

EQUALITIES & DIVERSITY ACTION PLAN 2011-2012

Actions	Target date	Lead Resource	Relevant Milestones (as applicable)	Outcome/Success Measure
1. To implement intelligent systems to use customer profile data to monitor access to and satisfaction with services.				
1.1 Develop and progress a project plan which aims to: a) Systematically target and collect historic gaps in data for existing tenants. b) Develop and maintain a system for keeping profile data up to date. c) Monitor that 100% of profile data is captured for new tenants. d) Track and report on how data is utilised to tailor services and inform the business e.g. refreshed strategies.	a) Feb-12 b) Feb-12 c) & d) ongoing	SE	<ul style="list-style-type: none"> Plan developed Feb '11 All diversity characteristics collected for 85% of general needs customers by June '11 b) Process developed by Nov '11 c) & d) Quarterly monitoring reports to SIG 	<ul style="list-style-type: none"> Maintain 100% capture of customer profile information and preferences for communication for all new customers Increased capture of information regarding religion and sexual orientation Accessibility to and satisfaction with services monitored at local level on quarterly basis Reports to SIG/DLG highlight any issues identified and how they have/ will be addressed "Customer Knowledge" module in place and staff able to use appropriately
1.2 a) Collect 100% of profile information for new leaseholders and shared owners. b) Collect 40% of profile information for all leaseholders. c) Collect 70% of profile information for all shared owners.	a) ongoing b) & c) Mar-12	CN	<ul style="list-style-type: none"> 25% leaseholder information collection by August '11 40% shared owner information collected by August '11 	
1.3 Deliver refresher training to all relevant staff about why collecting and using customer profile data is important. As part of this, produce information on diversity profile of customers we have information on so far and the implications that this may have on the work that staff do.	Apr-11	SE	<ul style="list-style-type: none"> Training materials developed Training programme developed and staff time booked 	
1.4 a) Implement Customer Knowledge module as part of upgrade to Orchard Housing. b) Develop guidance and deliver staff training on how to use Customer Knowledge module.	a) Feb-12 b) Mar-12	a) ST b) DM & SE	<ul style="list-style-type: none"> Orchard upgrade delivered Customer Knowledge module introduced 	

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1.5	Develop and implement local systems to enable managers to easily monitor the diversity profile of customers accessing services. To include the following: Aids and adaptations, ASB, Complaints, Gas servicing, Income Management services, Lettings services, Responsive repairs.	Mar-11	SE		
1.6	Develop efficient systems to enable customer feedback information for each service to be reviewed by diversity characteristic to inform service improvement. To include the following: Aids and adaptations, ASB, Caretaker Plus, Complaints, Gas servicing, General services, New lets, Planned maintenance, Responsive repairs.	Mar-11	AR	<ul style="list-style-type: none"> • Surveys updated to include consistent questions 	
2. To tailor service delivery and communications to customer needs and preferences.					
2.1	a) Review good practice and identify at least one way in which profile information will be used to enhance and tailor services for each service area. b) Complete exercises to use profile data in this way. Ensure this includes both meeting needs of individual customers and using aggregate data strategically to shape service development and delivery	a) Feb-11, b) Oct-11	JC, EH, PO, KW	<ul style="list-style-type: none"> • Using customer profile data discussed at Jan/Feb 2011 team meetings 	<ul style="list-style-type: none"> • OH can evidence that it is communicating with residents according to their expressed preferences • Origin Housing (OH) can evidence that services are shaped and adapted appropriately to meet customer needs and that resources are prioritised accordingly • Increased satisfaction amongst customers defined as vulnerable in STATUS 2011 survey • Schemes, estates & access points DDA compliant or have a clear plan in place to ensure they become so within defined timeframes where reasonable adjustments can be made • EIA Programme delivered • EIAs and the evidence of their outcomes
2.2	a) Review and re-launch the Customer Communications Policy to include details of how communications must be tailored for customers. b) Develop an accompanying easy guide and train staff in the requirements of the Policy.	a) June-11, b) Aug-11	PT & SIT	<ul style="list-style-type: none"> • Analysis of Origin's customer profile carried out (to inform Policy) • Policy developed • Guidance developed • Training delivered 	

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<p>2.3</p> <p>a) Carry out consultation about equality and diversity with disabled customers. b) Implement/ address the findings of the consultation with disabled customers. c) Carry out consultation about equality and diversity with identified minority groups and/or relevant organisations. d) Implement/ address the findings of the consultation with minority groups.</p>	<p>a) Feb-11, b) July-11, c) Sept-11, d) Feb-12</p>	<p>LD</p>	<p>a) & b)</p> <ul style="list-style-type: none"> • Disability focus group held • Focus group findings analysed • Action plan developed based upon findings • Findings circulated to KW to inform Vulnerable Persons' Policy (2.4b) <p>c) & d)</p> <ul style="list-style-type: none"> • Customer profile data, STATUS and satisfaction survey data analysed to identify minority groups and issues that need to be explored further • Disability focus group held • Focus group findings analysed • Action plan developed based upon findings 	<p>published for staff and customers</p> <ul style="list-style-type: none"> • Examples of outcomes of partnership working publicised to customers and staff
<p>2.4</p> <p>a) Develop a Vulnerable People Policy. b) Deliver appropriate training to staff.</p>	<p>a) Mar-11 b) Sep-11</p>	<p>KW</p>		
<p>2.5</p> <p>a) Complete year two program of EIAs. b) Line managers update actions in work plans of relevant staff members. c) Ensure that new or updated policies and procedures developed in 2011 contain relevant diversity related service standards as appropriate.</p>	<p>a) Dec-11, b) April-11</p>	<p>JC, EH, PO</p>	<ul style="list-style-type: none"> • Priority policies identified • Relevant staff trained (if required) • Success Factors updated by managers. 	
<p>2.6</p> <p>a) Use profile data to prioritise communal adaptation work by customer need. b) Property Services to work with Adaptations Coordinator to secure DEG funding where high need is identified.</p>	<p>a) Mar-11, b) Mar-11, c) Sept-11</p>	<p>TH</p>	<ul style="list-style-type: none"> • Orchard reports produced by SE identifying customer needs by blocks and schemes 	

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	c) Implement 2011/12 work plan.				
2.7	a) Develop and promote a central list of community and support related organisations that teams work with. b) Promote to front-line staff.	a) Jul-11 b) Sep-11	EA		
3. To develop and sustain a culture of equality and diversity where Board members, staff and involved customers retain appropriate levels of training and understanding about relevant equality and diversity issues.					
3.1	a) Update the equality and diversity indicator suite. b) Refresh targets where appropriate. c) Develop access and satisfaction monitoring dashboards. d) Commence quarterly reporting on performance and action taken, with commentary to DLG. e) Develop equality and diversity monitoring framework at a manager and team level for each service area.	a) Feb-11, b) Mar-11, c) Mar-11, d) Apr-11, e) May-11	SE		<ul style="list-style-type: none"> • Baseline Equality and Diversity staff awareness level established • Revised equality and diversity monitoring framework in place • Quarterly monitoring reports to SIG/DLG • Baseline satisfaction and access levels established • Improved awareness of Equality and Diversity amongst staff • Increased satisfaction with and take up of key services • New standards and targets measured and achieved • Equality and Diversity Policy publicised to customers and staff • A more representative Board • Improved awareness of Equality and Diversity amongst contractors • Improved awareness of Equality and Diversity amongst involved customers
3.2	Develop and implement an Equality and Diversity Policy, involve customers and staff in this. Develop relevant service standards as part of this.	Aug-11	KL/LD	<ul style="list-style-type: none"> • Draft policy approved by July 	
3.3	a) Review good practice and carry out staff consultation to identify an appropriate way to better embed Equality & Diversity at Origin. b) Develop and implement a first year plan for this.	a) May-11, b) Jun-11	KL/LD	<ul style="list-style-type: none"> • Results of staff diversity awareness quiz analysed • Good practice reviewed • Feedback from staff analysed. 	
3.4	Refresh and re-launch Equality and Diversity Handbook for Managers, incorporating the implications of Equality Act.	TBC	AB		
3.5	Advertise future Board posts via the NHF's Get on Board initiative, explicitly welcoming applications from underrepresented groups as appropriate.	ongoing	KEW		

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3.6 a) Include Equality and Diversity considerations in Origin's Procurement Strategy. b) Ensure that Equality and Diversity considerations are included in the new procurement tender templates. c) Include comprehensive diversity requirements in any new tenders. d) Ensure that Equality and Diversity is covered by the Contracts Register. e) Review the Equality and Diversity commitments of existing contractors. f) Ask existing contractors (with contracts of a specific size) to sign-up to Origin's Equality and Diversity commitments where they have not already.	a) Jan-11, b) Feb-11, c)ongoing d) Oct-11, e)ongoing g, f) Feb-12	a), b), c) & d) KH, c), e) & f) KP		
3.7 Develop and implement an Equality and Diversity Communications Plan for customers, staff and stakeholders. Plan to include regularly communicating: Message regarding importance and purpose of collecting customer diversity information (and examples of uses so far), Origin's Equality and Diversity commitments, progress of Equality and Diversity Action Plan, improvements made by EIAs, sharing of good practice (internal and external).	Mar-11	LD	<ul style="list-style-type: none"> • First updates published on website, O-Net and in magazines 	
3.8 a) Review and update Corporate Equality & Diversity training. Identify other organisation-wide training required. b) Deliver equality and diversity training to involved customers. c) Deliver equality and diversity training to Board members. d) Review equality and diversity training needs for managers. e) Identify diversity training requirements for different teams via training needs analysis.	a) Mar-11, b) Jul-11, c) Jun-11, d) Mar-11, e) ongoing	a),d)& e) SG & SIT, b)EH, c)KL	<ul style="list-style-type: none"> • Corporate Induction slides updated to include Equality and Diversity • Manager's induction guide for new starters updated to include Equality and Diversity 	

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3.9	a) Develop and implement appropriate equality and diversity training for the different groups in 3.8. b) Include equality and diversity in corporate induction pack and process so that Origin's approach to equality and diversity is covered.	a) ongoing b) Feb-11	SG & SIT		
3.10	a) Update guidance on setting work plan objectives to include requirement that all line managers set at least one task for their staff that is related to equality and diversity. b) Circulate guidance on this change to staff.	Mar-11	AB	<ul style="list-style-type: none"> Managing Success template updated 	
4. To develop mechanisms to ensure that Origin engages with and utilises feedback from customers that reflect the diversity of its communities.					
4.1	Establish a baseline position of profiling for all resident involvement & community development activity (across all protected characteristics).	Mar-11	BF	<ul style="list-style-type: none"> Map of involvement activity developed 	<ul style="list-style-type: none"> Evidence that service user involvement is representative of the communities served by OH and reflective of customers' preferences Increased representative involvement activity (from baseline) Clear evidence of outcomes of services improved in response to customer feedback and involvement Increase in satisfaction that views taken into account and with opportunities for involvement amongst minority groups
4.2	Set meaningful targets for involvement for 11/12 which accurately reflect the preferences for engagement	Mar-11	EH/ KW/ JC/ PO	<ul style="list-style-type: none"> 4.1 completed 	
4.3	Develop action plan to increase involvement amongst identified underrepresented groups.	May-11	EH	<ul style="list-style-type: none"> Good practice reviewed 	
4.4	a) Complete an EIA on Resident Involvement. b) Address EIA findings when finalising RI Strategy and RI Statement.	July-11 TBC	EH	<ul style="list-style-type: none"> 4.1 completed 	
4.5	Ensure that equality and diversity performance monitoring is built into the new customer scrutiny framework.	Mar-11	KL	<ul style="list-style-type: none"> Scrutiny framework drafted 	
4.6	Develop a Customer Involvement Toolkit for staff to ensure that consultation and involvement methods used are as accessible as they can be.	Oct-11	LD	<ul style="list-style-type: none"> Good practice reviewed 	
5. To develop a strategy for older people.					
5.1	Complete scope of the review. To include: analysis of diversity and locality of older customers, review of services we and others	Jun-11	KW		<ul style="list-style-type: none"> Strategy in place and promoted Evidence that higher proportion of older customers accessing relevant OH and local

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	currently provide.				services
5.2	Complete analysis of data. To include: establish diversity and locality profile, further analysis of STATUS, Pexel and other customer feedback, analysis of access to services.	Oct-11	KW		<ul style="list-style-type: none"> • Increased satisfaction of older people in service satisfaction surveys and STATUS 2011 results • Partnerships with relevant local agencies in place
5.3	Carry out consultation with a representative group of older customers from all tenures.	Dec-11	KW		
5.4	Develop and promote partnerships with local and national organisations that will enhance services provided to older customers.	Mar-12	KW		
5.5	Involve customers in development of Strategy for Older People.	Mar-12	KW		
6. To develop mechanisms to help identify and address equality and diversity issues that affect Origin's role as an employer.					
6.1	a) Collect 100% of diversity profile information for staff.	Jan 11	AB		<ul style="list-style-type: none"> • OH complies with requirements of Equality Act • OH retains Two Tick symbol • 100% of diversity profile information collected on staff • Harassment & Bullying policy and procedure in place and promoted • Enhanced monitoring framework in place • Increased satisfaction levels amongst minority groups in next staff survey • Evidence that where reported harassment and bullying has been tackled more robustly through the new policy and procedure and staff have felt supported through the process
6.2	a) Develop an action plan to ensure that the requirements of the Equality Act on Origin's role as an employer are implemented. b) Implement requirements as appropriate.	a) Jan 11, b) ongoing	AB		
6.3	Develop a specific policy on bullying and harassment, incorporating staff feedback and the requirements of the Equality Act.	Mar-11	AB	<ul style="list-style-type: none"> • Staff survey feedback analysed 	
6.4	Complete EIAs (as required) on: a) grievances, bullying and harassment, b) the pay policy and procedure.	a) Mar-11, b) June-11.	AB		
6.5	Develop a monitoring and reporting framework for HR diversity indicators, which includes monitoring staff satisfaction by protected characteristic.	Mar-11	AB & SE		
6.6	a) Identify reasons why satisfaction is lower amongst some groups of staff. b) Develop an action plan to address the findings.	Dec-11	AB & SIT	<ul style="list-style-type: none"> • Further consultation carried out with staff 	

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6.7	Review, update and implement the Two Tick symbol action plan.	Jun-11	AB		

Lead Key:

Key	Name	Key	Name
AB	Alex Bush	KP	Karen Perry
AR	Alison Rodgie	KW	Katri Wilson
BF	Ben Frimston	KEW	Karen Wilson
CN	Christine Nicholson	LD	Laura Davison
DM	Diana Mears	PO	Philippa Oldmeadow
EA	Esther Archer	SE	Sarah Eggenhuizen
EH	Evonne Hudson	SG	Sandra Grendon
JC	James Cooke	SIT	Service Improvement Team
KH	Kevin Hider	ST	Sarah Thew
KL	Kate Laffan	TH	Tim Hayton