

HOMES & SERVICES FOR ALL

“Removing Barriers Promoting Equality”

Action Plan 2012

Culture & Governance: We aim to promote a culture where discrimination is eliminated and provide an environment of equal opportunities where everyone recognises the positive contribution that a diverse workforce and community can make. This will be achieved by providing appropriate equality and diversity training to staff and Board members that equips them to make sound decisions on policy, service development and employment

	Action Required	Benefits / Outcome	Relevant Measures / KPIs	Responsibility	Protected Characteristics	Timescales	Progress to Date
Culture & Governance	Provide training to Board members on the new Equality Act.	To ensure Board are able to fulfil legal and regulatory duties and demonstrate their commitment to E&D.		Head of Business Improvement	All	February 2012	Training delivered to all Calico Boards during Jan/Feb/March 2012.
	Investigate accreditation of Equality & Diversity across Calico services e.g. Investors in Diversity, Social Housing Equality Framework	To validate progress in respect of E&D and support new business tenders.	Achievement of accreditation	Head of Business Improvement SFA	All	February 2012	
	Carry out annual assessments of Board members to collate profile information and ensure any needs are addressed.	To ensure the Board profile is reflective of the community and that there are no barriers to Board membership	Board profile	Governance Officer	All	March 2012	Information currently needs updating to include all Board members.
	Promote Board membership to BME community to encourage increased diversity in applications at recruitment.	Board profile will be representative of Burnley community to ensure equality is considered at strategic level.	Board profile	Governance Officer	Race	On-going	Target 8.2%, achieved 0% - had achieved 8.33%. Unfortunately 2 board members resigned during the year, one after a number of years on the Board.
	Monitor completion of priority list for Equality Impact Assessments and monitor submission to Board with policies	To ensure all opportunities for discrimination are removed and customer	EIA Programme monitored	Governance Officer	All	March 2012	Scoring priority established. Sub team of SFA review and feedback to Heads of Service. Managers trained. EIA documents and

for approval	needs built into policies, procedures and services					training to be reviewed in light of changes: EIA to Equality Analysis approach. Master list to be maintained
Undertake Equality Impact Assessments for all HR Policies and Procedures	To ensure that policies support an inclusive culture and no adverse impact on employees is evident through the implementation of HR policies	EIA Programme	Head of HR	All	March 2013	EIAs in place for all HR policies reviewed to date and to be incorporated into master list for monitoring.
Increase BME representation within workforce by utilising a range of alternative advertising media	To ensure workforce profile is reflective of Burnley community	BME Workforce Profile	Head of HR	Race	March 2013	Target 8.2% Achieved 9.43% combined, 6.73% Homes 2011 All recruitment placed on Equality Britain website.
Providing appropriate training opportunities to all staff on Equality & Diversity: Induction, Service Delivery, Refresher	To ensure all staff understand requirements of E&D legislation and that the needs of all customers are considered when developing and/or reviewing services	Analysis of HR data	Head of HR	All	March 2013	Corporate Induction training in place for new staff. Calico Know How delivered annually for existing staff. Senior Management Team updated April 2012
Review Pay and Benefits policies to ensure free from any bias.	To ensure equal pay achieved.	Analysis of HR data	Head of HR	All	March 2013	Annual report to Board – no bias identified 2011
Monitor & report on employees who class themselves as disabled to address areas of concern by providing workplace adaptations. Encourage employees to self-identify at recruitment and as circumstances change.	To provide adaptations and support to employees in order to sustain employment.	Disabled Employees Analysis of HR data	Head of HR	Disability	March 2013	Target 8% Achieved 8.7% Homes and 6.8% Enterprise 2011. Workplace Adaptations List developed and monitored and reported to Board in HR Indicator report.
Develop a positive mental health culture where employees are supported to ensure that Calico provides appropriate support for	To ensure staff are supported. To ensure staff sickness absence performance is	Sickness Absence	Head of HR	Disability	March 2013	Recent Wellbeing sessions have identified that Mental Health should be pursued to support staff. Wellbeing strategy being developed

	Staff who may be suffering from/or are supporting someone with mental health problems	maintained.					to incorporate mental wellbeing. Signed up to Mindful Employer Charter February 2012
	Promote Calico through Disability media; Rehab Publication which is aimed at assisting people with disabilities or long term illnesses accessing work opportunities.	To ensure that Calico reach out and attract applicants from diverse backgrounds and staff profile is reflective of customer base.	Recruitment analysis	Head of HR	Disability	October March 2012	Next advert will be placed in February 2012 publication
	Raise awareness of issues surrounding domestic abuse to staff through appropriate training to support Domestic Abuse and Vulnerability policies.	To support employees who may be victims or perpetrators of Domestic Abuse and to ensure understanding of domestic abuse issues affecting customers.	Sickness Absence	Head of HR	Gender	March 2013	Domestic Abuse policy approved by Board. Training for managers commenced end 2009 – ongoing refresher training in place. Domestic abuse training will be incorporated into the Vulnerability training which will be rolled out during 2012.
	Analyse data to identify causes why number of women shortlisted/appointed to manager roles is disproportionately higher than males	To ensure no bias in recruitment process		Head of HR	Gender	July 2012	Male managers encouraged to take part in interview panels as appropriate. No bias identified but monitoring continuing.
	Benchmark levels of workforce diversity data and identify actions to improve return rate from employees.	To ensure accurate data available in respect of staff and to ensure that the culture is open and supportive.	Workforce profiling data	Head of HR	Sexual Orientation Religion/Belief	March 2012	Partially completed: Operatives completed data cleanse of data held, remaining staff to be done. Staff training on E&D to improve understanding on reasons for data collection.
	Participate in Positive action initiatives e.g. Work Experience Industry days to raise awareness of range of employment opportunities across all areas of the business	To ensure that staff are not employed into stereotypical roles	Recruitment and workforce profiling data	Head of HR	Gender Race Age	July 2012	3 placements successfully completed with Thomas Whitham students. Programme to be expanded to provide more placements working in partnership with Burnley Borough Council. Participated in BITC Work Inspiration Dave event 1/3/12 for 800+ students to promote range of

							career opportunities at Calico.
	Monitor progress of Modern Apprenticeship in Housing	To put in place succession planning in areas with staff over 60	Workforce profiling data	Head of HR	Age	July 2012	Modern Apprentice nominated for Apprentice of the Year award 2011.
	Use profile information provided to ensure people's preferred method of communication is flagged up. Review these needs on a regular basis.	To ensure that we communicate appropriately with customers	Customer Feedback	Heads of Service	All	Ongoing	Bolt re-designed to new format size for large print to make it easier to handle Nov11 and improve value for money of magazine.
	Examine the provision of 'easy to read' documents for services when reviewing service documents	To ensure that key documents are accessible to all customers		Heads of Service Head of Business Improvement Independent Living Manager	All	May 2012 Sept 2012	Process in place to provide 'easy read' documents as required. Easy read version of leaflets available on website e.g Gas Gap analysis to be done to identify high priority leaflets required in Easy Read. Older Peoples Service literature to be reviewed incorporating RAISE feedback
	Review corporate website to enable customers easy access to services and opportunities for interactions	To ensure website meets accessibility standards	Customer feedback	Head of Business Improvement	All	Dec 2012	Review approved – to commence early 2012
	Accessibility to be considered as part of Centenary Court Accommodation Review, e.g. Level entry, hearing loops, lighting etc.	To ensure building accessible to all customers and staff with disabilities;	Staff and customer feedback	Director of Customer Services	Disability	January 2012	Accessibility to be included in architect plans.
	Review training which falls under the 'banner' of E and D / Vulnerability to ensure our approach to delivering training is effective training to the relevant staff	To support employees to ensure understanding of vulnerability issues affecting customers.	Staff and customer feedback	Services for All Group	All	Dec 2012	Launched phase 1 of the vulnerability strategy via Vulnerability Awareness Training, phase 2 to commence in the 2012. A workshop delivered as part of this training will enable this approach to be reviewed and an approach implemented.

Understanding our Customers: We aim to regularly update systems and procedures to ensure that all available data on customers and services is accurate and used both strategically and operationally. This data will be used to identify opportunities where improvements can be made and services can be shaped to meet the needs of our customers.

Understanding our Customers	Action Required	Benefits / Outcome	Relevant Measures / KPIs	Responsibility	Protected Characteristics	Timescales	Progress to Date
	Ensure systems capture customers preferred method of communication and that this is regularly up dated.	To ensure that we communicate appropriately with customers.	Customer Feedback	Director of Customer Services. All Heads of Service	All	Ongoing	Sept -11: ActiveH has “preferred method of communication” for customers. This is being updated on a regular basis by staff and as part of customer information audits. Workflow for ActiveH system generated mail merges (Rents) has been amended and will pick up preferred method and automatically generate large print letters. Repairs letters will be completed by end of year. Procedure on unity for staff to follow should a customer require alternative formats.
	Investigate ways to produce satisfaction results across all protected characteristics for all surveys	To understand if any discrimination is taking place in any service provision.	Customer Satisfaction	Head of Business Improvement	All	March 2012	Review of survey methodology proposed and currently mapping out requirements. Also considering new STAR survey in proposal.
	Determine approach to collecting diversity data for all protected characteristics and changes to IT systems to capture data.	To enable capture of relevant information. To ensure programme in place to capture data across all strands	Customer satisfaction	Director of Customer Services SFA Group	All	March 2012	Collected by Neighbourhood Officers who visit general needs customers every two years to check and update information held on file. Customer information (including some strands of the diversity information) was collected in 2010 by the Home Support Officers (HSO) for all sheltered housing properties. The HSO’s annually review the information to check and update information held on each customer Information collected on systems

							for 6/9 protected characteristics – to be reviewed as intervals
	Produce regular reports on customer profiling information held on systems	To provide staff with customer information that helps to identify gaps in service provision	Customer satisfaction	Head of IT	All	March 2012	Profile reports produced quarterly for protected characteristics where we have data. These are placed on Unity which is accessible to all staff.
	Review the information provided through CORE (Continuous Recording of letting) and B-With Us to cross reference protected characteristics and identify any improvements or discrimination issues in respect of lettings/ASB	To improve understanding of customers, services and any discrimination issues	Customer satisfaction Lettings	Head of Neighbourhoods SFA Group	All	March 2012	
	Cross reference 2011 Census Data results as they become available from the ONS with information held on systems	To help us understand our customer base in comparison with the wider population base of Burnley		Services for all strategic group	All	Dec 2012	First set of data should be available July 2012

Shaping Services: We aim to make services accessible to all, providing dignity and choice. We will achieve this through our proactive and positive approach to the most vulnerable members of our community. Services will be developed based on the equality information held and also on customer consultation feedback to ensure that different needs are considered in respect of equality protected characteristics.

	Action Required	Benefits / Outcome	Relevant Measures / KPIs	Responsibility	Protected Characteristics	Timescales	Progress to Date
Shaping Services	Ensure all customer views are taken into account through different groups representing protected characteristics	Views from cross representation of customers incorporated into services/policies		Heads of Services	Age Disability LGBT Race/Religion	Ongoing	Disability Forum refreshed and consulted on various policies including Vulnerability Policy. Youth Panel established Gas Focus group & Investment Steering groups meet quarterly – constantly striving to recruit new members to meet protected characteristics Senior Forum also refreshed and consulted on various policies and procedures including Safeguarding Policy and No Contacts procedure. Diversity profiling of involved customers analysed quarterly and compared to overall Calico tenant profile to ensure views are representative.
	Undertake Equality Impact Assessments for new/changed services at proposal stage.	To ensure needs of all customers and potential customers are considered at the outset	Success of Service. Customer satisfaction	All Heads of Service	All	Ongoing	EIA undertaken for OPS 9/11. Scheduled for Elizabeth Street and Customer Contacts Policy revision. Draft EIA's undertaken for all Independent Living Services and awaiting feedback from Services for All sub group before finalising To be incorporated in Acquisitions Process.
	Monitor and analyse harassment cases by protected characteristics and identify any improvements or discrimination issues	Improved understanding of customer needs and identification of appropriate support	ASB Satisfaction	Head of Neighbourhoods	All	May 2012	We are currently introducing a new ASB system which will allow us to monitor cases by diversity strands. The new system will be in place by May 12

Continue to offer adaptations as standard as part of Investment Programme to improve accessibility of homes. Monitor Investment Programme to ensure that improvements do not reduce accessibility and to analyse success of schemes/adaptations	To ensure that our properties are suitable for customer needs improving independent living and customer wellbeing.	Customer satisfaction	Head of Investment	Disability	On-going	This has been in place since 06/07 programme and continues all relevant programmes. Satisfaction surveys issued for both investment programme and adaptation works completed. These surveys now also include question re disability
Introduce face to face post-work surveys for adaptations	To ensure service meets the needs of disabled customers.	Customer Satisfaction	Head of Investment	Disability	On-going	100 % of works is post inspected by surveyor and/or customer representative and surveys are undertaken with customers as part of this visit.
Accessibility to be considered for all new build, acquisitions and improvement programmes	To meet the needs of disabled customers.	Customer satisfaction	Head of Investment Head of Regeneration	Disability	March 2012	Equality Impact Analysis to be undertaken as part of the acquisition, new build process to determine if there are any specific requirements or potential barriers to any particular groups of people/protected characteristics
Gather feedback on customer involvement satisfaction	To ensure customers have an opportunity for involvement and are satisfied that these opportunities meet their needs.	Customer satisfaction	Community Involvement Manager	All	July 2012	Questions asked on repairs, investment, gas and complaints surveys. All dissatisfied responses followed up by Community Involvement team to establish reason and address any issues. Currently at 95%+
Use customer profile information to target customers who will be impacted by welfare reform. Provide information and advice	Well informed customers who receive the appropriate support and service for them	Financial inclusion communications plan	Income and Financial Inclusion Manager	Disability Age Race	March 2012	
Review and develop the Building Foundation programme to increase participation amongst under-represented groups	The programme is enhanced through participants coming from diverse backgrounds	Analysis of participants measured against E & D criteria	Skills & Enterprise Manager	All	On-going	Building Foundations programme has been modified to be more attractive to under-represented groups

Procurement: We aim to ensure that all major procurement partners operate appropriate policies aligned to the Equality Act 2010. We will achieve this through the procurement process and will set and monitor appropriate targets to ensure Equality and Diversity objectives are met.

Procurement	Action Required	Benefits / Outcome	Relevant Measures / KPIs	Responsibility	Protected Characteristics	Timescales	Progress to Date
	Identify person within construction company partner organisations with knowledge and experience of E&D. Undertake refresher training for contractor employees	Construction Companies/Partners should be experienced in relation to Equality and Diversity	Customer Satisfaction Training Delivered	Head of Investment, Head of Repairs, Head of Regeneration	All	Sept 2012	Contractors are to be invited to attend any training that is delivered to increase knowledge and understanding of Calico's requirements . In place
	Asset Management and Investment procurement contracts should include specifications to deliver developments that meet inclusive design principles and ensure that those tendering and supplying can meet the requirements. Work with GM Procure and Lancashire Housing Partnership to develop an approach which ensures that our Disability Equality duty is met.	To ensure that contractors deliver inclusive design taking customers needs into account for new build and refurbishment.	External works being undertaken has taken into account customers' needs re access, handrails etc	Head of Investment, Head of Repairs, Head of Regeneration	Disability	On-going	Any works allocated take into account requirements of design principles/customers individual needs Induction meeting held with customers where works are to be completed to identify any specific customer requirements relating to the works being carried out. In place
	Equality and Diversity to form integral part of procurement tenders to ensure contractors/providers are aware of our requirements and are able to commit to E&D objectives.	To ensure that suppliers demonstrate a commitment to E&D and fair treatment of employees	Workforce profile	All Heads of Service	All	Feb 2012	Procurement Strategy to be reviewed December 2011 and to include E&D questions. Also included in Giving Something Back Strategy (corporate social responsibility). E&D questions used in review of Print contractor 8/11 Accessibility requirements central element of Website re-design and procurement.

	Target new joint venture company to meet BME employee representation target to meet E&D objectives	To ensure that workforce is representative of community	Workforce profile	Director of Customer Services	BME	May 2012	Contractor not in place at present. Target will be established once joint venture established.
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