



Equal Opportunities Policy

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Section 1: The people we serve

1.1 Haringey is a richly diverse Borough which is home to some 223,500 people; women and men, disabled, ethnic minorities, old and young, heterosexual, lesbian and gay, bi-sexual and transgender, faith and non-faith communities. Our communities have different experiences but our aim is to create equality of opportunity for all. We want all people to have a greater opportunity to improve their lives and contribute to the success of the Borough.

However, what makes Haringey so different are both the size and the range of its diversity:

- Approximately 45% of the population are white British.
- Nearly 55% of Haringey's population are from the ethnic minority communities including Black African, Black African-Caribbean, Chinese, Greek-Cypriot, Turkish-Cypriot, Indian, Pakistani, Bangladeshi, Irish, Jewish, Polish, Turkish, Romanian and other eastern European Countries and Kurdish communities.
- Approximately 10 % of local people are refugees and asylum seekers.
- More than 53% of the local population are women.
- More than 10% of the local population are estimated to have a disability.
- A total of 13% of the local population are aged 60 plus.
- 25% of the local population are under 20
- 28% of the local population are between 30 and 44 years old
- National Research suggests between 5-10% of the population are lesbian or gay.
- Just over 30% of the households in Haringey live in social housing.
- 22% of council tenants are disabled or have a long term limiting illness.
- 62% of council tenants are female and 38% are male.
- 42% of people living in Haringey Council accommodation are under 24.

1.2 Haringey is one of the most diverse parts of one of the busiest capital cities in the world. This is potentially Haringey's biggest advantage and is a tribute to, good community relations, the contribution of local communities and this council's work to promote inclusion and equality.

The diverse communities contribute so much to local economic, cultural and social life, making Haringey one of the most exciting and vibrant places in London to live, work and play.

1.3 However, diversity coexists alongside deprivation and disadvantage. Haringey is characterised by:

- high levels of unemployment, amongst young people
- high numbers of lone parents living in poverty
- high levels of long term unemployment
- high level of teenage pregnancy
- high levels of homelessness
- high mortality rates particularly in the east of the borough.

The low income and poverty have severe impact on individuals and families, especially children and older people.

1.4 Deprivation affects all local communities. However, it is more pronounced in the east of the borough which has a large concentration of ethnic minority groups.

Unemployment and low expectations have left some communities feeling disempowered and socially excluded.

This equal opportunities policy will support the work of various neighbourhood and regeneration initiatives which Homes for Haringey has developed to address disadvantages and promote equalities throughout the borough and respond to local needs across all services.

1.5 To this end, Homes for Haringey is committed to responding to the challenge of institutional discrimination by embedding an anti-discrimination ethos across the organisation. This will be achieved through a renewed focus on mainstreaming equalities in all core activities of Homes for Haringey to ensure that we promote our equal opportunities policy aims in the day-to-day operations of Homes for Haringey and at all levels of the organisation.

Section 2: Meeting our legal obligations

2.1 To meet the Equality Act 2010 we will:

Update our policies, systems and procedures, publish and deliver our equality objectives every four years from April 2012.

Publish on our performance against equality objectives and publish annual equality data about our workforce.

In order to support our responsibilities relating to the Equality Act and the Public Sector Equality Duty we carry out the following actions:

- Carry out Equality Impact Analysis on major policies, services or functions and all proposals for major changes in structures and service delivery in order to avoid negative impact on any groups.
- Consult and engage widely to make sure that all our residents and stakeholders have a say in how services are developed and delivered.
- Undertake monitoring of policy outcomes to make sure that we identify where policies may be making inequality worse and taking action to correct them.
- Make our information accessible so that no one is placed at a disadvantage in terms of access to information due to a language barrier or a disability.
- Carry out an annual business planning process, through which our equality objectives will be implemented and monitored.
- Implement fair employment policies
- Use procurement to promote equality and diversity

Section 3: Our equalities policy statement and goals

- 3.1 We recognise and accept that discrimination and disadvantage exist in Haringey, caused by unintended institutional barriers which disproportionately affect certain sections of the community more than others: for example, ethnic minority groups, women, young people, older people, disabled people, people of faith or non faith, lesbians and gay men.

We are committed to identifying and removing unnecessary bureaucratic barriers which prevent equal access to what Homes for Haringey has to offer, in the delivery of services and employment practices.

Therefore, throughout its work, Homes for Haringey is committed to reflecting the full diversity of the community it serves and to promoting equality of opportunity for everyone. Homes for Haringey may not be free of unintended institutional discrimination, and we are working to identify and eradicate any such practices.

We aim to ensure equal access to our services by all citizens on the basis of need and to provide services in a manner that is sensitive to the individual whatever their background. We will represent the needs of our diverse communities to other agencies and make equal opportunities a key guiding principle in all of our work with our partners and contractors. We will ensure that our workforce reflects the community it serves. We will take positive action to realise our equality of opportunity policy.

We are committed to eliminating discrimination on the grounds of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- ethnic origin or race
- religion or belief
- sex
- sexual orientation
- pregnancy/maternity.

It is the responsibility of every employee of Homes for Haringey to uphold and implement this policy.

It is the responsibility of each individual manager, at all levels, to plan and provide their services to realise this policy.

It is the responsibility of all people using our services to respect our staff and other service users around equalities considerations. They in turn should be treated with the same respect by our staff.

3.2 Our Equalities goal and aims

3.2.1 The overall goal is to create: *'An organisation which ensures the provision of services appropriate to local need, valued by all and delivered by staff who reflect the diverse communities we serve'*.

3.2.2 The aims of Homes for Haringey in respect of equal opportunities are threefold:

- To promote and demonstrate fairness and equality of opportunity in the provision of services.
- To promote and demonstrate fairness and equality of opportunity in the employment of staff.
- Achieve measurable progress against agreed targets in mainstreaming equal opportunities throughout Homes for Haringey and all its operations.

3.2.3 We will realise the goals and aims by implementing our equal opportunities policy using the arrangements and actions set out in our business and team plans.

3.2.4 It is the responsibility of every employee of Homes for Haringey to uphold and implement this policy.

3.2.5 In regard to services, we will provide or procure services in a way that is fair and meets the needs of all users.

3.2.6 In regard to employment of staff, equal opportunities means ensuring that there is equal access to all employment opportunities and to all employment related activities such as training and staff development within Homes for Haringey. Equal opportunities will help ensure that the appropriate people will be appointed to deliver council services.

Section 4: Our equalities approach

- 4.1 Mainstreaming is our strategic approach to equal opportunities in Haringey, and will be used to deliver the aims and objectives set out in this policy document.

Essentially, it is the use of Homes for Haringey's strategic and business planning and performance management frameworks and reviews to ensure that our equality public duties are embedded into service planning and day-to-day operations at every level of Homes for Haringey. In summary, the Scheme commits Homes for Haringey to:

- Carrying out equalities impact assessment of key proposals
- Consulting and involving the community in what it does
- Monitoring the impact of what Homes for Haringey does and correct any disproportionate adverse impacts on any groups
- Providing equal access to information on what Homes for Haringey is doing
- Publishing and disseminating equalities outcomes
- Building the competence of staff to combat harassment and hate crime
- Tackling prejudice
- Promoting good relations and social cohesion
- Using its procurement function to advance equality
- Promoting an inclusive and safe physical environment
- Promoting equality in its employment of staff
- Using its asset management function to promote equality
- On the basis that Gypsies and Travellers are distinct ethnic communities who have been subject to appalling discriminatory treatment, therefore we need to promote equality for Gypsies and Travellers.

Section 5: Leadership and influence

- 5.1 Homes for Haringey has a position of leadership and influence in the borough as a key partner of Haringey Council.

This places a huge responsibility on it to ensure equal opportunity for all and to achieve a sustained and lasting progress on equalities through mainstream actions by itself and by its local agencies.

In the current Homes for Haringey structure, leadership responsibility for equalities rests as follows:

5.2 **The Executive Management Team**

Led by the Chief Executive, the Executive Management team will provide management leadership for Homes for Haringey's equal opportunities policy.

The Executive Management team will:

- Act as an examples of good equal opportunities practice collectively and individually
- Ensure that the organisation is resourced to meet its equal opportunities objectives
- Be accountable for their achievements against the Council's Equality Public Duties Scheme .
- Be accountable for their management actions in the context of their impact on Homes for Haringey's equal opportunities objectives

Progress will be achieved if equalities issues are explicit in the leadership, planning and management of every service and activity.

5.3 **Service Managers**

Service Managers will:

- Implement the policy as part of mainstream service management
- Explicitly address equalities in their Business Plan, review and report achievements
- Set equalities indicators for their service and report performance as part of the performance management system
- Be responsible for ensuring their staff uphold and further the equal opportunities policy
- Appraise staff performance on equalities as part of performance appraisal.

Promoting equal opportunities through influence;

- Act as an examples of good equal practice
- Homes for Haringey recognises that it has a role to play in promoting equal opportunities through its ability to influence the wider community, external organisations and institutions.
- Homes for Haringey recognises that it can use its powers of influence to promote equal opportunities as follows:
 - Through its role in the community
 - Through its ability to help form and guide public opinion
 - Through its partnership arrangements
 - Through the organisations on which it is represented
 - Through the grants it gives to voluntary sector organisations.

5.4 **Community Leadership**

Homes for Haringey is committed to both modernising its equal opportunities policy and internal practices as set out in the document. Homes for Haringey will expect all partner organisations to include all equalities considerations in their mainstream activities.

5.5 **Opinion Forming**

Homes for Haringey is committed to acting as a model of good equal opportunities practice, and thereby using its position to help create a climate in which equality of opportunity objectives become more widely accepted throughout the local community. Homes for Haringey is committed to presenting a positive image of its equal opportunities work through effective communication of its policies and practices and through the public statements of its Board members and staff.

5.6 **Partnership Arrangements**

Homes for Haringey recognises that its various partnerships provide opportunities for both making the case for and further promoting equal opportunities, both with the private sector and with other public bodies. Homes for Haringey is committed to promoting equal opportunities within such arrangements as a fundamental part of good management practice.

5.7 **Grant Aid**

Homes for Haringey allocates a proportion of its budget in grant aid to a number of resident groups. It is Homes for Haringey policy, and will remain a condition of support, that a voluntary organisation funded by Homes for Haringey adopts and implements equal opportunities principles.

Homes for Haringey is committed to regularly monitoring whether or not organisations are complying with these.

Section 6: Employment of staff

- 6.1 Effective staff are essential for any organisation to perform well. This is particularly so in an organisation where staff have a decisive influence on the way the whole organisation is perceived and experienced by local people.
- 6.2 Homes for Haringey recognises the link between the services it provides or procures and the people who deliver these services. Achieving equality in service delivery will be furthered by a competent workforce who reflect the diversity of local service users. This organisation values a diverse workforce and will use its diverse workforce to ensure appropriate services are delivered to local people.
- 6.3 Homes for Haringey's objective for equal opportunities in employment is to ensure equality of opportunity in all aspects of the employment cycle, including, recruitment, appraisal, training, promotion, redeployment, redundancy and retirement processes. Homes for Haringey will ensure that this overall objective applies across all services and that no job applicants or no employee shall receive less favourable treatment than another and that no one shall be disadvantaged by conditions or requirements other than on a genuine occupational requirement basis.
- 6.4 Homes for Haringey will promote equality of opportunity and address under representation in employment whilst recognising that employment opportunities in the authority are changing. Turnover, new skill requirements and the changing nature of work will however create new opportunities. With the increasing application of Value for money, more areas of service will no longer be directly provided by Homes for Haringey - some will be provided in partnership - some will be provided externally. This organisation will invest in all its employees to support their employability in a mixed economy of service provision. At all times and in all contexts, and at all levels of this organisation will seek to promote equality of opportunity in employment.
- 6.5 Homes for Haringey will:
- ensure that everyone receives equality of treatment in recruitment and employment by Homes for Haringey.
 - take positive action measures to reduce the effects of discrimination and disadvantage.
 - ensure that all Managers and employees are aware of Homes for Haringey's Equal Opportunities Policy and that they are aware of their rights and responsibilities in relation its implementation and the consequences of unacceptable behaviour.
 - continue to operate structures to provide leadership and direct work on equalities at both strategic and service levels.

- ensure the development and consistent implementation of discrimination - harassment policies and procedures which cover all equalities areas. Homes for Haringey recognises that harassment of employees and service users is unacceptable and it is the responsibility of management to deal with cases of harassment individuals experiencing harassment will be encouraged to take action all complaints will be treated seriously. Homes for Haringey will investigate thoroughly and promptly complaints of discrimination, victimisation or harassment by employees of Homes for Haringey in accordance with its approved procedures. Acts of discrimination, victimisation or harassment by employees will be treated as serious disciplinary offences. Homes for Haringey has developed its harassment procedures to integrate with the borough wide Harassment and Hate Crime Strategy shared with partner agencies and community groups.
- keep under review Homes for Haringey's recruitment code of practice ensuring that it retains an equal opportunities basis whilst reflecting the changing situation in the local authority. Homes for Haringey will ensure that its recruitment and selection procedures accord with the codes of practice produced by the Government and the national Equality Commissions.
- continue to undertake and further develop regular age, disabilities, ethnic and gender and other equalities monitoring of Homes for Haringey's workforce profile
- produce a regular age headcount profile of Homes for Haringey's workforce alongside ethnic, gender and disabilities headcounts, analysing and evaluating these headcounts and taking appropriate corrective action.
- develop equal opportunities monitoring across the employment cycle on a phased and systematic basis - covering in time application, appointment, appraisal, training, progression, redeployment, redundancy, secondment, disciplinaries and employee discrimination and harassment complaints and exit interviews. Homes for Haringey will regularly review policies, procedures and their implementation in all of these aspects of employment to ensure that they support Homes for Haringey's equal opportunities objectives.
- ensure accessible workplaces for disabled employees, making reasonable adjustments to facilitate disabled people to be able to work, and retain in employment, wherever possible, employees who become disabled.
- retain flexible working practices to ensure that staff are supported in balancing work and other life commitments.

Section 7: Supporting and developing staff

7.1 Homes for Haringey believes that appropriate development and training for its' employees and others directly involved in the provision of its services represents a vital part of the implementation of its Equal Opportunities Policy. This should include development specifically directed at enabling the advancement in employment by Homes for Haringey of groups who are underrepresented. To these ends, Homes for Haringey will:

- Continue to review and develop our training strategy and Learning and Development Plan.
- Use training and induction as strategic vehicles to address relevant equalities issues both in terms of training content and training opportunities. Ongoing recruitment and selection training will be provided across all equalities issues.
- Put in place management development and training programmes that include addressing equalities objectives.

7.2 Homes for Haringey will seek to ensure that:

- Induction training provided by Homes for Haringey has an integral equalities dimension embracing all equalities issues.
- All relevant employees and particularly those from under-represented groups will have access to appropriate management training and development.
- Development and training delivered by or on behalf of Homes for Haringey supports and adds value to the aims of the Equal Opportunities Policy, and is equalities based in terms of its content.
- Employees' views on their development and training needs will be sought in developing training priorities and programmes. Homes for Haringey employees having direct contact with the public have customer care training that is equal opportunities based.
- Homes for Haringey's post entry training scheme will continue to be targeted at under represented groups.
- Future management development training will include training on the mainstream management of equal opportunities.
- All corporate and directorate training plans, will include plans for positive action development and training.

Section 8: Community cohesion and renewal

- 8.1 Homes for Haringey recognises that it has a key role to play in leading local efforts to promote community cohesion, tackle social exclusion and foster neighbourhood renewal
- 8.2 Homes for Haringey also accepts that there are strong links between equality, diversity and community cohesion given that community cohesion can only grow when everyone has equality of treatment in terms of respect and appreciation, access to services, employment and life's chances in general
- 8.3 Homes for Haringey accepts its responsibility to assist in facilitating and supporting the development of a common vision and a sense of belonging which all communities and individuals in Haringey are able to share. The Council aims to lead in building a Haringey Community in which everyone, whatever the race, ethnic origin, gender, age, religion, disability, sexuality can feel part of. In pursuing this aim, Homes for Haringey will work and support initiatives to promote positive images and attitudes towards all sections of Haringey's population through tackling prejudices and ignorance, breakdown barriers between people and encourage greater inter-group social interaction.
- 8.4 Given the diverse nature of Haringey's population, promoting community cohesion and tackling issues of social exclusion and neighbourhood renewal are of particular importance to Homes for Haringey

Section 9: Accountabilities

- 9.1 The Board, the Chief Executive and Executive Management team have overall responsibility for implementation of the policy and for the plans and performance management practices adopted by their services.
- 9.2 Business Plans, Team Plans and performance management within each service will contain details of how equalities objectives and indicators and responsibilities will be discharged on an annual basis. All key reports and policies will have an Equalities Impact Assessment carried out and annually reviewed. Executive Directors have overall responsibility for implementation of the policy and for the plans and performance management practices adopted by their services
- 9.3 Managers will be directly responsible for implementing the policy as part of mainstream management. They will be responsible for addressing equalities issues in the Business Planning and performance management arrangements for their area of activity. They will further be responsible for ensuring their staff act in accordance with these policies, providing all necessary support and direction.
- 9.4 Each Homes for Haringey employee will be responsible for his or her own behaviour being acceptable within the terms of the policy, and will be expected as part of their day to day work to actively address the equalities issues involved in their work.

Section 10: Policy implementation

- 10.1 The Business Plan and Team Plans will be the main mechanisms through which the Equality Scheme and hence this policy will be implemented.

Section 11: Policy monitoring and review

- 11.1 Homes for Haringey recognises the importance of monitoring and reviewing its policies and practices to ensure that they continue to reflect Homes for Haringey's objectives, and that they can be measured to determine how successfully they are achieving those objectives.
- Homes for Haringey will ensure that its achievements in terms of its equalities objectives are monitored and reviewed on an ongoing basis at a number of levels:
 - At an organisation wide level, Homes for Haringey will monitor and

review organisation wide achievements, impact assessments, equalities targets and trends highlighted within the performance management system.

- At a service level, Homes for Haringey will monitor and review achievements through review of the Business Plan, Team Plans and equalities performance indicators set in the performance management system.
- At the individual officer level, Homes for Haringey will monitor and review equalities achievements as an integral part of work reviews and performance appraisal.

Breaches of the Policy

- This Policy is Homes for Haringey's statement of its own objectives and expectations on Equal Opportunities.
- Our Business Plan and individual Team Plans will outline in measurable form the ways in which the policy will be turned into action
- The Policy will be most effectively implemented by gaining the understanding and commitment of all the people involved in carrying it out; it will therefore be promoted and supported by every available means as outlined earlier, in particular through training, consultation, and adoption of mainstream procedures which are effective and efficient and equal opportunities based.
- There will undoubtedly be occasions when Homes for Haringey will have to take action to correct behaviour and reinforce its expectations of its employees, service user, suppliers and strategic partners in supporting the Policy. Homes for Haringey will take disciplinary action within agreed procedures where the Policy is being abused, ignored or breached. It will be a condition of service that employees adhere to the Equal Opportunity Policy and failure to do so will be cause for disciplinary measures to be taken.