



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Ensure all negative impacts from the service are found and removed	EIA to be completed of the service area (all actions arising from the EIA should be added to your service area action plan)	JB / CK	Dec-11	16th February 2011 @ EIA discussion Group	Staff time	3.1	Tenant involvement & empowerment		Staff / website / WTG / Board / tenant groups	The service will be inclusive and all barriers to involvement will be found and removed.
	Ensure E&D issues / objectives form part of all decision making (evidence this)	JB	Ongoing	Quarterly	Staff time	3.9	Tenant involvement & empowerment		none	All decisions made will help work towards E&D objectives
	Build EIA's into service planning	JB / CK	Ongoing			Staff time	3.24	Tenant involvement & empowerment	Staff / website / WTG	access to equal services
Positively increase E&D Performance within the Neighbourhood services	Update E&D KPI spreadsheet	JB	Quarterly	Quarterly	Staff time	3.1	involvement & empowerment		none	A pro-active service
	Monitor satisfaction on ALL neighbourhood services by diversity strand	JB / GR	July 2011 (provisionally)	Quarterly	Staff time / cost of extra paper used on the surveys due to extra questions	3.16	Tenant involvement & empowerment		tenants	GGHT understanding any dis-satisfaction from diverse groups
	Produce equality TARGETS for all services	JB / CK	October 2011 (provisionally)	Quarterly	Staff time	3.19	Tenant involvement & empowerment		Staff / website / WTG / Board	services will have a take up that reflects the community
	Show positive progress towards all E&D targets / objectives in the service area	JB	Jan-12			none	3.19	Tenant involvement & empowerment	Board / WTG	services will start to have a take up that reflects the community

Neighbourhood Services

Neighbourhood Services



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	Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Neighbourhood Services		Show an increased satisfaction across ALL diversity strands for all services.	JB	Jan-12		none	3.25	Tenant involvement & empowerment		none	Customers more satisfied with neighbourhoods services.
	Ensure there are no barriers to inclusion anywhere in the Neighbourhood	Analyse how customers are accessing services	JB / GR	TBA		Staff time	3.25	Tenant involvement & empowerment		none	GGHT can put resources into ensuring equal access to services
		Collect information on ALL Service take up by diversity strand	JB	TBA		Staff time	3.1	Tenant involvement & empowerment		none	services tailored for individual / groups needs
	Consult with a diverse range of tenants	Create a survey for tenants that measures if tenants feel there has been improvements in; community cohesion / good relations across diverse communities / and that hate crimes are being dealt with effectively.	JB / GR	GR to announce date by August 2011		Staff time / printing costs	3.12	Neighbourhood & community		tenants	GGHT will understand how tenants feel in regards to he questions and act to mitigate any negative feeling.
		Engage customers in service planning & delivery (show evidence of this)	JB	ongoing	ongoing	Staff time / possible room hire / possible hospitality	3.19	Tenant involvement & empowerment		tenants / WTG	Customers will be involved



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer	
Positively increase all E&D Performance within tenant participation	Update E&D KPI spreadsheet	NM	Quarterly	April (Q1)	Staff time	3.1	Tenant involvement & empowerment		none	A pro-active service	
	Monitor satisfaction by diversity strand across all Formal Involvement Structures	NM /GR	Jul-11	quarterly	Staff time / survey costs	3.16	Tenant involvement & empowerment		Customers	their satisfaction views will be heard	
	Create a survey to measure whether customers / diverse groups are satisfied with the opportunities to take part	NM /GR	Meeting GR 20/4 - Timescale to be agreed		Staff time / survey costs	3.16	Tenant involvement & empowerment		staff / Board / WTG / Customers	diverse groups & other customers will be satisfied with opportunities to take part	
	Produce equality TARGETS for all TP services	NM/CK	Apr-11	Quarterly	Staff time	3.19	Tenant involvement & empowerment		staff / Board / WTG / Customers	equality across the service with all barriers removed	
	Show positive progress towards all E&D targets / objectives in the service area	NM	to be agreed		none	3.19	Tenant involvement & empowerment		website	equality across the service with all barriers removed	
	Show an increased satisfaction across ALL TP services.	NM	Ongoing but first increase by December 2011		Annual	none	3.25	Tenant involvement & empowerment		none	customers more satisfied with the TP service
	EIA to be completed on the service area (all										The service will be

Tenant Participation



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Ensure all negative impacts from the service area are found & removed	the service area (all actions arising from the EIA should be added to your service area action plan)	NM / CK	Apr-11		Staff time	3.1	Tenant involvement & empowerment	Apr-11	Staff / website / WTG / Board / tenant groups	The service will be inclusive and all barriers to involvement will be found and removed.
	Ensure E&D issues / objectives form part of all decision making (evidence this)	NM	Ongoing		Staff time	3.9	Tenant involvement & empowerment		none	All decisions made will help work towards E&D objectives
	Build EIA's into service planning	NM/CK	Ongoing	none	Staff time	3.24	Tenant involvement & empowerment		Staff / customers / WTG	barriers to involvement will be found and removed.
Ensure there are no barriers to inclusion anywhere in the service	Collect diversity data on all tenant groups and store the data	NM	Jul-11	Quarterly	Staff time	3.11	Tenant involvement & empowerment		tenants	their needs will be understood
	Collect diversity data in resident involvement and store the data	NM	Jul-11	Quarterly	Staff time	3.11	Tenant involvement & empowerment		tenants	their needs will be understood
	Start diversity Audits of access to TP services.	NM/CK	Mystery Shopping		audits / staff time / resources to make positive changes	3.24	Tenant involvement & empowerment		Stakeholders / WTG / staff	Equal access to the TP service
	Analyse appropriateness of services & change if needed.	NM / CK	Aug-11		Staff time	3.25	Value for Money standard		staff / Board / WTG / Customers	services that reflect the needs of the communities
					Unsure as of yet					

Tenant Participation



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Increase tenant	Improve under-represented groups on tenant groups & resident involvement.	NM	Dec-11		but likely to be staff time/ comms budget to reach under-represented groups	3.11	Tenant involvement & empowerment		tenants / WTG	marginalised groups will become involved in activities which help with community cohesion



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

	Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Tenant Participation	participation from minority groups	Create an inclusive community engagement strategy (paying attention to hard to reach groups & ensuring correct support is given to ensure sustained involvement)	FG	TBA		Staff time	3.15	Neighbourhood & community		Staff / CCP / board / WTG	Historically hard to reach groups will be engaged in TP activities
	Consult with a diverse group of tenants	Create a survey to measure whether customers & diverse groups are satisfied their views are taken into account.	NM /GR	GR to decide this		Staff time / survey costs	3.16	Tenant involvement & empowerment		staff / Board / WTG / Customers	The customer will be listened to
		Engage customers in service planning & delivery (show evidence of this)	NM	Ongoing	Quarterly		Staff time / room hire / hospitality / expenses	3.19	Tenant involvement & empowerment		Staff / Customers
Services		Update E&D KPI spreadsheet	DW	Quarterly	Quarterly	Staff time	3.1	Tenant involvement & empowerment		none	A pro-active service
		Collect profile information over the phone from customers.	DW	July 2011, ongoing	Create phone script early June	Staff time	3.1	Tenant involvement & empowerment	Jul-11	staff / WTG / Customers	GGHT understanding customer base



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

	Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Customer Services	Ensure there are no barriers to inclusion anywhere in customer services	Start diversity Audits of access to Customer services.	DW/CK	(mystery shopping)		cost of diversity audits / staff time / resources to make positive changes	3.24	Tenant involvement & empowerment		Stakeholders / WTG / staff	Equal access to customer services
	Consult with a diverse range of customers	Engage customers in service planning & delivery (show evidence of this)	DW	Ongoing		Staff time / possible room hire / possible hospitality	3.19	Tenant involvement & empowerment		staff / customers / WTG	Customers will be able to influence how their service runs and get involved in the delivery of it also.



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

	Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Customer	Ensure all negative impacts from the service area are found and removed	EIA to be completed of the service area (all actions arising from the EIA should be added to your service area action plan)	DW/CK	May-11	Jun-11	Staff time	3.1	Tenant involvement & empowerment		Staff / website / WTG / Board / tenant groups	The service will be inclusive and all barriers to involvement will be found and removed.
		Ensure E&D issues / objectives form part of all decision making (evidence this)	DW	Ongoing		5	3.9	Tenant involvement & empowerment		staff / Board / WTG / Customers	All decisions made will help work towards E&D objectives
		Build EIA's into service planning	DW/CK	Ongoing	none	Staff time	3.24	Tenant involvement & empowerment		staff / WTG / Customers	barriers to involvement or access will be removed
Procurement	Positively increase E&D Performance in Procurement	Update E&D KPI spreadsheet	SS/ MT	Quarterly	Quarterly	Staff time	3.1	Tenant involvement & empowerment		none	A pro-active service
		Produce equality TARGETS for all Procurement services	SS / CK		will set targets when data has been collected	Staff time	3.19	Tenant involvement & empowerment		staff / Board / WTG / Customers	Tenders will reflect the community demographic
		Show positive progress						Tenant			



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
	Ensure the workforce planning strategy identifies key equality issues	GC	Jun-11	May-11	Staff time	3.26	N/A	Jun-11	staff / Board / WTG / Customers	GGHT will understand barriers to employment in Warrington and act on them
	Create processes to deliver equality outcomes for the whole workforce	GC	Ongoing	Quarterly	Staff time	3.26	N/A		WTG / Staff	a diverse organisation that understands diverse customer needs



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Human Resources	Increase the diversity of the workforce	GC	ongoing	Quarterly	Staff time	3.27	N/A		none	GGHT will understand barriers to employment in Warrington and act on them
	Show movement towards greater diversity in the workforce profile	GC	Targets set / ongoing	Quarterly	Staff time / Recruitment costs	3.27	Tenant involvement & empowerment		staff / WTG	a diverse organisation that understands diverse customer needs
	Address under-representation in SMT/EMT	GC	Targets set / ongoing	Quarterly	Staff time / other HR costs	3.27	Tenant involvement & empowerment		Staff / WTG	a diverse organisation that understands diverse customer needs
Ensure there are no barriers to inclusion anywhere in the service	Read & understand all new employment law legislation & codes of practice & ensure compliance	GC	ongoing	none	Staff time / possible costs for compliance if changes are needed?	3.28	N/A		NONE	Compliance with Equality & human rights legislation
	Analyse employment data & act upon any adverse trends	GC / CK	Quarterly	Quarterly	Staff Time	3.28	Tenant involvement & empowerment		none	GGHT will work to remove barriers at any stage of the recruitment process
Ensure all negative	EIA's to be carried out on any *New / Major HR policies (and publish)	GC / CK	ongoing	EIA Discussion Group	Staff time	3.28	Tenant involvement & empowerment		staff / Board / WTG / Customers	Any negative impacts will be acted on and removed



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref	TSA Standard	Date Action completed	Consultation type	Outcome for customer
impacts from the service area policies & procedures are found and removed.	All employment procedures to have had an EIA (all actions arising from the EIA should be added to your service area action plan)	GC / CK	ongoing	EIA Discussion Group	Staff time	3.29	Tenant involvement & empowerment		Staff / website / WTG / Board / tenant groups	Any negative impacts will be acted on and removed
	Complete EIA on workforce planning strategy	GC / CK	Nov-11	EIA Discussion Group	Staff time	3.26	N/A		Staff / website / WTG / Board / tenant groups	Any negative impacts will be acted on and removed
Be a Transparent Employer	Carry out an equal pay review	GC	Nov-11	none	Staff time	3.30.	N/A		Staff /unions	The customer can see GGHT is transparent
	Get Union agreement to our pay structure	GC / Unions	Jan-11	none	Staff time / Union time	3.30.	N/A	Jan-11	Staff /unions	The customer can see GGHT is transparent
	Fully implement equal pay structure	GC	Feb-11	none	Staff time	3.30.	N/A	Feb-11	staff	The customer can see GGHT is transparent
	Publish workforce diversity data on GGHT Website	GC / JA	Apr-11	refreshed on the website quarterly	Staff time	3.28	N/A	Apr-11	website	The customer can see GGHT is transparent
	All staff to be trained									

Human Resources



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
	All staff to be trained in E&D & understanding the needs of diverse customers	GC / CK	Q4 2012	none	Staff time	3.31	Tenant involvement & empowerment		staff / stakeholders	an organisation that understands diverse customer needs



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Integrate equality & diversity into staff duties	Carry out an exercise so the Board & leadership understand the importance of E&D when making decisions	GC / CK	May-11	none	Staff time	3.31	Tenant involvement & empowerment		staff / stakeholders / WTG	all decisions will take into account diverse needs.
	Integrate E&D objectives for the persons service area into their IPR process	GC	Apr-12	none	Staff time	3.33	N/A		staff	the customers needs will be key as they now form part of the IPR process
	Collect evidence of staff & managers delivering improvements based on the completed objectives set in the IPR Process	GC / CK	May-12	none	Staff time	3.33	N/A		staff	the customers needs will be key as they now form part of the IPR process
Update E&D KPI spreadsheet	Update E&D KPI spreadsheet	GC	Quarterly	Quarterly	Staff time	3.1	N/A		none	A pro-active service
	Monitor & analyse Harrassment & Bullying incidents	GC	Quarterly	none	Staff time	3.32	N/A		NONE	they can see our stance in regards to these incidents

Resources

Positively



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	Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Human Res	Positively increase E&D Performance across the service area	Staff Survey to include the question; "do you feel you are treated with dignity & respect at work?"	GC	May-11	none	Staff time	3.32	N/A	May-11	Staff	Happy staff that enjoy their work
		Ensure GGHT has a high level of satisfaction to the organisation & their job (etc) across all the protected characteristics	GC / CK	Jun-11	May / June 2011	Staff time	3.34	N/A	Jul-11	staff	Happy staff perform better and this will filter through to the customers
Choose a Home	Ensure all negative impacts from the service area are found and removed	EIA to be completed of the service area (all actions arising from the EIA should be added to your service area action plan)	MR/JB/CK	Jun-11	Jul-11	Staff time	3.1	Tenant involvement & empowerment		Staff / website / WTG / Board / tenant groups	The service will be inclusive and all barriers to involvement will be found and removed.
	Positively	Collect & Monitor satisfaction information across the Choose a Home service by diversity strand.	MR / JB	Jul-11		Staff time	3.16	Tenant involvement & empowerment		staff / customers	GGHT will understand the satisfaction levels across all strands of diversity



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Positively increase E&D performance across the service	Produce equality TARGETS for the Choose a home service	JB / MR / CK	no date set yet		Staff time	3.19	Tenant involvement & empowerment		none	services will have a take up that reflects the community
	Show positive progress towards all E&D targets / objectives in the service area	JB / MR	no date set yet		none	3.19	tenant involvement & empowerment		website	services will have a take up that reflects the community
	Show increased satisfaction across ALL services	JB/MR	no date set yet		staff time	3.25	Tenant involvement & empowerment		none	customers more satisfied with customer services
Choose a Home Ensure there are no barriers to inclusion anywhere in the service	Ensure E&D issues / objectives form part of all decision making (evidence this)	MR/JB	Ongoing	Quarterly	Staff time	3.9	Tenant involvement & empowerment		staff	All decisions made will help work towards E&D objectives
	Collect profile information at sign up with new customers.	MR	Ongoing	none	Staff time	3.1	Tenant involvement & empowerment		staff / customers	GGHT understanding customer base
	Analyse the diversity of lettings & applications	JB / MR	Jul-11	Quarterly	staff time	3.25	Tenant involvement & empowerment		none	a waiting list that has any indirect bias or barriers removed.
	Analyse who is accessing the services and how.	JB / MR	april - april	annual	Staff time	3.25	Tenant involvement & empowerment		none	Services will be more accessible
	Start diversity Audit of the access to Choose a Home service.	MR/JB/CK	Mystery Shopping		cost of diversity audits / staff time / resources to make positive changes		3.24	Tenant involvement & empowerment		stakeholders



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Support for all	Ensure all negative impacts from the service area are found and	EIA to be completed of the service area (all actions arising from the EIA should be added to your service area action plan)	SJ / CK	Jan-12	Feb-12	Staff time	3.1	Tenant involvement & empowerment	Staff / website / WTG / Board / tenant groups	The service will be inclusive and all barriers to involvement will be found and removed.
	Ensure there are no barriers to inclusion anywhere in the service	Ensure E&D issues / objectives form part of all decision making (evidence this)	SJ	Ongoing	quarterly	Staff time	3.9	Tenant involvement & empowerment	staff	All decisions made will help work towards E&D objectives
		Collect profile information of all the people who use your services and store this information in accordance with the data protection act.	SJ	Ongoing	none	Staff time	3.1	Tenant involvement & empowerment	staff / customers	GGHT understanding customer base
	Consult with a diverse	Engage customers in service planning & delivery (show evidence of this)	SJ	Ongoing	Quarterly	Staff time / possible room hire / possible hospitality	3.19	Tenant involvement & empowerment	customers / staff	able to influence how their service runs and get involved in the delivery of it also.



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	Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Support for all	diverse group of tenants / service users	Create a survey to measure whether customers believe they are being treated with dignity and respect.	SJ / GR	GR to liaise with SJ regarding setting this up.		Staff time / survey costs	3.23	Tenant involvement & empowerment		customers / staff	customers will be treated with dignity and respect
	Increase E&D Performance in the service area	Monitor satisfaction across all the Support for all service by diversity strand.	GR / SJ	GR to liaise with SJ regarding setting this up.		Staff time / Possible survey cost	3.16	Tenant involvement & empowerment		customers	the customers will be satisfied with the service
		Show increased satisfaction across the service	SJ	date to be set when data has been collected		none know yet	3.25	Tenant involvement & empowerment		none	customers more satisfied with support for all services
	To have a Board that reflects the local community profile	Ensure we collect 100% complete profile information of the Board	AF	May-11		staff time	3.1	Governance	May-11	Board	A board that lads by example
		Show an Improvement of under-represented groups on the Board	AF	Oct-11		staff time / Board recruitment process costs	3.11	Governance		none	A board that represents the community



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Ensure the Board are well equipped to lead a diverse organisation	Ensure 100% of the Board have E&D training	AF	early 2012		training costs / room hire / hospitality / staff time	3.23	Governance		Board / Stakeholders	A board that understands the communities diverse needs
	Have an E&D champion on the Board who has a clear understanding of their role.	AF / CK	Oct-11		training costs / room hire / hospitality / staff time	3.13	Governance		WTG / Stakeholders	A member of the board that champions E&D issues
Ensure all negative impacts from the service area / service area policies are found and removed	Complete an EIA of Governance as a service area	AF / CK	Sep-11		staff time	3.1	Governance		WTG / Stakeholders	An equal and diverse Board
	Ensure all actions from your previous EIA's have been put into the relevant service area and carried out	GR / AT / AF	Starting April 2011 Ongoing	spot checks by WTG	staff time / possible cost from actions?	3.1	Tenant involvement & empowerment		WTG	All barriers and negative impacts removed
	Ensure E&D issues / objectives form part of all Board decision making (evidence this)	AF	Ongoing	none	Staff time	3.9	Tenant involvement & empowerment		Board	All decisions made will help work towards E&D objectives

Governance & Business Improvement



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Ensure there are no barriers to inclusion anywhere in the service	Monitor Complaints diversity information	AT	Jul-11	Quarterly	staff time	3.16	Tenant involvement & empowerment	Jul-11	none	GGHT will be able to see if there are more complaints from a certain group and act upon this.
	Engage customers in service planning & delivery (show evidence of this)	AT	Ongoing	Quarterly	Staff time / possible room hire / possible hospitality	3.19	Tenant involvement & empowerment		customers	Customers will be able to influence how their service runs and get involved in the delivery of it also.
	Create and implement a customer Insight Strategy	CK / GR	Jan-11	update meetings scheduled every month	cost for the different stages of data collection	3.1	Tenant involvement & empowerment	Jan-11	staff	A unified approach across GGHT to collecting Profile information which should stop survey fatigue.
	Update E&D KPI spreadsheet	GR / AT / AF	Quarterly	none	Staff time	3.1	Tenant involvement & empowerment		none	A pro-active service
	Create a new simple & easy to follow E&D KPI spreadsheet	GR / CK	Apr-11	none	staff time	3.1	Tenant involvement & empowerment		none	GGHT will understand customers diverse needs and be able to spot negative trends



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Governance & Business Improvement	Positively increase E&D Performance within the service area	Ensure all business managers have the ability to monitor satisfaction to their services across all of the diversity strands.	GR	Ongoing	End of June 2011	staff time / new survey costs	3.16	Tenant involvement & empowerment	Jul-11	staff	GGHT will understand customers satisfaction and dissatisfaction
	Ensure all surveys that have been requested in this action plan are built into the survey timetable.	GR	Ongoing	End of July 2011	survey costs / staff time	3.1	N/A		none	surveys that follow a corporate approach which are easy to follow	
	Ensure all information that has been requested in the form of questions in this action plan are added into surveys.	GR	Ongoing	End of July 2011	staff time	3.1	N/A		staff	surveys that follow a corporate approach which are easy to follow	
	Ensure Provisions are in place so that business managers can produce diversity data on service take-up	GR / (IT)	Jul-11		staff time	3.1	N/A		staff	GGHT will understand which customers are accessing services and also be able to spot any barriers	
	Monitor service area E&D objectives / targets and report any trends.	GR / CK	Quarterly	Quarterly	staff time	3.22	Tenant involvement & empowerment		staff	A greater understanding of GGHT's diverse customer needs	



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services	Show an increased satisfaction across ALL diversity strands.	MB	Q4 2011		none	3.25	Tenant involvement & empowerment		none	customers more satisfied with property services
	Encourage best practice within E&D for Contractors	Ensure all E&D objectives form part of all decision making	MB / CK	Always - evidence to be sent to Cam Kinsella	Staff time	3.2	Tenant involvement & empowerment		WTG / Contractors	A service that understands diverse needs
		Give objectives to contractors / operatives from data collection	MB / CK	Quarterly starting August	staff time / contractor time	3.4	Neighbourhood & community standard		WTG / Contractors	Contractors that will also be working towards a diverse workforce
		The service area and contractors / operatives are demonstrating success in meeting E&D objectives	MB	Q4 2011	staff time / contractor time	3.4	Neighbourhood & community standard		stakeholders / staff	A pro-active service that understand the diverse needs of customers
	Ensure all negative impacts from the service area	EIA to be completed of the service areas (all actions arising from the EIAs should be added to your service area action plan)	MB / CK	Jul-11	Aug-11	Staff time	3.1	Tenant involvement & empowerment	Staff / website / WTG / Board / tenant groups	The service will be inclusive and all barriers to involvement will be found and removed.



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	Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Property S	are found and removed	Build EIA's into service planning	MB / CK	Whenever there is a change to the service - all evidence to be sent to Cam Kinsella		Staff time	3.24	Tenant involvement & empowerment		Staff / website / WTG	access to equal services
	Ensure there are no barriers to inclusion anywhere in the service	Engage customers in service planning & delivery (show evidence of this)	MB	ongoing - send all evidence to Cam Kinsella	Quarterly	Staff time / possible room hire / possible hospitality	3.19	Tenant involvement & empowerment		customers / staff	Customers will be able to influence how their service runs and get involved in the
		Analyse the appropriateness of the services this area offers	MB / CK	Handyperson scheme is justified through GGHT customer profile information		Staff time	3.25	Value for money	Jul-11	none	services will only be supplied if they are appropriate to our customer base. Money could be saved and used elsewhere
Encourage best practice	Ensure all E&D objectives form part of all decision making	CTD / CK	ongoing		Staff time	3.2	Neighbourhood & community standard			WTG / Stakeholders	A service that understands diverse needs
	Give objectives to contractors from data collection	CTD	Oct-11		staff time / contractor time	3.4	Neighbourhood & community standard			stakeholders	Contractors that will also be working towards a diverse workforce



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

	Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Property Investment	within E&D for Contractors	Show positive outcomes from contractors objectives	CTD	Jan-12		staff time / contractor time	3.4	Neighbourhood & community standard		website	Contractors that will also be working towards a diverse workforce
		Ensure contractors are monitored using the 'contractor monitoring guidance'	CTD / CK	ongoing		staff time / contractor time	3.21	Neighbourhood & community standard		Stakeholders	contractors will understand GGHT's approach to diversity
	Positively increase E&D Performance	Update E&D KPI spreadsheet	CTD	Quarterly from July 2011		Staff time	3.1	Tenant involvement & empowerment		none	A pro-active service
		Monitor satisfaction of investment work by diversity strand	CTD / GR	Ongoing		Survey costs & staff time	3.16	Neighbourhood & community standard		stakeholders	GGHT will be able to spot any dissatisfaction for any particular group
		Ensure contractor satisfaction is comparable with the responsive services satisfaction (across all diversity strands)	CTD	Quarterly		staff time	3.21	Home Standard		none	GGHT will be able to spot any dissatisfaction for any particular group



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref	TSA Standard	Date Action completed	Consultation type	Outcome for customer
	Show increased satisfaction across services for all diversity strands	CTD	quarterly		Staff time / any improvement costs?	3.25	Tenant involvement & empowerment		none	customers more satisfied with property investment services
Consult with a diverse group of tenants	Engage customers in service planning & delivery (show evidence of this)	CTD	ongoing		Staff time / possible room hire / possible hospitality	3.19	Tenant involvement & empowerment		customers / staff	Customers will be able to influence how their service runs and get involved in the delivery of it also.
Ensure all negative impacts from the service area are found and removed	EIA to be completed of planned maintenance including adaptations & gas servicing (all actions arising from the EIAs should be added to your service area action plan)	CTD / CK	Oct-11		Staff time	3.1 / 3.7	Tenant involvement & empowerment		Staff / website / WTG / Board / tenant groups	The service will be inclusive and all barriers to involvement will be found and removed.
	Build EIA's into service planning	CTD / CK	ongoing		Staff time	3.24	tenant involvement & empowerment		Staff / website / WTG	access to equal services
Ensure all negative impacts from the service area	Complete an EIA on the service area (Ensure all actions from EIA's have been						Tenant			The service will be inclusive and all



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

	Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Income Management - Financial Inclusion	service are found and removed	incorporated into the service area action plan and carried out)	TR	Nov-11		staff time / any improvement costs?	3.7	involvement & empowerment		Staff / website / WTG / Board / tenant groups	barriers to involvement will be found and removed.
	Ensure there are no barriers to inclusion anywhere in the service	Report quarterly on the profile of the customers in arrears and put this information in the E&D KPI spreadsheet.	TR / SL	July 2011 (Q2)		staff time	3.1 / 3.24	Tenant involvement & empowerment		customers / staff	GGHT will understand the satisfaction levels across all strands of diversity
		Analyse appropriateness of services that are offered	TR/ SL /CK	Already do this - send evidence quarterly to Cam Kinsella		staff time	2.35	Value for money standard		customers / staff	services will only be supplied if they are appropriate to our customer base. Money could be saved and used elsewhere
	Positively increase E&D Performance	Monitor satisfaction for the whole service across all diversity strands	TR / SL	Annually from September 2011		staff time / satisfactor monitoring costs?	3.16	Tenant involvement & empowerment		none	GGHT will understand the satisfaction levels across all strands of diversity in regards to the money advice
		Show increased satisfaction across services for all diversity strands	TR	2 Quarters after the satisfaction results have been collated		staff time / any improvement costs?	3.25	Tenant involvement & empowerment		none	customers more satisfied with money advice services
		Demonstrate success in meeting equality objectives	TR	By Q4 2011		staff time	3.4	Tenant involvement & empowerment		WTG / Board	A service that understands diverse needs



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Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Equality, diversity & Inclusion	Ensure the collection of customer profile information across all protected characteristics	CK	ongoing, 60% target for April 2012		survey costs / staff time	3.1	Tenant involvement & empowerment		customers / staff / WTG	GGHT will understand their customers needs
	Create and implement a customer profile data collection strategy	CK / GR	Jan-11		Staff time / costs of the different stages of collecting insight	3.1	Tenant involvement & empowerment		customers / staff / WTG	A unified approach across GGHT to collecting Profile information which should stop survey fatigue.
	Fill in the E&D KPI Spreadsheet	CK	quarterly		staff time	3.1	Tenant involvement & empowerment	quarterly	NONE	A pro-active service
	Work with managers to create E&D Targets	CK / business managers	ongoing		staff time	3.2	Tenant involvement & empowerment		staff	A service that is E&D Orientated.
	Create a data sharing agreement for the WTG (Terms of reference)	CK	Jan-11		staff time	3.3	Tenant involvement & empowerment	Jan-11	WTG / Staff	GGHT will have information on customers that are historically hard to reach groups.
	Collect evidence of success in meeting E&D objectives / targets across GGHT services	CK	ongoing		staff time	3.4	Tenant involvement & empowerment		Staff	They will see the positive steps we are taking in regards to E&D
							Neighbourhood			



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
Equality, di & be of support to managers in the process	Create a survey for the WTG that collects information on whether they have been able to influence strategic decisions & improve service outcomes.	GR / CK	Dec-11		staff time / survey costs	3.16	Neighbourhood & community standard		WTG	More opportunities to influence strategic decisions and improve services
	Ensure all people who have been consulted in any E&D capacity receive feedback.	CK	ongoing		staff time	3.17	N/A		Staff / website / WTG / Board / tenant groups	They understand how they have helped in each consultation process
	Create E&D priorities for the WTG	CK	Feb-11		staff time	3.18	involvement & empowerment	Feb-11	WTG	A group working for the diverse customer base



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

Equality, diversity & Inclusion

Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
	Ensure managers engage diverse groups of customers in service planning & delivery	CK	ongoing		staff time / possible hospitality costs / possible room hire	3.19	Tenant involvement & empowerment	ongoing	customers	All sections of the community will have a voice
	Ensure the Board receive progress reports on E&D Objectives / targets	CK / GR	ongoing		Staff time	3.22	Governance standard		Board	Governance will have a strong focus on E&D
	Analyse the customer profile information to understand the tenant base.	CK	quarterly		Staff time	3.23	Tenant involvement & empowerment	quarterly	customers	GGHT will understand its customer base
	Ensure staff are trained on specific E&D issues which effect GGHT customers	CK	ongoing, although E&D training will be rolled out for the whole of GGHT 2012		Staff time / room hire / hospitality costs / external trainer costs	3.23	Tenant involvement & empowerment		staff / outside trainers	GGHT will be able to react correctly in different situations (such as using a telephone interpreter)
	Organise diversity audits to check the accessibility of ALL GGHT Services	CK	start 01/07/2011		audit costs / staff time	3.24	Tenant involvement & empowerment	Jul-11	stakeholders / staff	barriers to responsive services will be removed
	Help managers in analysing the appropriateness of their services	CK	ongoing		Staff time	3.25	Value for money standard		staff	Possible savings from unused services that can be used to create valid services



Over-arching Equality & Diversity Action Plan January 2011 - October 2012

Objectives	Action	Lead officer	Time-scale	Progress update scheduled for	Resources	SHEF Ref'	TSA Standard	Date Action completed	Consultation type	Outcome for customer
	Show an improvement in workforce diversity	GC /CK	Targets set / ongoing		Staff time	3.27	N/A		none	Staff that reflect the customer base
	Ensure all GGHT staff have a high level of satisfaction across all diverse groups.	GC /CK	Jun-11		Staff time / any improvement costs?	3.34	Tenant involvement & empowerment		customers	Happy staff that are satisfied with their job.
	Enter the Stonewall Workplace Equality Index	GC /CK	May-11		Staff time / any improvement costs?	3.34	Tenant involvement & empowerment	Jun-11	customers	They understand our commitment to equal opportunities for the LGB community