



PEABODY

Single Equality Action Plan 2009/10

Introduction

Housing associations have both legal and regulatory duties to ensure equality and diversity is central to all areas of their work. Peabody is accountable to both the Tenant Services Authority and the Audit Commission in the way it promotes, implements and monitors equalities and diversity across the 6 strands, ethnicity, disability, gender, faith, age and sexuality.

Peabody's mission is to tackle poverty in London. It has an enviable and long history of providing housing and community regeneration programmes to Londoners. As part of its goal, Peabody is committed to promoting diversity and inclusion to our residents and staff. Peabody's Business Plan recognises the importance of the Single Equality Policy and ensuring Peabody is continually improving in both the services it provides to its diverse residents and meeting the needs of its diverse staff.

The Single Equality Policy and Action Plan for 2009/2010 consolidates existing work that helps us meet the targets in our Strategy and Policy. The Action Plan introduces new targets to ensure that Peabody is constantly improving and evolving in its response and commitment to valuing equality and diversity.

Aim and Objectives

The aim of this Action Plan is to ensure that we comply with our regulatory framework and introduce practical measures that raise awareness of our Single Equality Policy and Action Plan to both staff and residents.

The individual objectives of this proposal are to:

- continue increasing awareness of our Single Equality Policy and Action Plan among our stakeholders, particularly staff and residents;
- involve and work with the Resident Diversity Forum in a meaningful and positive way;

- make sure Peabody is actively monitoring and reporting on policy objectives and arranging interactive and educational themed diversity events;
- identify officers of Peabody with key responsibility for diversity projects and ensuring these projects are fed into the officer's annual work plan;
- generate ideas for possible projects that the resident Diversity Forum and the Diversity Core Group can carry out jointly.

Action Plan

The action plan sets out a range of events and activities to monitor policy implementation and increase diversity awareness.

The action plan includes;

- specific, measurable projects/targets;
- officer responsibility;
- suggested timing; and
- required outcomes.

The Action Plan ensures that Peabody will meet the targets contained in the Single Equality Policy and will show continuous improvement in its approach to valuing diversity.

Corporate culture and governance				
Action	SMART Outcome	By Whom	SMART Target	Progress
Introduce Single Equality Policy and make sure compliance with government legislation and make any necessary changes.	Compliant with legislation. Improved systems and processes in place	Assistant Director of Policy and Insight Senior Policy Officer	31 March 2010	Final Single Equality Policy (SEP) finalised in July 2009 following sign off from the Diversity Forum and Resident and Community Committee. SEP advertised on intranet, website and sent out to all external reception areas and offices. Summer edition of Engage had full page article on the Single Equality Policy and Action Plan and Equality Impact Assessments. Article included in monthly staff newsletter,
Introduce Single Equality Action Plan and monitor progress across Peabody.	Raised awareness.			

<p>Raise awareness of Single Equality Policy and Action Plan</p>				<p>Housing News, to advertise to staff.</p> <p>Staff trained on SEP through Staff Induction, Corporate Policies and mandatory diversity training (ran by Challenge consultancy.) for all staff.</p> <p>Monthly 'Celebrating Diversity' emails link to Single Equality Policy each month and advertise for a network of 'Diversity Champions' to raise awareness and act as a critical friend to Peabody on Diversity. Currently 8 Diversity Champions enlisted through the staff Diversity Core Group and one member of the resident Diversity Forum.</p> <p>Single Equality Action Plan introduced in July 2009 covering all 6 strands and updated quarterly (note - this is first update).</p> <p>Customer Services Management team received tailored briefing on the Single Equality Bill, Single Equality Policy, Single Equality Action Plan and Equality Impact assessments.</p>
<p>Conduct equality impact assessments on significant policies and procedures in the Policy and Insight Annual Plan and Service Improvement Timetable.</p>	<p>Compliant with legislation</p> <p>Findings from assessments used to improve services and policies.</p>	<p>All Assistant Directors supported by Policy and Insight Service</p>	<p>Ongoing and Summary by 31 March 2010</p>	<p>Equality Impact Assessment (EQIA). EQIA policy and form finalised following approval by the Diversity Forum and Resident and Community Committee. EQIA and published on intranet, website and sent to external offices and reception areas. Article included in monthly staff newsletter, Housing News, to advertise to staff.</p> <p>EQIA schedule developed to set out a</p>

				<p>framework of EQIAs to be carried out across the year.</p> <p>Equality Impact Assessment training (ran by Challenge) delivered to Service Managers across Customer Services, Community Services, Property, Finance and Corporate Services on how to carry out EQIAs. Training on EQIA's also covered on mandatory diversity training and Corporate Policies training.</p> <p>EQIA's carried out so far on:</p> <ul style="list-style-type: none"> ▪ Flexible Tenure Policy (Peabody shared owners selling equity back to Peabody to avoid repossession) and Homeowner Arrears Policy ▪ Rent Collection Policy ▪ Volunteering Strategy <p>EQIAs advertised in monthly Housing News to advertise this to staff.</p>
<p>Implement a programme of equal pay audits.</p> <p>Review equality and diversity data held on our staff to improve the data profile of our workforce</p>	<p>Compliant with legislation. Improved systems and processes in place.</p>	<p>Assistant Director of People Strategy</p>	<p>31 March 2010</p>	<p>Staff survey carried out by HR in April 2009 to establish staff satisfaction and feedback on pay and benefits at Peabody.</p> <p>New 'Yourself' system introduced through the intranet for all staff at Peabody to record and view payroll, benefits and payslip information. Allows staff to view all information and allows HR to audit pay levels and benefits across Peabody. HR are in the process of identifying suitable providers and procuring the contract to conduct the audit</p> <p>HR to have the equal pay audit completed</p>

				by 31 March 2010 and then implement an action plan to address any issues raised by July 2010.
<p>Carry out an assessment of the local authority Equality Framework</p> <p>Identify those aspects of it which can be used as a tool to assist Peabody improve its performance and partnership working with local authorities.</p>	Improved processes implementing leading to improved outcomes.	Senior Policy Officer	31 March 2010	<p>Attended HQN 'Excellence in Diversity' workshop to discuss Local Authority Equality Framework and assess which elements would be useful for Peabody.</p> <p>Elements in place so far:</p> <ul style="list-style-type: none"> ▪ Initial draft of Peabody 'Excellence in Diversity' best practice guide for all staff and residents drafted to use as a best practice toolkit. ▪ Policy and Insight library updated with specific Equality and Diversity section including useful documents for staff. ▪ 8 Peabody 'Diversity Champions' recruited to act as critical friend of Peabody for equality and diversity and attend Diversity Core Group meetings to update on diversity in their areas and commission specific projects – first project – developing equality and diversity KPIs to feed into toolkit. ▪ Peabody to look into signing up to Equality Framework and gain accreditation for equality and diversity.
Staff Survey – produce a revised Staff Bullying and Harassment Policy		Human Resources Business Partner	31 September 2009	<p>Staff survey completed in April 2009. Single Equality Policy updated to be more comprehensive on zero tolerance to harassment and bullying on staff and residents.</p> <p>Harassment and Bullying Policy completed in July 2009 – to be reviewed in July 2010 – and published following sign off from the Diversity Forum. Policy advertised on the</p>

				<p>intranet and website to staff and corporate communication sent out by the Chief Executive to all staff.</p> <p>Article in summer Engage with policy statement on Harassment and Bullying Policy for residents.</p> <p>Caution Alert Register (CAR) Policy and Process published following Diversity Forum sign-off and advertised on intranet and included in Housing News, Engage and website.</p> <p>Neighbourhood Services, Contracts Team and Community Safety Team all trained on the Harassment and Bullying Policy and CAR and how to report incidents.</p>
Services to Customers and customer satisfaction				
Develop and implement a customer profiling strategy and achieve a 75% collection rate.	Information used to tailor services and effectively prioritise resources	Assistant Director of Policy and Insight Policy Officer – Customer Insight	31 March 2010	A telephone survey of residents will commence in January 2010.
Develop a suite of diversity performance indicators	Support to Peabody's policy as well as to enable us to better meet statutory and regulatory requirements	Peabody Diversity Champions Staff Diversity Core Group Performance Information Analyst	31 January 2010	Meeting held with Diversity Champions and Diversity Core Group to review the PIS/KPIs. KPIs/PIs now in draft for further discussion.
Further improve the Aids	Improved take up in	Scott Richardson	31 March	Aids and adaptations satisfaction surveys

<p>and Adaptations Service by using the results of customer satisfaction surveys to drive service improvements.</p> <p>Develop and implement a publicity campaign for our residents as a way of identifying unmet need.</p>	<p>an important area for tenants. More tenants able to remain in their homes.</p>		<p>2010</p>	<p>now being carried out for all completed aids and adaptations.</p> <p>Satisfaction with the quality of the aids and adaptation carried out in October 2009 – 100% (11 surveys)</p> <p>Based on feedback from aids and adaptations surveys, policy updated with changes:</p> <ul style="list-style-type: none"> ▪ More customer driven aids and adaptations now with Peabody carrying out the Disability Facilities Grant application instead of the resident ▪ All void properties that have aids and adaptations in are discussed between the Aids and Adaptations Team and Voids Team before being removed. ▪ Customer Liaison Officers employed to work with residents during installation of aids and adaptations <p>Aids and Adaptations briefing note and leaflet produced for residents to raise awareness of aids and adaptations. Both advertised on intranet, website and in Engage for residents</p> <p>2009 Annual Residents Conference had Aids and Adaptations stand proactively giving out information and taking requests for aids and adaptations from residents.</p>
<p>Develop and implement the Financial Inclusion Strategy to enable Peabody to meet the socio-economic aspects of the</p>	<p>Policy meets legal expectations and requirements</p>	<p>Assistant Director of Operations</p> <p>Support and</p>	<p>31 March 2010</p>	<p>Financial Inclusion Strategy drafted and approved by the Diversity Forum and Resident and Community Committee and will be launched to staff and residents in February 2010.</p>

Single Equality Bill.		Social Inclusion Manager Financial Inclusion Co-ordinator		<p>Strategy launched to the internal homelessness working group to disseminate out across directorates. Strategy launched at 2009 Peabody annual residents conference and workshops and advertised on the intranet and website.</p> <p>Financial Inclusion Co-Ordinator now recruited within Community Services Directorate with specific role of promoting financial inclusion with Peabody customers (not just residents this could be with members of the public accessing our services – i.e. SEASONS).</p> <p>Financial Inclusion Co-ordinator working with Policy and Insight to run training sessions for staff on financial inclusion measures at Peabody (also including role of the Welfare Benefits Team and Tenant and Family Support Team). Financial inclusion training to be added to training on vulnerable residents for all new staff in core Corporate Policies training.</p> <p>The Illegal Money Lending Team (IMLT) will attend the Financial Inclusion Strategy launch to promote the work of their service for Peabody staff and will attend the Diversity Forum to present to residents.</p>
Resident and Customer Involvement				
Agree terms of reference for the Resident Diversity Forum	Formal review of customer facing policies and procedures from a	Head of Policy and Insight	31 August 2009	Terms of Reference agreed in July 2009 and signed off by the Diversity Forum and Resident and Community Committee.

<p>Raise its profile with residents and staff</p>	<p>diversity perspective.</p>		<p>31 March 2010</p>	<p>Diversity Forum members now operating to agreed terms of reference that set out minimum 3-year term as member.</p> <p>All policies, processes and service improvements to be signed of by the Diversity Forum. 10 separate policies, processes or service improvements agreed by the Diversity Forum so far this year.</p> <p>Approvals process drafted for all staff for all changes to policies, processes and service improvements that includes the role of the Diversity Forum signing off prior to committee approval.</p> <p>Diversity Forum AGM held at the Imperial War Museum with all staff and residents invited. 46 People attended including senior management at Peabody.</p> <p>Diversity Forum holds quarterly meetings for different service areas to present their service in order for the Diversity Forum to present to other resident groups, for example, the new role of the Community Safety Team and the Complaints Service.</p> <p>Diversity Forum monitor at quarterly meetings the progress of the Customer Involvement Strategy Action Plan</p> <p>Diversity Forum have commissioned different events, for example, speakers from the RNIB, to speak at their meetings on key diversity issues and invited other residents and staff to attend.</p>
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				<p>Members of the Diversity Forum sit, on a rotation basis, on the staff Diversity Core Group and vice versa, to raise profile amongst staff.</p> <p>Diversity Forum has a visible presence on intranet and website and regular articles, for example, promoting the AGM, zero tolerance to racism, harassment and bullying on estates and summaries of the changes made to policies, processes or services in the resident newsletter, Engage.</p> <p>All Diversity Forum members receive same mandatory diversity training that staff receive (through Challenge) and have also received Equality Impact Assessment training to support understanding in this area.</p> <p>2009 Annual Residents Conference included presentation on how to get involved at Peabody as a resident and the Diversity Forum was included as one of the best ways for residents to be involved, including a summary of what the Diversity Forum can affect/change.</p> <p>Diversity Forum has representative diversity breakdown with members from different ethnic backgrounds, disabilities, ages, faiths and sexuality.</p> <p>Member of Diversity Forum recruited who works for the Equality and Human Rights Commission.</p>
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				<p>Former Diversity Forum chairperson (June Welcome) has now become one of Peabody's resident Board members.</p> <p>New resident's handbook to support the revised tenancy agreement will be sent to all Peabody residents by 31 March 2010 and will include a comprehensive diversity section outlining the role of the Diversity Forum and how to get involved.</p>
<p>Continue to analyse resident involvement by the 6 strands of diversity and develop strategies to include under-represented groups (to prioritise young people)</p>	<p>Involvement represents customer base.</p>	<p>Head of Policy and Insight</p> <p>Policy Officer – Customer Involvement</p> <p>Assistant Director of Operations</p>	<p>31 March 2010</p>	<p>Membership forms and feedback forms for all of Peabody's resident groups, as well as who attended the annual residents conference, have been updated to include the 6 strands of diversity information so we can analyse the breakdown of all of our resident groups.</p> <p>Project to map diverse make-up of involved residents to track the Customer Profiling project. Once we finish the customer profiling project we will re-assess the breakdown of involved tenants compared to the resident base as a whole.</p> <p>Develop a new Youth Strategy that focuses on key central London Boroughs and detached youth work for older children. This will define Peabody's approach to local youth involvement and how we can ensure that young people have a voice at a strategic level.</p> <p>Develop detailed Resident Incentives and Expenses Policy tailored to the diverse needs of customers and ensuring equal</p>

				access to involvement opportunities.
Continue to work with the Imperial War Museum on diversity projects including the Inter-generational project Chapel Street Estate	Policy translated into actions.	Policy Officer – Customer Involvement		<p>Imperial War Museum (IWM) held the second Diversity Forum AGM and 2008 Annual Residents conference with free entry to the IWM to all who attended.</p> <p>Inter-generational project at Whitechapel ran with Diversity Forum members and residents on the estate working together to produce mosaics and a photographic display celebrating the culture and history of the estate. The project was advertised widely on the Peabody website and in Engage and a photographic display was held at the 2009 Annual Residents Conference.</p>
Hate Crimes (including domestic violence)				
Review our approach to anti-social behaviour following several high profile court cases involving other housing organisations	Policies and procedures compliant with DDA.	Community Safety Team Manager	31 March 2010	<p>Peabody has now signed up to the Respect Agenda, being one of the first G15 London housing associations to sign up to it.</p> <p>Community Safety Team now chair the G15 anti-social behaviour group on a quarterly basis and lead on community safety initiatives in London.</p> <p>Increased Community Safety Team now including specialist harassment and violent crime officers. Different working patterns including night watch service with local police forces and partnership working with local partners to share information</p> <p>Revised draft of the anti-social behaviour, hate crimes and harassment policies to be completed and signed off by the Diversity</p>

				<p>Forum and Resident and Community Committee by 31 March 2010</p> <p>SNAP software training for the CST to allow CTS to produce ASB satisfaction results for each completed ASB report. Currently:</p> <ul style="list-style-type: none"> - 71% satisfied with how we handled the ASB report - 68% satisfied with the outcome of the ASB report <p>Increased training by Policy Team and Legal Team for Community Safety Team, Neighbourhood Services and Peabody Direct on how we report and deal with anti-social behaviour and the role of Community Safety Team.</p> <p>Presentation to the Diversity Forum on new role of the team and presentation at the Diversity Forum AGM on new approach to tackling ASB at Peabody.</p>
Use the new ASB case management software, to further analyse diversity data of those reporting and also responsible for perpetrating ASB.	Better analysis enabling officers to respond more effectively and target resources.	Community Safety Team Manager	31 March 2010	<p>New ASB case management software procured by the Community Safety Team and now in use. The new software tracks all anti-social behaviour reports and allows Peabody to produce 'crime maps' geographically tracking hotspots and linking to existing partners and agencies in that area who can support Peabody.</p> <p>Software interfaces with Academy and George so all information is available for all staff to view and includes diversity information to track and report information</p>

				<p>on anti-social behaviour.</p> <p>Annual consolidated report to the Governors for 2009-10 will include this information to monitor and feed into the Community Safety Team Action Plan.</p>
Working with others				
Continue to implement the Procurement Toolkit	<p>New toolkit in operation</p> <p>Approach embedded into operations.</p>	Assistant Director of Procurement & Value for Money	March 31 2010	<p>New procurement toolkit launched by the Procurement Service in July 2009 with stronger focus on resident involvement and diversity in the tender process.</p> <p>Diversity Forum and Diversity Core Group fed back to procurement team that more information on best practice in diversity should be sought during tenders rather than simply having a diversity policy and new procurement toolkit now includes this information.</p> <p>New procurement toolkit sent out all staff by a corporate email and advertised on intranet.</p> <p>Recent procurement of new repairs and maintenance contractor was carried out with new toolkit. Resident groups involved in interviewing contractors and focus groups to set the priorities for the new contract were held.</p> <p>Diversity Forum members involved in focus groups to identify repairs and maintenance contract priorities</p>

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