

**Tristar Homes Limited
Equality Plan 2006**



Equality Plan

2006

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Introduction

The Company is committed to ensuring that all services, policies, procedures systems and activities provide equality of opportunity to all whether that is as a service user or as an employee.

The Company has therefore 5 principal objectives:

Objective 1 – Ensure that plans, policies and practices are developed and implemented in a manner which provides consistently high levels of equality across the Company, its partners and contractors.

Objective 2 – Ensure that consultation is all-inclusive and informs policy making, the development of procedures and the delivery of services.

Objective 3 – Ensure that there is equality of opportunity for all to access and use the services provided by the Company.

Objective 4 – Ensure equality of opportunity for current employees and prospective employees.

Objective 5 – To promote Community Cohesion and reduce hate crime.

Also included, as **Part 6**, are the arrangements for monitoring and evaluation, and the Company's **Equality Targets for 2006/07**.

Appendix 1 - Cross-analysis of the Equality Standard, Diversity KLOE and the Succeeding Together Programme.

**Tristar Homes Limited
Equality Plan 2006**

Objective 1 – Ensure that plans, policies and practices are developed and implemented in a manner which provides consistently high levels of equality standard across the Company, its partners and contractors.

| Issue | Action Required | Responsible Officer | Time Frame | Progress/Achieved (as at September 2006) |
|--|--|---------------------|-------------|--|
| The Equality Steering Group | Determine membership of Group to comprise <ul style="list-style-type: none"> • Board Director Champion • Support Services Associate Director • Resident Involvement (RI) Associate Director • RI Officer • Neighbourhood Housing Manager • Customer Relations Officer • Service Improvement Officer • Customer representatives | Linda Minns | End of June | Achieved Membership of group agreed. Others to be invited to attend as appropriate. |
| Remit of the Group, scope of work and the working arrangements | Determine the plans for the Group, taking account of Service Improvement Plan, scope of work and agree decision making process. Establish a monthly timetable of developmental meetings. Determine system for reporting progress to the Board. | Linda Minns | June 06 | Drafted for consultation with Board June 2006. Agreed by Board July 2006 - presentation to Board 14 July 2006 Agreed monthly meetings to begin with, with flexible approach based on projects and workload. Achieved. Progress up to end of September reported to Board on 27 October 2006. |

**Tristar Homes Limited
Equality Plan 2006**

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| <p>Involvement of the Board</p> | <p>Formalise the commitment and involvement of the Board to developing, implementing and reviewing the Company's Equality Plan.</p> <p>Board to agree the Equality Plan ready for consultation and system for reporting progress.</p> | <p>Linda Minns</p> | <p>July 06</p> | <p>Achieved - presentation and report to Board July 2006</p> |
| <p>Consultation and Publicity</p> | <p>Consultation exercise re: plan, to be undertaken. Consultation Brief to be completed.</p> <p>New action agreed by group: Develop working group (customers and employees) to work through the 5 objectives within the Equality Plan and develop summary, and consider equality policy and priorities for Company.</p> <p>Summary to be forwarded to all customers on Customer Contact Register</p> <p>Plan revised to take account of consultation outcomes.</p> <p>Publish the Equality Plan on the Company's web-site, Intra-net site and make copies available in Neighbourhood Housing Offices. Publicise availability in alternative languages and formats. One Board Director to be identified as</p> | <p>Linda Minns, Tracey Rix Mason</p> | <p>July 06</p> <p>December 06</p> <p>Dec 06/Jan 07</p> <p>Dec 06/Jan 07</p> <p>Sept 06 (Dec 06/Jan 07)</p> | <p>Consultation Brief completed. Disability Equality event 12 October 2006. Taste of Culture event scheduled for 31 October 2006.</p> <p>TRM and LM to discuss membership of group and schedule meeting.</p> <p>Following above</p> <p>Following above</p> <p>Updated Equality Plan circulated to all employees via weekly briefing. Included on website but Group agreed too lengthy for wider publication – summary to be published when available. (E&D Charter)</p> |

**Tristar Homes Limited
Equality Plan 2006**

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| | Diversity and Equality Champion for the Company. | | June 06 | Geoff Lee identified as Diversity and Equality Champion |
| Consistency across the Company | Include criteria in the Company's Succeeding Together Programme to deliver the requirements of Level 1 of the Equality Standard. | Lesley Donnelly | December 05 | Achieved |
| Resource availability | Identify potential resource implications and make the necessary funds available. | John Mallen Beadle | August 06 | Funding requirements met within existing budgets |
| Comprehensive policies that incorporate recent legislation | Review the existing Equality Policy to ensure new legislative requirements are adequately included and consulted on. | Lesley Donnelly | April 06 | Policies + Codes of Practice are in place and will be reviewed in consultation with community groups on a rolling programme. Consultation Plan and Briefs completed. Code of Practice for Age Discrimination updated in line with 2006 Regulations and presented to HR Committee July 2006. |
| | Consult with customers and stakeholders on draft Disability Equality Scheme | Linda Minns | October 2006 | Disability Equality event October 2006. Joint (with SBC) consultation with employees |
| | Publish Disability Equality Scheme | Linda Minns | December 2006 | Draft developed |
| | Consult with customers and stakeholders on Gender Equality Scheme | Linda Minns | Dec 06 to Jan 07 | |
| | Develop and publish the Company's Gender Equality Scheme | Linda Minns | April 2007 | |

**Tristar Homes Limited
Equality Plan 2006**

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| Monitoring progress | <p>Identify targets to drive improvement and monitor progress. Monitor Equality related Service Improvement.</p> <p>Determine the system for monitoring progress against plans and reporting this to the Board.</p> | Linda Minns | June 06 | <p>Targets identified. Progress reported to Board 27 October 2006.</p> <p>Agreed annual update on E&D Charter to be included in Company's annual report – May/June 2007</p> |
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**Tristar Homes Limited
Equality Plan 2006**

Objective 2 – Ensure that consultation is all-inclusive and informs policy making, the development of procedures and the delivery of services.

| Issue | Action Required | Responsible Officer | Time Frame | Progress/Achieved |
|--|---|--|---|---|
| Effective systems for consultation | <p>Through consultation with customers and stakeholders, review the Equality Policy to ensure it is fit for purpose.</p> <p>Review Policy in accordance with the outcomes of consultation.</p> <p>Forward draft proposed policy to trades unions for agreement.</p> <p>Forward draft proposed policy to stakeholders and partners for consideration and agreement.</p> | Linda Minns | <p>Sept 06 – Jan 2007</p> <p>March 07</p> <p>Jan 07</p> <p>Jan 07</p> | Equality Policy updated to reflect changes in legislation and procedures. Presented to JCG and HR Committee October 2006. Circulated to all employees and to SBC October 2006 for feedback. Consultation with customers and other stakeholders included in Annual Consultation Plan. Links to development of work group to consider Equality Plan, policy and priorities. |
| Effective and efficient consultation arrangements. | <p>Develop and implement a consultation system that enables services within the Company to consult effectively with minority groups in a manner which is resource effective.</p> <p>Consult with and train all managers in the Company's commitment to effective consultation and the support mechanisms designed to assist.</p> <p>Implement effective Resident Involvement Systems in consultation with customers</p> | <p>Lesley Donnelly</p> <p>Tracey Rix-Mason / Lesley Donnelly</p> <p>Tracey Rix-Mason</p> | <p>Feb 06</p> <p>June 06</p> <p>Sept 06</p> | <p>Achieved - systems are now in place.</p> <p>Managers consulted and have received training. Mop up session to be arranged early next year to update new managers.</p> <p>Structures in place</p> |

**Tristar Homes Limited
Equality Plan 2006**

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| Commitment to Equality objectives | Consult employees about the Company's Equality objectives and the systems to be introduced. | Lesley Donnelly | Dec 2005 | Achieved - consultation undertaken as part of the developmental work for the equality elements of the Succeeding Together Programme |
| Comprehensive and all-inclusive consultation | Ensure that all services produce a comprehensive Annual Consultation Plan and that this includes adequate consultation with minority groups. | Tracey Rix-Mason | Aug 06 | Achieved |
| | Monitor the consultation that takes place with minority groups to ensure that it is effective and influences policies, procedures and services. | Tracey Rix-Mason | Ongoing | Diversity profile information to be included on consultation database for effective monitoring. (Ensure update Customer Contact Register where appropriate) |
| | Ensure that the consultation arrangements are designed to suit the requirements of services undertaking ENIAs. | Tracey Rix-Mason Mandy Peacock | Ongoing | Requirements from ENI assessments included in Annual Consultation Plan |
| | Complete training needs assessment with customers. Equality and Diversity package to be included. | Tracey Rix-Mason | To commence Oct/Nov 06 | |

**Tristar Homes Limited
Equality Plan 2006**

Objective 3 – Ensure that there is equality of opportunity for all to access and use the services provided by the Company.

| Issue | Action Required | Responsible Officer | Time Frame | Progress/Achieved |
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| Demographic profile | <p>Provide all managers with information about the demographic profile of the workforce and the Borough, and their responsibilities regarding ensuring equality of service delivery.</p> <p>Provide employees with information about the demographic workforce and customer profile.</p> | Linda Minns | June 06 | <p>Included in the Diversity and Equality training for managers and Customer Service training for employees.</p> <p>Demographic profile of customers presented to Board June 2006 and included in July 2006 edition of Tristar Tribune.</p> <p>Demographic profile of workforce presented to HR Committee quarterly and included in staff newsletter September 2006. Customer profile included in Tristar News October 2006.</p> |
| Ensure that employees are aware of the requirements of legislation and support and implement the policies of the Company | Train all employees so they are aware of the legislative requirements placed on the Company and that they are aware of, support and implement the Company's policies and procedures. | Lesley Donnelly | September 06 | Awareness raised with front-line employees as part of Delivering Outstanding Customer Service training, and managers via Diversity and Accessibility awareness training. Regular articles in staff newsletter and weekly updates. |
| Race Relations Act compliance | Ensure the requirements of the RRA have been complied with re service accessibility. | Linda Minns | June 06 | Achieved |

**Tristar Homes Limited
Equality Plan 2006**

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| | Produce a plan of those areas outstanding. | | June 06 | Achieved |
| | Produce a statement outlining the provision to be made and standards to be delivered. | | June 06 | Achieved – Customer Service Promises |
| DDA compliance. | Conduct a Disability Audit of customer contact arrangements to ensure they are accessible. | Dave Pickard | June 06 | Achieved |
| | Produce a plan of developmental work should they not be fully compliant with DDA requirements. | Dave Pickard | June 06 | Achieved |
| | Produce a draft 'Ensuring Access for All Statement' establishing the standards and provision to be made by the Company | Mandy Peacock | July 06 | Achieved |
| | Consult on the statement. | Mandy Peacock | Sept 06 | Brief developed - Included in annual consultation plan |
| | Review access to public areas | Dave Pickard | March 07 | |
| Plans, policies, systems and services give equality of opportunity. | Identify a lead officer for the ENIA project. | Linda Minns | May 06 | Lead officer is Mandy Peacock, Support Services Manager |
| | Develop project plans and the remit of the ENIA Working Group. | Mandy Peacock | May 06 | Working Group and Project Plan established. Remit and scope of the Group agreed. |

**Tristar Homes Limited
Equality Plan 2006**

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| | Develop and implement a system to conduct ENIAs of existing policies, procedures. | Mandy Peacock | May 06 | System now developed, rolling programme is being established. |
| | Provide managers with training about the Company's ENIA system for existing policies and the requirement to complete an ENIA assessment as part of all new 'business'. | Mandy Peacock / Lesley Donnelly | June 06 | Training in place for managers as part of Diversity and Equality Training. System for conducting ENIA for new business developed. |
| | Provide training for Board Directors in their roles and responsibilities in Equality and Diversity including system for ENIAs. | Volanti | April 06 | Achieved – Board Directors have received training. Supplementary training in line with employee training to be carried out. |
| | Detailed training in place to undertake an ENIA assessment to be provided for appropriate managers and Board Directors. | Lesley Donnelly | Sept 06 | Achieved June 2006 |
| | Monitor effectiveness of ENIA systems in ensuring that equality is incorporated into all planning and business. | Mandy Peacock | June 06 | Proforma developed – ENIA Group will monitor progress with an annual report to Board Directors. Progress reports to performance clinic. |
| | Where equality has not yet been achieved set targets and standards with monitoring processes to ensure they are met. | Mandy Peacock | Ongoing | |

**Tristar Homes Limited
Equality Plan 2006**

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| Ensure that information and services are accessible to all | Include details about access to services and information for people with sensory loss and mobility difficulties in the Company's 'Ensuring Access For All' statement. | Linda Minns | June 06 | Achieved |
| | Provide training for employees. | Lesley Donnelly | June 06 | Awareness raising provided to all employees |
| | Develop guidelines for services in ensuring that information and services are accessible to people from different BME backgrounds taking account of the requirements of people's different religions and beliefs. | Linda Minns | Feb 06 | Achieved |
| | Provide training for employees | Lesley Donnelly | June 06 | Achieved |
| | Develop the Customer Contact Register and ensure that all employees are aware of what it is and how to use it. | Linda Minns | April 06 | Achieved – all services aware through Succeeding Together Programme and employee briefings and newsletters. |
| | Raise employee awareness via : <ul style="list-style-type: none"> - Quiz on issues such as faiths and cultures - Celebration of key festivals eg Ramadan, Christmas, Easter, Diwalhi. (Food and facts in Board room, theme in weekly update) - Faith calendar for 2007 – joint venture with Police | Tracey Rix-Mason | March 07 | New actions agreed by group. Asif to lead. Quarterly quiz for employees – link to training. Bi-monthly – Asif and Craig to lead. First Taste of Culture day 31 October 2006. Joint venture with Police – order raised by Paul Noddings |

**Tristar Homes Limited
Equality Plan 2006**

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| | Provide Faith Friendly room and facilities at Tristar House. | Asif Afzal | September 06 | Achieved |
| | Provide Faith Friendly facilities at all service points. | Asif Afzal | October 06 | Ongoing |
| | Produce guidance leaflet for all employees 'Ensuring Equality for All' | Linda Minns | October 06 | Draft produced by consultant. Currently being reviewed for distribution to all employees early November 2006. |
| | Produce Equality and Diversity information files for managers and Board Directors – to include Company equality policies and procedures, legislation details, customer profile, Borough profile info and equality plan. | Linda Minns | November 06 | Currently being produced. |
| Interpretation and Translation | Ensure that all employees are aware of when and how to use systems including the Telephone Translation Service | Linda Minns | June 06 | Included in Delivering Outstanding Customer Service training. Supplementary training carried out on telephone translation service to key officers within each team. Mystery shopping checks September 2006. |
| Customer Contact Monitoring | Ensure that systems are in place to determine service usage by ethnicity, disability and gender as part of stage 1. As part of stage 2 include sexuality. | Linda Minns | Sept –Stage 1 Dec –Stage 2 | Systems established for monitoring complaints, satisfaction and customer involvement. Update to Saffron 6 will enable input of customer info, which will help determine service usage by ethnicity, disability and gender. Meetings ongoing to organise. |
| | Add Diversity module to Saffron 6 | Linda Minns/ Julie Redmayne | October 2006 | |

**Tristar Homes Limited
Equality Plan 2006**

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| | Ensure that complaints received from people from BME backgrounds and people with disabilities are considered centrally to ensure that policies and systems are appropriate. | Mandy Peacock | Sept 06 | Monitoring systems are in place. Employees were made aware of the purpose of centralised complaints systems as part of the customer service training. |
| Contractors and Partners | Ensure that contractors and partners operating on the Company's behalf have the necessary equality policies and procedures in place. | Winston Williams | September 06 | Achieved – policies and procedures reviewed, and feedback/actions required forwarded to contractors. Awareness sessions held, and demographic data provided for contractors. Work ongoing to help them develop employee profiles. |
| | Review procurement procedures to ensure they meet equality requirements. | Winston Williams | September 06 | Achieved. ENIA undertaken. |

**Tristar Homes Limited
Equality Plan 2006**

Objective 4 – Ensure equality of opportunity for Company Employees

| Issue | Action Required | Responsible Officer | Time Frame | Progress/Achieved |
|--|--|-------------------------|------------|---|
| Ensure recruitment procedures provide equality of opportunity. | Review recruitment procedures to ensure that advertisements are all inclusive, encouraging people from minority groups to apply, and are placed in appropriate places to maximise range of potential applicants. | Linda Minns | April 06 | Achieved Increase realised in applicants from minority groups. |
| | Ensure that applications forms and job descriptions are easy to understand and complete, that they are fit for purpose and that there is a choice of methods to submit the information required. | Linda Minns | April 06 | Achieved |
| | Provide managers with training on issues to be aware of when interviewing so that interviewees are given equality of opportunity including the essential /non essential elements of job descriptions. | Linda Minns Sue Crow | Ongoing | All managers undertake Recruitment and Selection training, which includes equality practices and legislation. New methods of recruitment and selection introduced, to move away from traditional panel interviews and improve access to employment. |
| | Review the staff handbook to ensure that it is up to date and includes all equality related objectives. | Sue Crow | March 07 | Handbook and codes of practice in place. Handbook to be made more 'user friendly'. |

**Tristar Homes Limited
Equality Plan 2006**

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| | Set up recruitment and selection processes in-house, including advertising, shortlisting, interviewing, new starters, leavers, dissemination of employee info, to ensure Company's objectives being achieved. | Sue Crow | Aug 06 | Achieved. HR Officer seconded from SBC, system established, personal files relocated. New methods of recruitment established, to move away from traditional panel interviews, to improve access to employment. |
| | Review system to ensure objectives are being achieved. | Sue Crow | Dec 06 | |
| Appraisal systems that reinforce equality objectives. | Review the Appraisal system to ensure that equality objectives are considered as part of the process. | Linda Minns | Jan 06 | Achieved - new system implemented from April 06 |
| Ensure effective work-force profiling | Review workforce profile and compare with the Borough profile to identify any recruitment issues. | Linda Minns | June 06 | Achieved. Issues to be highlighted via monitoring and addressed via recruitment and selection process and the use of schemes such as Modern Apprentice Schemes, OpenHouse and Shaw Trust. |
| | Set targets to address any under representation identified. | Linda Minns | July 06 | Targets established. |
| Ensuring a well-trained workforce | Provide training for all employees in awareness raising on equality in service delivery and equality in the work place. | Lesley Donnelly | June 06 | Front-line employees trained as part of the Delivering Outstanding Customer Service training events. Managers attended diversity and equality training. |
| Ensure equality of pay | Job evaluation review being undertaken across whole of Company. | Linda Minns | March 07 | Review on target. Majority of employees have now undertaken interviews. |

**Tristar Homes Limited
Equality Plan 2006**

Objective 5 – To promote Community Cohesion and Reduce Hate Crime

| Issue | Action Required | Responsible Officer | Time Frame | Progress/Achieved |
|--|---|--------------------------------|--|--|
| Harassment Policy and Procedures | Develop a Harassment Policy and procedures in collaboration with other stakeholders, tenants and employees for use by residents. Develop a Dignity at Work policy and procedures Re Bullying and Harassment. | Paul Noddings | May 06 | Achieved. Policy impact assessed and amended. Further consultation required on issues regarding disability and age. Achieved |
| Effective consultation re Harassment policy and systems. | Ensure effective consultation with minority groups, employees, partners and stakeholders about the Company's Harassment policy and systems. | Paul Noddings | Sept 06 | Policy and systems developed by Service Improvement Group. Consultation brief submitted. Included in Annual Consultation Plan. |
| Publicity and training | Publicise new procedures to raise awareness. Train all employees in the systems. Consider publicity campaigns – | Paul Noddings Craig | Sept 06 Sept 06 From Sept 06 | Publicised on website and in offices. Copies of procedure sent out with August payslips. Training for Neighbourhood Managers, Team Leaders and Patch Managers ongoing and cascaded to all employees. All employees attended awareness sessions on Offensive Incident Procedure Sept 06. Reference made to Harassment procedures in Diversity Training. First Taste of Culture day 31 |

**Tristar Homes Limited
Equality Plan 2006**

| | | | | |
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| | periodical key messages from the Company (link to employee awareness quiz/celebration of key festivals under Objective 3) | Marsden / Asif Afzal | | October 2006. |
| Multi-agency Panels | Participate in multi-agency panels and advise Board Directors and managers of the outcomes. | Paul Noddings | Dec 06 | Achieved. Offensive incidents are discussed at Area Liaison Meetings (multi-agency, led by Police). |

**Tristar Homes Limited
Equality Plan 2006**

6 - Monitoring and Evaluation

| Issue | Action Required | Responsible Officer | Time Frame | Progress/Achieved |
|---------------------------|---|---|------------------------------------|--|
| Monitoring and evaluation | <p>To review monitoring and evaluation arrangements to ensure they include monitoring of performance against equality targets.</p> <p>To broaden the range of equality issues considered and include these in the next stage of the Succeeding Together Programme, projects and training.</p> | <p>Linda Minns</p> <p>Mandy Peacock</p> | <p>July 06</p> <p>October 2006</p> | <p>Targets agreed by the Group</p> <p>Stage 2 currently being developed.</p> |
| Future Developments | Develop a system which, as part of the annual planning cycle ensures that services' plans and targets are aspirational and are working towards meeting the overall equality objectives of the Company. | Linda Minns | December 06 | <p>Ongoing – issues addressed via ENIA process.</p> <p>Incorporated into the Company's Performance Management Framework.</p> |

Tristar Homes Limited Equality Plan 2006

Targets and Monitoring

1. Develop disability forum with other housing service providers by March 2007.
2. Report progress against implementation of Consultation Plan and Customer and Communities Involvement Strategy quarterly.
3. To send the 'Ways to make a difference' leaflet to all customers, using preferred methods of communication as identified in the Customer Contact Register, by October 2006.
4. To provide 95% of all employees and managers with equality and diversity training by the end of September 2006.
5. To provide 100% of all employees and Board directors with equality and diversity training by the end of March 2007.
6. To train all managers and front-line employees in Harassment reporting systems by December 06.
7. Conduct an ENIA of 12 of the Company's policies by September 2006 and have the rolling programme in place by December 06.
8. To ensure the number of people from a BME background applying for a position in the Company is equal to or greater than the Borough profile (2.8%) by March 2007.
9. To increase the number of people who have a disability applying for a position to 5% of all applications received by March 07.
10. To introduce Modern Apprentice Scheme and work with local schools to encourage applications for employment from younger people.
11. To have increased the number of applicants from minority groups on the housing register to 2.8% by March 2007.
12. To have increased the number of new tenancies to people from minority groups to 2.8% by March 2007.
13. To establish a baseline figure for the number of complaints received from people who are disabled or people from BME communities by December 2006, and increase by 5% by March 2007.
14. To translate 10 of the most commonly used public information documents into alternative languages.