

The Hyde Group

Strategic Diversity and Inclusion Plan 2011-12

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1. Introduction

For the Hyde Group, our work on diversity and inclusion is not just about meeting our legislative and regulatory requirements. It is fundamental to the effective delivery of services and our performance as an employer of choice.

The key business driver for us is to put customers at the heart of what we do – this means that diversity and inclusion must also sit at the core of what we do.

Our business case for improving all aspects of performance on diversity and Inclusion is clear. We need to have a good understanding of the diverse needs of our customers in order to target service provision and meet demonstrable needs. This targeting of service provision to meet an identified need will help us drive down costs and promote efficiency. Therefore, we see equality and diversity as an essential component in achieving high levels of customer satisfaction and a competitive advantage.

Consequently, the purpose of our Diversity and Inclusion Plan for 2011-12 is to support the business to:

- Get to know our customers and understand their needs and expectations
- Use this knowledge to ensure that the services that we design and deliver meet the individual needs of our customers
- Provide services that all our customers can use without experiencing barriers of access, discrimination or harassment due to their individual diversity characteristics
- Recruit, develop and retain a diverse workforce
- Support and develop a culture that values the diversity of our customers and staff

2. Our key achievements during 2010-11

During 2010-11, we worked closely with our staff, customers and external partners to make sure that the diversity and inclusion initiatives that we focus on enable us to deliver improved services for customers.

Our key achievements are set out in detail in our *Diversity and Inclusion Annual Update* and are summed up below:



3. Our direction of travel for 2011-12

The focus of our work on Diversity and Inclusion for 2011 -12 is to consolidate and build on the good practice that we have already established and to raise the profile of our work.

Through our strategic Diversity and Inclusion plan we will focus on activities that will enable us to deliver the following diversity and inclusion objectives:

1	Engage diverse group of residents and develop skills to influence service development
2	Identify, understand and meet the diverse service needs of our customers
3	Ensure that our governance structures are representative and responsive to the diverse needs of the communities that we work with
4	Ensure that our approach to procurement supports us to deliver accessible services
5	Recruit, develop and retain a workforce that reflects the diverse communities that we work with
6	Improve communication and raise the profile of our work

A focus on the above objectives will enable us respond positively to the legislative and regulatory framework for equality and diversity that is set out in the Equality Act 2010, the Human Rights Act and the Tenant Services Authority (TSA) Standards – particularly the Tenant Involvement and Empowerment Standard.

It will also support the business in delivering the vision that is set out in the Corporate Plan – “Making a lasting difference to people’s lives”

4. Diversity and Inclusion Action Plan 2011-12

Objective 1 **Engage diverse group of residents and develop their skills to influence service development**

Action	Outcomes	Lead	Timeline
<p>1. Target 10 members of under-represented groups of residents (BME groups and younger people 18-34) and carry out research on how they can be encouraged to get involved.</p> <p>Use findings to plan the methods that we will use to make our engagement activities accessible and set targets for involvement.</p>	<p>Overall target of the Resident Engagement Strategy is to increase the number of involved residents by 20% between 2011-14</p> <p>Specific targets to Increase number of residents involved from under-represented groups will be agreed by March 2012.</p>	Head of Resident Engagement	March 2012
<p>2. Develop an “Engaging with Young Adults Strategy” to encourage greater involvement from our young residents (18-34 year olds).</p>	<p>Increase in the number of young residents involved in influencing the planning and delivery of services to 2% by 2014</p>	Head of Resident Engagement	December 2011
<p>3. Develop a Hyde Plus Youth Panel to enable young people to have a say in defining Hyde Plus funding priorities and programmes</p>	<p>Opportunities available for 6 young residents to become involved in defining the service priorities and targeting of resources</p>	Director Hyde Plus	March 2012

Objective 2 **Identify, understand and meet the diverse service needs of our customers**

Action	Outcomes	Lead	Timeline
<p>4. Improve the coverage and integrity of customer demographic data, with the aim of achieving 80% coverage for all strands for all main tenants.</p>	<p>Information on vulnerability, communication and access needs available and used to deliver a tailored service.</p>	<p>OBU Managing Directors</p> <p>Head of Customer Services - Core Operations</p>	March 2012

<p>5. On a 6 monthly basis, produce a suite of diversity information and analysis for all business streams. This will be used to identify service improvements and target resources to deliver tailored services to residents. It will include:</p> <ul style="list-style-type: none"> - Diversity profiling dashboard - Analysis of service usage and satisfaction by diversity. - Vulnerability profiling 	<p>6 monthly business intelligence reports on D&I used to ensure that there is no significant difference in satisfaction outcomes for customers from all diversity groups</p>	<p>Director Customer Insight</p>	<p>Cyclical</p>
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Objective 3

Ensure that our governance structures are representative and responsive to the diverse needs of the communities that we work with

Action	Outcomes	Lead	Timeline
<p>6. Set up OBU D&I Staff Forums to strengthen local leadership and scrutiny on diversity</p>	<p>20 local champions on D&I in the business to lead on defining and delivering D&I activities</p>	<p>Managing Directors - OBUs</p>	<p>October 2011</p>
<p>7. Target under represented groups (BME, young people and LGBT) for recruitment to the new Resident Assurance Committees (RACs)</p>	<p>A local plan and targets developed by each RAC (by March 2012) to address any under representation by March 2014.</p>	<p>Head of Resident Engagement</p>	<p>March 2012</p>
<p>8. Train Resident Assurance Committee members to develop their skills and confidence to review and scrutinise performance on diversity</p>	<p>50 residents trained on diversity and inclusion and leadership skills</p>	<p>Head of Resident Engagement</p>	<p>March 2012</p>

Objective 4

Ensure that our approach to procurement supports us to deliver accessible services

Action	Outcomes	Lead	Timeline
<p>9. Offer training to all new gas contractors on the D&I standards set out in our Code of Conduct for contractors. A train the trainer Approach will be used.</p>	<p>All new Gas contractors understand and are able to respond to the specific service needs of customers.</p>	<p>Director Procurement Head of Property Services</p>	<p>March 2012</p>

Objective 5**Recruit, develop and retain a workforce that reflects the diverse communities that we work with**

Action	Outcomes	Lead	Timeline
<p>10. Update existing suite of diversity training to reflect changes in diversity legislation and the specific training needs identified by staff in the business by introducing:</p> <ul style="list-style-type: none"> - e learning module on <u>Respecting LGBT People in the workplace</u> - e learning module on <u>disability awareness</u> - <u>Deaf Awareness training</u> - to support work on achieving <i>the Louder than Words Charter Mark accreditation</i> in 2012 - <u>Cultural Awareness training</u> – to help staff understand and respond to cultural / diversity issues when planning and delivering services to customers - E learning module on <u>Managing Diversity in the workplace</u> 	5 new training courses on specific D&I issues available for staff to enable them to develop knowledge and skills.	Head of Diversity and Inclusion	March 2012
<p>11. Engage with staff and develop an approach to set up Staff Networks to support engagement to plan and deliver D&I activities.</p> <p>The focus for the current year is to set up a LGBT staff network and support our commitment to participate in the benchmarking for the Stonewall Top 100 Employers Index in 2012.</p>	<u>Senior Group LGBT Champion</u> and <u>LGBT Staff network</u> in place to support the business in delivering improvements suggested by Stonewall and promoting an inclusive workplace.	Director of Communications	March 2012

Objective 6**Improve communication on diversity and inclusion and raise the profile of our work**

Action	Outcomes	Lead	Timeline
<p>12. Identify senior D&I champions and use opportunities to benchmark performance and share good practice by working with the following 4 Employers Networks:</p> <ul style="list-style-type: none"> - Stonewall - Employers Forum on Disability - Opportunity Now (Gender) - Race for Opportunity (ethnicity) 	4 senior Group D&I champions identified to lead on external benchmarking and accreditation of our performance	Head of Diversity and Inclusion	October 2011

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