for equality and diversity. As of October 2010 'The 'Equality Act' 2010 has harmonised and replaced previous legislation.

The Equality Act 2010 covers the same groups that were protected by existing equality legislation:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnerships
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation

These are now called 'Protected Characteristics' and the Equality Act extends some protections to characteristics that were not previously covered, and also strengthens particular aspects of equality law. The Equality Act Summary ³ will provide guidance on the definitions and what has changed.

For providers of public services a specific set of equality duties exist, general duties and specific duties:

General Duties

- 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.

³ The Equality Act Summary

Specific Duties

- **PUBLISH INFORMATION** - Publish sufficient information to demonstrate its compliance with the general equality duty across its functions:
 - **Evidence of analysis that they have undertaken** to establish whether their policies and practices have (or would) further the aims of the general equality duty.
 - **Details of the information that they considered** in carrying out this analysis.
 - **Details of engagement that they undertook** with people whom they consider to have an interest in furthering the aims of the general equality duty.
- **PREPARE AND PUBLISH EQUALITY OBJECTIVES** – This information is to be published every four years.
 - **Objectives** that it reasonably thinks it should achieve to meet one or more aims of the general duty.
 - **Details of the engagement that it undertook, in developing its objectives,** with people whom it considers to have an interest in furthering the aims of the general equality duty.

10.1.1 Codes of Practice

The organisation will also adopt the guidance and good practice notes recommended by the Tenants Services Authority (TSA), National Housing Federation, and the Equality and Human Rights Commission.

10.1.2 Communication

All employees will receive training on the legislation any associated policies/procedures and good practice guidance so they are clear about their responsibilities and how to apply diversity requirements into working practices.

Service users will be kept up to date on equality issues via the newsletters and consultation days. Service users will also be encouraged to actively participate in the Diversity Working Group and participate in ad hoc training sessions in order to gain additional knowledge and share experiences.

11 LEADERSHIP, GOVERNANCE AND MANAGEMENT

The Board and Management of Sadeh Lok Housing Group are strongly committed to advancing equality of opportunity across all of its business activities and are united in tackling discrimination of any kind.

11.1 The Board, Responsibilities and Commitment

The Group Board will incorporate the National Housing Federation's Code of Governance⁴ to ensure that all working practices and business activities reflect the principles of equality and diversity.

The organisations Boards will aim to:

- ✓ Have composition and leadership that reflects the diversity of the communities it serves. This will be reinforced through a recruitment policy for appointment of Board Members.
- ✓ Consider all legislation and the wider community issues when decisions of the organisation and the direction including growth are to be addressed.
- ✓ Ensure that all service users, employees and contractors are treated correctly under the policies of the organisation and provide any necessary training or support.
- ✓ Act quickly if any breach of legislation is not correctly followed by Board Members, employees, subcontractors or service users.
- ✓ Attend training and briefing sessions on legislation, good practice guidance and duties for public bodies.

As part of this commitment a Board Member has been appointed as a Diversity Champion and plays an active role in the Diversity Working Group. The Diversity Champion will interface with the Board and Officers on all matters relating to equality and diversity. The Board Champion will also be an additional point of contact if Board Members wish to discuss any issues relating to this area.

11.2 Management, Responsibilities and Commitment

The Executive, led by the Chief Executive are accountable for prioritising the delivery of the Equality Strategy and for ensuring that sufficient resources are made available to deliver the strategic objectives.

11.2.1 Divisional Directors

In addition Divisional Directors are individually responsible for ensuring the Equality Strategy and Action Plan is fully implemented in their respective areas of responsibility.

⁴ NHF Code 2010

11.2.2 Managers

All Managers must consider the implications of equality and diversity in any activities that they plan or carry out. They should also work to increase awareness of equality and diversity issues amongst their teams in order to ensure that they fully understand their contribution to equality and diversity within the organisation and how to apply it to their working practices.

Managers are also responsible for the monitoring of their employees and the direct or indirect dealings of any issues that arise.

11.2.3 Human Resources

Human Resources will provide training, advice and guidance on all current diversity legislation and regulatory requirements to Board Members, employees and service users where appropriate.

12 EMPLOYEE'S RESPONSIBILITIES

All employees within the organisation have a clear duty to promote and offer support in matters of equality of opportunity and diversity in the work place.

All employees will be expected to:

- ✓ Contribute to the development of the organisation's work on equality and diversity.
- ✓ Take ownership for embedding diversity within the organisation.
- ✓ Co-operate in the implementation of this Strategy and Associated Action Plan with support from Board Members, Directors, Line Managers and HR.
- ✓ Work towards the guidance set out within the employee handbook, with regard to equality of opportunity⁵ in the workplace and the dignity at work⁶.
- ✓ Advance the spirit of equality and diversity and to recognise that they have a duty not to discriminate against anyone in carrying out their duties.
- ✓ Report any issues or incidents of bullying or harassment in line with the dignity at work policy and procedure.
- ✓ Develop knowledge and understanding of key legislation and good practice and share this expertise with wider networks.
- ✓ Attend all any training or development that the organisation considers to be of benefit

⁵ Equal Opportunities Policy

⁶ Dignity At Work Policy

13 SADEH LOK HOUSING GROUP - AS AN EMPLOYER

13.1 Recruitment & Selection

Sadeh Lok Housing Group shall aim to develop a workforce profile that reflects the diversity of the community it serves. The workforce profile will be monitored against the protected characteristics and in conjunction with policies on work life balance and equal pay to ensure that no barriers are in place for any specific groups. In order to work towards this aim, targets will be set for recruitment. The monitoring statistics will act as a means to identify underrepresented groups within the organisation and then strategies will be devised to address and overcome these gaps.

The same principles will be applied to the composition of the Board, whereby targets will be set and regularly monitored to ensure that the Boards are representative of the community they serve.

The organisation will:

- Aim to eliminate unfair discrimination with regards to recruitment and selection procedures, employment, career development and training opportunities so that all employees are judged on merit and ability.
- Ensure that the organisations Recruitment and Selection Policy ⁷ complies with associated employment Equality Codes of Practice published by the Equality and Human Rights Commission, as well as good practice guidance on equality and diversity, issued by the Tenants Services Authority (TSA).
- Review the recruitment levels of underrepresented groups and take lawful positive action to rectify any imbalance.
- Endeavour, through appropriate training to ensure that employees making selection and recruitment decisions will not discriminate whether consciously or unconsciously, in making these decisions.
- Obtain registration with and membership of positive action schemes for example Age Positive, Positive about Disabled People, and COFEM (Career Opportunities for Ethnic Minorities).

⁷ Recruitment & Selection Policy

13.2 Learning and Development

The organisation will provide all Board Members, employees, service users and volunteers with relevant training to ensure that they have an appropriate level of knowledge and understanding so that they can recognise the diverse needs of the community and deliver appropriate, high quality services.

Specifically Sadeh Lok Housing Group will:

- Ensure all new Board Members and employees will receive mandatory equality and diversity training as part of their induction programme.
- All Board Members, employees and volunteers will have equal access to training opportunities regardless of their characteristics, working pattern or contract.
- All training and development opportunities will be identified through appraisals, employee one to one meetings and the probation review meetings.
- All service users will be invited to attend ad hoc training courses on equality and diversity run throughout the year.

14 PROVIDER OF SERVICES

14.1 Service Delivery

The organisation provides information on our services which is available in different formats including community languages and large print as well as providing home visits and same sex interviews (where applicable). In addition we are reviewing our website to provide greater access for all.

We are working with service users across the Groups service areas to set clear, measurable and challenging equality and diversity standards which meet our customer needs. We will then monitor these standards in conjunction with service users to ensure no particular group of individuals have barriers to accessing our service.

We will continue to consult and involve service users in our work to promote equality and diversity.

14.2 Complaints

One of the key areas we will look at is our complaints procedure to ensure that we are able to respond effectively to any areas of discrimination or barriers to access, highlighted through the process. We will ensure our complaints procedure is accessible and promote it to all service users. We will learn from customer feedback, particularly complaints and change our policies and procedures where appropriate to address any issues.

14.3 Service Delivery

As a BME Housing provider we have a target to let 60% of our properties to residents from BME communities. In addition we monitor all new residents across all the protected characteristics and assess at tenancy commencement any specific needs the tenant and their family may have. This monitoring process continues as individual's needs may change over time.

14.3.1 Access to Information and Advice

To ensure our service is accessible, all information includes translation details in the five main community languages, as well as large print, Braille and plain English. As we gather up to date information on our resident profile we are reviewing these languages to ensure they are the most appropriate to meet the needs of our customers.

We work with partner agencies to sign post service users to advice and support on tenancy, housing, family and benefit related issues.

14.3.2 Resident Participation

We offer residents the opportunity to be involved in the decision making process with Sadeh Lok Housing in a way and level to suit individual needs. This ranges from full Board Membership to attending meetings, being part of a Reader Group, mystery shopping or completing surveys.

We are monitoring the profile of our involved residents so we can compare this with the overall profile of our customers across all diversity strands. We will then, in consultation with service users, identify any underrepresented groups and take action to address this.

In planning any consultation activities we consider amongst others, the day, time, location, childcare, accessibility, language barriers. In addition following all consultation activities we carry out an impact assessment to ensure any barriers to involvement are removed.

14.3.3 Resident Satisfaction

Housing Services will monitor customer satisfaction by the protected characteristics to enable us to obtain comprehensive and meaningful feedback on service delivery. We will use the information to fully investigate the underlying reasons behind trends in high or low satisfaction in order to ensure we are continuously improving service delivery for all our customers.

14.3.4 Dealing with Harassment including Incidents of Domestic Violence

Our procedures for dealing with harassment are set out in the Anti Social Behaviour policy⁸. In addition we will develop, in conjunction with residents and other stakeholders, a policy for dealing with domestic abuse. We will monitor anti social behaviour, harassment and incidents of domestic violence by the protected characteristics to highlight any group who maybe particularly vulnerable. This will enable us to direct specific resources and work with appropriate partners to tackle these issues.

⁸ Anti Social Behaviour Policy

15 DEVELOPMENT AND REGENERATION

The organisation will be sensitive to the needs of all communities. It will work in liaison with partners, Local Authorities and other stakeholders to ensure that all new developments promote balanced and sustainable communities and that the location and design of homes will not adversely affect or discriminate against, directly or indirectly, the needs of any particular community or group.

16 ASSET MANAGEMENT

The organisation's Asset Management Policy⁹ aims to provide an individualised solution to the barriers of a person experiencing a disabling environment by providing adaptations that are delivered sensitively, fit for the purpose identified by the disabled person and within a specified time scale whenever possible.

17 PROCUREMENT OF SERVICES

In the procurement of goods and services, the organisation recognises its responsibility to ensure that there is no discrimination in the allocation of work and to advance equality issues. All those responsible for the procurement of goods and services will comply with the Procurement Policy¹⁰.

17.1 Contractors Responsibilities

A contractor is an individual or in many cases a business that signs a contract to perform services on behalf of the organisation. In carrying out services on behalf of the organisation they will:

- Ensure contractors sign up to the principles and associated responsibilities within the organisations Equality and Diversity Policy and Dignity at Work Policy.
- Will adhere to the obligations under the contract of service and the TSA's Regulatory Code and Guidance in relation to equality and diversity (where applicable)
- Ensure they are up to date with equality and diversity legislation and have an awareness and understanding of equality and diversity issues.

18 EQUALITY IMPACT ASSESSMENTS

In the formulation of new or the amendment of existing policies on employment, provision, service delivery and procurement of services Sadeh Lok Housing Group will aim to ensure that no individual or group is treated less favourably. Therefore all new and revised policies and procedures will be initially equality impact assessed (stage1) prior to approval and publication. More in depth Equality Impact Assessments (stage 2) will be conducted on key areas as identified as requiring further review.

⁹ Asset Management Policy

¹⁰ Procurement Policy

19 MONITORING AND REVIEW

The Board, Executive and Managers will receive regular monitoring reports on the performance of the organisation in relation to equal opportunity matters.

The progress against the action plan will be reported quarterly to the Group Board. The results will then be communicated to all employees, service users and contractors.

19.1 Consultation on the Development of the Strategy

All Board Members, employees, service users and contractors will be consulted on the development of the Equality Strategy and associated Action Plan. It is envisaged that the strategy and action plan will be reviewed on an annual basis or earlier if significant changes in legislation arise.

20 PUBLISHING INFORMATION

The organisation has a dedicated equality and diversity page on the company website, www.sadehlok.co.uk. Key information will be published on this page and documents will be available to download. In addition information will be published via the residents and employee newsletters.

**EQUALITY STRATEGY
ACTION PLAN
2011-2012**

This action plan will be monitored as part of the established monitoring process within Sadeh Lok Housing Group. The Board and Executive team will have ownership of this plan and will regularly review progress against set targets and objectives. Our Equality and Diversity Working Group will also monitor our progress and report to the Executive as necessary.

Source	Strategic Link	Key Actions	Lead Person	Start Date	Target Completion Date	Progress and Status % Complete	Customer Impact, Success Criteria, Measurement
KNOWING YOUR CUSTOMERS AND EQUALITY MAPPING							
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Capture service user profile information against the seven diversity strands	Service Improvement Officer	April 2009 & 6 monthly updates	April 2012		<ul style="list-style-type: none"> ✓ Improved services ✓ Service users with diverse needs will be identified and services developed accordingly ✓ Satisfaction rates
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Analyse the diversity profile of involved service users and set targets to increase representation from underrepresented groups	Service Improvement Officer	April 2009 & 6 monthly updates	April 2012		<ul style="list-style-type: none"> ✓ Improved diverse representation ✓ Any underrepresented groups will be identified ✓ Profile statistics (involved service users)
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Use service profile data to analyse gaps in service or where improvements could be made The overall analysis from the data will be fed into the equality objectives for the following year	Service Improvement Officer	6 monthly	April 2012		<ul style="list-style-type: none"> ✓ Improved services ✓ Service users with diverse needs will be identified and services developed accordingly ✓ Satisfaction rates

Source	Strategic Link	Key Actions	Lead Person	Start Date	Target Completion Date	Progress and Status % Complete	Customer Impact, Success Criteria, Measurement
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Record requests for interpretation and translation services and report to the Executive	Housing Services Director	Quarterly	April 2012		<ul style="list-style-type: none"> ✓ Information for service users will be available in languages and formats required to access services ✓ Satisfaction rates
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Partnerships Creating Positive Change	The organisation works with partner organisations and contractors to share equality data on the local community to monitor changes and possible impacts on equality priorities	Service Improvement Officer Partnership Manager	June 2011	April 2012		<ul style="list-style-type: none"> ✓ Services are tailored to the needs of the community we serve ✓
LEADERSHIP, PARTNERSHIP AND ORGANISATIONAL COMMITMENT							
Governance Improvement Plan 2011/2012	<u>Corporate Plan</u> Positive Leadership	Review the Board Profile to ensure it is reflective of the community we serve	Company Secretary	June 2011	September 2011		<ul style="list-style-type: none"> ✓ The Board representative of the community ✓ Improved diversity on the Board ✓ Board Profile statistics
(Local Government) Social Housing Equality Framework	<u>Corporate Plan</u> Positive Leadership	The Board, Senior Management team and partners/contractors can demonstrate their commitment to equality outcomes	Executive	June 2011	April 2012		<ul style="list-style-type: none"> ✓ Buy in and commitment to equality ✓ Satisfaction rates

Source	Strategic Link	Key Actions	Lead Person	Start Date	Target Completion Date	Progress and Status % Complete	Customer Impact, Success Criteria, Measurement
Governance Improvement Plan 2011/2012	<u>Corporate Plan</u> Positive Leadership	Board training on the Equality Act 2010	Corporate Resources Director	September 2011	April 2012		<ul style="list-style-type: none"> ✓ Board understands the responsibilities ✓ Learning evaluation
TSA - Tenant Involvement and Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Business Plans have been reviewed with partners, customer representatives , contractors and other agencies to deliver locally identified equality outcomes	Chief Executive	November 2011	April 2012		<ul style="list-style-type: none"> ✓ Services are tailored to the needs of the community we serve
Equality Act 2010	<u>Corporate Plan</u> Positive Colleagues	The organisation is compliant with its public duties and this is published	Corporate Resources Director	June 2011	April 2012		<ul style="list-style-type: none"> ✓ Organisation meeting its duties as a provider of public services ✓ Compliance audit
Equality Act 2010	<u>Corporate Plan</u> Positive Colleagues	A prioritised schedule of equality impact assessments are in place and are published	Senior Management Team	June 2011	August 2011		<ul style="list-style-type: none"> ✓ Action will be taken to mitigate adverse impact and promote equality outcomes ✓ Improved services ✓ Satisfaction levels/employee survey
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Equality objectives included in the Residents Annual report	Service Improvement Officer	June 2011	August 2011		<ul style="list-style-type: none"> ✓ Service users informed of key priorities and progress made ✓ Publication of report

Source	Strategic Link	Key Actions	Lead Person	Start Date	Target Completion Date	Progress and Status % Complete	Customer Impact, Success Criteria, Measurement
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Progress on the organisations equality priorities is published throughout the year	Service Improvement Officer	Quarterly	April 2012		<ul style="list-style-type: none"> ✓ Fully informed on priorities and progress made ✓ Satisfaction levels
(Local Government) Social Housing Equality Framework	<u>Corporate Plan</u> Service Excellence	The procurement framework includes contractors requirements/obligations in terms of equality	Corporate Resources Director	July 2011	September 2011		<ul style="list-style-type: none"> ✓ The services delivered via contractors is compliant and reflect SLHG's commitment to equality ✓ Satisfaction rates
(Local Government) Social Housing Equality Framework	<u>Corporate Plan</u> Service Excellence	The procurement framework and processes take account of the differing needs of service users and encourage supplier diversity	Corporate Resources Director	July 2011	September 2011		<ul style="list-style-type: none"> ✓ Improved service delivery ✓ Contractors profile
CUSTOMER ENGAGEMENT AND SATISFACTION							
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Engage with service users to develop the 2012/13 Equality objectives	Corporate Resources Director	February 2012	April 2012		<ul style="list-style-type: none"> ✓ Service users with diverse needs will be identified and services developed accordingly ✓ Service satisfaction rates
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	With service users agree diversity standards and targets across the services	Service Improvement Officer	July 2011	April 2012		<ul style="list-style-type: none"> ✓ Areas for improvement identified ✓ Satisfaction rates

Source	Strategic Link	Key Actions	Lead Person	Start Date	Target Completion Date	Progress and Status % Complete	Customer Impact, Success Criteria, Measurement
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Monitor satisfaction levels against the diversity strands and report to Board the outcomes	Service Improvement Officer	Quarterly	April 2012		<ul style="list-style-type: none"> ✓ Poor satisfaction from particular groups identified ✓ Services reviewed and improved ✓ Satisfaction rates
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Review current customer engagement /involvement structures to ensure no barriers in place for specific groups	Service Improvement Officer	October 2011	June 2012		<ul style="list-style-type: none"> ✓ Any barriers identified and address ✓ Engagement and involvement representative of the community ✓ Profile statistics of involved Residents
Resident Panel	<u>Corporate Plan</u> Service Excellence	Provide the Residents Panel with a presentation detailing an overview of the Equality Act 2010 and summary of the Equality strategy	Corporate Resources Director	June 2011	Dec 2011		<ul style="list-style-type: none"> ✓ The Residents Panel will have a clear understanding of the Equality Act 2010 and how the Equality strategy aims to improve services and employment practices ✓ Learning evaluation

Source	Strategic Link	Key Actions	Lead Person	Start Date	Target Completion Date	Progress and Status % Complete	Customer Impact, Success Criteria, Measurement
RESPONSIVE SERVICES, ACCESS AND CUSTOMER CARE							
Resident Panel	<u>Corporate Plan</u> Service Excellence	The Resident Panel is consulted on the outcomes of the equality impact assessment of key policies and procedures	Service Improvement Officer	June 2011	April 2012		<ul style="list-style-type: none"> ✓ Aware of any equality issues that need to be addressed ✓ Services improved ✓ Satisfaction rates
TSA - Tenant Involvement Empowerment Standard	<u>Corporate Plan</u> Service Excellence	Equality outcomes are integrated into service objectives	Service Improvement Officer	July 2011	April 2012		<ul style="list-style-type: none"> ✓ Services include required equality outcomes ✓ Services improved ✓ Satisfaction rates
A PROGRESSIVE AND DIVERSE WORKFORCE							
(Local Government) Social Housing Equality Framework	<u>Corporate Plan</u> Positive Colleagues	Equality objectives are incorporated into the People (HR) strategy	Corporate Resources Director	June 2011	August 2011		<ul style="list-style-type: none"> ✓ Equality embedded into the organisation ✓ Employee survey ✓ Workforce profile statistics
(Local Government) Social Housing Equality Framework	<u>Corporate Plan</u> Positive Colleagues	Prepare and publish Workforce Profile data on an annual basis	Corporate Resources Director	April 2012	June 2012		<ul style="list-style-type: none"> ✓ Underrepresentation and any issues identified ✓ Corrective action taken ✓ workforce profile Statistics

Source	Strategic Link	Key Actions	Lead Person	Start Date	Target Completion Date	Progress and Status % Complete	Customer Impact, Success Criteria, Measurement
(Local Government) Social Housing Equality Framework	<u>Corporate Plan</u> Positive Colleagues	With staff set diversity targets across employment provision	Corporate Resources Director	June 2011	June 2011		<ul style="list-style-type: none"> ✓ Demonstrate greater equality in our workforce profile and address underrepresentation ✓ Workforce profile statistics
(Local Government) Social Housing Equality Framework	<u>Corporate Plan</u> Positive Colleagues	Employee training on the Equality Act 2010	Corporate Resources Director	July 2011	July 2011		<ul style="list-style-type: none"> ✓ Build awareness of the changes ✓ Learning evaluation
(Local Government) Social Housing Equality Framework	<u>Corporate Plan</u> Positive Colleagues	Review Equal Pay Policy and conduct an Equal Pay review	Corporate Resources Director	October 2011	November 2011		<ul style="list-style-type: none"> ✓ Policy compliant ✓ Any equal pay issues identified and addressed in salary review (2012)
(Local Government) Social Housing Equality Framework	<u>Corporate Plan</u> Positive Colleagues	Equality is incorporated into the new appraisal system	Corporate Resources Director	July 2011	August 2011		<ul style="list-style-type: none"> ✓ Managers and staff are delivering improvements based on objectives set ✓ Performance via appraisals