

Race Equality Action Plan

Function	Commitment	How – future actions	Timescale	Who	
<ul style="list-style-type: none"> Review Action Plan and performance on an annual basis – next review November 2009. All reports on satisfaction with services and employment opportunities to be analysed to compare satisfaction by ethnicity. Undertake Equality Impact Assessments (EIA) as part of our mainstream monitoring process. 					
As a Landlord					
Targets – housing services					
<ul style="list-style-type: none"> % of new BME tenants to reflect the average BME population in that Local Authority 07/08 – 11.2% Q1/2 2008/09 – 11.8% Average length of tenancy for BME tenants to be comparable with that of White British tenants 353 weeks (6 years & 41 weeks) for B & ME tenants 396 weeks (7 years & 32 weeks) for White British tenants 7% of housing sales in urban areas (Sheffield, Leeds and Kirklees) to be to BME customers 07/08 – 4.35% Q1/2 2008/09 – 5.77% To achieve the same level of satisfaction amongst BME tenants and residents as amongst the ethnic majority across the whole range of services The satisfaction survey position statement provides this data as does the last STATUS survey (an action plan addresses areas of dissatisfaction) 					
1. Addressing housing and support needs - Housing Management	Collect and maintain accurate records about the ethnicity of tenants and housing applicants in order to improve service delivery / access to services.	1.1	Ensure that CENSUS form completion for new tenants is maximised across all area offices.	Ongoing	Area Managers
		1.2	Carry out a refresher census exercise.	April 2009	PDSI
		1.3	Amend housing application form.	June 2009	Housing management
		1.4	Increase IBS report monitoring to include items in housing services review action plan.	June 2009	IT dept/Area Managers.
		1.5	Ensure that profiling information is used to inform development of information and communication systems based on individual needs.	Ongoing	All staff
		1.6	Update Customer Access action plan.	Jan 2009	Jaz Bangerh / PDSI
		1.7	Collect data on the use of LL to help target training requirements for front line staff.		
		1.8	Undertake EIA addressing key areas of service delivery, prioritising policy areas with the greatest impact on race equality.	Jan 2009 onwards	All team leaders / Managers

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	Ensure that our allocation processes are transparent, accountable and consistent.	1.9 Continue to undertake a sample of 10% of lettings by area office by ethnicity. 1.10 Continue to monitor lettings to establish long-term trends and report to E&D Steering Group on an annual basis. 1.11 Continue to monitor exclusions by ethnicity.	All actions are ongoing	Housing Managers / PDSI team

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	Monitor satisfaction in key services areas to assess service uptake and satisfaction of BME customers.	1.12 Use customer profile information to compare delivery of waiting lists applications, lettings, rent arrears, legal action taken, ASB, complaints, aids and adaptations, financial support take-up.	Ongoing	PDSI team
		1.13 Determine whether a BME financial inclusion focus group needs to be established and / or whether to offer debt advice in alternative languages at sign-up.	Jan 2009	Karen Cruise / FI Officer
		1.14 Continue to recruit BME customers to Mystery shop services.	Ongoing	Gill Green
		1.15 Use the 2007 STATUS survey to analyse BME satisfaction and compare with local peer group performance and to act to address areas of dissatisfaction.	Spring 2008	PDSI / Managers
		1.16 Ensure that BME residents have maximum opportunity to participate in service reviews by effectively publicising events and take their needs into account.	Ongoing	PDSI / Karen Cruise
		1.17 Monitor length of tenancy and reason for departure by ethnicity and take action in response to findings.	Ongoing	PDSI / Housing Managers
		1.18 Analyse reasons for transfer requests by ethnicity.	Ongoing	PDSI
		1.19 Ensure that supported housing partners have a commitment to race equality and to meeting the needs of BME tenants.	Ongoing	Garry Richards
		1.20 Monitor Right to Buy applications and shared ownership by ethnicity.	Ongoing	Peter Barker
		1.21 Continue to market homes for sale via local newspapers including BME publications.	Ongoing	Rosa Homes

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Targets – contractors and consultants <ul style="list-style-type: none"> • 100% of contractors to have their own Equal Opportunities Policy that they can demonstrate is workable in relation to the guidelines set out by our Contract and Code of Conduct document - 100% achieved Maximise opportunities for BME contractors and consultants to apply for maintenance and development contracts and to ensure that this can be demonstrated • Target of 95% Tenant / resident satisfaction relating to reactive repairs work and comparable satisfaction rates between ethnic groups and White British Tenants / residents 				
2. Contractors and Consultants	Provide a high standard, customer orientated repairs service, providing effective, timely and quality responsive repairs with regard to customers' housing and cultural needs.	2.1 Monitor customer satisfaction with the repairs and maintenance service, analysing the results by ethnicity and taking action to respond to issues raised by the results.	Ongoing	PDSI / Devinder Singh / Lee
		2.2 Ensure tenants' language details are included on repair job orders	Ongoing	Lee Winterbottom
		2.3 Ensure that representative sample of repairs satisfaction surveys are carried out and that service take-up and non take-up is analysed to identify any barriers to the service	April 2009	Devinder Singh
		2.4 Staff / contractor home visits by mutually agreed appointment, taking into account individual circumstances.	Ongoing	Property Services team / DLO / contractors

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	Work towards a diverse Contractor base.	<p>2.5 Continue to offer support to BME contractors to see how they can strengthen their position as contractors to Chevin Housing Group.</p> <p>2.6 Continue to work with larger contractors to explore opportunities for assisting smaller BME contractors to act as sub-contractors.</p> <p>2.7 Continue to identify BME contractors operating or willing to operate in Chevin's areas of activity.</p> <p>2.8 Continue to encourage our main partners in development and maintenance to use BME sub-contractors. This will be further developed by the Synergy Group.</p> <p>2.9 Meet with training agencies who will work with Chevin in promoting diversity within the industry.</p> <p>2.10 Continue to network with other Synergy partners in order to improve performance on equality and diversity in the recruitment, retention and training of contractors.</p>	All actions are ongoing	Devinder Singh / Lee Winterbottom (*) / Steve Close

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3. Resident Involvement	Develop a wide variety of options to maximise involvement, consultation with, and feedback from BME tenants so that they can influence the services that they receive.	<p>3.1 Develop a comprehensive Resident Involvement strategy developed in conjunction with BME stakeholders.</p> <p>3.2 Continue to identify the needs and aspirations of different BME customers via survey work as a way to encourage involvement.</p> <p>3.3 Continue to monitor involvement by BME residents and their satisfaction and react to the findings, e.g. STATUS survey.</p> <p>3.4 Consider 'door to door' contact with all Chevin tenants annually (especially about repairs and maintenance issues), as recommended following the 2007 BME satisfaction survey.</p> <p>3.5 Continue to maximise collection of customer profile data with all survey work that is undertaken.</p> <p>3.6 Review translation services on website to ensure that key information has been translated.</p>	<p>Jan 2009</p> <p>All items are ongoing</p>	<p>Caroline Grosvenor</p> <p>PDSI team</p>

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	To achieve BME representation on our four Residents' Panels and in activities, proportionate to the BME population in that area.	<p>3.7 BME membership of four resident panels is 6% as at October 2008. Mystery shopping participants in March 2007 were 10% BME and in August 2007 - 7% BME</p> <p>3.8 Ensure that resident meetings, events, conferences are sensitively timed and are accessible to take regard of prayer days, religious celebrations, cultural requirements.</p> <p>3.9 Publicise resident activities, events and achievements in local BME media.</p> <p>3.10 Encourage the establishment of tenants' and residents' associations in areas of high BME populations, as recommended following the 2007 BME satisfaction survey.</p> <p>3.11 Continue to raise awareness of resident panel activities via the newsletter, leaflets, etc.</p>	All actions are ongoing	PDSI team

As an investor in the community

Targets – dealing with racist incidents

2007/08 – 2 cases reported

1.4.08 – 30.9.08 – 3 cases reported

- **95% of residents reporting a racist incident are satisfied with the way we dealt with the problem**
74% satisfaction with information and support
63% satisfaction with overall service
- **95% of residents reporting an incident are contacted within 1 working day – 100%**
- **100% of racist graffiti to be removed within one working day of Chevin receiving a first report [where the report is about a Chevin property]**
This has not been monitored but a new code to capture this data is being added to our computer system and will be reported at the end of March 2009.
- **80% of residents reporting a racist incident are satisfied with the outcome**
80% satisfaction with outcome
- **Continue to assess methods for increasing the number of reported incidents**

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4. Creating safe and secure neighbourhoods - dealing with racist incidents.	Monitor targets set for reporting incidents of racial harassment, support to victims, adherence to response times, assessing victim satisfaction.	4.1 Introduce contact management system to monitor racist incidents – outcome, satisfaction with how we deal with an individual case.	September 2008 following consultation	ASB team
		4.2 Outline specific response targets in the Racial Harassment leaflet.	As reprinted	George Walker
		4.3 Continue to take a ‘victim-centred’ approach to tackling racial harassment, following procedures for victim support as established in the ASB Policy.	Ongoing	ASB team
		4.4 Continue to assess budgeting requirements for target hardening measures.	Ongoing	George Walker

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Function	Commitment	How – future actions	Timescale	Who
	Encourage reporting of racist incidents. Ensure that the Group conveys a consistent message that racial harassment is not acceptable.	4.5 Continue to use the tenants' newsletter to publicise the Group's stance on racial harassment and to encourage reporting of racist incidents.	All actions are ongoing	George Walker / ASB team
		4.6 Provide a comprehensive and robust policy and procedure that deals effectively with reported racist incidents affecting tenants and their community.		George Walker
		4.7 Use the 2007 STATUS survey to identify whether tenants feel that racial harassment is a problem in their neighbourhood. Use this data to conduct smaller-scale survey work where necessary.		PDSI / George Walker
		4.8 Promote the reporting of racist incidents through external specialist organisations, eg, STOP Hate.		George Walker
		4.9 Assess methods of encouraging reporting of racist incidents by Leasehold customers, e.g., via the Leaseholders' newsletter.		Peter Barker
		4.10 Communicate zero tolerance stance towards all hate crime via the newsletter, website, flyers.		George Walker
		4.11 Improve staff and resident awareness of signposting information available on the intranet / website.		PDSI / George Walker
	Equip and enable staff to deal effectively with reports of racist incidents.	4.12 Continue programme of training for all frontline staff (including leasehold staff) on dealing with ASB and racial harassment. Training should also cover policy and procedures, encouraging reporting, dealing sensitively with victims, etc.	All actions are ongoing	George Walker
		4.13 All new frontline staff to receive ASB / racial harassment training		

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Function	Commitment	How – future actions	Timescale	Who
	Keep up to date with good practice and learn from the experiences of others. Work in partnership with other organisations and take part in multi-agency initiatives aimed at tackling harassment.	<p>4.14 Continue to establish links with community and voluntary groups dealing with racial harassment – Victim Support, New Deal ASB team (Sheffield), Racial Equality Councils, local crime prevention officers.</p> <p>4.15 Continue work on compiling a central record of contacts covering all regions covered by Chevin, so that all housing staff has access to them and ensure that contact details are regularly updated.</p>	All actions are ongoing	George Walker / ASB team

Targets – development process

- **First lettings of newly built schemes to reflect or exceed the proportion of BME people living within that Local Authority**

Barnsley - 1.9% BME population - 20 new lettings - 5% to BME applicants
Doncaster - 3.5% BME population - 11 new lettings - 0% to BME applicants
Hull - 3.6% BME population - 21 lettings - 0% to BME applicants
Kirklees - 16.2% BME population - 1 letting - 0% to BME applicants
Rotherham - 4.1% BME population - 2 lettings - 0% to BME applicants
Scarborough - 2.3% BME population - 3 lettings - 0 to BME applicants
Sheffield - 10.8% BME population - 5 lettings - 20% to BME applicants

Overall 63 new lettings – 3.17% to BME applicants

- **Satisfaction of BME tenants with their new home to be comparable to that of White British tenants**

Satisfaction with layout – 100% BME and 90% White British

Satisfaction with size – 87% BME and 91% White British

- **Development of culturally sensitive accommodation in line with output area profiles**

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Function	Commitment	How – future actions	Timescale	Who
5. Development process	All products will reflect the needs and aspirations of BME customers and correspond with the specific needs of BME communities in terms of location, size and layout/design.	5.1 Continue to establish baseline data for BME communities in areas where the Group operates so that a range of development targets and performance indicators can be established.	All actions are ongoing	PDSI/Helen Martland
		5.2 Establish partnership working with BME organisations / Community groups.		PDSI / Dave McKeown
		5.3 Progress work with Sadeh Lok and Arches Housing on policy development issues and planned developments.		Dave McKeown
		5.4 Attempt to identify potential opportunities for collaborative working with BME organisations / community groups and the scope for establishing an ongoing relationship.		Dave McKeown
		5.5 Ensure that we keep up to date with the latest research into BME housing needs within our areas of operation.		Dave McKeown
		5.6 Ensure that Chevin continues to use its position to develop and influence partnerships to promote community cohesion and address social exclusion.	Jan 2009	Dave McKeown
		5.7 We will expand the role of KPI's within the Construction Client's Charter to benchmark the activities of our partners in this respect.		Dave McKeown
		5.8 Analyse customer profile of sales to ensure proportionate take-up.		PDSI / Rosa Homes
		5.9 Analyse customer profile of regeneration activities in order to ensure proportionate take-up.		PDSI / Janine Ingle
		5.10 Carry out Equality Impact Assessments of regeneration initiatives to assess any obstacles BME residents might face in getting involved.		

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Function	Commitment	How – future actions	Timescale	Who
	Ensure that BME customers are satisfied with their new home.	5.11 Consider carrying out further targeted surveys to establish reasons for lower relative satisfaction with new housing expressed by BME tenants and to further inform the needs and aspirations of BME tenants. 5.12 Use the 100% 2007 STATUS survey to help inform future development decisions. 5.13 Carry out Equality Impact Assessments of new developments and on new / existing development policies in order to assess likely effects on racial equality. 5.14 Conduct customer satisfaction comparison report of sales.	Jan 2009 Ongoing	Helen Martland PDSI Dave McKeown Dave McKeown / Helen Martland Chris Hayes
As an employer				
Targets - Board <ul style="list-style-type: none"> • BME Board Membership for both Chevin Housing Association 90% White British and 10% BME and Harewood Housing Society 100% White British to be no less than 10% based on an average of BME populations across the Local Authority areas covered by Chevin [Parent and subsidiary Boards] • Average length of service of BME Board members is equal to that of White British Board members 6.9 years for White British members and 9 year for BME members (NB: one BME Board member) 				
6. Board recruitment, employment and development.	Ensure Board members understand their role in governance in terms of equality & diversity. Board to demonstrate full commitment to race equality performance monitoring.	6.1 New Board members to complete E&D training within six months of joining the Board. 6.2 Board / E&D Steering Group to ensure that each department reports performance against race equality targets and that feedback is given.	Ongoing	Steve Close / Jaz Bangerh

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	Encourage and facilitate BME representation on the Parent and subsidiary Boards.	6.3 Actively publicise Board membership opportunities with Chevin as widely as possible to BME communities. 6.4 Continue to use the NHF Board Members Availability Register when vacancies when appropriate. 6.5 Establish stronger links with BME community groups where there is an identified outcome, as a means of facilitating Board recruitment.	When vacancies arise When vacancies arise	Steve Close / Paula Littleboy
	Support and encourage the personal development of BME Board members / prospective Board members.	6.6 Source appropriate one off training as part of a programme of continued development of BME Board members to help develop skills in accordance with good practice.		

Targets - Staff

- Targets for BME staff profile correspond with the Local Authority BME population in which the main office is located. (Guisley BME pop - 4.86% **Chevin BME staff – 3.13%** , Selby BME pop - 2.87% **Chevin BME staff – 0%**, Sheffield 4.20% **Chevin BME staff – 4.17%**, Wakefield 9.75% **Chevin BME staff – 8.66% as at 30.09.08**)
- Targets for new appointments correspond with the Local Authority BME population in which the main office is located.
- Satisfaction of BME staff with Chevin as an employer to be equal to that of White British staff
100% BME staff satisfaction **96% White British staff satisfaction**
- Average length of service for BME staff to be equal to that of White British staff
BME staff length of service 7.6 years **White British staff length of service 7.78 years**
- Turnover levels of BME staff to be equal to that of White British staff
BME staff 0% **White British 2.02%**
- **100% of new staff to have received training on Equality & Diversity within 24 months of starting their employment**
51 staff have attended this in the last 12 months – this equates to 100%

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7. Staff recruitment, employment and development.	Work towards a corporate culture that values the differences between people and the unique contribution of each individual.	7.1 Source appropriate one off training as part of a programme of continued development of staff to help develop commitment to equality and diversity.	Ongoing	Jaz Bangerh
		7.2 All new staff, Board members, Resident panel members to receive 'Free to be Me' training within two years of joining the organisation.	Ongoing	Jaz Bangerh
	Train and develop staff so that they have the skills to understand their role in terms of equality & diversity.	7.3 GMT to agree one post per year to Positive Action Training.	Ongoing	Jaz Bangerh
		7.4 Arrange Mental Health and Wellbeing training to improve staff understanding of mental health issues and customers' needs.	Completed by Dec 2008	Jaz Bangerh
		7.5 Ensure E&D Steering Group members lead on dissemination of information to other staff on our equality work.	Ongoing	Steering Group
		7.6 Continue to raise profile of zero tolerance of discrimination and racial harassment via policies and publications and emphasise that allegations of discrimination and racial harassment will be pursued.	Ongoing	Jaz Bangerh
		7.7 Continue to develop policies / practices to promote positive culture (e.g., Framework, Access and Communication Policy, Anti-harassment policy, flexible working policies) and update these in light of emerging good practice.	Ongoing	HR team / policy development
		7.8 Ensure monitoring information can be recorded and measured and acted upon where necessary (profile of job applicants, interviewees, staffing, promotions, leavers, disciplinary/grievance, sickness – by ethnicity.)	Ongoing	Jaz Bangerh

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Function	Commitment	How – future actions	Timescale	Who
	Improve employee satisfaction across all ethnic groups.	7.9 Continue to analyse staff satisfaction by ethnicity; develop and progress action plan following the survey findings.	Next survey planned for summer 2009	Jaz Bangerh
		7.10 Continue to explore innovative methods of seeking feedback on interview experiences and analyse results by ethnicity.	Ongoing	HR team
		7.11 Compare satisfaction surveys on job interviewees.	Ongoing	Jaz Bangerh / HR team
		7.12 Analyse customer profile of job applicants, interviewees, staffing, promotions, leavers, disciplinary/grievance, sickness - by ethnicity.		
	Promote job vacancies widely in ways that are likely to reach people from diverse BME communities and support once in post.	7.13 Continue to use appropriate media to advertise job opportunities – e-recruitment, internet, BME press, community links.	Ongoing	HR team
		7.14 Monitor use of job vacancies advertised on the Chevin website.	Ongoing	HR team