



CITYWEST HOMES

Single equality scheme

Action plan November 14 – November 15

Section 1 – Knowing our customers					
SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress/comments
Collecting information (1.1)					
Relevant and proportionate information about service users/communities is gathered efficiently using a range of techniques This informs the Organisation's policy and strategy and helps to identify key gaps in service delivery.	Increase profiling information held on tenants in particular around internet access	March 15	Angela Ravenscroft	Details on internet access collected from at least 50% of tenants	
	Increase profiling information from leaseholders	March 15	Randall Bevis	Information on an additional 400 leaseholders	
Analysing and using information (1.2)					
Information and data are broken down and analysed to monitor and assess and to set equality objectives and targets. The information is used in assessing the impact of new and existing policies.	Make profiling data available for policy development and equality analyses	Ongoing	All managers	Profiling data used in policy development and equality analyses	
Sharing information between partners (1.3)					
Relevant and appropriate customer information and data is collected, shared and used with contractors to deliver responsive and planned repairs other agencies and partners, to set and review equality objectives.	Ensure relevant information shared with partners where appropriate	Ongoing	Managers	Partners provided with relevant information	

Section 2 – Leadership, partnership and organisational commitment

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
Leadership, vision and commitment (2.1)					
Clear organisational and partnership equality objectives and outcomes have been set and have been publicised to all stakeholders including residents and other service users	Present draft updated single equality scheme, action plan and equality objectives to Board	November 14	Angela Ravenscroft	Equality scheme, action plan and equality objectives agreed at Board	
	Publish story on updated single equality scheme, action plan and objectives on website and in CityWest News	November 14	Angela Ravenscroft	Stakeholders are aware of updated scheme, action plan and objectives	
	Display updated single equality scheme, action plan & equality objectives on publications page of website	November 14	Angela Ravenscroft	Scheme/plan/objectives easy to find	
Mainstreaming equality (2.2)					
Equality objectives and outcomes are incorporated into service improvement plans and appropriate resources are being allocated. Performance is monitored regularly by the board and senior leadership with service user involvement.	Provide update on progress to Customer Services Committee (CSC) on service delivery actions in this plan and equality objectives.	Twice yearly	Angela Ravenscroft	Action plan and equality objectives achieved due to focus at high level.	
	Provide update on progress on staffing actions in this plan and equality objectives to Remuneration, Employment and Diversity Committee.	Twice yearly	Angela Ravenscroft/ Jo Bowles	Action plan and equality objectives achieved due to focus at high level.	
Equality analyses (EAs) (2.3)					
Equality analyses and evaluations of key services and functions are conducted on an ongoing basis and the results are published. Action is taken following equality analysis to mitigate adverse impact where this has been identified and to promote examples of good practice.	Ensure equality analyses are undertaken for changes to policy / service provision and action taken to mitigate any negative impact	Ongoing	Managers	Equality analyses routinely undertaken. Action taken to mitigate negative impacts	

Section 2 – Leadership, partnership and organisational commitment

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
Equality objectives and legal duties (2.4)					
Action is being taken to implement the commitments within equality action plans and they are monitored regularly by the board, scrutiny panel and senior leadership with service user involvement.	Provide twice yearly updates to Customer Services Committee and REDC on action plan	Twice yearly	Angela Ravenscroft	Actions within single equality scheme action plan achieved to target.	
Monitoring and scrutiny (2.5)					
There is regular and frequent scrutiny and monitoring at Board, senior management and team meetings, of progress on meeting the organisation's equality commitments	Ensure all actions in the plan have owners and they are regularly monitored against targets	Ongoing	Angela Ravenscroft	Successful implementation of equality scheme actions to target	
Communicating and promoting commitments (2.6)					
The organisation provides information to service users and potential service users about its equality priorities, how it is responding to its customers' needs and fostering good relations.	Publish regular articles about community events in CityWest News and on website to foster good relations	Ongoing	Clare Maslin	Positive communications for residents on fostering good relations	
Procurement and commissioning (2.7)					
Contract management, procurement and commissioning frameworks and processes take account of the differing needs of customers and encourage supplier diversity	Ensure equality issues are taken into account when procurement strategy revised	March 15	Florence Fenton	Contractors are aware of equality requirements.	
	Ensure commitment to equality measured and scored in contract relets	Ongoing	Florence Fenton	Contractors appointed with strong equality ethos	
	Advertise all jobs over £25k on "contract finder" which provides additional information to all tenderers	April 15	Florence Fenton	Small and medium enterprises successfully bid for contracts	

Section 2 – Leadership, partnership and organisational commitment

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
Promotion of equality and participation (2.8)					
Initiatives are in place to promote equality of opportunity in terms of the participation of underrepresented groups at board level and within other governance and resident involvement forums. This work is regularly monitored.	Undertake equality monitoring of board and committees.	Ongoing	Iain Mackrory-Jamieson	Yearly monitoring report presented to board includes analysis of Board profile compared to CWH tenant profile	
	Ensure board recruitment strategy includes targets to increase under-represented groups on the board	Ongoing	Iain Mackrory-Jamieson	Board membership more representative of customer base	
Leading by example (2.9)					
The board and senior managers take an active part in the organisation's work on equality – as members of working groups, portfolio holders etc.	Provide online equality training for new Board members	Ongoing	Angela Ravenscroft	Board are clear on their equality responsibilities and provide challenge	
Good practice and benchmarking (2.10)					
The organisation shares its experience with other local social housing providers.	Assess CWH performance against social housing equality framework (SHEF)	November 15	Angela Ravenscroft	CWH achieves 90% of achieving level of SHEF	
	Share single equality scheme with other social housing organisations through Housemark and Housing Quality Network (HQN)	Ongoing	Angela Ravenscroft	New initiatives on equality and diversity	

Section 3 – Involving our customers

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
Community engagement structures (3.1)					
Community engagement and customer involvement structures including the scrutiny panel are working efficiently and effectively and are monitored regularly.	Carry out a review of the effectiveness of resident scrutiny in the engagement structure	March 15	Lorna Whitehorn	Improved resident scrutiny	
	Consult residents through annual survey to ask if they feel we take their views into account	Spring 15	Lorna Whitehorn	Increased satisfaction with taking views into account	
Effective engagement (3.2)					
A good cross section of applicants and residents contribute to the development of our service delivery equality goals through our engagement structures	Continue equality monitoring of AMC membership and take positive action where necessary when recruiting new members	Ongoing	Lorna Whitehorn	Consultation structure is representative of customer base	
Fostering good relations (3.3)					
The organisation and its partners work together to foster good relations and balance diverse but sometimes conflicting interests between communities.	Support delivery of youth and sport activity on estates to build cohesion between young people.	Ongoing	Keith Cookson	Provision of minimum of 10 youth clubs on estates	
	Continue the success of the CityWest factor through bids to AMCs from youth groups	Ongoing	Lorna Whitehorn	Increased partnership between youth groups and AMCs	
	Work with resident associations and partners to encourage community events mixing young people and older people to build cohesion between these groups	Ongoing	Lorna Whitehorn	At least 20 events through the year	
	Work with Churchill Gardens residents to establish a community café in the residents hall	June 15	Helena Shore	Thriving café with cheap and healthy food for old and young to enjoy	

Section 3 – Involving our customers

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
Community Development (3.4)					
The organisation is implementing projects based on the priorities for customers and community groups	Provide diversionary activities for young people by bidding to Sports England for funding	December 14	Mike Wilson	If successful deliver enhanced sports programme across six estates	
	Provide opportunities for staff to spend a day on community activities	November 15	Keith Cookson	Minimum of 85% of staff engaged in community activities	
	Facilitate work experience opportunities for residents at CWH	November 15	Keith Cookson	Minimum of 20 opportunities	
	Provide employment for 18-25 year olds from our estates working on major works contracts	November 15	Keith Cookson	Minimum of 6 jobs	

Section 4 – Responsive services, access and customer care

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
Tackling harassment and domestic abuse (4.1)					
Performance on dealing with harassment, hate crimes and domestic abuse are monitored and analysed regularly, in partnership with appropriate organisations. Appropriate action is taken to address the issues that have been identified.	Increase the number of cases where enforcement action is taken for ASB	Ongoing	Janet Durrant	Increase in cases taken to court	
	Organise training in safeguarding adults for frontline staff in line with the Care Act	December 14	Steve Braganca	90% satisfaction with training	
	Achieve at least 25% response to ASB surveys	Ongoing	Matt Excel	25% response	
	Increase satisfaction with how ASB is dealt with	March 15	Janet Durrant	Achieve satisfaction of 68% with case handling 74% making the neighbourhood safer	
	Attend meetings of MARAC to discuss multiagency action to tackle high risk cases of domestic abuse	Monthly	Janet Durrant	<ul style="list-style-type: none"> • Meetings attended • Actions taken forward 	
Providing accessible services (4.2)					
Applicants and residents communication needs are checked and met and our reception areas are easily accessible for disabled people and people with children etc.	Increase number of staff providing translation skills	November 15	Angela Ravenscroft	40 staff offering translation skills	
	Produce strategy and action plan for digital inclusion for tenants	March 15	Phillipa Hodgson	Strategy and action plan available	
	Train staff to deliver resident training in online skills	March 15	Angela Ravenscroft	<ul style="list-style-type: none"> • 90% of staff satisfied with training provided • 16 staff trained 	
	Provide training for frontline staff on recognising mental health issues	March 15	Jo Bowles	At least 90% satisfaction with training	

Section 4 – Responsive services, access and customer care

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
	Undertake training of better homes / building and property services staff in access compliance	Mar 15	Angela Ravenscroft	<ul style="list-style-type: none"> 90% satisfaction with training Staff consider access issues for major and minor works schemes 	
	Ensure all reception areas have a working hearing loop	Ongoing	Martin Skidmore	All hearing loops working	
	Achieve high satisfaction levels with adaptations process	Ongoing	Rowena Ng	At least 96%. Satisfaction	
Take up of services (4.3)					
Access to and take up and appropriateness of services are monitored regularly, including by protected characteristic	Identify groups of residents who are not responding to the annual survey and take action where appropriate	March 15	Matthew Excell	<ul style="list-style-type: none"> Residents identified Action taken to improve response 	
	Carry out consultation and identify priorities of the five different lessee segments	Ongoing	Matthew Excel	Provide a more tailored service to improve lessee satisfaction	
Assessing satisfaction (4.4)					
The organisation is able to monitor satisfaction rates for all sections of its customer base, including by protected characteristics	Analyse data from annual resident satisfaction survey by protected characteristics and recommend actions to address any inequality found	Spring 15	Matthew Excell	Analysis undertaken and if necessary action taken to address imbalance	
Human rights (4.5)					
Human rights issues are considered and addressed when delivering services to service users. Service users are treated with dignity and respect and this is monitored	Deal with issues arising from resident complaints where staff fail to treat residents with dignity and respect	Ongoing	Service Improvement team	Reduction in complaints	

Section 5 – A skilled and committed workforce

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
Workforce planning (5.1)					
The equality aspects of the workforce planning strategy are implemented and monitored.	Provide training in equality in recruitment for managers	November 14	Jo Bowles/ Angela Ravenscroft	<ul style="list-style-type: none"> At least 90% satisfaction with training Diversity of staff recruited 	
A more representative workforce (5.2)					
Employment objectives have been set based on internal monitoring, staff consultation and the assessment of the local labour market and barriers. Fair recruitment policies and procedures are being followed, making use of positive action where appropriate.	Take positive action to Increase the number of women in senior positions through the Creating Balance network	Ongoing	Jo Bowles/ Angela Ravenscroft	Aims of the group met	
	Arrange training in assertiveness with priority given to the Creating Balance network members	February 15	Jo Bowles	At least 90% satisfaction with training	
	Arrange coaching and mentoring with priority given to the Creating Balance group	December 14	Alex Dellot/ S. Muttalib Mehra	<ul style="list-style-type: none"> Coaches trained At least 90% satisfaction with coaching 	
Workforce monitoring (5.3)					
The organisation regularly monitors, analyses and publishes employment data, to fulfil its statutory duties.	Further increase the equality information provided by our people in particular the recording of disabilities.	March 15	Jo Bowles	Increased information available	
	Publicise on CityNet the help available for people with disabilities and provide adaptations where practical	Ongoing	Jo Bowles	<ul style="list-style-type: none"> People aware of help available Adaptations requested where needed 	

Section 5 – A skilled and committed workforce

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
	Carry out yearly analysis of information and produce report on ethnicity, disability, gender, religion and sexuality of: <ul style="list-style-type: none"> • staff in post • new starters • promotions • incentives • grievances • disciplinary • leavers 	Dec 14	Jo Bowles	Annual equality report produced for Remuneration, Employment and Diversity committee	
	Analyse the additional equality information provided by Networx on applicants for posts and take action where necessary	March 15	Jo Bowles	<ul style="list-style-type: none"> • Information analysed • Action taken where appropriate 	
Equality analysis of HR policies and procedures (5.4)					
An equality analysis is conducted for all new and existing employment policies and procedures. Regular reviews are undertaken to update policies and procedures in line with updates in equality legislation and relevant codes of practice.	Introduce new incentive scheme and carry out equality analysis	December 14	Jo Bowles	Equality analysis of new scheme undertaken	
	Introduce new flexible working policy and remote working policy in line with the new right to request flexible working legislation	March 15	Jo Bowles	New policy includes equality analysis	

Section 5 – A skilled and committed workforce

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
Staff engagement (5.5)					
Staff are engaged positively in service transformation and in developing new roles and ways of working	Ensure staff consulted on changes through formal and informal structures: <ul style="list-style-type: none"> • joint consultative committee – unions plus representatives of non-unionised staff • Polls on CityNet • Annual people survey 	Ongoing	Jo Bowles	Satisfaction with consultation measured through polls and staff satisfaction survey	.
Promoting a positive working environment (5.6)					
Regular improvements are made to the working environment and staff are regularly taking up the work life balance opportunities.	Take forward health and wellbeing action plan.	Ongoing	Jo Bowles	Actions achieved to target	
	Arrange IIP assessment of health and wellbeing	October 14	Jo Bowles	IIP in health and wellbeing awarded	
Equal pay review and occupational segregation (5.7)					
The organisation has made significant progress on redressing barriers to equal pay including occupational segregation.	Consider the introduction of pay ranges to reflect skills and experience	March 15	Jo Bowles	Adjustments made if applicable as a result of the review	
Harassment and bullying (5.8)					
Harassment and bullying incidents are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified. Training is provided for managers on handling grievances/disciplines/tackling bullying and harassment in the workplace.	Work with Unison to update the bullying policy	December 14	Jo Bowles	<ul style="list-style-type: none"> • Updated policy agreed with unison • People aware of policy 	
	Establish a whistleblowing hotline and arrange training on the new policy	March 15	Jo Bowles	<ul style="list-style-type: none"> • Updated policy agreed with unison • People trained in policy 	

Section 5 – A skilled and committed workforce

SHEF self-assessment guidance	Action	When	Who	Outcome / performance measure	Progress / comments
Appraisals and performance review					
All employees receive appraisals and are equality and diversity objectives are agreed as part of this process.	This will be measured as part of the living the values measure of the new incentive scheme	Ongoing	Jo Bowles	All people successfully meeting the equality element of living the values	
Learning and development (5.10)					
The organisation provides all employees with learning and development opportunities.	Deliver a programme of online and face to face equality training for new staff as part of their induction	Ongoing	Jo Bowles / Angela Ravenscroft	All people trained. At least 90% Satisfaction with training	
	Deliver a programme of training for equality in recruitment for managers to include unconscious bias	November 14	Jo Bowles	Managers trained	
	Arrange training for frontline staff in recognising mental health problems	March 15	Jo Bowles	Staff able to recognise and signpost for mental health problems	
	Run CityNet campaigns jointly with health and wellbeing committee to highlight the help available for: <ul style="list-style-type: none"> • Dyspraxia week. • Dyslexia week. • Stress awareness day 	Oct 14 Nov 14 Nov 14	Tessa Eydmann-Peel/Angela Ravenscroft	Our people have awareness of these conditions and the help available	