

The journey to excellence

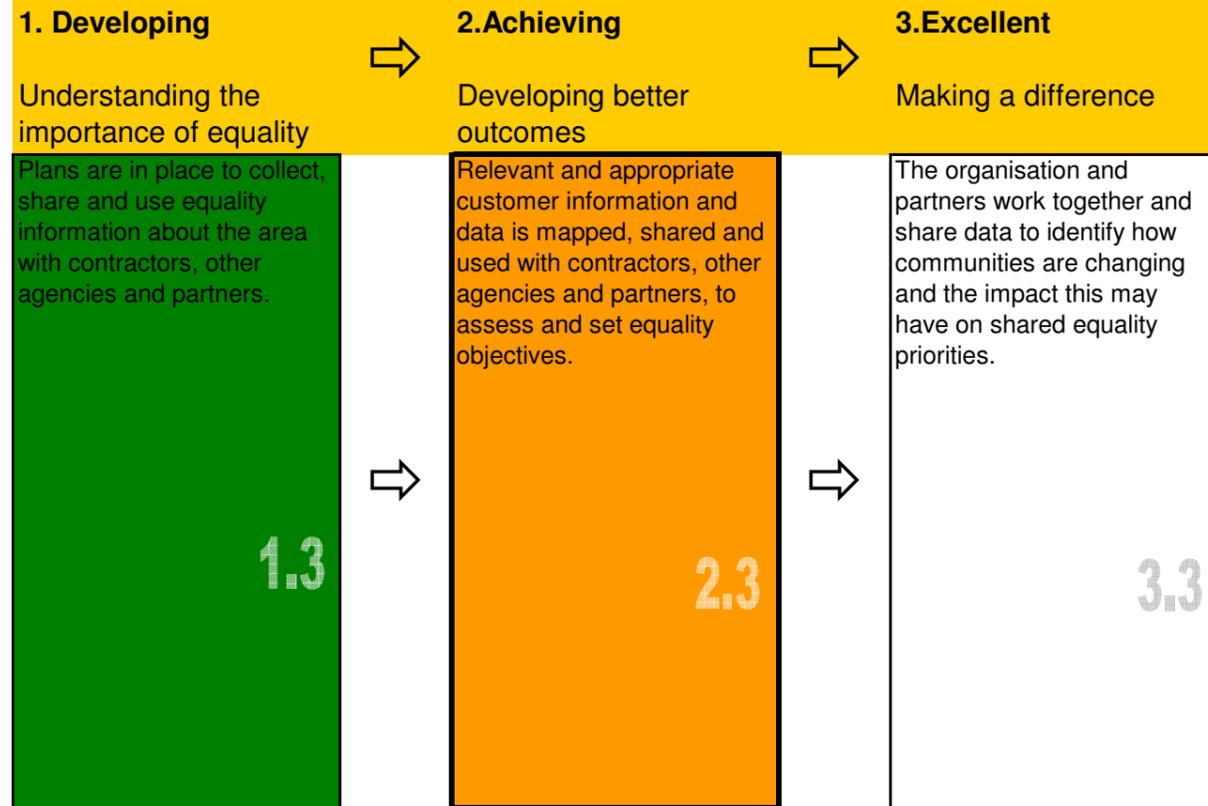


Where do we think we are?

How was this done and what is the evidence?	Where relevant, what do stakeholders and community members say about how this indicator is being met?	Objectives What difference will this make?	Owner
<p>Since July 2008, Tower Hamlets Homes has been strategically acquiring in-depth knowledge of our customer base. Relevant equality and diversity profile data has been collected, allowing us to identify equality gaps as well as address the individual needs of customers.</p> <ul style="list-style-type: none"> * Project Initiation Document, Capital Ambition Project, May 2010; * "All About You" form; * Sx3 Housing Management System Codes; * Getting To Know You flyer; * Poster campaign for why collecting information is important; * Staff guidance note on collecting and recording data; * Profile data collection monitor, November 2010; * Welcome To Your New Home Sign-up Pack. 	<p>Diversity Champions (Staff)</p> <p>"Diversity Champions network has raised awareness and helped us to collect customer data"</p>	<ul style="list-style-type: none"> ● Ensure that our services are accessible, inclusive and fair; 	Business Development / Neighbourhoods / Leasehold Services / Customer Access
<p>Using the information which we have collected, customer data is regularly analysed to monitor, assess and set equality objectives. New and updated data is allowing us to set new equality objectives for services for the current financial year, and improved outcomes are starting to be realised for some services, as well as improved customer access. In the last year, increasingly detailed analysis has taken place and used to set equality objectives.</p> <ul style="list-style-type: none"> * Leaseholder Profile November 2010; * Tenant Profile August 2010; * Access and customer care needs of tenants, Nov 2010; * Access and customer care needs of leaseholders, Nov 2010; * Decent Homes Pilots - Equality and Diversity Analysis, October 2010; * Diversity Satisfaction Analysis of Repairs, October 2010; * Rent Satisfaction Analysis, March 2011; * Financial Inclusion - Diversity Analysis of Rent Arrears August 2010; * Knowing Your Neighbourhood - Chicksand Customer Insight Profile, December 2011; * Anti-Social Behaviour Equality Analysis, October 2010; * Using Customer Insight to Support Overcrowded Households, November 2011; * Overcrowded households and gender, April, 2011; * Non-resident leaseholder analysis, March 2011; * Vulnerability and rent arrears analysis, April 2011; * Turning Insight into Action Report, February 2011; * Language need evidence base, November 2011; * 27 Neighbourhood profiles, April 2010; 	<p>Diversity Working Group (Residents and partners)</p> <p>"We're good at using information to tailor services, though more could be done around subletting in leasehold properties, and how this effects community cohesion"</p>	<ul style="list-style-type: none"> ● Ensure that our services are accessible, inclusive and fair; 	Business Development

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<p>Relevant customer information is mapped, shared and used with contractors and partners enabling us to tailor services appropriately, meeting the objectives of service improvement plans, as well as ensuring that the individual needs of customers are consistently addressed. Processes are in place to allow this to be shared with contractors more proactively, including an alert system on our housing management database (e.g. if someone has a particular access need).</p> <p>* Using insight to support vulnerable residents, November 2010; * Case study: Safeguarding vulnerable adults case study, November 2011; * Case study: Example of support need referral, November 2011; * Overcrowding toolkit; * "Know before you go" poster, to raise awareness amongst staff and contractors; * Repairs Equality and Diversity Action Plan, October 2010; * Collingwood Neighbourhood - Beyond Core Business Prototype, February 2011, example of how using data can help direct us into appropriate partnerships.</p>	<p>Diversity Working Group (Residents and partners)</p> <p>"We're good at sharing information with other agencies, though there is more to do."</p>	<ul style="list-style-type: none"> ● Ensure that our services are accessible, inclusive and fair; ● Build strong relationships for our communities. 	<p>Business Development / Neighbourhoods / Property / Investment Services / ICT Risk and Governance</p>

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1.4	2.4	3.4
The board, chief executive and partners, including contractors, commit publicly to improving equality outcomes and can tell the equality story for their organisation.	Clear organisational and partnership equality priorities have been set and are owned and understood by all key stakeholders, including residents.	The organisation can demonstrate success in meeting a range of equality objectives, working with partners and contractors, and is reviewing them on a regular basis.
1.5	2.5	3.5
Business plans have been reviewed with partners, customer representatives, contractors and other agencies, to deliver locally identified equality outcomes.	Equality and cohesion priorities are monitored regularly by the board and senior leadership, customer representatives and appropriate resources are being allocated.	There is a coherent vision of equality which sits within the wider business framework and is shared and owned by the organisation, contractors, its partners, other agencies and its customers.

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Since our formation in 2008, THH has developed clear organisational equality priorities in partnership with contractors, statutory and community partners. In November 2010, the Audit Commission concluded that THH, "[Has] a strong corporate commitment to diversity, with sound processes that are producing valuable outcomes." We have shared more detailed feedback with residents. * Diversity Strategy, 2009 with Roadmap; * Business Plan 2011-14; * Business Plan 2010-13; * Partnerships Strategic Management Team Report, May 2011; * THH Partnership Register, May 2011; * Tower Hamlets Homes/LBTH Equality and Diversity Service Level Agreement Summary, September 2010; * LBTH Equality and Diversity local impact monitor; * Diversity Working Group and Diversity Champions Terms of Reference; * Housing Strategy Summary 2009-12; * Corporate Equalities Steering Group, February 2011, THH Presentation.	Diversity Working Group (Residents and partners) "There is a strong organisational commitment to equality and diversity."	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	All
Equality and cohesion priorities are monitored regularly by the board and senior leadership. Since 2009, an enhanced, more formalised architecture has been established in order to deliver a coherent vision of equality and diversity within the wider business framework. * Board report on Financial Inclusion Strategy, November 2009; * Board report on Diversity Strategy, July 2009; * Board report on Tackling Recession locally, September 2010; * Business Critical Indicators for client, Board and PMC, December 2010; * Business Critical Indicators for client, Board and PMC, March 2011; * Strategic Management Team paper on Repairs, October 2010; * Strategic Management Team paper on Diversity Working Group, Feb 2011; * Strategic Management Team paper on Diversity, March 2011; * Strategic Management Team paper on Diversity, September 2011; * ODC Report on Equality Framework, August 2009; * Customer Insight Board Working Group, December 2010; * Tackling the recession locally, Board Report, September 2010; * Performance Panel report on Overcrowding, July 2010;	Diversity Champions (Staff) "Diversity Champions network has helped us to understand the diverse needs of customers and staff"	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	Business Development / Communications and Governance

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<p>We ensure that our services are compliant with public duties, and action has been taken to ensure that equality objectives are delivered to this effect, which is regularly monitored by senior management.</p> <p>*CRE Code of Practice Compliance Monitor, November 2010; * Disability Discrimination Act Accessibility Check-list template, 2010, and copies of audits carried out August-November 2011 on all three area housing offices, and Resident Resource Centre; * DDA audit of all community buildings managed by LBTH on THH estates; * Customer Access DDA Action Plan, November 2010; * LBTH Equality and Diversity Action Plan, July 2009; * LBTH review of Equality Scheme Action plans, July 2009; * No Place for Hate - Action Plan, 2010-11.</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	Business Development / HR&OD
<p>A programme of nine equality impact assessments was delivered in 2010, in addition to one for the organisational restructure completed in March 2011. Appropriate resources have been allocated and action has been taken to mitigate adverse impacts where they have been recognised. Equality objectives arising out of EqIAs have been integrated into team plans and equality outcomes are being achieved.</p> <p>* EqIA Template, January 2011; * SMT Paper, March 2011 agreeing this year's EqIAs; * EqIAs for 2010-2011; * Updated Action Plans for 9 EqIAs, January 2011; * EqIA and relevant appendices for Organisational Restructure, March 2011.</p>	<p>Cllr Denise Jones, Board Diversity Champion</p> <p>"The series of Equality Impact Assessments that THH carried out last year have delivered real improvements to the quality of and access to our services"</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	All

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<p>Governance arrangements are in place to review equality impacts and objectives and the organisation scrutinises and challenges its own performance with regard to equality impacts and objectives. The Performance Management Committee reviews a quarterly report on the progress of Equality Impact Assessments.</p> <p>* Diversity Working Group minutes and papers; * Diversity Champions and Diversity Working Group Terms of Reference; * Performance Management Committee (PMC) EqIA Report, Sept 2010; * PMC EqIA Report, Dec 2010; * PMC EqIA Report, Jan 2011; * PMC EqIA Report, September 2010; * Board report on Financial Inclusion Strategy, November 2009; * Board report on Diversity Strategy, July 2009; * Board report on Tackling Recession locally, September 2010; * Business Critical Indicators for client, Board and PMC, December 2010; * Business Critical Indicators for client, Board and PMC, March 2011; * Strategic Management Team paper on Repairs, October 2010; * Strategic Management Team paper on Diversity Working Group, Feb 2011; * Strategic Management Team paper on Diversity, March 2011; * Strategic Management Team paper on Diversity, September 2011; * ODC Report on Equality Framework, August 2009; * Customer Insight Board Working Group, December 2010; * Tackling the recession locally, Board Report, September 2010; * Performance Panel report on Overcrowding, July 2010; * Business Critical Performance Indicators, Quarterly Report; * Chief Executives Report (incl. section on Tackling Recession local</p>	<p>Chris Creegan, Chair of Board</p> <p>"Board scrutinises all reports to ensure that equality and diversity issues have been properly considered"</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	All

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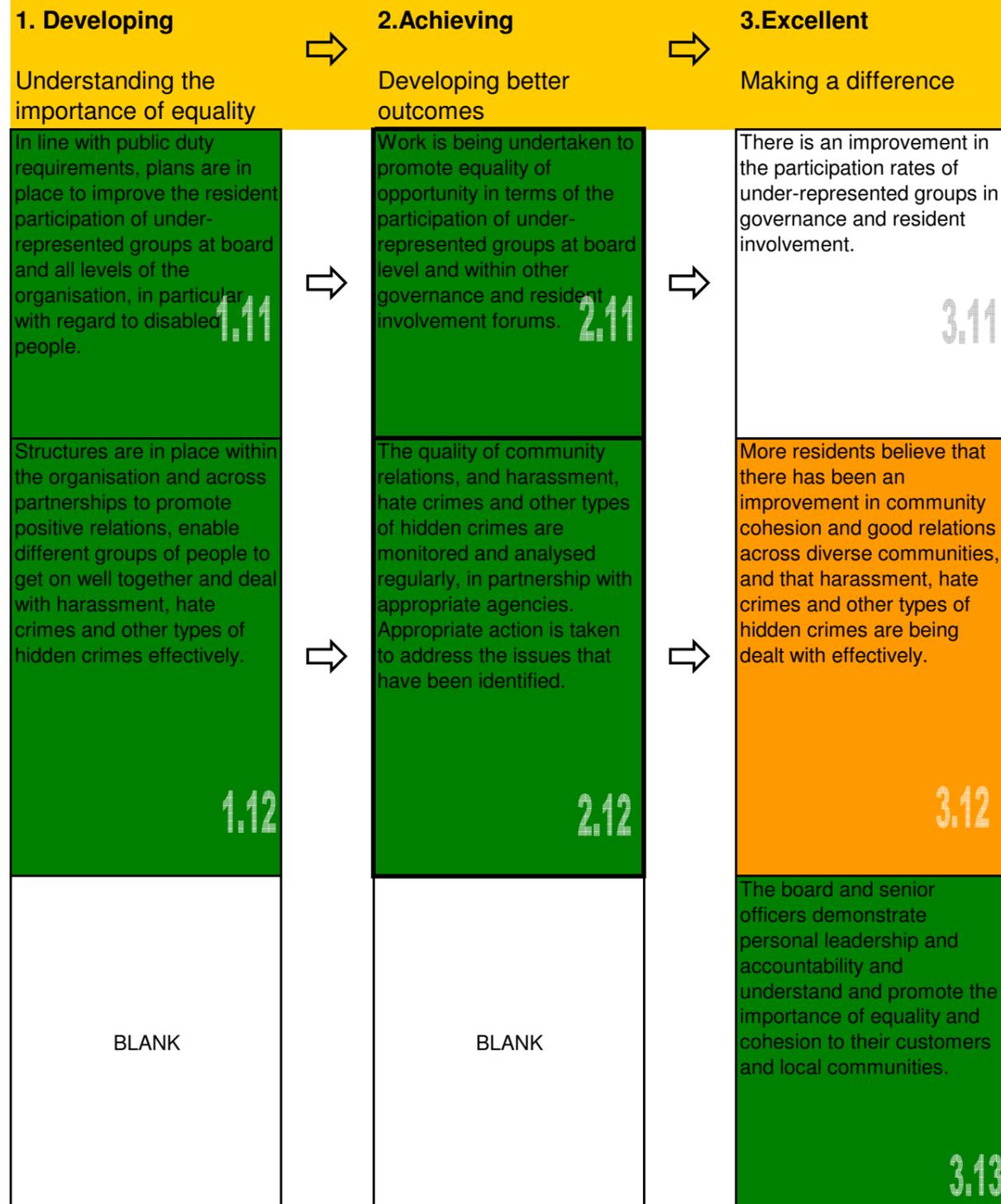


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<p>Significant enhancements have been made on how we communicate with residents and staff concerning our delivery of equality and cohesion priorities. In particular, we are beginning to gain a reputation for championing equality outcomes, by responding to customers' needs and promoting good relations. In the last six months, we have broadened our offer around translation and interpretation.</p> <ul style="list-style-type: none"> * Getting to know you flyer, English, Bengali, Arabic, Polish; * Open Door; * News and Views Internal Newsletter - editions containing equality and diversity articles; * Neighbourhood Newsletter, example; * We can speak your language poster, October 2010; * Stonewall "Starting Out" entry; * National Federation of ALMOs Annual Report nomination; * You Said, We Did, Quarterly Update, August 2010; * Spring gathering, food growing network poster; * Homophobic stickers caretakers briefing, January 2011; * Access and Communications Presentation to Diversity Working Group, October 2010; * Equality Act 2010 Briefing for Involved Residents; 	<p>Ian Fincher, Resident Board Member</p> <p>"As a Company THH promotes equality and inclusion for everyone from staff through to residents, building bridges between communities is key to celebrating the rich cultural diversity of the borough."</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are accessible, inclusive and fair; ● Build strong relationships for our communities 	Communications and Governance
<p>We ensure that services provided by contractors are accessible and deliver equality objectives, and work to ensure that TMOs and resident bodies do the same is in progress. Equality and diversity is embedded in our procurement strategy and procedures.</p> <ul style="list-style-type: none"> * Kwest Transgender Briefing, Oct 2010; * Procurement Strategy; * Procurement Code; * Mears Repairs Contract, Post-mobilisation Equality and Diversity Action Plan, April 2011; * TMO report by Homes for Islington, Nov 10; * Procurement Strategy; * Profiling form prepared for TMOs, April 2011; * Bromley by Bow Project, Quality of Opportunity Reports, March 2011. 		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	All

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<p>Work is being undertaken to promote equality of opportunity in terms of the participation of under-represented groups at board level and within other governance and resident involvement forums.</p> <p>* Board profile, November 2010; * Getting Involved Register Analysis, January 2010; * Advert for resident panel members, which featured in local BME press (London Bangla) and was circulated to LGBT community groups; * Disabled Residents Group Minutes, Sept 2009; * Summary of resident training opportunities.</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	All
<p>The quality of community relations, anti-social behaviour and hate crimes is monitored regularly by senior management. Appropriate actions have been taken to address the issues which have been identified, and residents are increasingly satisfied with our work with partners in this area as a result.</p> <p>* Tower Hamlets Race and Hate Inter-agency Forum , Terms of Reference; * LBTH Community Cohesion Contingency Plan; * THH Harassment and Hate Crime Reporting Procedure; * Third Party Reporting Protocol, March 2008; * LBTH Hate Crime Reporting Manual; * LBTH Hate Crime Reporting Form; * No Place for Hate Annual Review Presentation, 2010-11; * ASB Satisfaction Report, March 2010-11.</p>	<p>Audit Commission</p> <p>"THH makes good use of their services and responds more effectively to antisocial behaviour than other social landlords in the area"</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	All
<p>Senior officers have demonstrated personal leadership and accountability to promote the importance of equality and cohesion to our customers and the local community.</p> <p>* MSc. Migration Seminar presentation, March 2011; * Gavin Cansfield, Praxis Board Presentation, March 2011; * Statement condemning homophobic stickers and Open Door carrying article; * THH and MITIE Communication Flash Cards.</p>	<p>Ian Fincher, Resident Board Member</p> <p>THH has recently become a member of the Stonewall Diversity Champion network and actively supports the community cohesion objectives of Rainbow Hamlets, Tower Hamlets' LGBT forum. I am especially proud that THH was the first landlord in the borough to condemn homophobic stickers that appeared on some of our estates</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	All

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<p>We have benchmarked our achievements against comparable others, particularly with regards to resident profile collection, and in the last year have begun to share our experience of developing good practice across the public sector. THH is fast gaining a reputation for championing equality outcomes and promoting good relations both locally and beyond.</p> <p>* Benchmarking report - Customer Access; * Peter Brown, CIRCLE Presentation, March 2011; * James Caspell, Customer Insight in Public Services, July 2011; * Content for Worcestershire Country Council, religion and belief e-learning package, March 2011; * Homes for Haringey Benchmarking Survey.</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	All

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<p>Community engagement and customer involvement structures are working effectively, and our increasing understanding of customers and our local community is influencing and informing policy developments.</p> <p>* Resident Engagement Strategy 2010; * SMT Report on Neighbourhood Action Plan Pilot; * Resident Engagement Agreement - September 2010; * Resident Engagement - How to get involved September 2010; * GIR Participation Analysis, November 2010; * Getting Involved Register, January 2011; * Resident Panel Recruitment Advert, May 2011.</p>	<p>Nahimul Islam, THH resident and Young Mayor of Tower Hamlets</p> <p>"I believe THH is doing a great job in encouraging young people to express their views in order to shape the services provided by THH."</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	Communications and Governance / Neighbourhoods
<p>A refreshed resident engagement architecture was set up in Spring 2010, and involvement and consultation with the community influences and informs equality priorities. We monitor satisfaction rates for tenants and leaseholders, across all six main equality strands, and use this information and other forms of customer insight in order to better understand the needs of our residents, and set relevant equality and performance objectives. Improvement has begun to emerge in service outcomes as a result.</p> <p>* Service Improvement Groups minutes and papers (on website); * Asset Management Satisfaction, Summer 2010; * Diversity Analysis of Repairs, October 2010; * Diversity Working Group Business Plan Presentation, Jan 2011; * Rent Satisfaction Analysis March 2011; * Resident Inspector Analysis October 2010; * Residents Conference Follow Up Consultation, Jan 2010; * Satisfaction with neighbourhood analysis 2010; * Satisfaction with home analysis 2010; * Satisfaction with home profile analysis, 2010; * Satisfaction with neighbourhood profile analysis, 2010; * You Said, We Did for Diversity Working Group, March 2011; * You Said, We Did, THH Autumn 2010.</p>	<p>Diversity Working Group (Residents and partners)</p> <p>"We've started engaging with young people, but there is more to do"</p> <p>Resident, Boundary Neighbourhood:</p> <p>"The Boundary Allotment has meant that my mother has been going out and doing her gardening and this has made her feel much better as she has been getting regular exercise."</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	Communications and Governance / Neighbourhoods

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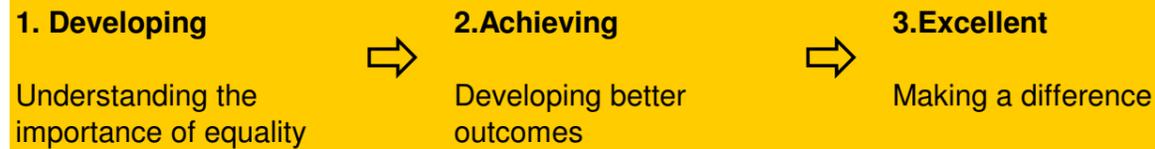


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<p>Where inequality has been recognised, we have engaged with marginalised and vulnerable groups and satisfaction has increased as a result.</p> <p>* BME Women's meeting, Dec 2010; * BME Mens Focus Group Minutes; * Disabled Residents Focus Group Minutes; * Youth Panel Minutes (on website); * Diversity Analysis of Repairs, Oct 2010; * THH Guidelines on engaging with hard to reach groups; * Older LGBT Forum Final Report; * on engagement with Somali community groups, April 2011; * You Said, We Did, Autumn 2010; * THH ESOL Learners; * Resident Panel advert in London Bangla, 2011; * You Said, We Did Summary, Diversity Working Group, March 2011.</p>	<p>Diversity Working Group (Residents and partners)</p> <p>"The Diversity Working Group is an excellent way of engaging with residents."</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	Communications and Governance / Neighbourhoods
<p>We have an improving track record of working with our local statutory and community partners to balance diverse, but sometimes conflicting interests, in the locality.</p> <p>* IDAHO Faith and Homophobia Conference May 2011; * ASB - Equality and Diversity actions and outcomes November 2010; * Older LGBT Tower Hamlets Project Documents; * Partnership Framework, May 2011;</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	Communications and Governance / Neighbourhoods

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Responsive services, access and customer care

<p>Customers are consulted and / or engaged appropriately on service planning and delivery, and have access to relevant information in order to make informed housing choices.</p> <p style="text-align: center; font-size: 2em; font-weight: bold;">1.16</p>	<p>Equality outcomes / objectives / goals have been produced to meet the needs of identified equality target groups, and those who are most vulnerable, including those who are socio-economically disadvantaged and women who experience violence.</p> <p style="text-align: center; font-size: 2em; font-weight: bold;">2.17</p>	<p>The organisation has achieved positive progress across all areas against the equality outcomes / objectives it set.</p> <p style="text-align: center; font-size: 2em; font-weight: bold;">3.19</p>
<p>EqlAs involve appropriate resident and / or stakeholder groups and are made public.</p> <p style="text-align: center; font-size: 2em; font-weight: bold;">1.17</p>	<p>Appropriate resources have been allocated and action has been taken to mitigate adverse impact and improve equality outcomes where shortfalls have been identified.</p> <p style="text-align: center; font-size: 2em; font-weight: bold;">2.18</p>	<p>EqlAs are built into all aspects of decision making and policy and service reviews and plans.</p> <p style="text-align: center; font-size: 2em; font-weight: bold;">3.20</p>

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<p>Through improving our understanding of our customers, equality mapping our customer access arrangements, and following through our action plans, a wide range of outcomes have been produced that help us meet the needs of particular equality groups. This includes those who are vulnerable or socio-economically disadvantaged, as well as women who experience violence.</p> <ul style="list-style-type: none"> * Domestic Violence Policy and Procedure; * Domestic Violence Leaflet; * Domestic Violence; * Domestic Safety Plan; * MARAC Referral Form; * MARAC Victim Consent Form; * DV Directory; * DV Referral Form; * Domestic Violence Risk Assessment Template; * Collingwood Neighbourhood Refuse Campaign - Bengali translation; * Using insight to support vulnerable residents, November 2011; * Using insight to support overcrowding residents, November 2011; * THH Communication flash Cards v1; * Repairs Equality and Diversity Action Plan, November 2010; * Overcrowding Toolkit; * Large Print guidance for staff, Oct 2010; * Money Help and Advice Report, February 2011; * Access and Customer Care Presentation, Oct 2010; * Large Print Asbestos letter; * Chief Execuives Report on financial inclusio nand socio-economic in * Customer service DDA Action Plan, Nov 2010. 	<p>Diversity Working Group (Residents and partners)</p> <p>"Overcrowding has been recognised as a key issue, and action is underway to address it"</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	All
<p>Our EqlA actions, and board reports concerning them, are published on the website, and resources have been allocated to mitigate adverse impacts concerning responsive services access and customer care. These have started to deliver improvements which have been positively received by residents.</p> <ul style="list-style-type: none"> * EqlA Template, January 2011 * SMT Paper, March 2011 agreeing this year's EIAs * EqlAs for 2010-2011 * Updated Action Plans for 9 EqlAs, January 2011 * EqlA and relevant appendices for Organisational Restructure, March 2011 	<p>Diversity Champions (Staff)</p> <p>"Communications and Business Development joint working to improve publications in alternative formats is working really well"</p> <p>"Good progress has been made in the rent service"</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	All

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<p>Mechanisms are in place to ensure that equality objectives are delivered by contractors and improving satisfaction with our repairs services has emerged as a result amongst BME residents.</p> <p>* LBTH Contractors Code of Conduct; * Mears, Language skills of staff, March 2011; * Post-Mobilisation Equality and Diversity Action Plan, April 2011; * THH and MITIE Communication Flash Cards, October 2010; * Case study: Contractors working with THH to safeguard vulnerable adults; * Mears list of operatives who speak community languages other than English; * Sample minutes of contract management meetings with Apollo, Bagnalls and Lakehouse, Nov 2010; * LBTH Contractors Code of Conduct.</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	All
<p>Equality and cohesion objectives are monitored by the board and leadership and improved equality outcomes are starting to be delivered.</p> <p>* Diversity performance and indicators - reference sheet, November 2010; * Decent Homes Case Study, Pilot Blocks; * Diversity Analysis of repairs, October 2010; * Overcrowding Performance Panel Report, Final, July 2010; * Chief Executives report, including socio-economic support, November 2010; * Customer Service DDA Action Plan, November 2010; * Money Help and Advice Report, Feb 2011; * Access and Customer Care to meet diverse needs presentation.</p>	<p>Abdool Kara, Independent Board member and Chair of Performance Management Committee</p> <p>"Officers are required to consider the equality and diversity implications of the delivery of our services and of any changes proposed, which are regularly reviewed by the Board and its sub-committees. As a result, a number of our services have improved their performance and are more accessible to vulnerable residents."</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	All
<p>Since 2009, THH has prioritised the needs of vulnerable and marginalised groups and services are designed to ensure that customers are treated with dignity and respect. As a result, there has been an improvement in outcomes for all customers, including those who are vulnerable and marginalised, and we are able to show that we are treating people with dignity and respect.</p> <p>* Vulnerability report, November 2010; * Case study: support need referral, November 2010; * Case Study: Safeguarding Vulnerable Adults with contractors, November 2010; * Case Study, George Loveless House; * THH Vulnerability Strategy; * Vulnerability Guide for staff; * Safeguarding Children Policy and Procedure; * Safeguarding Vulnerable Adults Policy and Procedure; * Using insight to support vulnerable residents, Final 2011.</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	Neighbourhoods

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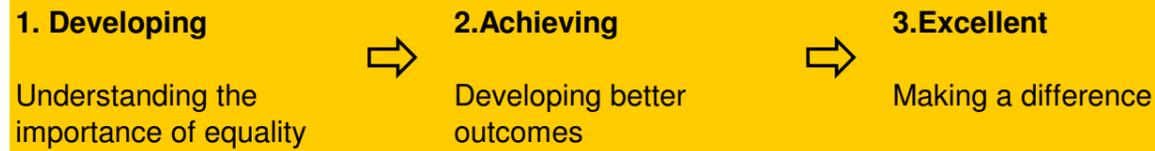


Where do we think we are?

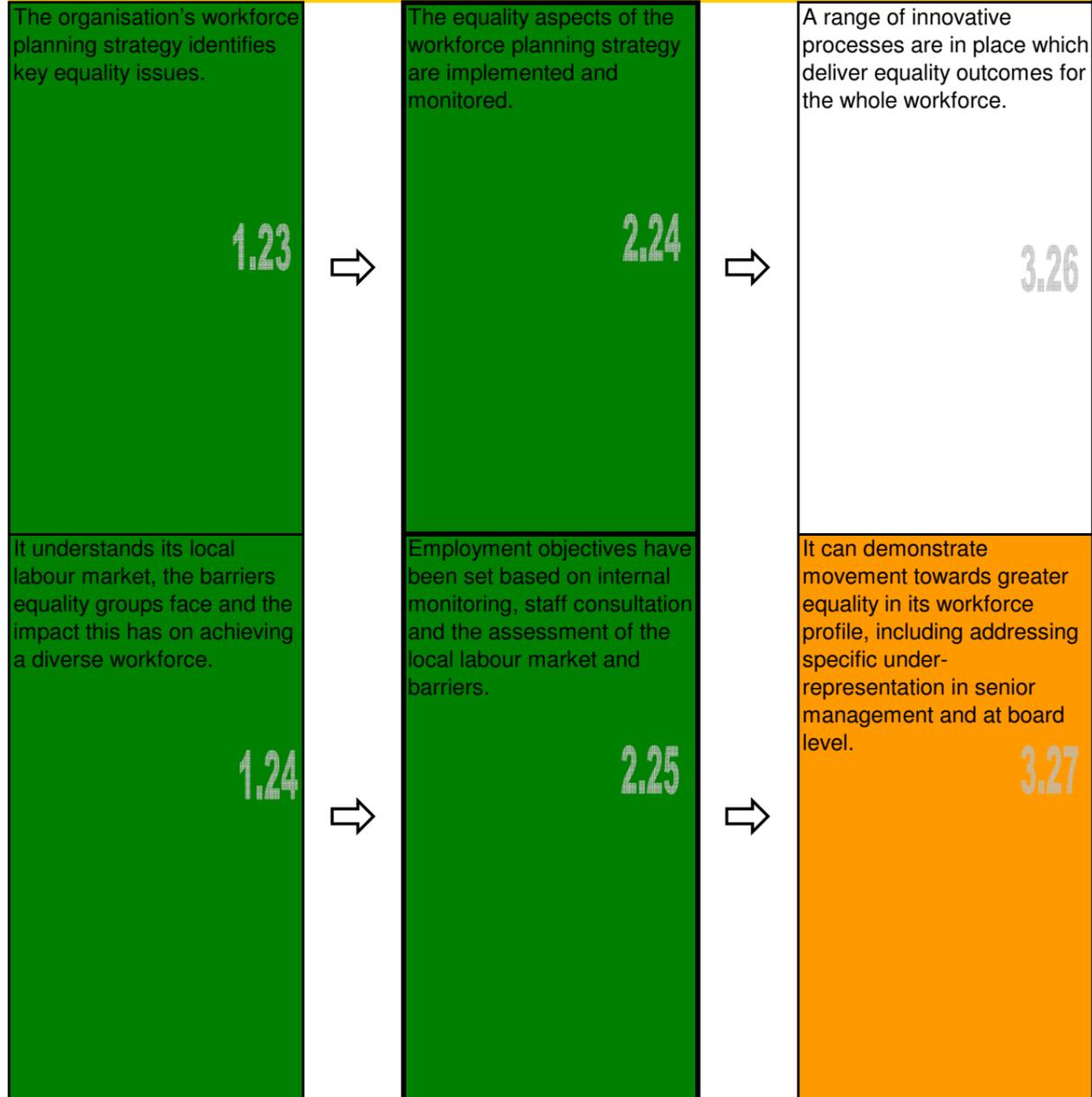
How was this done and what is the evidence?	Where relevant, what do stakeholders and community members say about how this indicator is being met?	Objectives What difference will this make?	Owner
<p>Since December 2010, human rights have been explicitly considered in our EqlAs. We are also part of a Human Rights Project on customers with No Recourse To Public Funds in partnership with LBTH.</p> <p>* NRPF Network Brochure; * No Recourse to Public Funds Project minutes; * Internal communication - News and Views; * Satellite television / Human Rights Complaint.</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	Business Development
<p>Access and take-up of services has been monitored and satisfaction analysed according to six equality strands. This has included service specific monitoring, as well as organisational wide issues such as customer access. Satisfaction has increased across all customer groups. The satisfaction gap regarding BME/Non-BME repairs has closed significantly, and vulnerable residents are more satisfied.</p> <p>* Noticeboard performance poster; * Mystery shopping final reports; * Mystery shopping performance poster, February 2009; * Diversity analysis of rent service, August 2010.</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance ● Build strong relationships for our communities 	Customer Access

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The journey to excellence



A progressive and diverse workforce



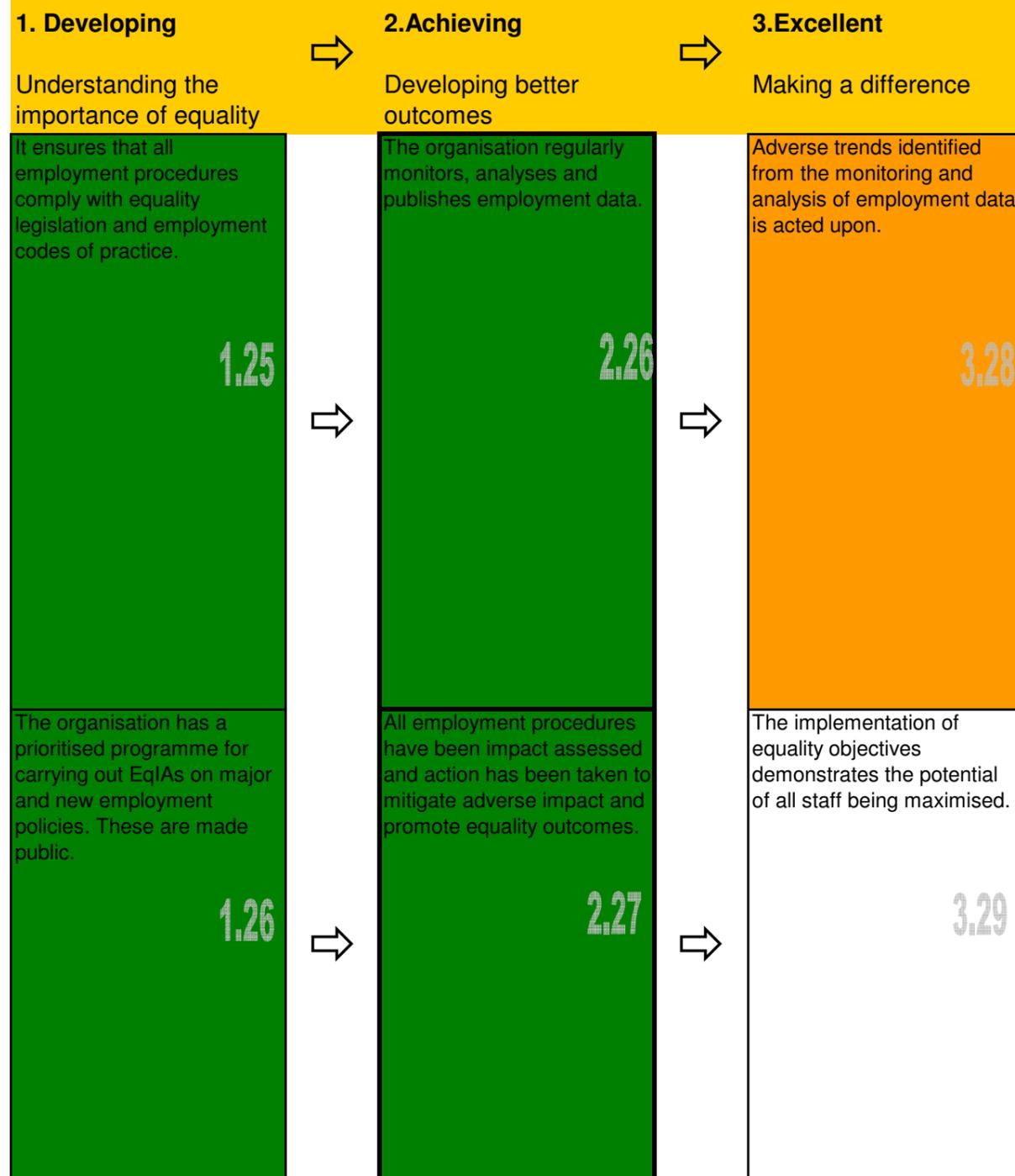
Where do we think we are?

How was this done and what is the evidence?	Where relevant, what do stakeholders and community members say about how this indicator is being met?	Objectives What difference will this make?	Owner
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<p>The People Strategy sets out high level objectives, with HR&OD team plans setting and monitoring the implementation of processes which aim to deliver improved equality outcomes for the whole workforce. A leadership and management development programme is being implemented in order to address the under-representation of BME staff and women at senior levels of the organisation. HR&OD are in the process of developing a workforce strategy with an action plan that is aligned to the Business Plan 2011-2014.</p> <p>* People Strategy 2009-2011; * HR&OD Team Plan, 2010-11; * Sample Management report - Investment Services, March 2011; * Workforce Diversity Analysis November 2011; * THH Mentoring Programme Proposal; * ILM Leadership and Management Development Programme Outline.</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are accessible, inclusive and fair; ● Create a positive working environment in which all staff can thrive; ● Improve our performance ● Build strong relationships for our communities 	HR&OD
<p>Equality and diversity workforce profile analysis has been monitored regularly to senior management. In November 2010 a comprehensive comparison with our customer base was used to highlight areas of strength and weakness. As a result, improvement has occurred concerning ethnicity and religion and belief in particular, though more work is required at senior management grades. Women are significantly under-represented across the organisation. THH is currently in the process of organising focus groups to discuss initiatives and programmes to improve the employee experience.</p> <p>Workforce Profile Diversity Analysis of THH Staff November 2011; * Diversity Analysis of Voluntary Severance Process, January 2011; * EqIA Organisational Restructure March 2011; * EqIA Action Plan and Risk Log, March 2011; * Recruitment Journey Ethnicity Analysis, November 2010; * Sample Organisational Development Committee Reports for May and January 2010; * Women's staff focus group report, September 2010; * Focus Group Advert for Internal Newsletter, May 2011.</p>	<p>Sonya Chumber, SkillsMatch, LBTH</p> <p>"I run the graduate programme at SkillsMatch and have placed many trainees within THH which have always been successful."</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Create a positive working environment in which all staff can thrive; ● Improve our performance ● Build strong relationships for our communities 	HR&OD

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The journey to excellence



Where do we think we are?

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<p>Procedures are updated and amended in order to comply with legislation. Workforce data has been published on the intranet and internet, for example a detailed analysis on the workforce which took place in Nov 2010, and more recently an analysis relating to the voluntary severance and restructuring process in Jan 2011.</p> <p>* THH Recruitments and Selection Policy, April 2008 * Dignity at Work Principles, May 2011 * Staff Code of Conduct * Sickness Management Procedure July 2010 * Redundancy and Redeployment December Procedure, December 2010 * Maternity - Expectant Mothers; Risk Assessment * Guide to Maternity Benefits and Forms, April 2008 * Grievance and Fair Treatment Procedure July 2010 * Flexible Working Hours Scheme, April 2008 * Equality and Diversity Policy Statement * Bullying and Harassment Policy, April 2010 * Annual and Special Leave Procedure (to be amended) * Workforce Profile Diversity Analysis of THH Staff November 2011 * Diversity Analysis of Voluntary Severance Process, January 2011 * Equality Act 2010 HR Managers' Briefing</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are value for money; ● Ensure that our services are accessible, inclusive and fair; ● Create a positive working environment in which all staff can thrive; ● Improve our performance ● Build strong relationships for our communities 	HR&OD
<p>An EqlA was carried out on the People Strategy in 2010, from which a number of improvements have been delivered as detailed in the most recent action plan update. A more comprehensive equality impact assessment was carried out in March 2011, with more ambitious actions identified to mitigate current negative trends and inequalities. These actions are being incorporated into this year's HR&OD team plan. Many of THH's original employment procedures were inherited from LBTH, and as such were impact assessed accordingly.</p> <p>* EqlA People Strategy 2010 * EqlA People Strategy Action Plan * EqlA Organisational Restructure, March 2011 * EqlA Organisational Restructure Action Plan and Risk Log, March 2011 * Workforce Profile Diversity Analysis, November 2010, * Recruitment Journey Analysis Ethnicity, November 2010 * Diversity Analysis Organisational Restructure, January 2011</p>	<p>Lisa Sykes, Chair of Staff Forum</p> <p>"The recent restructure was a worrying time for all staff affected, but the fact that staff were consulted and involved in the equalities impact assessment has helped to manage any adverse impacts that might have occurred."</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are accessible, inclusive and fair; ● Create a positive working environment in which all staff can thrive; ● Build strong relationships for our communities 	HR&OD

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The journey to excellence

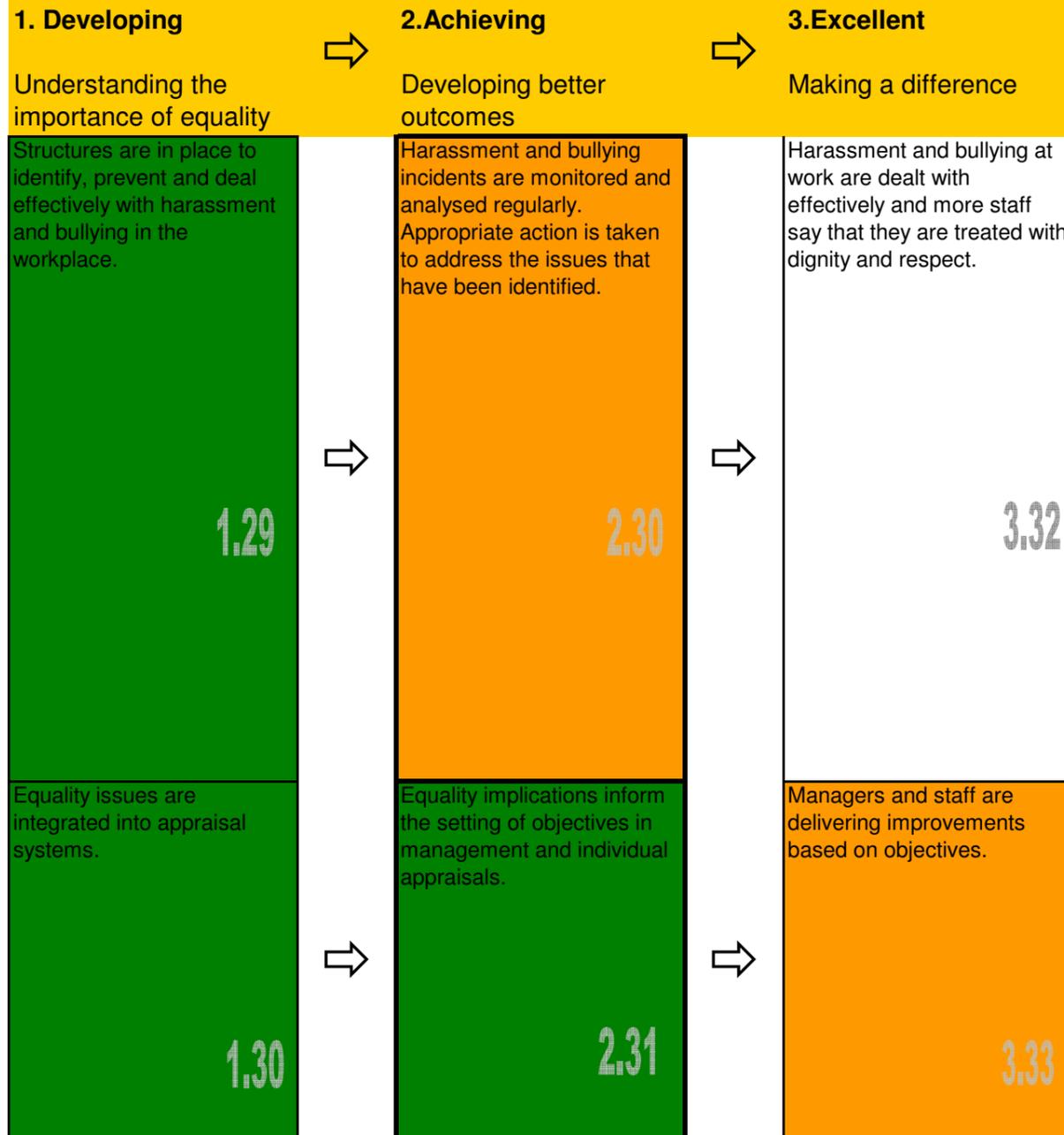


Where do we think we are?

How was this done and what is the evidence?	Where relevant, what do stakeholders and community members say about how this indicator is being met?	Objectives What difference will this make?	Owner
<p>Our first Equal Pay Analysis was carried out in January 2011. As THH pays its staff according to national pay scales this mitigates against significant inequality between groups. However, by also calculating average salaries for six equality strands, significant inequality was identified particularly concerning gender and ethnicity.</p> <p>* Equal Pay Analysis , January 2011.</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are accessible, inclusive and fair; ● Create a positive working environment in which all staff can thrive; ● Build strong relationships for our communities 	HR&OD
<p>The staff induction outlines THH's high level commitment to equality and diversity. In-house training has been developed to meet the needs of our customer and staff concerning domestic violence, diversity, customer care, safeguarding adults and safeguarding children. An Equality Act 2010 briefing has been circulated to managers. In order to address issues of BME and women staff being under-represented at senior management levels, the Best That I Can Be Programme, Mentoring Programme and Leadership and Management Development program have been designed to be open to all, but positively aimed at under-represented groups. A programme of Diversity Awareness training is being developed for delivery in November 2011, in partnership with Diversity Champions and the Staff Forum.</p> <p>* THH Staff Induction * Board Training on racial equality * Domestic Violence Training material * Best That I Can Be Programme Report and equalities analysis * Diversity e-learning material * Mentoring Programme Proposal * Caretaking Team Leaders' Training Aims * Caretaking Team Leaders' Training Programme * Training Approach Summary Note, 2010 * Equality Act 2010 Managers Briefing * Diversity Roadshows attendance register * Core training summary * People Strategy 2009-11 * ILM Leadership and Management Development Programme Outline</p>	<p>Diversity Champions (Staff)</p> <p>"Diversity Roadshows and e-learning were effective, through broader and more extensive equality and diversity training is need to ensure that all staff are knowledgeable and equipped to meet the diverse needs of customers"</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are accessible, inclusive and fair; ● Improve our performance 	HR&OD

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The journey to excellence



Where do we think we are?

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<p>A summary of grievances and disciplinaries have been reported regularly to the Organisational Development Committee. THH has a bullying and harassment policy and a Dignity at Work statement. A potentially violent person alert protects staff from health and safety risks when interacting with potentially abusive customers. The Disciplinary Procedure, Grievance and Fair Treatment Procedure and Staff Code of Conduct May 2010 outline a clear approach to how we deal with bullying and harassment in the workplace. HR have developed a tracker for casework, which includes the monitoring of bullying and harassment casework. A new competency framework has been developed and will be launched on 2nd June 2011 at the Leadership Forum for all employees with line management responsibilities.</p> <p>* Equality Analysis of current grievances and disciplinaries, May 2011 * Staff Code of Conduct, May 2010 * Grievance and Fair Treatment Procedure, July 2010 * Disciplinary Procedure Final, 2010 * Bullying and Harassment Policy, April 2010 * Potentially Violent Person Alert Example, November 2010 * ODC Monitoring Report, Jan 2010 * ODC Monitoring Report May 2010</p>		<ul style="list-style-type: none"> ● Improve satisfaction; ● Ensure that our services are accessible, inclusive and fair; ● Create a positive working environment in which all staff can thrive; ● Build strong relationships for our communities 	HR&OD
<p>Every member of staff has an appraisal and performance plan. Guidance was provided in May 2010 to all appraising managers. A sampling exercise in September 2010 showed that almost all had a target that was flagged as contributing to the organisation's diversity aims.</p> <p>* Appraisal template, 2010; * Guidance on embedding equality and diversity in appraisals, March 2010; * Appraisal Diversity Sample Check, August 2010; * MAaP 6 month monitoring report, 2010.</p>	<p>Diversity Champions (Staff)</p> <p>"Equality and diversity has been recorded in some staff appraisals"</p>	<ul style="list-style-type: none"> ● Create a positive working environment in which all staff can thrive; ● Improve our performance 	HR&OD / Business Development

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The journey to excellence



Where do we think we are?

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<p>The Staff Forum represents every part of the organisation and has been significantly involved in service transformation, including consultation on the recent restructure. It was recognised recently that disabled staff were under-represented, so an article in News and Views, our internal newsletter, encouraged disabled staff in particular to apply to be a representative. Staff surveys have been regularly carried out, and actions to remedy unequal or low satisfaction have been agreed by senior management. Directors briefings have ensured that staff have been able to engage in service transformation and proposed new ways of working in advance of the recent organisational restructure.</p> <p>* Staff forum terms of reference; * Staff forum minutes; * Staff Survey Analysis, January 2011; * Staff Language Register list; * Rents Team Planning Away Day presentation; * ODC, Oct 2010 Staff Survey Action Plan; * Equality Impact Assessment, March 2011.</p>	<p>Lisa Sykes, Chair of Staff Forum</p> <p>"The Staff Forum gives employees an active role in influencing decision-making in our organisation and to be kept informed and consulted on Tower Hamlets Homes' movements. The forum also shows our values in action, with senior management asking staff what they want, not assuming that they know"</p>	<ul style="list-style-type: none"> ● Improve satisfaction; ● Create a positive working environment in which all staff can thrive; ● Improve our performance. 	HR&OD

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