



Homes for Haringey

Homes for Haringey

Equalities and Diversity Strategy

2007 – 2010

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Foreword

The successful implementation of equalities and diversity is one of the many challenges facing Homes for Haringey. It is essential that we recognise and embrace the diversity of our customers, service users and staff and are responsive to their needs. Equality and diversity is a key principle underpinning our aim to deliver excellent services, provide better homes and help deliver stronger communities.

We are committed to developing and delivering services and employment opportunities which are based on the principles of equality of opportunity for all and which recognise the diversity of the communities we serve. We see our legislative obligations and good practice recommendations as catalysts for change and innovation.

Our equality and diversity strategy sets out our aims and objectives to meet all existing and future requirements. It underpins our core commitments by providing a robust framework for continuous, sustained performance, achievement and improvement. It sets out the ways in which we aim to improve the quality of services and opportunities for our residents, leaseholders, actual and potential employees. It also sets out the associated commitments, strategies and action plans aimed at eliminating discrimination, unfair treatment, disadvantage and exclusion and promoting fairness, inclusion, equality and best practice.

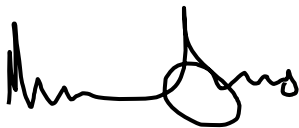
We recognise that equality and diversity cannot and should not be considered in isolation from other issues and will use this strategy as a mechanism to ensure that we integrate it and consider the equalities and diversity implications of everything that we do. This strategy sets our framework for equality and diversity aimed at ensuring that:

- All types of unlawful discrimination and unfair treatment are eliminated
- That all aspects of equalities are considered (i.e. gender, race, disability, sexuality, religion or belief and age)
- That equalities is mainstreamed into all aspects of policy and practice

We will regularly consult individuals in the community, local organisations, voluntary groups, stakeholders and partners on our priorities, actions and performance. Mechanisms and initiatives will be developed to provide everyone with the opportunity to be involved in the evaluation and review of our performance.

Homes for Haringey's Board and Executive Management Team are committed to providing the leadership required to sustain and develop our equality performance and achievements. We recognise that the successful implementation of this strategy depends on us all being responsible for our actions and ensuring that we individually and collectively take steps to eliminate all forms of discrimination and disadvantage. The strategy provides a clear framework setting out what we want to achieve, how we will achieve it and how we will measure our success and progress.

This strategy is a working document, which will be regularly reviewed. It sets out our three year vision for equalities and diversity and our aim to ultimately be recognised as a model of excellence. We aim to achieve our objectives by working in collaboration with customers, service users, the community and partners.

A handwritten signature in black ink, appearing to read 'Mike Jones', with a stylized flourish at the end.

Mike Jones
Chair, Homes for Haringey Board

1. Introduction

We recognise that the principles of equality and diversity are fundamental to our business and our relationships with staff and residents. We serve a dynamically diverse community and are committed to ensuring that we understand the profile of our residents, customers and employees, in order to ensure that we deliver appropriate, relevant and accessible services and opportunities. In addition to fulfilling our statutory requirements, we have a responsibility to promote equalities in all our activities and develop an organisational culture which understands and values equalities and diversity.

Promoting equalities and combating exclusion are key commitments of Homes for Haringey. We recognise that a variety of barriers exist which prevent certain individuals, groups and communities from accessing services or fully participating in economic and community life. We acknowledge the key role we have in this regard.

We are committed to eliminating discrimination on the grounds of:

- Age
- Disability
- colour, ethnic origin, nationality, national origin or race
- Gender
- HIV status
- Marital status
- Religious belief
- Responsibility for dependants
- Sexuality,
- Unrelated criminal conviction.

We will aim to ensure that everyone is treated fairly and without discrimination and disadvantage regardless of disability, sex, ethnicity, colour, age, sexual orientation, language, HIV status, national or social origin religion or other beliefs or any other status. We acknowledge the importance of the positive promotion of equality and the recognition that diversity adds value and benefits to our organisation, the work that we do, the services that we provide and the individuals and communities that use them.

2. Implementation

The integration and mainstreaming of equalities and diversity into all of our activities, policies and practices is a key commitment. We will ensure that we consider the equality and diversity implications of everything that we do. In accordance with equality legislation we have developed and implemented an equality impact assessment

process. This provides us with a framework through which we will systematically analyse all policies, practices and functions.

3. Position statement – where we are now.

As a relatively new organisation we have made significant progress in developing and implementing a number of associated strategies, objectives, action plans and targets aimed at clearly communicating our commitment to equalities and diversity and providing a framework for implementation. We have developed a number of internal and external processes and procedures to proactively drive our agenda forward.

This strategy is the first stage of a process which we will be undergoing to create our own equalities and diversity policies and strategies in recognition of our status as a new company and separate entity from the Council. The development of our own policies and strategies will allow us to move away from the policies and strategies that we have adopted from the Council and develop policies and strategies developed for and owned by Homes for Haringey.

There are a number of key strategic objectives that we have identified which will be addressed in the implementation of this strategy which are:-

- To identify the reasons for the disparity in feedback and satisfaction levels between different individuals and groups.
- To increase the returns of the diversity profiling of our residents with regard to our “Individual needs project”, thus enabling us to realise our aim of responding to individual need and providing services accordingly.
- To further develop our equalities monitoring and evaluation mechanism and ensure that information is used to inform policy and practice.
- To develop and implement a regular programme of equalities and diversity training for staff, senior management and the Board.
- To develop a regular programme of equalities impact assessments.
- To obtain the “positive about people with disabilities” two ticks Employment Service accreditation.
- To develop and implement the required equality schemes and action plans with regard to the gender equality, race equality and disability equality duty.
- To develop and implement a social inclusion strategy which will complement this strategy and provide us with a framework to tackle social exclusion issues in a planned and co-ordinated way.

- To identify and implement appropriate positive action measures and initiatives to address non and under-representation in relation to service delivery and employment.
- To achieve the key lines of enquiry equality and diversity excellence performance requirements.

4. The people we serve

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. These communities have different experiences and 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 successes and continued development of the borough.

However, what makes Haringey so different is 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, other eastern European countries and Kurdish communities. The population is changing and some communities are increasing.
- 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.

Haringey is one of the most diverse parts of one of the busiest capital cities in the world. This is an advantage and a tribute to good community relations, the contribution of local communities and work to promote inclusion, equalities and diversity. The diverse communities contribute to local economic, cultural and social life, making Haringey one of the most exciting and vibrant places in London, to live work and play.

However, diversity exists alongside deprivation and disadvantage and 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.

Low income, deprivation and poverty have a severe impact on individuals, families and communities. 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 strategy will support the work of various neighbourhood and regeneration initiatives which Homes for Haringey has developed or is involved in to address disadvantages and promote equalities. We are committed to eliminating institutional discrimination by establishing an anti-discrimination culture across the organisation and within the community. This will be achieved through a renewed focus on mainstreaming equalities and diversity into all core activities. This will enable us to ensure that we promote our commitment and objectives in the day-to-day operations of Homes for Haringey and at all levels of the organisation.

5. Our aims and vision

Our 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'. We are opposed to and will challenge, eliminate and remove any discrimination, disadvantage or unfair treatment on any grounds.

We are committed to:-

- Promoting and demonstrating fairness and equality of opportunity in the provision of services.
- Promoting and demonstrating fairness and equality of opportunity in all employment policies and practices.
- Achieving measurable progress against agreed targets to mainstream equalities and diversity throughout the organisation and within the work that we do.

We are committed to developing and nurturing an organisational culture which values all individuals. With regard to employment, we wish to see a workforce that reflects the local population and the communities to whom services are delivered. We will seek to encourage the recruitment, promotion, retention and career development of a diverse range of people on the basis of merit and equality of opportunity.

We aim to ensure that the services we provide are efficient, value for money, effective and do not discriminate against any individuals, groups or sections of the community. The principles of equality and diversity will be integrated into all policy, practice and activity. We will also ensure that all contractors and suppliers carrying out work or delivering services on our behalf are committed to equalities and diversity. We will realise our goals and aims by implementing this strategy, our equal opportunities policy, our equality schemes, business and team plans.

Embedding and “mainstreaming” equalities into everything we do is the basis of our strategic approach. . Mainstreaming will involve the use of our strategic, business planning, performance management frameworks and reviews processes to ensure that our equality duties and objectives are integrated into our day-to-day operations.

This strategy commits us to:

- Carry out an equalities impact assessment of key proposals, policies and practices.
- Consult and involve all sections of the community in what we do.
- Monitor the impact of our activities, policies and practices and remedy any adverse impact.
- Provide equal access to information and provide information in a way that is accessible to all.
- Publish and disseminate equalities performance information and outcomes.
- Develop the competence of staff to combat harassment, anti social behaviour and hate crime.
- Tackle prejudice and promote good relations and social cohesion.
- Incorporate equalities and diversity into the procurement and contracting process.
- Promote an inclusive and safe physical environment.
- Promote equality in all aspects of employment.
- Integrate the promotion of equalities and diversity into our Decent Homes programme and implementation plan.

- In response to the recognition of Gypsies and Travellers as a distinct ethnic community, promote equality for Gypsies and Travellers.

We recognise and accept that discrimination and disadvantage exist. This may be caused by unintended institutional barriers which disproportionately affect certain sections of the community more than others. 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 opportunities.

We are committed to equal access to our services by all citizens on the basis of need and the provision of services in a manner that is sensitive to all individuals, whatever their background. We will represent the needs of our diverse communities to other agencies and make equal opportunities and valuing diversity a key guiding principle in all of our work with our partners and contractors.

6. Commitment to excellence

We are committed to becoming a model/example of good practice achieving excellence with regard to equalities and diversity. We will use our position and influence to help create a climate in which equality and diversity objectives are widely accepted throughout the organisation and in the local community.

Homes for Haringey are a two-star rated, arms length management organisation (ALMO), "with promising prospects for improvement". The Audit Commission Key Lines of Inquiry (KLOEs) set out the performance standards and requirements of excellence in relation to equalities and diversity. We are will use the standards of excellence to benchmark our performance and measure our progress towards meeting the standards of excellence.

7. Leadership and influence

Homes for Haringey have a position of leadership and influence in the borough as a key partner of Haringey Council. This places a significant responsibility on us to positively promote equalities and diversity achieving sustained and measurable performance and achievements. Within the structure of Homes for Haringey, leadership responsibility for our commitment rests as follows:

Led by the Chief Executive the Executive Management Team will provide the organisations management leadership. They will ensure progress is achieved by making equalities and diversity explicit in the

leadership, planning and management of every service and activity. The Executive Management team will:

- Act as an example of good equalities and diversity practice collectively and individually.
- Ensure that the organisation is resourced to meet its equalities and diversity objectives.
- Be accountable for the organisation's performance and achievements.
- Be accountable for their management actions in the context of the impact on Homes for Haringey's equalities and diversity objectives.

Service Managers will:

- Implement the strategy as part of mainstream service management.
- Explicitly address equalities and diversity in their business and team plan, review and report arrangements.
- Set equalities indicators for their service and report on performance as part of the performance management system.
- Be responsible for ensuring their staff uphold and further the organisations commitment.
- Appraise staff performance on equalities as part of performance appraisal.

Homes for Haringey acknowledge that it has a role to play in promoting equalities and diversity through its ability to influence the wider community, external organisations and institutions. We will use our powers of influence to promote equalities and diversity as follows:-

- Through our role in the community.
- Through our ability to help form and guide public opinion.
- Through our partnership arrangements.
- Through the organisations on which we are represented.
- Through the grants we give to voluntary sector organisations.

8. Community leadership.

Homes for Haringey is committed to both modernising our equalities and diversity policies and practices. We will require all partner organisations to include our equalities and diversity commitments and requirements into their service delivery and employment practices.

9. Partnership arrangements.

Our diverse partnerships provide opportunities for making the case to actively promote equalities and diversity, both with the private sector and with other public bodies. We are committed to promoting equal opportunities within such arrangements as a fundamental part of good management practice.

10. Grant aid.

Homes for Haringey allocate grant aid to a number of resident groups. It is our policy that a voluntary organisation funded by us adopts and implements our equalities and diversity commitments. We are committed to regularly monitoring whether or not organisations are complying with this requirement.

11. Our service delivery objectives.

A key aspect of our commitment to mainstreaming equalities and diversity is to integrate our commitment into our policy and business planning frameworks. We are committed to the following objectives in relation to all aspects of service delivery:

- To identify and respond to the needs of all sections of the community.
- To challenge all forms of discrimination and unfair treatment.
- To develop and adjust services to meet the different requirements of the various sections of the community, ensuring that there is equality of access and opportunity.
- To comply with the requirements of equality legislation and good practice.
- To progress through the levels of the Equality Standard for Local Government.
- To ensure that all sections of the community are able to access services, opportunities and facilities.
- To provide appropriate aids, adaptations, equipment and support services to meet specific requirements and needs.
- To continue to develop partnerships and networking with the diversity of local organisations and groups.
- To consult all sections of the community with regard to the review of existing services and the development of future services.
- Ensure we take appropriate positive action to address any non and under-representation issues.

Our commitment to understanding the diverse needs of our customers has resulted in the following outcomes and improvements:

- Introduction of low cost house contents insurance for tenants and leaseholders.
- A vulnerable tenant's strategy which includes regular contact with vulnerable tenants and those over 75, as well as close working and networking with support agencies.

- The provision of translated documents and information in alternative formats, as required.
- The use of specific needs information to intelligently deliver our services.
- Undertaking visits to all new tenants at the start of their tenancy.
- Changing our corporate font to one that is easier to read for people with learning difficulties and visual impairments, as well updating our signage.
- Establishing a Disabled Persons Group and groups for speakers of community languages.
- Including accessibility of venues, transport, provision of British Sign language interpreters, induction loops and equalities monitoring within our resident involvement agreement.
- The provisions of adaptations to tenants to enable them to live as independently as possible in the community.

12. Our employment objectives.

We are committed to becoming an employer of choice, attracting and retaining a talented and diverse workforce which reflects the communities we serve. We will ensure that all employees have equal access to benefits and work life balance policies and practices. We will strive to ensure that we have workplaces which are free from all forms of discrimination and harassment and are committed to the following objectives:

- Ensure all employment opportunities are accessible to all individuals and groups.
- Monitor and review all recruitment and selection policies and practices, ensuring that we recruit on the basis of merit in a fair and consistent way.
- Consult employees on equality and diversity issues in relation to employment processes and conditions.
- Deal with all forms of harassment, discrimination and bullying and work towards creating an environment that is free from harassment, discrimination and bullying.
- Ensure that all employees and potential employees receive equal consideration and treatment and are not discriminated against.
- Work towards employing a representative workforce that reflects the diversity of the local community and provide training, support and guidance to enable employees to meet the needs of all sections of the community.
- Periodically review all terms and conditions of employment to ensure that they are fair and represent current best practice.

- Ensure we take appropriate positive action to redress any non and under-representation issues.

13. The duty to promote equalities.

The Race Relations (Amendment) Act, Disability Discrimination Act and Sex Discrimination Act place a duty on Homes for Haringey to positively promote equality of opportunity and eliminate unlawful discrimination, harassment and unfair treatment. We are required to produce an equality scheme setting out our proposed actions to meet the requirements of the duties. In line with our commitment to all aspects of equalities and diversity we are producing a generic equalities scheme which will include/cover all of our duties, all anti- discrimination legislation, codes of practice and guidance.

14. Equalities Impact Assessments (EIAs).

We have developed an Equalities Impact Assessment (EIA) process to systematically review all policies, procedures, functions, and activities in relation to the various strands of equality and diversity. The EIA will help us drive forward the equalities agenda locally and with our partners by helping us:

- Take into account the needs and experiences of those groups of people who will be affected by our policies.
- Identify the real and possible inequalities people experience and the impact on policy and practice.
- Think about alternative policies or measures that might address any adverse impact or inequality.
- Help mainstream equalities in our policies and practice.
- Help us identify the resources required and target resources more effectively.
- Increase transparency in the way policies / services are developed and delivered.

All new proposals will be reviewed in terms of the relevance to equality. This is the initial stage of the impact assessment process, which is the "screening". The aims and objectives of the policy or proposal will be reviewed and information will be collected on how it will be implemented, which groups it is likely to affect and what the likely outcomes will be.

All current policies, processes, and functions will be continuously monitored under the auspices of the equality impact assessment process. This will assess the impact in relation to all aspects of equalities and diversity. Where a policy function or activity has been assessed as being relevant to equality, it will be assigned a high, medium, or low priority depending on the following considerations: -

High Impact	<p>The assessment shows that: -</p> <ul style="list-style-type: none"> • The outcomes are relevant to the delivery of our key business objectives. • The policy/ function does not promote equality and diversity, so we would not meet the requirements of equality legislation and good practice. • There is a disproportionate, unjustifiable and adverse impact on employees, service users, customers and / or the community.
Low Impact	<p>The assessment shows that: -</p> <ul style="list-style-type: none"> • There may be some differential impact but this does not have disproportionate or unjust outcomes and can be justified. • The policy is not an immediate priority for Homes for Haringey. • There is no relevance.
Medium Impact	The assessment falls in between the two categories above.

15. The Equality Standard for Local Government

The Standard recognises the importance of fair and equal treatment in service delivery and employment. It has been developed as a tool to assist and enable organisations to mainstream gender, race, and disability equality into all areas of organisational policy and practice. It consists of the following five levels of achievement:

Level 1: Commitment to a comprehensive Equality Policy

Level 2: Assessment and Consultation

Level 3: Setting equality objectives and targets

Level 4: Information systems and monitoring against targets

Level 5: Achieving and reviewing targets

Each level consists of a number of requirements in four substantive areas:

- Leadership and corporate commitment
- Consultation and community
- Development and scrutiny
- Employment and training

We have formally adopted the Standard and are committed to progressing through the levels of achievement, leading to the systematic, continuous and consistent improvement of our service delivery and employment practices. As part of the Council we had self assessed ourselves as meeting the Level III requirements, one of our key priorities will be for us to review and benchmark our current level of performance, as an ALMO.

Our goal is to achieve Level IV by 2009, and level V by 2011. In order to progress to Level 4, we will need to demonstrate the following:-

- We have developed information and monitoring systems which allow us to assess progress in achieving our equalities and diversity targets;
- We have measured our progress against targets and are effectively using our information and monitoring systems;
- Monitoring reports are being produced at specified intervals and circulated to designated consultation and scrutiny groups;
- Monitoring systems are providing useful information about progress towards specific targets.

We acknowledge that work to achieve the higher levels of the standard will entail continuous and sustained improvement in our service delivery and employment practices.

16. Our legal obligations

As a public body, Homes for Haringey has a duty to promote equalities and diversity which include:-

(a) Equal Pay Act 1970

Individual rights to the same contractual pay and benefits as a person of the opposite sex in the same employment, where the man or woman are doing like work, or work rated as equivalent or work that is proved to be of equal value.

(b) Sex Discrimination Act 1975.

Prohibits sex discrimination against individuals in the areas of employment, education, and the provision of goods, facilities and services and in the disposal or management of premises.

(c) Race Relations Act 1976.

It is unlawful to discriminate against anyone on grounds of race, colour, nationality (including citizenship), or ethnic or national origin. All racial groups are protected from discrimination in relation to employment, training and services.

(d) Disability Discrimination Act 1995.

Disabled peoples rights in the areas of employment, education, access to goods, facilities, services, buying or renting land or property.

(e) Human Rights Act 1998.

Provides the following rights to all individuals:

- Right to life
- Prohibition of torture
- Prohibition of slavery and forced labour
- Right to liberty and security
- Right to a fair trial
- No punishment without law
- Right to respect for private and family life
- Freedom of thought, conscience and religion
- Freedom of assembly and association
- Right to marry
- Freedom of expression
- Prohibition of discrimination
- Protection of property
- Right to education
- Right to free elections
- Abolition of the death penalty

(f) Race Relations (Amendment) Act 2000.

The Race Relations Amendment Act 2000 requires named public authorities to review their policies and procedures; to remove discrimination and the possibility of discrimination; and to actively promote race equality. It amends the Race Relations Act 1976, which makes it unlawful to discriminate against anyone on grounds of race, colour, nationality (including citizenship), or ethnic or national origin.

We have a duty to positively promote racial equality. This applies to the fields of employment, planning, housing, the exercise of public

functions (including private provision), the provision of goods, facilities and services and education. It requires us to develop and implement a Race Equality Scheme.

As part of our duties under the Race Relations (Amendment) Act 2000, we will monitor and collect information on our staff by ethnicity in regard to:

- Staff in post.
- Applications for employment, training and promotion.
- Staff receiving training.
- Staff appraisals.
- Staff facing complaints or disciplinary action.
- Staff leaving the organisation.

(g) Employment Act 2002.

Covers:

- Work and parents
- Dispute resolution in the workplace
- Employment Tribunal procedures
- Equal Pay questionnaire
- Fixed term work directive
- Right to time off work for union learning representatives
- Work focussed interviews / working – age benefits
- Data sharing provision

(h) Employment Equality (Sexual Orientation) Regulations 2003.

Outlaws discrimination on the grounds of sexual orientation.

(i) Employment Equality (Religion or Belief) Regulations 2003.

Outlaws discrimination on the grounds of religion or belief. .

(j) Civil Partnership Act 2004.

The Act creates a new legal relationship of civil partnership, which two people of the same-sex can form by signing a registration document. It also provides same-sex couples who form a civil partnership with parity of treatment in a wide range of legal matters.

(k) Disability Discrimination Act 2005.

The Disability Discrimination Act 2005 updates the 1995 Act in the following ways:

It makes changes to the definition of disability and now covers cancer, HIV and multiple sclerosis from the point of diagnosis. The requirement

that mental health impairments are "clinically well recognised" has been removed.

The Act introduces a disability equality duty on all public authorities. The duty is divided into two parts, the general duty to positively promote disability equality and the specific duty to produce a disability equality scheme. This duty will have a significant impact on the way in which all public services are provided and on improving the lives of disabled people.

(l) Employment Equality (Age) Regulations 2006.

Prohibits unjustified age discrimination in employment and vocational training covering:

- Default retirement at 65 - "duty to consider" procedure
- Service related benefits
- No age criterion in pay and benefits
- Exempt most age related rules in occupational pensions

(m) The Equality Act 2006.

- Established the Commission for Equality and Human Rights (CEHR) and defines its purpose and functions.
- Makes unlawful to discriminate on the grounds of religion or belief in the provision of goods, facilities and services, the disposal and management of premises, education, and the exercise of public functions.
- Creates a duty on public authorities to promote equality of opportunity between women and men, and to prohibit sex discrimination in the exercise of public functions.

(n) Gender Equality Duty 2007.

The Equality Act 2006 introduces the gender equality duty which requires the public sector to promote gender equality. All public authorities as employers and service providers are required to have due regard to;

- The need to eliminate unlawful discrimination and harassment.
- To promote equality of opportunity between men and women. Under the specific duties there will be three key duties which will have a focus on outcomes and actions:
- Publish a gender equality scheme and review on a 3 year cycle
- Publish an equal pay policy
- Conduct gender equality impact assessments

17. The Government's Respect Agenda.

We are committed to the principles of the Government's Respect agenda which is complimentary to our commitment to equality and diversity. We will work to implement the Respect Standard for Housing Management which sets out a number of objectives and commitments for social housing landlords. The standard provides us with a framework to develop and implement a consistent and effective response to anti-social behaviour, improving service provision for our tenants and leaseholders and creating a culture of respect. We will aspire to the commitments outlined in the Respect guidance

18. Consultation, participation and involvement.

Homes for Haringey are committed to effective consultation with all sections of the community, using diverse of methods and arrangements. The principle of consulting proactively with all sections of the community, in particular individuals and groups, which have been identified as being "hard to reach", form a key part of Homes for Haringey's equality commitments. We will ensure that our consultation methods take into account the social, cultural, religious, language access or other needs of all sections of the community.

Homes for Haringey have developed extensive consultation and participation networks and recognise this as a vital component of the process of assessing policies and functions. We will continue to work with local agencies, community and voluntary groups and others to remove any barriers to consultation. We will ensure that we respond to requests to provide information in a variety of formats and different ways.

We are committed to positive engagement with all sections of the community. To this end, we will work to improve our understanding, engagement and communication methods to ensure that we effectively consult, engage and work in partnership with all sections of the community, particularly those who are excluded and marginalised.

We will work to develop and implement a range of methods and opportunities to enable a diversity of individuals, groups and stakeholders to actively participate in decision making and consultation structures. We acknowledge that there are a number of traditional methods which do not suit all and are committed to involving communities and individuals in a way that suits them.

As a newly formed company we are still developing and implementing a range of strategies, policies and practices in relation to consultation, participation and involvement. Our specific objectives are:-

- To ensure that we are transparent and accountable to all stakeholders and groups by engaging with those who are most need.
- To ensure that non traditional methods of engagement are developed and implemented.
- To develop appropriate initiatives to enable targeted individuals and groups to be involved.
- To actively and positively engage with specific communities, groups and individuals who are under-represented in consultation, involvement and participation.
- To explore the reasons for the non engagement of certain individuals and groups and develop appropriate strategies and initiatives to address the issues identified.

19. Equalities in procurement.

Procurement is an important function, which we will use to actively promote our equality and diversity commitments. We will seek to ensure that contracts are delivered in a way which is non-discriminatory and which promotes equality of opportunity for all our residents, staff and local businesses.

To this end we will:

- Make sure our contractors and external service providers adopt and adhere to the Commission for Racial Equality's Code of Practice on Procurement.
- Make all contractors aware of our commitment and their obligation to implement it in full.
- Expect suppliers to take steps to ensure their employment practices are compliant with statutory equalities legislation and encourage them to promote equality of opportunity within the scope of the contract.
- Review all contracts and include a requirement that the contractor must comply with statutory equalities legislation.
- Encourage, through our contract requirements, as far as possible, participation from voluntary organisations, small businesses and local and black and minority ethnic businesses.
- Ensure a common procurement practice for all contracts and provider agreements, whereby all contractors and service providers

wishing to deliver services do so in accordance with our equality and diversity strategy and action plan.

- Set up monitoring systems for contracts to secure equal employment and service delivery targets.
- Provide training for all staff involved in procurement work so that they understand the provisions of equality legislation and the relevance to their work.
- At pre-tender stage formally request copies of all contractors' equality and diversity policies; policies will be assessed to ensure they meet our standards so that the contractor organisation can meet the specific needs of the diverse communities in Haringey.
- Encourage our partner organisations to adopt recruitment and employment practices that make their workforce reflective of our local population.
- Take steps to encourage active participation in decision-making from customers and service users, including people from marginalised and disadvantaged communities.

All contracts will be tendered in strict accordance with our procurement policy and will comply fully with all relevant legislation.

20. Monitoring and review.

Homes for Haringey recognise the importance of monitoring and evaluation to ensure our policies, practices and performance can be measured to determine our success in achieving our objectives. We will ensure that our achievements are monitored and reviewed on an ongoing basis and that we involve stakeholders in the evaluation of our performance.

We currently undertake monitoring of various aspects of service delivery and employment. We will continue to ensure that monitoring is an intrinsic and regular feature of our policy and practice, enabling us to evaluate and review our performance. The collection and analysis of equalities information will continue to contribute to the systematic development of anti-discriminatory, inclusive service delivery and opportunities. It will assist us to monitor our compliance with our legal and statutory duties and build a comprehensive picture of our performance.

The fundamental objective of all monitoring will continue to be to provide us with an indication of the extent to which our services and opportunities are accessible and appropriate to all sections of the community.

We will monitor and review our achievements, impact assessments, equalities targets and trends. At a service level, we will monitor and review achievements through review of the Business Plan, team plans and our equalities performance indicators. At the individual officer level, we will monitor and review equalities and diversity performance and achievements as an integral part of work reviews and the performance appraisal process.

We will systematically review all of our policies and practices to ensure that they are not discriminatory or have a less favourable impact on certain individuals or groups. We are committed to identifying any policies or practices that may cause discrimination or disadvantage. Through active and ongoing consultation and participation of all our stakeholders, we will introduce new and more effective ways to provide our services. We aim to become an organisation that is inclusive to all and positively welcomes and values differences and diversity.

We will conduct an annual review and evaluation of our performance, taking into account appropriate guidance and good practice in relation to equality and diversity.

21. Measuring success?

We will know we are successful and making a difference when:

- We receive consistently positive feedback in our tenants' and leaseholders' surveys.
- We get receive consistently positive feedback from our staff in our staff surveys.
- There is an increased representation from all sectors of our communities on our resident consultation forums/ participation processes.
- Our workforce at all grades and levels of the organisation is representative in terms of equalities profile of the community we serve.
- Other ALMO's look to us as a leader and example of good practice on equality and diversity.
- We are scored in the top 100 employers on Stonewall's Corporate Equality Index.

22. Comments and feedback.

This publication contains sets our equality and diversity strategy. A summary version of this document will be produced. We welcome feedback and comments on this scheme.

You may provide feedback in a variety of ways such as telephone and text phone, email, fax, letter, online or in person. It is also available on our website www.homesforharingey.org and customer service receptions.

If you need this in another language or format or require assistance with the document, please contact: (*this statement to be translated into top ten languages*)

Christine Joseph,
Equalities Manager,
Homes for Haringey
6 Floor, River Park House,
Wood Green,
London, N22 8HQ
Telephone 0208 489 1721,
Email christine.joseph@homesforharingey.org

