



EQUALITY AND DIVERSITY STRATEGY

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1. Introduction

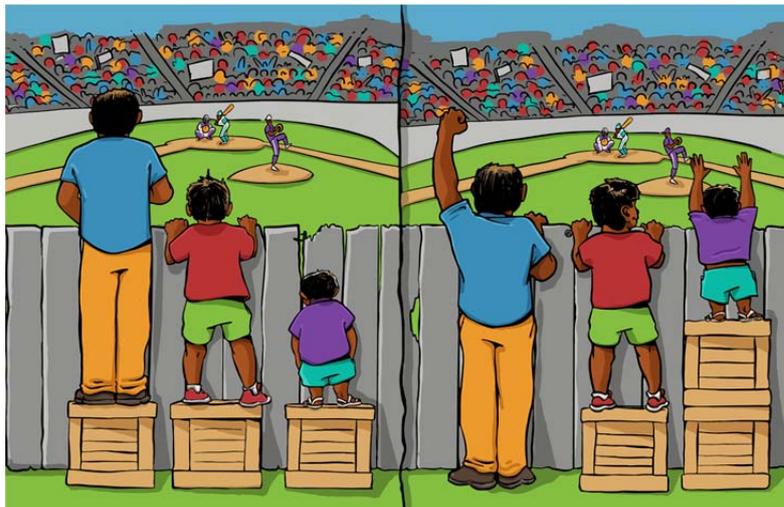
- 1.1. What is Equality and Diversity? It's what we do every day in the delivery of our Corporate Vision

People succeeding together to offer great services and places to live and work

- 1.2. Quite simply, it's about recognising and valuing the things that make us all individuals and using that knowledge to ensure that customers and colleagues are **treated** equally and offered equal **opportunities**, regardless of their background, characteristics or circumstances. In short, ensuring customers and employees have a great experience with RBH!

Know Me – Get Me – Wow Me

- 1.3. Treating people equitably does not mean treating people the same. It's about recognising different needs and distributing resources fairly to meet those needs even if this means that some people receive less.



(Image courtesy of Institute for Social Change)

- 1.4. We know that we already do this because **our customers have said so**. In the last STAR survey (2015) customers scored RBH an average of 8.1 (out of 10) for treating them as a valued customer. We also know from that survey that after quality of home, this is what matters most to our customers.
- 1.5. We know that we already do this because **our employees have had said so**. In 2016 we improved our score on the Best Companies survey and it is now higher than it was pre transfer in 2011.

- 1.6. We have also recently had external verification that this is something we do, and do well, with a health check completed by Housing Diversity Network in 2016 concluding that

“Employees appeared committed and well intentioned in respect of equality and diversity”

- 1.7. So, why do we need this strategy and what is its purpose?

The purpose of this strategy is to provide the framework through which RBH will strengthen its approach to Equality and Diversity. The strategy provides:

- A compelling case for Equality and Diversity
 - An overview of the environment RBH is operating in
 - A vision of where this strategy is designed to take RBH
 - A framework for the actions needed in the short and longer term
 - A one year ‘laying the foundations’ action plan
- 1.8. This strategy is the starting point of something exciting, which will involve customers, employees, stakeholders and partners working together to understand better our people and places and to set clear Equality Objectives and actions to deliver them for the period 2018-2021 as part of the development of our new Corporate Strategy.

2. Our commitments

- 2.1. We want every customer and employee to feel that:

- They are valued and treated with courtesy and respect irrespective of their background, beliefs or personal circumstances
- They get equal and fair access to our homes, services and to the opportunities we offer, and that we meet their individual needs wherever possible
- They trust us as an organisation that really listens, understands their needs and does its best to meet them
- They know we welcome contributions and ideas from everyone to improve our service delivery and are committed to listening and responding to all suggestions made.

3. Equality Impact Statement

- 3.1. This Equality and Diversity Strategy is in essence all about impacts on people. It is underpinned by the principles of equality of treatment and of opportunity. It aims to impact all customers and employees; to enable RBH to provide inclusive,

differentiated services and places to live and work where diversity is valued as a strategic resource and is celebrated rather than seen as a problem to be solved.

4. Why this matters to us

- 4.1. For RBH there are many compelling reasons for putting equality at the heart of what we do. Perhaps the most significant reason is the explicit link between having a clear commitment to equality and being a tenant and employee co owned mutual housing association. Equity is one of our mutual values, the principles that guide our behaviours and our relationship with customers and stakeholders, and set out **how** we will deliver our vision of

People succeeding together to offer great services and places to live and work

- 4.2. In order to **succeed together** people need to feel that RBH is an organisation where contributions and ideas are sought from everyone and that their input is listened to and acted upon. To deliver **great services** we must value what makes our customers unique and offer differentiated services to meet identified needs. To create great **places to live and work** people must feel welcome and respected.

- 4.3. **Respect** is one of our core competencies linking 3 of our values

Equity – we carry on our business in a way that is fair and unbiased

Responsibility – we take responsibility for, and answer for, our actions

Caring – we will listen and respond to the needs of our members, tenants and colleagues

- 4.4. We know that it makes good business sense to ensure that there are no barriers to people finding a home with us or becoming an RBH employee. In doing this we maximise our pool of potential customers and employees and give ourselves the best chance of filling our homes and job vacancies. We know, through our customer and employee surveys, that people want to live and work in places where they feel valued and respected and that where this happens turnover of customers and employees is low. The more diverse ideas and experiences we can bring into our decision making the better those decisions are going to be as they are going to be informed by the needs and aspirations of the people they are being made on behalf of.

- 4.5. Finally there are legal and regulatory requirements that RBH must comply with. Whilst extremely important, for RBH this is not the key driver for our work around Equality and Diversity. **We don't just do it because we have to but because it's what we stand for and we know it makes good business sense.**



5. Our Operating Context

- 5.1. RBH is a **local** provider with homes based solely in the Rochdale borough. Our Future Purpose talks about us being a **local**, independent, values led mutual business and a key **local** institution.
- 5.2. Our people know lots about the demography of the **local** area and where potential inequalities exist both in terms of people's access to homes and services and within RBH as a workplace.
- 5.3. Where we sometimes struggle is in evidencing these inequalities and putting in place activity to understand them better and think through what RBH can do in response. We also recognise that we can't solve everything, so need some way to prioritise and select our Equality Objectives. Actions to address this are picked up in this strategy.
- 5.4. The following are examples raised through the consultation exercises with Representative Body, employees and customers.
- 5.5. Rochdale Borough currently has a young age profile compared to other Greater Manchester Authorities (20% aged 0-15) but the population is growing and ageing. It is estimated that by 2025 nearly 1 in 5 people will be aged over 65. *Source: ONS Mid Year estimates 2015*

Yet already 1 in 4 of our customers are aged 65+ and 60% of our employees are aged 45+

We know that our current offer of homes and services for older people currently doesn't match demand or need and certainly won't do in the future. We know that the high incidence of sickness absence due to musculoskeletal disorders is linked to our ageing workforce particularly in our repairs service. **We need to do something different.**

- 5.6. The population is becoming more ethnically diverse. Whilst three quarters (75%) of the population identify as white, 10% identify as Pakistani and 2% as Bangladeshi (the next largest groups). The number of British people of Pakistani origin increased from 15,829 in 2001 to 22,265 in 2011 whilst the number of English, Welsh, Scottish and Irish white people fell to 166,481 from 176,000 a decade earlier. *Source: 2011 Census*

Yet 85% of our customers identify as white and 89% of our employees

These figures suggest that RBH is not the employer or housing provider of choice for non white ethnic groups in Rochdale but we don't currently know why. It could be that their needs are being met elsewhere but it could mean that **we need to do something different.**

We currently provide specialist homes for one ethnic group, the gypsy/traveller community, in the form of the Roch Vale Caravan Site. There may be more though that we could do to support this community in Rochdale particularly as they are likely to be suffering multiple deprivation¹. **We could do something different.**

- 5.7. In the Index of Multiple Deprivation 2015, Rochdale ranked 17th out of 326 local authorities in terms of proportion of LSOAs in the most deprived 10% nationally.

By the very nature of our work, the areas we work in are those which exhibit significant levels of deprivation. Welfare reform is having, and will continue to have, an impact on RBH customers (particularly younger tenants) and the communities we work in.

We know that when benefit changes for under 21s and under 35s come through we are going to have difficulty attracting customers from these age groups and our target market will shrink considerably. We are already **doing something different** in piloting a new product, Let's Share, which offers quality, affordable housing for this group of customers. We need to evaluate this pilot and consider other options for meeting the needs of this group of people.

- 5.8. According to the 2015 Mid-Year Estimates, there are slightly more women than men in the Rochdale borough

In RBH the split is 45% female, 55% male but we know that in some departments there is a predominance of one sex (e.g. males in the repairs service)

¹ https://www.equalityhumanrights.com/sites/default/files/ief_gypsies_travellers_and_roma.pdf

We are already **doing something different** to address this by working with local schools and colleges to encourage females into our trade apprenticeships and traineeships.

- 5.9. These differences in profile evident between our customers and employees and the general population of Rochdale need further investigation and are where there are opportunities for RBH to take positive action. Objectives relating to these, and others which will help us identify if any other differences in profile and possible inequalities exist, are set out in this strategy.

6. How we have developed this strategy

- 6.1. This strategy has been developed in consultation with both customers and employees. We have had external input from 2 specialist organisations – Housing Diversity Network and Housing Quality Network’s Diversity Exchange.

Key consultation events: -

August/September 2016 – health check by Adele Baumgardt (HDN)

- Document review
- Reality checking sessions (15/09/16) – employees, customers, managers of key departments (HR, Governance, Customer Involvement)

January/March 2017 - strategy development

- Strategy development sessions (27/01/17) – Representative Body, Executive Management Team, Service for All Continuous Improvement Group (CIG)
- Strategy development/refinement sessions (08/03/17 and 09/03/17) – Employee Engagement Group, Services for All CIG, Customer Panel CIG

7. Scope

- 7.1. There is, and quite rightly so if RBH is an organisation with equality and diversity embedded throughout its work, a strong overlap between this strategy and other strategies/projects either in existence or in development.

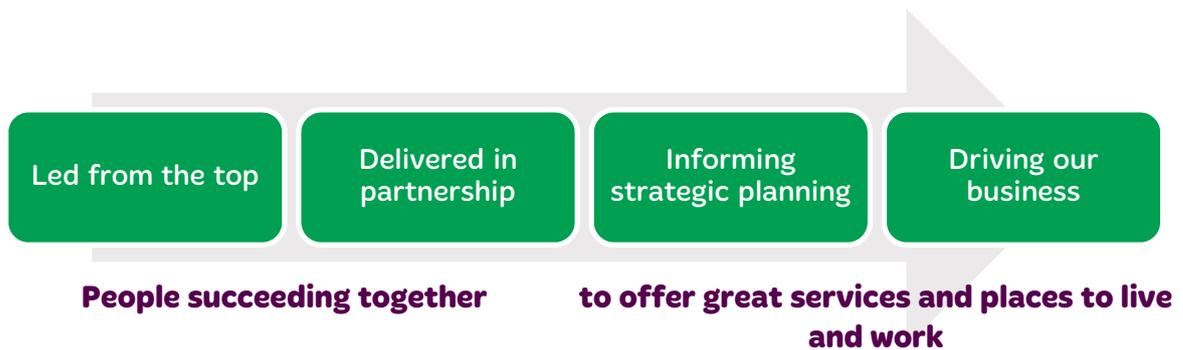
- 7.2. The following are outside of the scope of this strategy, although some are referenced in order to present a complete picture of our activity around equality and diversity. Further detail and specific actions can be found in the separate strategies and action plans.

- Activity relating to engagement with customers and employees is set out in the **Engagement Strategy**
- Activity relating to communicating with customers will be set out in the **Communications Strategy**

- Activity relating to improving the information we hold on our customers and using that information to inform both operational and strategic decision making is set out in the **Customer Insight Strategy**
- Activity relating to recruitment and employment is set out in the **Interim People Strategy**
- Activity relating to homes and services for older people is set out in the **Older Persons Strategy**

8. The Strategy

8.1. Our **vision** for Equality and Diversity at RBH is:



8.2. The **objectives** (goals) of this strategy and one year ‘laying the foundations’ action plan are that:

- RBH has the confidence, capability, capacity to deliver Equality and Diversity
- RBH has the governance structures and leadership to deliver Equality and Diversity
- RBH has the processes in place for ongoing data collection and evidence gathering that will allow it to identify inequalities and prioritise the positive action it takes in response in the form of setting clear Equality Objectives.

8.3. The vision set out above is described in more detail below and this sets the framework for action both in the short term (i.e. actions outlined in this strategy) and longer term (i.e. future strategies)

8.4. **Equality and Diversity – led from the top**

Establishing clear leadership and sponsorship in respect of Equality and Diversity is vital. We ask that all employees, customers, suppliers, stakeholders and partners embrace and act on our value of equity but it is Board,

Representative Body and our Executive Management Team who through their leadership will ensure this happens.

We will:

- Put in place a governance structure for Equality and Diversity which will set out the roles and responsibilities for our governing bodies, Continuous Improvement Groups (CIGs) and management teams
- Provide support, training and development to enable our employees, involved customers and members of our governing bodies to deliver their duties in respect of Equality and Diversity
- Identify good practice case studies on what we are doing on equality, and the impact the work is having, and use it to give our people the confidence to deliver appropriate positive action programmes
- Embed equality and diversity into our annual Personal Development Review (PDR) process to capture how employees are living out the value of equity
- Build the confidence of all our employees but ensure that expertise in the form of dedicated job roles and employee and customer ‘champions’ is retained

8.5. **Equality and Diversity – working in partnership to deliver**

Customer involvement and member engagement

We recognise the benefits of engaging with and involving customers from diverse backgrounds and it is extremely important to us that all our customers have the opportunity to be involved with RBH in a manner which is suitable for them.

We will:

- Provide a wide range of opportunities for our customers to be involved with RBH and to express their opinion about our services
- Analyse the data on equality for our various customer involvement and engagement activities and implement an outreach programme to engage with those who don’t currently have an effective say in our work.

Suppliers

We expect the same commitment to equality and diversity from our suppliers, contractors and agency workers as we do from our employees and for them to be fully involved in working with us towards our vision.

We will:

- Ensure fair, consistent and proportional practices in approving companies to become a supplier/contractor for RBH.

- Require all suppliers to demonstrate their commitment to equality and diversity as part of the procurement process

A network of partners

Whilst we recognise that having employees, involved customers, Board and Representative Body members that reflect the diverse nature of the population brings clear business benefits, and that positive action can be (and should be) used to challenge under representation, we also recognise that it is unlikely that we are ever going to achieve 'full diversity' and as such to deliver our ambitions we will need to work with partners.

We will:

- Develop a close working relationship with a network of organisations that can bring insight from their field of expertise
- Look to work with our Better Together partners, First Choice Homes Oldham and Bolton at Home on Equality and Diversity.

These organisations may be local or national, large or small, made up of the general public or professionals but all will bring expertise and will ensure that the voice of a wide group of people is heard at RBH.

We have already started this work with the Rochdale and District branch of Mind through our appointment of them as our chosen charity in 2016/17 and we will build on this. We are also members of Housing Diversity Network and Housing Quality Network's Diversity Exchange.

We have identified a number of areas where external advice will be crucial to moving us forward. One is a concern that there may be barriers to the Lesbian/Gay/Bisexual/Transgender (LGBT) community accessing employment at RBH. We will engage with Stonewall and other specialist LGBT organisations for advice around this in 2017/18.

We are already a Two Ticks accredited employer for our approach to the recruitment and retention of disabled people. Two Ticks has been replaced with Disability Confident and in 2017/18 we will be applying for accreditation to this new scheme and considering how, with support from partner organisations, we can work our way up to Level Three – Disability Confident Leader (see RBH's Interim People Strategy 2017/18 for more details on this).

We envisage using this network primarily for the following: -

- Carrying out impact assessments
- Interpreting profiling information

- Sharing intelligence
- Co producing solutions
- Joint commissioning of research or consultation

8.6. **Equality and Diversity – informing our strategic planning**

Our consideration of Equality and Diversity needs to start at the planning stage. It is important to us that consideration of equality is seen as an integral part of our work rather than an add-on.

We will:

- Ensure that equality and diversity is embedded into our corporate strategy development/annual business planning processes and our Strategies, Policies and Service Standards (SPSS) framework
- Make information and insight about our customers and employees available in an easily accessible and easily understood format via our Business Intelligence system
- Use this information to identify strategic priorities and develop equality objectives with our partners and through meaningful engagement with our customers, employees and stakeholders
- Use data and evidence to inform Equality Impact Assessments, put in place appropriate processes to check and challenge them and ensure that actions identified are followed through and delivered

8.7. **Equality and Diversity – driving our day to day business**

Great Services

We want to be known for delivering great services. Know Me, Get Me, Wow Me is what we are using to describe a programme of work to improve core services and deliver a great customer experience.

We will:

- Through our Customer Insight Strategy put in place processes to systematically collect profiling information about our customers
- Use our Customer Relationship Management System to facilitate this collection and to make this information available to all who need it in the delivery of services whilst being mindful of Data Protection
- Monitor access to homes and services to ensure that they are open to all and are allocated and delivered in a way that is fair
- Tailor services to meet identified needs. Examples include: -
 - Providing adaptations to homes to enable customers to maintain independent living
 - Providing information in alternative formats – Braille, large print, languages other than English

- Providing interpreters at meetings with customers for whom English is not their first language
- Providing ramps, lifts, places to park scooters in our Customer Access Points to ensure easy access for people with mobility issues
- Setting appointment or meeting times to accommodate customers who work or who have caring responsibilities
- Use surveys to check whether we are delivering our Vision and Corporate Objectives. Specifically we will ask customers to rate the services we provide, ease of access and whether they feel valued by RBH.

Great Places to Live

We want our communities to be places free of harassment and hate.

- We will use our anti social behaviour policy to take action against perpetrators and to provide support to victims.

We want to know our Black and Minority Ethnic (BAME) communities better. We want to understand why they are under represented in our customer base and to give them an opportunity to identify barriers and to influence our work.

- We will gather further data and research why this under representation exists.

We know that the population across the UK and in Rochdale Borough is ageing but we also know that the homes we provide specifically for this age group are not meeting people's needs and expectations and hence are becoming difficult to let

- We will collect data and views on older people's needs and aspirations and use them to identify priorities and shape our product and service offer for this group of people

We know that changes to benefit entitlements are going to impact disproportionately on our younger customers

- We will look to develop new models of housing which are affordable for this customer group

A Great Place to Work

We want RBH to be seen as an employer of choice. Know Me, Get Me, Wow Me can equally be used to describe our approach to employment.

We will:

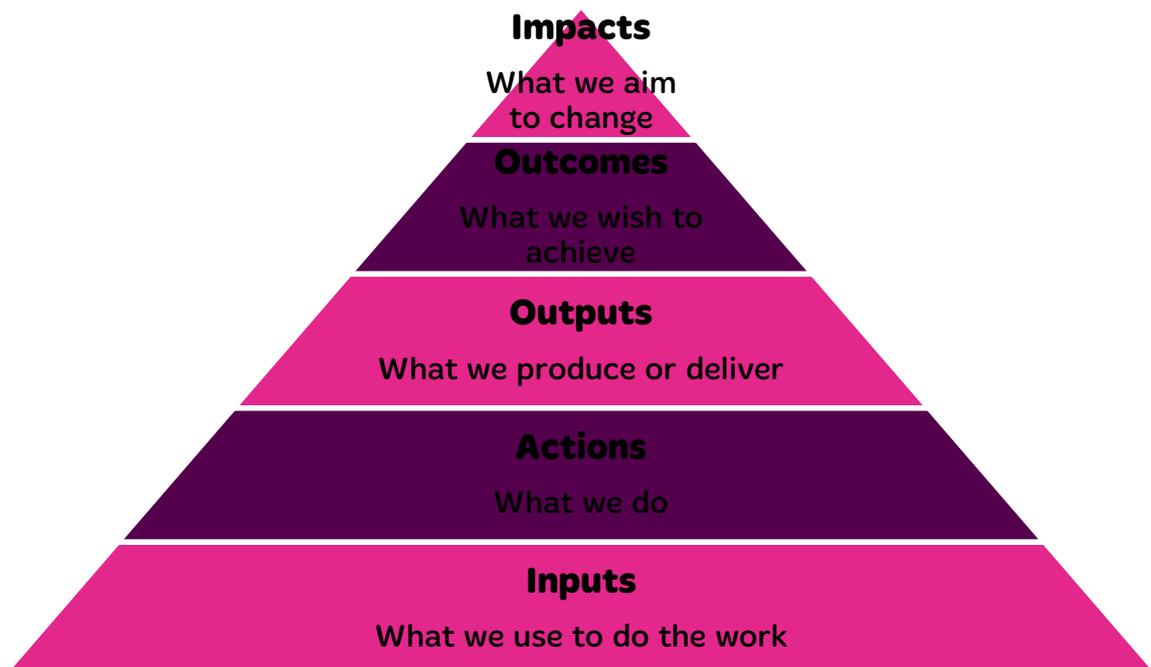
- Systematically collect profiling information about our job applicants and employees
- Monitor access to job and promotion opportunities to ensure that they are open to all and are allocated and delivered in a way that is fair
- Assist employees in balancing the needs of home and work through the application of our Work Life Balance and Flexible Working policies
- Make reasonable adjustments where necessary to meet the needs of disabled employees or employees who are returning to work after a period of absence and need changes making, often short term, to their working practices to help them back into work
- Endeavour to meet the needs of those employees who have particular cultural/religious needs e.g. to observe prayer times, to observe religious holidays or festivals, to travel abroad to visit relatives or to go on a pilgrimage
- Consider the changing needs of our older employees and identify appropriate ways to meet them
- Create a work environment that is free of harassment and bullying and where everyone is treated with respect. We will use our Dignity at Work policy to address any behaviour which goes against this
- Use surveys to check whether we are delivering our Vision and Corporate Objectives. Specifically we will ask employees to rate RBH as a place to work.

9. How we plan to deliver this strategy

- 9.1. This is RBH's first Equality and Diversity Strategy and is the starting point of a piece of work which will see customers, employees, stakeholders and partners working together to develop longer term Equality Objectives and actions to deliver them.
- 9.2. We are already doing many of the things set out in the strategy, some need starting from scratch, some need reviewing and some just need evidencing. A one year 'laying the foundations' action plan is set out in Appendix 1.
- 9.3. Setting a one year action plan allows us the opportunity to align the Equality and Diversity Strategy with the Corporate Strategy which will be reviewed during 2017/18 for commencement in April 2018.

10. Monitoring

- 10.1. Board members are responsible for signing off this strategy and ensuring the governance processes underpinning it are effective and will ensure delivery.
- 10.2. The Services for All CIG will monitor delivery of the action plan and will receive quarterly updates. Measures are detailed in the action plan and whilst most are currently output measures, as we move forward with this work we will start to focus more on outcomes and impacts. **How is what we are doing making a difference in people's lives?**
- 10.3. We are retaining the services of the Housing Diversity Network consultant who has worked with us to develop this strategy and will use her to help measure that our objectives are achieved through a second 'health check' during 2017/18. Other measurement tools will be the STAR customer survey which is due to be repeated in 2017/18. Also through training/event evaluation forms we will ask people to rate how confident they feel about Equality and Diversity to measure the success of actions aimed at building confidence in this area across the society.



11. Review

- 11.1. All RBH strategies, policies and procedures are reviewed on a regular basis in order to ensure that they are 'fit for purpose' and comply with all relevant legislation and statutory regulations.

- 11.2. This strategy, including any other related policies and procedures, will be reviewed annually in order to ensure its continued appropriateness and formally reviewed and submitted to the appropriate 'approving body' at least once every three years.
- 11.3. New Equality Objectives, and an action plan to deliver, will be set during 2017/18 as part of the development of the Corporate Strategy 2018-21.

12. Thematic links with other SPSS documents

- 12.1. A number of linked strategies and policies are mentioned in the strategy section of this document. The following strategies and policies are ones which are considered to have strong links or overlap with the Equality and Diversity Strategy.

Strategies: -

- Our Mutual Future (RBH's Corporate Strategy)
- Membership Strategy
- Communications Strategy
- Engagement Strategy
- Customer Insight Strategy
- HR Strategy
- Older Persons Strategy

Policies: -

- Anti Social Behaviour Policy
- Safeguarding Policies
- Dignity at Work
- Adaptations Policy
- Recruitment and Selection Policy

- 12.2. This strategy is accompanied by an Equality and Diversity Policy Statement and an Equality and Diversity Toolkit is being produced to sit alongside and aid delivery.

1. Action Plan

Appendix 1

| Equality and Diversity Strategy Action Plan | | | | |
|---|---|--------------|-----------|--|
| Ref | Actions | Deadline | Lead | Outputs/Outcomes |
| Objective 1 – RBH has the confidence, capability, capacity to deliver Equality and Diversity | | | | |
| 1 | Review current equality and diversity training for employees, Board and Representative Body members and EMT/HoS and produce a revised programme of training and events | 30 Jun '17 | SC/EC/JW | <p>Outputs Published programme of training and events</p> <p>Outcomes All feel supported and better able to carry out their duties in respect of equality and diversity</p> |
| 2 | Review current PDR process and identify appropriate ways to embed equality and measure performance against it. | 31 May '17 | SC | <p>Outputs Revised PDR process and documentation</p> <p>Outcomes</p> <ul style="list-style-type: none"> • PDR process includes assessment of employees behaviour and work around equality and diversity. • Growing confidence amongst employees on equality issues |
| 3 | <p>Develop a close working relationship with a network of organisations that can bring insight from their field of expertise</p> <ul style="list-style-type: none"> • Specifically engage with Stonewall and other LGBT specialist organisations to understand how we may become more attractive as an employer to people from this community • Potentially look for an accreditation (similar to Two Ticks) that would show a commitment to better serving the needs of this group of people | 31 March '18 | Led by GT | <p>Output Published list of organisations whom we have made connections with and who can be called on for expert advice</p> <p>Outcomes Expertise brought into RBH to aid with both operational and strategic decision making</p> |

| Objective 2 – RBH has the governance structure and leadership to deliver Equality and Diversity | | | | |
|--|--|-------------|--------|---|
| 4 | Design and promote an equality governance structure for RBH | 31 May '17 | GT | <p>Outputs Governance structure chart for equality and diversity and document detailing roles and responsibilities</p> <p>Outcomes Employees, members of our governing bodies and partner organisations understand our governance structure in respect of equality and diversity and are clear about their roles and responsibilities</p> |
| 5 | Recruit and train employees, customers and Board members to act as Diversity Champions | 31 Aug '17 | GT | <p>Outputs Diversity Champions on each of the CIGs and in each service area</p> <p>Outcomes Expertise developed and used to support other employees and engaged customers</p> |
| 6 | Allocate expert officer to lead on equality and diversity | 30 Sept '17 | GT | <p>Outputs Specific equality officer designated, trained and supported as an expert resource</p> <p>Outcomes Effective monitoring and delivery of this strategy and action plan</p> |
| 7 | <p>Establish the Services for All CIG as an effective check and challenge mechanism for completed EIAs</p> <ul style="list-style-type: none"> • Conduct a skills audit and undertake positive action recruitment to address any skill gaps or under representation identified • Design and implement a programme of activity for the group to increase their understanding and confidence in respect of all 9 protected characteristics • Create a 'check and challenge' toolkit in relation to | 30 Sept '17 | JW/HDN | <p>Outputs</p> <ul style="list-style-type: none"> • EIA 'check and challenge' toolkit • Skills audit for Services for All group • Programme of activity to increase understanding and confidence • EIA for Communications Strategy completed <p>Outcomes</p> |

| | | | | |
|---|--|-------------|------------|--|
| | EIAs for use by the group (and also EMT/Board/Representative Body) | | | <ul style="list-style-type: none"> • Increased diversity and expertise in Services for All group • Quality of EIAs improved • Growing confidence amongst group members |
| Objective 3 - RBH has the processes in place for ongoing data collection and evidence gathering that will allow it to identify inequalities and prioritise the positive action it takes in response in the form of setting clear Equality Objectives | | | | |
| 8 | Annual business planning process developed which has equality embedded in it and equality and diversity monitored as part of key business delivery | 30 Sept '17 | EJ/GT | <p>Outputs Documented process for annual business planning (this is a deliverable of the Corporate Strategy consultancy work)</p> <p>Outcomes Equality is evidenced in business planning and delivery</p> |
| 9 | Follow through on feedback received through consultation regarding potential inequalities which exist which RBH may wish to address through positive action <ul style="list-style-type: none"> • Gather data to evidence inequality • Research through consultation with those affected or via partners what would make the difference • Prepare list from which priorities can be selected and Equality Objectives set (see below) | 30 Sept '17 | GT/BI Team | <p>Outputs Paper which presents findings and evidence</p> <p>Outcomes Areas for positive action identified enabling Equality Objectives to be set</p> |
| 10 | Establish Equality Objectives for 2018-21 as part of the development of the new Corporate Strategy | 31 Mar '18 | EJ/GT | <p>Outputs Published Equality Objectives 2018-21 and actions/projects to deliver</p> |
| 11 | Review Equality Impact Assessments <ul style="list-style-type: none"> • Revise Equality Impact Assessment (EIA) form and develop guidance to aid completion • Pilot on Customer Experience Strategy and review of Customer Feedback Policy • Develop training for employees tasked with completing | 30 Sept '17 | GT/SC/IL | <p>Outputs</p> <ul style="list-style-type: none"> • Revised EIA form and guidance note/toolkit to aid completion • EIA training course • Pilot training course delivered and evaluation forms analysed for |

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|----|--|--|----|--|
| | <p>EIAs</p> <ul style="list-style-type: none"> Identify and write up good practice case studies on equality and the difference consideration of equality has made. Promote to employees in different ways Include in the SPSS forward plan where EIAs are needed Log and monitor completion of EIA action plans | | | <p>effectiveness</p> <ul style="list-style-type: none"> Good practice case studies published in Core Brief and/or Highlights <p>Outcomes</p> <ul style="list-style-type: none"> Employees feel supported and better able to carry out their duties in respect of EIAs Quality of EIAs improved with positive action as well as actions to mitigate any negative impacts picked up and fed into future versions of this action plan. Growing confidence amongst employees on equality issues and in EIA completion |
| 12 | <p>Establish monitoring around access to homes and services</p> <p>Collect, monitor and report on the profile of the following groups of customers</p> <p>Housing applicants New customers (through CORE) Customers providing feedback (surveys/complaints) Customers terminating their tenancy</p> | <p>To start from 01 April '17 First annual report 31 May '18</p> | GH | <p>Outputs</p> <p>Annual monitoring report</p> <p>Outcomes</p> <p>Information readily available to identify any differences in profile which may indicate unfair treatment or highlight opportunities for positive action</p> |
| 13 | <p>Establish monitoring around access to jobs and promotion opportunities</p> <p>Collect, monitor and report on the profile of the following groups of employees</p> <p>Job applicants New employees Internal promotions Employees resigning</p> | <p>To start from 01 April '17 First annual report 31 May '18</p> | GH | <p>Outputs</p> <p>Annual monitoring report</p> <p>Outcomes</p> <p>Information readily available to identify any differences in profile which may indicate unfair treatment or highlight opportunities for positive action</p> |