

Single Equality and Cohesion Action Plan 2009-12

Outcome 1

We have detailed knowledge of our customer profiles and we are able to reliably use this knowledge to gain understanding of our customers, both at an overview and a detailed level. This understanding is used to shape existing, planned and future policies and services, ensuring that they are equitable and fair, meeting the needs of our diverse customers.

Action	Responsibility	Critical success factor	Timescale	Equality Group
1. To improve customer profiling at service level to capture new and update existing equality data. <i>*This is linked to Aire Valley Homes Leeds' business plan, objective 1.1</i>	Customer Involvement and all service departments	80% customer data has been captured	March 2010	All
2. Add an interactive form to the website to allow our tenants to provide customer profile information via the internet <i>*This is linked to Aire Valley Homes Leeds' business plan, objective 1.1</i>	Resources and Business Intelligence	Interactive form available on website	March 2010	All
3. To continue to work with ICT to utilize Universal Customer Master Index (UCMI) and improve data synchronisation between the main computer systems used. This will improve the quality of our data making it more reliable and up to date.	Business Intelligence + Leeds City Council IT	The computer systems have been successfully synchronised and we are happy that no data is duplicated	March 2011	All
4. Monitor, report and analyse who is using our services according to 6 equality strands and groups within those strands e.g. different racial groups, different impairment	Business Intelligence	Regular reports are run and equality data analysed	Ongoing	All
5. Use the analysis of data to inform policies	Senior Management	Policies have been developed	Ongoing	All

and identify service improvements	Team + Business Intelligence	to incorporate service improvements		
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Outcome 2

All our employees are committed to our equality agenda and understand the barriers that vulnerable people face. There are adequate resources allocated and structures in place to ensure that support, guidance and encouragement is available to them.

Action	Responsibility	Critical success factor	Timescale	Equality Group
1. Promote and set up an Equality Staff Working Group to ensure teams have the support they need to contribute to equality and service improvement work	Business Intelligence	Working group establish with terms of ref and regular meetings schedules	March 2010	All
2. Deliver updated equality and cohesion training for managers and staff, with an aim to ensure that staff understand the barriers that vulnerable groups face.	Human Resources and Business Intelligence	All managers and delegated members of staff have received updated training	March 2010	All
3. To include an Equality and Cohesion summary in the induction pack	Human Resource and Business Intelligence	Summary is included in induction pack	January 2010	All
4. To review and update the introduction to equality and cohesion at Induction	Human Resources and Business Intelligence	Updated presentation has been included into Induction programme	February 2010	All
5. To deliver training on Equality Framework for Local Government and the Equality Framework Evidence and Collection Tool	Human Resources and Business Intelligence	All managers and relevant staff have received training	February 2010	All
6. To include Equality and Cohesion into Performance Framework including Staff Performance, Appraisal and Development	Human Resources and all individual teams	Equality objectives are included into PADS and reported on quarterly	January 2010	All

Schemes (PADS)				
7. Ensure equality and service improvement work is monitored through the Performance Management Framework	Business Intelligence	It has been incorporated into the Tier 3 template	March 2010	All

Outcome 3

We have in place an effective procurement strategy allowing us to work closely with our contractors to ensure that our customers receive an efficient service that is appropriate to their individual needs.

Action	Responsibility	Critical success factor	Date to be completed	Equality Group
1. Develop a procurement strategy that details the equality requirements of our contractors <i>*This is linked to Aire Valley Homes Leeds' business plan, objective 5.3</i>	Customer Involvement + Business Intelligence + Senior Management Team	Procurement strategy is in place	March 2010	All
2. Build equality requirements into the contract specification of all procurements which will include sanctions, rewards and appropriate performance reporting by the contractor on equality issues. <i>*This is linked to Aire Valley Homes Leeds' business plan, objective 5.5</i>	Customer Involvement + Business Intelligence + Senior Management Team	Equality and performance requirements have been incorporated into all contract specifications	Ongoing	All

Outcome 4

We work closely with partner organisations to continue to share best practice and learn about, support and communicate with our diverse communities. This includes any specific communication needs or cultural requirements.

Action	Responsibility	Critical success factor	Date to be completed	Equality Group
1. To make links with voluntary organisations that represent community groups that we serve allowing us to learn more about specific cultural and communication	Customer Involvement + Business Intelligence	Relationships have been developed between Aire Valley Homes and voluntary organisations	Ongoing	All

needs, particularly amongst marginalised groups				
2. To continue to share best practice information with other ALMOs	All departments	Good practice initiatives have been incorporated into policies and procedures	Ongoing	All

Outcome 5

We promote and oversee accessible and up to date methods of customer consultation and our service users believe that they have a voice. Our customers are satisfied that they have influenced our equality priorities, including groups that are vulnerable or at greater risk of disadvantage.

Action	Responsibility	Critical success factor	Date to be completed	Equality Group
1. Continue to involve tenants in Equality Impact Assessments	Business Intelligence + All departments	Customers have been involved in all Impact Assessments	Ongoing	All
2. Promote 'Airetalk' and its benefits to customers through a variety of communication channels	Customer Involvement	Airetalk is a recognised forum for consultation amongst our customers	March 2010	All
3. Research and develop consultation methods that aim to encourage active participation of vulnerable or marginalised groups	Customer Involvement + Business Intelligence	New forums of consultation have been developed and there is an increase in vulnerable and marginalised groups consulting with Aire Valley Homes	Ongoing	All, but particularly vulnerable groups
4. Analyse and report on all customer involvement and consultation information to inform policies and services	Customer Involvement + Business Intelligence and All departments	Information from customer consultation is regularly analysed and policies and services have been improved as a direct result	Ongoing	All

5. Results of customer consultation and involvement are fed back to the participants through appropriate channels and improvements are made public	Customer Involvement	Customers are updated with any service improvements that have been identified as a result of their consultation	Ongoing	All
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Outcome 6

All our customers are satisfied that Aire Valley Homes Leeds engage with them and they can fully access our services, including those that are provided by a third party.

Action	Responsibility	Critical success factor	Date to be completed	Equality Group
1. Deliver a training course in British Sign Language for staff and customers	Training + Human Resources	8 members of staff and 7 tenants have received training in British Sign Language	January 2010	Disability
2. Continue to prioritise Annual Tenancy Visits according to tenants that have who rarely or never contact us	Business Intelligence + Housing Management	There is an increase in Annual Tenancy visits to tenants that have made little or no contact with Aire Valley Homes	Ongoing	All, but particularly vulnerable groups
3. Review the standard strap line to include versions in community languages <i>*This is linked to AVHL's business plan, objective 1.3</i>	Customer Involvement + Business Intelligence + Council's Interpretation and Translation Unit	Updated strap line has been included on all literature accessed by customers	March 2011	Ethnicity
4. Modernise tenant's handbook and service standard leaflets to ensure that they are simple to read and understand and are available in community languages. <i>*This is linked to AVHL's business plan, objective 1.3</i>	Customer Intelligence + all departments	Updated tenants handbook has been redesigned, printed and is being provided to new tenants at sign up	January 2010	Ethnicity and disability

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<p>5. Explore ways of updating the sign up DVD to make it accessible to more people. E.g. add subtitles, provide it in other community languages etc. *This is linked to AVHL's business plan, objective 1.3</p>	<p>Customer Involvement + Business Intelligence</p>	<p>DVD has been updated to make it more accessible</p>	<p>December 2010</p>	<p>Ethnicity and disability</p>
<p>6. Update Equality and Diversity page on website to better reflect our equality priorities *This is linked to AVHL's business plan, objective 1.3</p>	<p>Resources and Business Intelligence</p>	<p>Website updated</p>	<p>March 2010</p>	<p>All</p>
<p>7. Formulate a strap line that can be printed on all customer facing literature which emphasises a unique, tailor-made service *This is linked to AVHL's business plan, objective 1.3</p>	<p>Business Intelligence</p>	<p>Strap line formulated and approved and features on customer facing literature</p>	<p>March 2010</p>	<p>All</p>
<p>8. Consult with customers that represent the communities we serve to identify any access barriers in our services *This is linked to AVHL's business plan, objective 1.3</p>	<p>Customer Involvement</p>	<p>TBA</p>	<p>March 2010</p>	<p>All</p>
<p>9. Continue to carry out equality impact assessments for all policies and procedures to identify any potential barriers to access and incorporate actions into Performance and Appraisal Development Schemes *This is linked to AVHL's business plan, objective 1.2</p>	<p>Business Intelligence + all departments</p>	<p>Schedule of Impact Assessments have been completed and actions are incorporated into PADS</p>	<p>March 2010</p>	<p>All</p>
<p>10. Develop a strategy to target take-up of sheltered, floating support and adaptation services</p>	<p>Sheltered Housing + Business Intelligence</p>	<p>Strategy is in place</p>	<p>March 2010</p>	<p>Age and Ethnicity</p>

by BAME customers <i>*This is linked to AVHL's business plan, objective 3.1</i>				
11. Within the procurement contract specifications, ensure a requirement to monitor and evaluate customer access to their services	Customer Involvement + Business Intelligence + Senior Management Team	Requirements to monitor access are incorporated into contract specifications	Ongoing	All
12. Promote the use of Minicom for deaf or hard of hearing customers	Customer Involvement + Business Intelligence	Minicom number features on customer facing documentation along with standard telephone number	June 2010	Disability
13. Explore the possibility of setting up a standard SMS text number to which people can contact us regarding any number of issues	Customer Involvement + Business Intelligence	If there is a demand, an SMS text number has been set up and is promoted on customer facing literature	June 2010	Disability
14. Explore the possibility of including information video clips on our website, including British Sign Language translations	Customer Involvement + Business Intelligence	If feasible video clips are available to view on our website, including translations in British Sign Language where possible	June 2010	Disability

Outcome 7

We are representative of the communities we serve and our working environment and human resource policies are free from discrimination. Our staff are encouraged to reach their full potential through effective training and development.

Action	Responsibility	Critical success factor	Date to be completed	Equality Group
1. Modernise and impact assess human resource policies to ensure that	Human Resources + Business	HR policies have been modernised and	March 2010	All

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they are in line with recent changes in legislation	Intelligence	impact assessed		
2. Expand the monitoring of Board members to include age, religion or belief and sexual orientation	Human Resources and Business Intelligence	Regular reports are run and trends are analysed	Ongoing	Age, Religion and sexual Orientation
3. Monitor job, training and promotion applications according to all 6 equality strands	Human Resources	Regular reports are run and trends are analysed	Ongoing	All
4. Explore the benefits of apprenticeships to generate opportunities for younger people.	Human Resources	Possible advantages and disadvantages have been researched regarding the impact apprenticeships	March 2011	Age
5. Identify ways of bringing under represented groups onto the Board and into staff and management groups <i>*This is linked to AVHL's business plan, objective 5.2</i>	Human Resources + Business Intelligence + Customer Involvement	Methods of increasing under represented groups on the Board have been identified	March 2010	All, but particularly under represented groups
6. Develop a learning questionnaire for staff in order to tailor training courses to suit all learning styles.	Training + Human Resources + Business Intelligence	Learning questionnaire has been designed and completed by staff	April 2010	All
7. Monitor and evaluate training regarding accessibility, availability, flexibility and relevance	Training + Human Resources	Staff are feeding back to training officer after all training sessions	Ongoing	All
8. Explore the possibility of producing a DVD for training purposes for promoting equality at operational level	Training + Business Intelligence	Possible advantages and disadvantages have been researched regarding the impact apprenticeships	August 2010	Disability, Ethnicity and Age
9. Facilitate an Alzheimer's and Dementia awareness	Training + Human Resources	Alzheimer's and dementia awareness	April 2010	Disability and age

course		course has taken place		
10. Implement Equality Impact Assessment refresher training	Training + Business Intelligence + all Managers	All managers and delegated staff have received sufficient refresher training	January 2010	All
11. Work towards achieving the Positive About Disability 'Two Ticks' accreditation	Human Resources	Accreditation has been awarded to Aire Valley Homes	March 2010	Disability

Outcome 8

We have the support structures in place to be able to deal effectively with any reports of Anti Social Behaviour, Hate Crime or Domestic Violence

Action	Responsibility	Critical success factor	Date to be completed	Equality Group
1. Awareness training for staff regarding hate crime and domestic violence	Human Resources + Outside agencies	Increase in staff that have attended awareness training for hate crime and domestic violence	December 2010	All
2. Refresher training for staff regarding Hate Incident reporting and supporting customers who have reported a hate crime or domestic violence.	Human Resources + Business Intelligence + Outside agencies	Appropriate staff have attended awareness training for hate incident reporting	December 2010	All
3. Review list of support agencies to ensure we are in touch with the most appropriate groups according to our customers needs	Business Intelligence	Updated list is available for all staff	June 2010	All
4. Review process to feedback and regularly update our tenants that have reported a hate crime.	Housing Management	Housing Management staff understand the process for regularly updating tenants that	June 2010	All

		have reported a hate crime		
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Outcome 9

We have a deeper understanding of communities and neighbourhoods within the Aire Valley area and within the whole of Leeds.

Action	Responsibility	Critical success factor	Date to be completed	Equality Group
1. Analyse qualitative data to identify trends and anomalies. Use this information to inform future policies and procedures	Business Intelligence	Policies and procedures have been adapted as a result of data analysis	Ongoing	All
2. Continue to develop our quantitative data regarding existing and forecasted demographics of Leeds and use this to identify gaps in our services according to the needs of prospective tenants	Business Intelligence	Gaps in services have been identified as a result of data analysis and service improvements have been put in place	Ongoing	All
3. Encourage staff groups to be set up as a way of sharing knowledge internally	Business Intelligence	Staff groups have been set up	December 2011	All

Outcome 10

Existing and new communities living in the Aire Valley Homes area feel that they belong to their local community and that they make a valuable contribution in shaping its future.

Action	Responsibility	Critical success factor	Date to be completed	Equality Group
1. Explore ways in which we can promote and support local voluntary, community and faith organisations	Business Intelligence	Links have been established with local voluntary, community and faith organisations	December 2010	All
2. To complete the Corporate Social Responsibility policy	Regeneration + Human Resources	Policy completed and published	March 2010	All
3. Continue to work with local schools and	Business Intelligence +	Aire Valley Homes is	Ongoing	Age

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partners in community cohesion initiatives	Customer Involvement	involved in regular partnership projects around community cohesion		
4. Research ways in which AVHL can engage with vulnerable and marginalised groups within the community, allowing them to contribute towards the future of their community	Business Intelligence + Customer Involvement	Methods of engagement and involvement with vulnerable or marginalised groups have been identified and promoted	December 2010	All but particularly vulnerable groups
5. Continue to attend local fetes and melas and promote and raise awareness of regional and national days/weeks	Business Intelligence + Customer Involvement	Regional and national days are regularly promoted	Ongoing	All