

# THE HYDE GROUP DIVERSITY AND INCLUSION PLAN 2009-10



Diversity and Inclusion Plan 2009 -10 (Web - version 3)

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## FOREWORD

The Hyde Group's Diversity and Inclusion Plan for 2009 -10 reflects our commitment to embracing diversity and inclusion into our service delivery and workforce practices.

This evolving document has been written to set our objectives and describe how we plan to meet them over the next few years. It will be reviewed and developed regularly to ensure that we constantly develop our thinking and practices as a company.

It provides us with a timely opportunity to define and implement The Hyde Group vision and aspirations in relation to diversity and inclusion by:

- Delivering excellent services that focus on individuals' needs and represent value for money
- Engaging more closely with our residents and prospective customers to ensure that their needs are listened to, and acted upon
- Tackling inequality and social exclusion

We will use this Plan to strengthen the way we address diversity and inclusion, both in our own services and with our partners across the Group.

We see it as a powerful vehicle to consider and address any inequalities facing our customers and staff on the basis of their gender, race, disability, age, faith, sexual orientation and factors related to social exclusion – it signals real change in developing and delivering agile, responsive and customer focused services.



David Eastgate  
Group Chief Executive



Julie Hollyman (Chair)  
Hyde Group Board

## SUMMARY

The Diversity and Inclusion Plan 2009-10 aims to strengthen and build upon our achievements in integrating diversity and inclusion into our day to day business. It complements our Diversity and Policy and Strategy and sets out our vision and ambition to continue to embed diversity and inclusion good practice in all our business functions as a social landlord, an employer, a developer of homes and communities, a purchaser of goods and services and a business partner.

It covers all the services that we provide to our residents and staff and includes:

- Housing services that we provide to residents
- Construction of homes that we provide
- Recruitment and retention of our staff and the services that we provide for them
- Our work with partners in procurement of services and regeneration activities
- Our arrangements for ensuring that we have robust leadership and governance structures in place for equality and diversity

It also sets out what we will do to make our services more inclusive and our housing more accessible to all our customers and staff regardless of their gender, race, disability, age, faith, sexual orientation and social - economic status.

The actions that we have set out in this plan aim to address the following diversity and inclusion objectives and will enable us to deliver improved service outcomes for our customers and staff:

<b>Objective 1</b>	<b>Provide an excellent service that is agile, responsive, non-discriminatory and continuously improving</b>
<b>Objective 2</b>	<b>To fully involve and support residents and customers from all diversity groups and communities in planning, reviewing and improving services</b>
<b>Objective 3</b>	<b>Ensure that diversity and inclusion standards and outcomes are defined, monitored and continuously improved in our work with our partners</b>
<b>Objective 4</b>	<b>Ensure that effective leadership and governance arrangements are in place to scrutinise performance on diversity and inclusion and set challenging targets where appropriate</b>
<b>Objective 5</b>	<b>Work towards becoming an employer of choice by recruiting, supporting and retaining an efficient, effective, talented and motivated workforce that broadly reflects the communities that we work with</b>

## 1. INTRODUCTION

The Diversity and Inclusion Plan sets out how the Hyde Group intends to deliver its statutory duties in relation to disability, gender and race equality whilst addressing the broader diversity and social inclusion agenda.

This Plan builds upon and consolidates the Hyde Groups commitment to equality and diversity as set out in our ***Diversity and Inclusion Strategy***, the ***Disability Equality Scheme*** and the ***Gender Equality Scheme***.

The Hyde Group recognises that the communities that we work with are increasingly diverse and define themselves by more than a single equality characteristic. This is why we have taken the decision to produce an annual Diversity and Inclusion Plan that will support our broader inclusion agenda that focuses on understanding and addressing the current and future needs of our customers.

We believe that our Diversity and Inclusion Plan will support us in our vision:

- To make a positive difference to people's lives

It will also contribute to our purpose to:

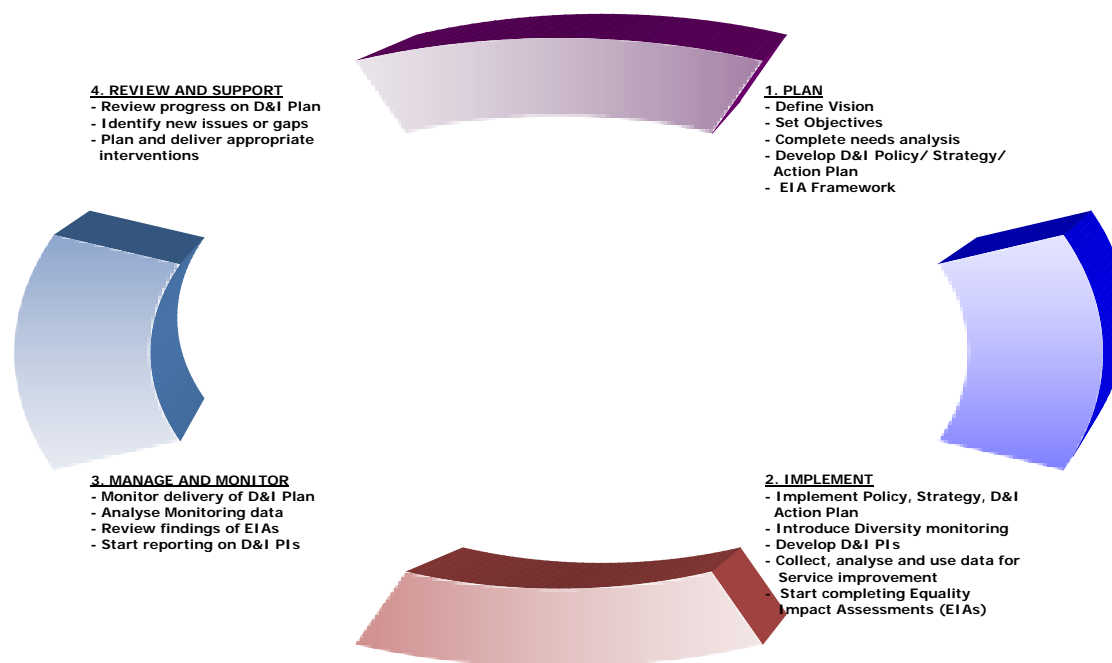
- Develop homes, places and communities where people can prosper
- Provide opportunities and encourage people to achieve their aspirations

## 2. Our Diversity and Inclusion Framework

Our strategic framework for Diversity and inclusion is based on the principles of continuous improvement. It involves regularly reviewing our performance and planning and delivering improvements in relation to:

- Policies, strategy and procedures that we use to plan and deliver services to our customers
- Processes and structures that are used to plan and deliver services
- Culture of the organisation – our vision, values, service ethos, business objectives
- Individual behaviours and attitudes of staff particularly in their interactions with customers and with each other

The process that we are using is outlined below:



### 3. HOW WE HAVE DEVELOPED THE DIVERSITY AND INCLUSION PLAN

The approach that we have used to develop the Diversity and Inclusion Plan includes:

- Setting up a Diversity and Inclusion Group consisting of senior managers from all Directorates to lead on developing the Diversity and Inclusion Plan and managing its implementation.
- Using evidence based approach to define the key areas for improvement that will address through this plan. This included:
  - Defining the key business functions that we deliver and defining the equality and diversity implications for them

- Mapping our current performance on diversity and inclusion in relation to these functions
- Reviewing the progress that we have made on delivering the outcomes set out in our Diversity and Inclusion Plan 2008-09
- Using the information gathered from the mapping and review exercises and consultation with our customers and staff to define the critical areas for improvement and the actions that we should take to deliver accessible services and equitable outcomes for all.

#### 4. THE KEY DELIVERABLES IN THE DIVERSITY AND INCLUSION PLAN

The key actions that we will take to mainstream diversity and inclusion in our business functions during 2009-12 are:

- Develop and implement a revised Diversity and Inclusion Strategy and annual Action Plan that addresses cross cutting issues around race, gender, disability, age, faith, sexual orientation and social and economic inclusion in a holistic way
- Strengthen and embed a robust monitoring system for collecting, analysing and reviewing equality and diversity information that covers gender, disability, race, age, faith and sexual orientation strands. This will cover key business functions such as housing management, asset management, employment and learning and development.
- Develop a profile of our existing customer base and improve our understanding of their specific needs in accessing or receiving a service.
- Develop and embed an Equality Impact Assessment framework that is integrated with the Policy Development, Service Review and Service Transformation Framework for the Group.
- Provide training to staff to develop awareness and skills to complete Equality Impact Assessments and use this as a tool to plan and deliver service improvements
- Plan and carry out an ongoing programme of Equality Impact Assessment for housing and regeneration policies, services and our recruitment and selection procedures and practices.
- Commission and organise training for staff that enables them to develop an understanding of their role in addressing diversity issues in their day to day work

- Devise and implement a Diversity Performance Management Framework and define equality performance indicators that we will use to monitor performance
- Strengthen our involvement with customers from diverse groups in the process of planning, reviewing and improving our services
- Ensure that all our partners are aware of, adhere to and deliver on the Group's Diversity and Inclusion standards
- Work towards ensuring that our governance structures broadly reflect the communities we serve
- Work towards ensuring that our workforce is broadly reflective of the communities that we work with
- Communicate our achievements to our customers and staff
- Listen to and act on customer feedback on how their experience of the services that we provide can be improved.
- Strengthen leadership and accountability on the diversity and inclusion agenda

## 5. THE KEY OUTCOMES THAT WE WILL ACHIEVE THROUGH THE DIVERSITY AND INCLUSION PLAN

The key actions and the measures of success that we have set out in the Diversity and Inclusion Plan will translate into the following outcomes:

- Our services will reflect the diversity of our customer base
- We will be able to evidence improvements in the services that we provide to our diverse customers and their satisfaction with them
- Customer satisfaction with services will improve and this will enable us to attract new business opportunities
- Our governance structures will broadly reflect the diversity of the communities we serve
- Our workforce will broadly reflect the communities that we work with at all tiers.
- We will be able to attract and retain the most talented staff because of our strong commitment to Diversity and Inclusion

- Every directorate, region and team in The Hyde Group will understand our vision and ambition for Diversity and Inclusion and their role in delivering this.
- We will actively communicate the progress we make to customers, staff and our partners.
- We will be recognised as being innovative, ahead of the game and forward thinking in relation to equality and diversity by our residents, staff and partners
- The Group's public image with regard to equality and diversity issues will be very positive

Through this outcome focussed approach we are confident that The Hyde Group will make a significant contribution to regenerating neighbourhoods, creating cohesive and sustainable communities and improving the quality of life of our customers

## 6. OUR KEY ACHIEVEMENTS ON DIVERSITY AND INCLUSION IN 2008-09

During the past year, we have worked with our customers, staff and partners to re-define our vision and objectives for diversity and inclusion and define the outcomes that we want to achieve.

We have focused on mainstreaming diversity and inclusion into the different strands of our business. We have:

- Developed the Diversity and Inclusion Policy and Strategy for the Group. This aims to address crossing cutting issues around gender, disability, race, age, religion and belief, sexual orientation and social inclusion.
- Completed an assessment of current diversity practices and defined service improvements that we will deliver through our:
  - Disability Equality Scheme
  - Gender Equality Scheme
  - Annual Diversity and Inclusion Plan
- Introduced the use of Equality Impact Assessments as a tool to review the way we deliver services to customers and plan service improvements

- Organised training for staff to develop an understanding of Equality Impact Assessments and the skills to complete as an integral part of policy or service development
- Organised training for staff to develop their awareness of Diversity and Inclusion issues and an understanding of how they can consider and address the diverse needs of customers when delivering housing services.
- Improved the collation and usage of diversity monitoring information and taken steps to work on building an up-to-date profile of our customers.

We will use the diversity monitoring information to improve our understanding of the specific service requirements that our customers may have and will aim to adapt our services to meet them.

- Worked with our contractors to promote an understanding of diversity and inclusion standards that should be followed when they are delivering services to our customers
- Organised engagement activities that have focused on young people, our older residents and those from ethnic minority groups
- Organised events to celebrate and promote diversity of cultures
- Supported customers to access our services by offering translation and interpreting services, and providing information in accessible formats such as large print, Braille etc.
- Improved access to our buildings for our customers and staff
- Organised events in accessible venues and at times that are convenient so that any barriers to involvement for our customers can be removed
- Set up a small strategically focussed **Diversity and Inclusion Group**, comprising of Managing Directors strengthen leadership and accountability for diversity
- Supported the work of the **Diversity and Inclusion Forum**. This has a wider staff membership and plays a key role in sharing and embedding good diversity and inclusion practice.

## 7. MONITORING AND REVIEW OF PROGRESS ON THE DIVERSITY AND INCLUSION PLAN

We will monitor our Diversity and Inclusion Plan and regularly report on progress to ensure that we deliver on our commitments to improve equality outcomes for our customers and staff.

The key roles and responsibilities for the implementation of our Diversity and Inclusion Plan and ensuring there is leadership and accountability across the Group are outlined below:

<b>The Hyde Group Board</b>	<ul style="list-style-type: none"> <li>- <b>Provide leadership and accountability on Diversity and Inclusion</b></li> <li>- <b>Review the Group’s annual performance to make sure that we meet our regulatory and legislative obligations</b></li> <li>- <b>Ensure we provide services that are accessible and meet individual need</b></li> </ul>
<b>Executive Management Team</b>	<ul style="list-style-type: none"> <li>- <b>Provide appropriate leadership, resources and governance to deliver the Diversity and Inclusion vision and business objectives for the Group</b></li> </ul>
<b>Diversity and Inclusion Group</b>	<ul style="list-style-type: none"> <li>- <b>Responsible for defining the Diversity and Inclusion annual objectives for the Group, reviewing progress and setting targets for service improvements</b></li> </ul>
<b>Senior Management Forum</b>	<ul style="list-style-type: none"> <li>- <b>Responsible for mainstreaming Diversity and Inclusion in specific business streams</b></li> <li>- <b>Cascade information on individual responsibilities and good practice within teams</b></li> </ul>
<b>Senior Management Teams</b>	<ul style="list-style-type: none"> <li>- <b>Lead on developing and implementing a Diversity and Inclusion Plans as a part of the annual service planning and review process</b></li> <li>- <b>Use the Plan as a tool for service improvement</b></li> <li>- <b>Cascade information, identify and share best practice within teams</b></li> </ul>
<b>Hyde Group Staff and our Partners</b>	<ul style="list-style-type: none"> <li>- <b>Responsible for understanding and applying the Groups Diversity and Inclusion values, standards and behaviours in their interactions with customers and colleagues</b></li> </ul>
<b>Head of Diversity and Inclusion</b>	<ul style="list-style-type: none"> <li>- <b>Work as a business partner, provide strategic advice and support to enable the Group to define and deliver diversity and inclusion outcomes as an integral part of business planning and review</b></li> </ul>

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
<b>GROUP OPERATIONS DIRECTORATE – POLICY, RESEARCH AND PLANNING</b>						
Developing Customer Insight	To collect / update information on the diversity (race, gender, disability, age, sexual orientation and faith) and communication / access needs of customers.	- Disability - Gender - Race - Age - Religion / Belief - Sexual orientation	Customer Profiling Stage 2 – Widespread collection of data from residents through Resident Census.  Input and analysis of collected data.  Ensure D&I reporting requirements are incorporated into MIS Project to provide required reporting information.	Accurate and up to date information on our residents and their specific equality and diversity needs available on I world.  Information used to make decisions about service design and delivery and improve resident satisfaction with services	Nov 2009	Senior Policy Officer – PRP  Business Systems Team
Resident Involvement	Improve current involvement structures and opportunities to enable residents from diverse groups to actively participate in the engagement opportunities.	- Disability - Gender - Race - Age - Religion / Belief - Sexual orientation	Complete an retrospective Equality Impact Assessment of the Resident Involvement Strategy, Statement and Impact Assessment	Improvements to the Resident Involvement activities are made based on the findings of the impact assessment.	Dec 2009	PRP / Continuous Improvement Groups / Diversity and Inclusion lead
Performance Monitoring	Collect, analyse and use diversity monitoring information on service delivery and employment functions	- Disability - Gender - Race - Age - Religion / Belief - Sexual orientation	Collect and report performance on diversity on statutory / regulatory service delivery functions <u>only</u> for 2008-09 and on-going for 2009-10  Develop a balanced score card to report Diversity information  Diversity Score Card to be regularly reviewed by EMT, Group and local boards and committees,	EMT, OBU MD's and Equality and Diversity Manager have the data required to monitor service delivery in relation to diversity.  Provide a template for operational Pl's and for other areas of the business to present their performance information.  All managers and boards and committees have the data to enable them to	Ongoing from Aug 2009  Ongoing - Aug 2009  On-going	Senior Policy Officer  Senior Policy Officer  STG, OBU MD's / EMT etc

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			STG, MD's and Diversity Manager to identify and address issues and targets for improvement set for 2009-10	monitor operational, HC and governance aspects of the business for which they are responsible and to use this information to identify improvements in their own areas of business.		
Policy Development and Review	Ensure that diversity and inclusion issues are addressed in the development and review of policies and procedures and in service review.	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul>	<p>Ensure that Equality Impact Assessments are incorporated into the annual policy and service development and review plans.</p> <p>EIA's scheduled for 2009 - 10 are:</p> <ul style="list-style-type: none"> <li>• Complaints</li> <li>• ASB</li> <li>• Void to Let</li> <li>• Allocations</li> <li>• Aids &amp; Adaptations</li> <li>• Resident Involvement</li> </ul>	The specific needs of our diverse customer group are considered and used to plan service improvements.	According to policy review timetable  (TBC)	Senior Policy Officers with support from Continuous Improvement Groups & Diversity Manager.
<b>GROUP OPERATIONS DIRECTORATE – HYDE SOUTHEAST</b>						
Housing Management – Service delivery	Bring a diversity and inclusion perspective to all areas and to all action plans for improvement	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul>	<p>Assess results of 'State of the Nation' survey and resident satisfaction survey/s</p> <p>Establish quick win critical measures and longer term objectives</p>	<p>A picture of current monitoring and resident satisfaction will be established</p> <p>Quick win critical measures to be introduced</p>	Sept 09 – April 2010	<p>Head of Operations</p> <p>Heads of Service</p>

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			Coordinate work with OHOV 2012 and continuous improvement groups.	Timetable set out for full menu of diversity monitoring		
	Review the provision of Aids and Adaptations Develop a list of adapted properties	- Disability	Establish which dept. will hold a list of adapted properties for asset management purposes and produce a list of adapted properties	Hyde SE have information on adapted property and can take a proactive approach to address future resident need.	Oct.2009	Stock Investment Manager
	ASB /DV/ Harassment	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	To coordinate current D&I monitoring of cases into a reportable format.	Hyde SE can improve monitoring of our service delivery in this area.	Oct. 2009	Head of Neighbourhoods
Housing Management – EIA's	Complete Equality Impact Assessments of key housing management policies, strategies and procedures.	- Disability - Gender - Race - Age - Religion / Belief - Sexual orientation	Provide Equality Impact Assessment training to all Heads of Service.  Complete EIA on restructure (in retrospect). Review access of services as a result of Hyde SE restructure.	Operations staff will be equipped to conduct equality impact assessments  EIA defined – linked to corporate annual Policy Development & Review Cycle	From Sept. 2009  July 2009	Head of Operations  Head of CE & Projects
Property Services			Complete EIA on London Repairs Procurement.  Contribute to the service model EIA	Equality Impact Assessments will be completed and recommendations for revisions to services reported.	Sept 2009	Head of Property
Community Engagement -	Communicate with staff and residents to explain	- Disability - Gender	Organise events to celebrate achievements	Raising the profile and understanding of E&D	Sept. 2009 onwards	Head of Operations

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
Communication	Hyde's statutory obligations and demonstrate Hyde SE's commitment D&I	<ul style="list-style-type: none"> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul>	and celebrate diversity s in-house – use diversity calendar	Promoting Hyde SE's commitment to E&D and helping to build better community cohesion.	July 2009 onwards	Head of Community Engagement
			Promote D&I at Lewisham People's Day and similar events			
			D&I celebration/ promotion in resident newsletters & magazines		Sept. 2009 onwards	Head of Community Engagement
			Resident involvement Impact Assessment to be developed into 'stories' to show how we have made a difference	Positive messages of equality and diversity activities promoted and communicated to staff and residents.	Sept.2009 ongoing	Head of Community Engagement
Providing Leadership on Diversity	Raise awareness of Hyde's commitment to diversity	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul>	MD to launch new D&I action plan with staff.	Staff aware of Group & Hyde SE commitment and their role in promoting equality and diversity.	July 2009	Hyde SE MD
			Include D&I on standing agendas in team and 1 to 1 meetings			
			To promote the customer focus behaviour alongside	Staff understanding of what	June 2009 onwards	Heads of Service

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			the importance of a commitment to D&I	it means to them in their job role.	June 2009 onwards	Heads of Service
Community Engagement / Customer insight	<p>Ensure that our resident involvement work is planned and delivered in an inclusive manner</p> <p>Identify opportunities for under-represented resident groups to be fully involved in customer consultations and thereby help shape the Hyde SE services.</p>	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul>	<p>Support gathering of new information &amp; resident profiling.</p> <p>Complete profiling of new residents.</p> <p>Carry out postal survey of existing involved residents to measure satisfaction</p> <p>Update local demographic information to ward level and share communication on this.</p>	<p>Improved ability to use statistical information to target and increase numbers of under represented groups involved in resident involvement activities, consultations and shaping the service delivery</p>	<p>October 2009 onwards</p> <p>May 2009 onwards</p> <p>Oct. 2009</p> <p>Dec.2009</p>	<p>Head of Operations</p> <p>Head of Allocations</p> <p>Head of Community Engagement</p> <p>Heads of Service</p>
Property Services - Partnerships	Review Procurement procedures and ensure that equality and diversity is reflected in the procurement process	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual</li> </ul>	<p>Build diversity and inclusion requirements into future contracts</p> <p>Include contractor induction days within</p>	<p>Contractors are aware of responsibilities and engaged with our equality and diversity commitments</p> <p>Support available to Contractors to build an</p>	<p>From June 2009</p> <p>From June</p>	<p>Head of Property Services/ Head of Customer Services</p> <p>Head of Property Services/</p>

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
		orientation	<p>procurement planning.</p> <p>Test whether diversity and inclusion E-learning is appropriate to contractors and involved residents and if so test it.</p> <p>E&amp;D awareness presentations for maintenance consultation forum/panel and Neighbourhood panels</p> <p>Seek best practice in measuring contractor performance relating to D&amp;I commitment, e.g. East Thames.</p> <p>Explore possibility of mystery shopping by residents on E&amp;D</p>	<p>understanding of Hyde's commitment to equality and diversity.</p> <p>Monitoring of the standards that we have set for E&amp;D – tangible evidence that contractors are delivering an excellent customer service.</p> <p>Residents have a better understanding of E&amp;D.</p> <p>Identifying any areas of concern and ensuring measures in place to address.</p>	<p>2009</p> <p>Sept. 2009</p> <p>Sept. 2009</p>	<p>Head of Customer Services</p> <p>Head of Property / Head of Community Engagement</p> <p>Head of Community Engagement/ Head of Customer Services</p>
Property Services	To facilitate the opportunity for BME contractors to be awarded work contracts	- Race	Include BME contractors on all tender lists.	Potential increase in the number of contracts awarded to BME contractors.	Sept.2009	Head of Property Services/ Head of Customer Services
Governance  <i>Support and coordinate Board and resident panels</i>	Enable Customer Services Board to engage and contribute fully to discussions on diversity and inclusion	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual orientation</li> </ul>	<p>Monitor diversity of Hyde SE CSB as part of Board development</p> <p>Provide D&amp;I awareness training of CSB (extended to wider involved residents on other panels).</p> <p>Produce diversity &amp; inclusion annual review for CSB</p>	<p>Boards and panels involved in defining equality and</p>	<p>June 2009 and ongoing</p> <p>Dec.2009</p>	<p>MD Hyde SE</p> <p>MD Hyde SE/ Head of Community Engagement</p> <p>Head of CE/ E&amp;D Manager</p>

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
				diversity objectives and monitoring performance	July 2009	
<b>GROUP OPERATIONS DIRECTORATE – <i>in touch</i></b>						
CEO/Board	Strengthen leadership of D&I across <i>in touch</i>  Deliver positive messages and role models and visibly demonstrate the commitment of managers at all levels.	- Disability - Gender - Race - Age - Religion or Belief - Sexual orientation	Training for board  Champion from ITMT  Each ITMT Manager to have a personal E&D objective Devise visible and high profile E&D messages	To strengthen the messages and leadership emerging from senior managers  Make it 'real' for staff  Boards and ITMT and Board involved in defining equality and diversity objectives and monitoring performance	From July 2009	Alison Carver Lynne Barry
Business development; Quality and Compliance	Produce Customer Profiling information	All as above	Develop reports from touchbase and Femis to show in touch customer profile	Enable staff to know the profile of their customers. Enable managers to determine priorities for their current service users. Enable targeted action to be put into place to remedy inequalities in referral process	April 2010	Head of Business Development and Support Head of Housing Services (FOR HIAs)  Quality and Compliance Manger
Business development  Policy Development and Review	Carry out Equality Impact Assessments of key housing management policies, strategies and procedures.	- Disability - Gender - Race - Age - Religion or Belief - Sexual orientation	Provide Equality Impact Assessment training to staff.  Agree a programme of Equality Impact Assessments for key policies	Relevant staff will be equipped to conduct EIAs A list of key policies and procedures that require an EIA defined; linked to the corporate annual Policy Review Cycle. Equality Impact Assessments will be completed and recommendations for revisions to services reported.	September 2009	Head of Business Development and Support  Quality and Compliance Manger
Care and Support Business Development-	To improve accessibility of services for "hard to reach" groups.		Support Services to draw up service-specific action plans on BME and hard to	Services demonstrably meet the needs of range of vulnerable people within the	April 2009 onwards	Head of Care and Support Services

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
Initiatives			reach groups  Area Plans to include bespoke E&D priorities-- from KPI reports identify key action areas for each Locality  Review promotional material, access arrangements and alternative media	community  Hard to reach groups are clear about services we provide and how to access them.		Head of Housing Services  Communications Officer
Business development; (Initiatives) Care and Support- AMs HM-AMs	To increase the opportunities for training, volunteering and employment for service users and tenants.	As above	Identify opportunities for training, volunteering and employment.  Seek appropriate funding.	Improved life opportunities for service users and tenants.	December 2009	All Heads of Business
Housing Services	fair allocation of accommodation Provide client centred and needs led services for <i>in touch</i> customers from all equality groups (including those with a disability or impairment)	- Disability - Gender - Race - Age - Religion or Belief - Sexual orientation	Monitor allocation of accommodation by equalities groups  Lettings to reflect need on the basis of ethnicity, age, gender and disability against locally set targets where possible.	Accurate data on allocation of accommodation  Monitoring information analysed, reviewed and used for target setting on annual basis.  Accurate targets to reflect local profiles  Accurate analysis of allocation against local targets	?? Awaiting MIS reporting review	Head of Housing Services  Housing Services manager
Housing Services	Measure satisfaction with accommodation at point of letting. To ensure that customers are equally satisfied with their accommodation irrespective of race, gender and disability.	- Disability - Gender - Race - Age - Religion or Belief - Sexual orientation	Devise survey form  Satisfaction levels will be broken down by race, gender and disability, using settling in/first support review meeting visits	No significant difference in satisfaction levels between different equality groups	Reports from Q2-Sept 09	Head of Housing Services  Housing Services manager

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
Housing Services Business development;	Measure satisfaction with accommodation at point of departure. To ensure that customers are equally satisfied with their accommodation irrespective of race, gender and disability.	- Disability - Gender - Race - Age - Religion or Belief - Sexual orientation	Extend current exit survey form for accommodation based services  Satisfaction levels will be broken down by race, gender and disability, using settling in/first support review meeting visits	No significant difference in satisfaction levels between different equality groups	Reports from Q2-Sept 09	Head of Housing Services  Housing Services manager  Quality and Compliance manager
Business development;  Quality and Compliance	Extend KPI reports to include reports on additional marginalised groups	- Disability - Gender - Age - Religion or Belief - Sexual orientation	Ensure all new categories are compulsory fields in touchbase/ iworld. Ensure compliance. Through MIS project define a suite of reports that will evidence achievement	Clear evidence of the profile of referrals and customer profile	March 2010	Quality and Compliance Manager
<b>GROUP OPERATIONS DIRECTORATE – HYDE MARTLET</b>						
Resident Involvement	Improve current involvement structures and opportunities to enable residents from diverse groups to actively participate in the engagement opportunities.	- Disability - Gender - Race - Age - Religion/ Belief - Sexual Orientation	Ensure mainstream involvement opportunities are accessible to all residents.  Complete an Equality Impact Assessment of the Resident Involvement Strategy  All Residents Involvement activities will now be assessed for D&I impact as from April 2009.  Yearly Resident Involvement action plan developed.	Annual Resident Involvement Plans contain actions for 'hard-to-reach' groups  Evidence of promotion of accessible engagement opportunities.  Improvements to the Resident Involvement activities made based on the findings of the impact assessment.  EIA to be completed  A clear range of consultation	March 2010	Head of Neighbourhood Services  Resident Involvement Co-ordinators

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			Set up a Customer Services Excellence Group.	options will be developed and understood by staff and customers  To validate and scrutinise service promise commitments and the complaint's experience.		
	Work with local editorial boards to produce quarterly residents' magazines which reflect the interests and diversity of the readership		Actively encourage residents, to contribute to magazines	Inclusion of a dedicated column featuring equality and diversity issues in at least two editions of the magazines each year.	March 2010	Resident Involvement Co-ordinator
	Identify opportunities for under-represented resident groups to be fully involved in customer consultations		Make use of existing databases and statistical information to target residents from under represented groups.  Establish a range of specific consultation mechanisms to involve residents with specific equality related needs in customer consultation,  Seek customer approval of the mechanisms to be used.  Produce a specific approach to engage BME customers on plan in place  Youth worker to be recruited to help achieve our youth inclusion objectives	Increase in numbers of under represented groups involved in resident involvement activities	March 2010	Resident Involvement Co-ordinators/  Neighbourhood Teams  Hyde Plus teams

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
Housing Management	Establish and embed appropriate systems for collecting, analysing and reviewing equalities monitoring information on key housing management functions.	- Disability - Gender - Race - Age - Religion/ Belief - Sexual orientation	Three phase project proposed:  1- revised equalities data collection following tenancy creation,  2- review of diversity and communication held on iworld,  3- delivery of Hyde census	Delivery of three phased Project.  Ensure cascade of information to staff and residents (Splash article)	May 2009  June 2009  July/ Aug 2009	PRP Team  Community Director
	Carry out Equality Impact Assessment of on our ASB service		Complete EIA and report on outcomes	EIA use findings to plan improvement to services	July 2009	Head of Neighbourhoods
	Develop KPI for our allocations service		Delivery of KPI across HydeMartlet	KPI targets achieved	March 2010	Lettings Manager
Generic Operating Services	Develop Board / Committee leadership on D&I t	- Disability - Gender - Race - Age - Religion/ Belief - Sexual Orientation	Provide regular briefings on Diversity and Inclusion to Board  Provide training and updates on the D&I to Board	Board and operational Committees lead on and actively contribute to defining D&I priorities and monitoring performance	March 2010	Community Director
	Improve awareness of translation services to customer facing staff	-Race	Briefing note and language line card to be distributed to all customer services, housing and Martlet Build operatives	Awareness of language line embedded in all teams	July 2009	Communications Consultant
	Complete compliance audit for Race Equality Code of Practice for Housing	- Race	Complete Audit to assess compliance  Use findings to define	Compliance with regulation  Improvements in provision of services and information to	July 2009	Community Director

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			<i>specific actions that can ensure that we are promoting race equality</i>	<i>BME customers</i>		
	<i>Carry out Equality Impact Assessments of key housing management policies, strategies and procedures.</i>	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual orientation</li> </ul>	<p><i>Equality impact training held for a selection of staff within OBU</i></p> <p><i>Agree a programme of Equality Impact Assessments – initially within HydeMartlet, 2 service areas (CSC and resident involvement)</i></p> <p><i>Carry out EIA of Martlet Build restructure</i></p>	<p><i>Equality Impact Assessments will be completed and recommendations for revisions to services reported.</i></p> <p><i>Martlet Build will be split into client/ contractor</i></p> <p><i>Equality impact of restructure assessed and actions taken to address any likely adverse impact for equality groups</i></p>	<i>March 2010</i>	<p><i>Community Director</i></p> <p><i>Policy Research and Planning Team</i></p> <p><i>Community Director</i></p> <p><i>Martlet Build Director</i></p>
Provision of Aids and Adaptations	Collate and use information on adaptations to Hyde properties	- Disability	<p>Compile a register of major adaptations completed with details stored on Keystone and Northgate. Data entry on bi-monthly basis.</p> <p>Data to provide information on type of adaptation i.e. extensions providing ground floor accessible accommodation, level entry showers, wheel chair accessible.</p> <p>A grading system to categorise property in relation to access</p>	<p>Accurate and up to date record of all adapted properties available.</p> <p>The information is used to allocate properties to customers with specific disability related needs.</p>	October 2009	<p>Accessible Homes Manager</p> <p>Customer Services Manager</p> <p>Lettings Manager</p>

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			Compile data on access issues to communal areas within blocks of flats and the provision of automatic door opening systems.	Existing data accurate to cover 2007/09 and entered on to systems for shared use.	October 2009	Accessible Homes Manager Customer Services Manager Lettings Manager
			Customer satisfaction surveys currently obtained for major adaptations. Telephone survey for minor adaptations on a percentage basis (suggested 10%)		October 2009	Accessible Homes Manager Customer Services Manager Lettings Manager
	Provide information to Communities Neighbourhood Management and Lettings.  To aid in the formulation of budget requirements in an informed manor.		Develop a data base which will show the needs, demands and performance of the aids and adaptations such as:  - The number of tenants with a disability who request an aid or adaptations - Types of aids and adaptations requested  - Number of aids and adaptations provided  - Satisfaction of customers with the aids and adaptations	Giving assistance to all sections when undertaking works and to help with the allocation of properties to suitable candidates.	March 2010	Accessible Homes Manager
	To provide residents information from a single source.	- Disability	Details of grant funding options to be published in the next issue of Splash.  Production of a tenant's guide to adaptations covering internal	Increased awareness of the services, funding sources and assistance that can be provided by all organisations	August 2009  March 2010	Accessible Homes Manager Lettings Manager

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			<p>modifications, access to their homes and gardens.</p> <p>Details of local social service and local authority offices including contact details.</p> <p>Details of adaptations which can be undertaken within the aids and adaptations budget.</p> <p>Develop a closer link with local authorities and social service departments to benefit our clients.</p>			
<i>Martlet Build Procurement / Contracted Services</i>	<i>Support Martlet Build to build an understanding of Hyde's commitment to equality and diversity.</i>	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual orientation</li> </ul>	<p><i>Review Procurement policies and procedures and ensure that our diversity objectives are reflected in the procurement process</i></p> <p><i>Develop mechanisms to monitor performance on promoting diversity.</i></p>	<i>Ensure that our contractors deliver a service that meets the Group requirements of diversity and inclusion</i>	<i>Commence May 2009</i>	<i>Group Procurement Director</i>
<b>GROUP OPERATIONS DIRECTORATE – ASSET MANAGEMENT</b>						
Procurement	Ensure that diversity and inclusion issues are addressed the Hyde Group's Procurement Policy, Strategy and Procedures.	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual orientation</li> </ul>	Review and revise the Group Procurement Strategy and ensure that it includes a clear statement on how diversity issues will be addressed in the procurement process.	<p>New procurement arrangements to include assessment of diversity and inclusion in service delivery as an integral part of the procurement assessment.</p> <p>This assessment will take place at various stages i.e.</p> <ul style="list-style-type: none"> <li>- contract document and</li> </ul>	Maintenance Procurement Strategy in draft to be signed off by Sept 2009	Director of Asset Management & Procurement Director

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
				specification -Selection of tenderer's - Invitation to tender - Evaluation to tenders etc		
	Ensure that Diversity and Inclusion issues are considered and mainstreamed through the Responsive Repairs project		Organise a briefing session for the Responsive Repairs project team on using Equality Impact Assessments as a tool to define and deliver service improvements	No change; Pre-Qualification Questionnaire is available in draft with specific comments from external consultant's (EC Harris) tailored for the Responsive Repairs project.	June 2009  Dec 2009	Director Asset Management  Group Procurement Director
Review of Repairs Service	To consolidate the group's Repairs requirements (reactive + planned) to achieve consistent, timely, cost effective and quality enhanced services that are delivered via simplified processes that benefit all Hyde customers (residents).	Achieved via PQQ in the OJEU Tendering Process – coupled with business capability statements/methodologies & planned site visitations.	Equality Impact Assessment for the Responsive Repairs Service Re-design is carried out at the time of PQQ in the OJEU Tendering Process.	Full equality impact assessment/score produced per tender bidder.	Feb/March 2010	Director Asset Management  Group Procurement
Partnership work	Ensure that diversity and inclusion standards and outcomes are defined, monitored and continuously improved in our work with our partners	- Disability - Gender - Race - Age - Religion or Belief - Sexual orientation	Agree standards and monitoring arrangements with partner contractors and consultants, to assess outcomes and identify where improvements can be made in relation to diversity	Set of performance standards to be developed and applied to all our contracts and SLAs with external suppliers	October 2009	Contract client manager for contract and procurement lead
	Work with contractors and suppliers who provide services to residents, to ensure they are aware of and	- Disability - Gender - Race - Age - Religion or	Communicate and share information on the Group's Diversity and Inclusion Policy and the standards in procurement and the	Suppliers/ contractors aware of importance and taking positive steps to promote diversity	December 2009	Director of Procurement

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
	respond to different needs and reflect the Group's commitment to diversity and inclusion.	Belief - Sexual orientation	expectations from partners.  Send formal letter to top 50 suppliers asking them to provide copies of their equality and diversity policies and procedures and to get formal statement that they support Hyde's policies and procedures  Request them to provide details of what they are doing in promoting equality and diversity	A register available with all the information on diversity practices of partners		Procurement Analyst - to develop register
	Ensure that all Contractors are aware of Group vision and standards for diversity		Roll out Diversity training for contractors that was piloted by in 2008 across the Group		When new contracts procured after March 2010	Client Contract Managers
Improve Service User Involvement	To fully involve and support residents and customers from all diversity groups and communities in planning, reviewing and improving services	- Disability - Gender - Race - Age - Religion or Belief - Sexual orientation	Ensure that selection of residents to sit on tender approval panels is done in accordance with best practice .Ensure that specific requirements of defined sectors of communities are put into new service standards – not a one size fits all approach	Needs and requirements of all stakeholders are addressed	Ongoing as services are reviewed	Procurement team and resident involvement staff
<b>GROUP BUSINESS DEVELOPMENT – HYDE PLUS</b>						
Diversity monitoring	Establish and embed appropriate systems for collecting, analysing and	- Disability - Gender - Race	Establish data collection templates for all Hyde Plus activity	Diversity monitoring information collected across all services	Ongoing from October 2008	Director Hyde Plus Hyde Plus Management

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
	reviewing equalities monitoring information on Hyde plus functions.	<ul style="list-style-type: none"> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual orientation</li> </ul>	<p>Baseline data collection protocol established for mapping and needs analysis activity.</p> <p>Analysis of monitoring data reported to Management Team on quarterly basis.</p>	Quarterly review and analysis against available baseline information	<p>Ongoing from March 2009</p> <p>Ongoing from April 2009</p>	Team
Key Hyde Plus projects	Complete Equality Impact Assessments at planning and development stage of new projects	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual orientation</li> </ul>	<p>Provide Equality Impact Assessment training to key staff.</p> <p>Cascade information on EIAs and how they can be used as tool for service improvement to staff within Hyde Plus</p> <p>Equality Impact Assessment adopted on all projects</p>	<p>Staff trained in the use of of Equality Impact Assessments.</p> <p>Equality Impact Assessments completed based on guidance provided.</p>	Ongoing from April 2009	<p>Director Hyde Plus</p> <p>Hyde Plus Management Team</p>
	Ensure that Social Audit reporting informs our service responses to Diversity and Inclusion.		Undertake the Hyde Social Audit	Social Audit reporting will inform our responses to equality and diversity and achieving customer excellence	Report and Action plans to be produced in 2009	Director Hyde Plus
Hyde Plus – Partnership work	Raise awareness amongst our partners on our commitment to Diversity and Inclusion.	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual Orientation</li> </ul>	Ensure that Hyde Plus Service Level Agreements with partners require them to sign up to Groups Equality and Diversity Policy	Partners aware of the Group Diversity and Inclusion Policy and the requirements to deliver to the same standards.	April 2009 and ongoing	<p>Director – Hyde Plus</p> <p>Hyde Plus – Management Team</p>

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			Develop mechanism to monitor performance on equality and diversity	Monitoring information on services delivered by partners available and disaggregated by diversity groups. Information is analysed and used to define service improvement	Ongoing from April 2009	Director – Hyde Plus  Hyde Plus – Management Team
Review and define Group framework for Social Inclusion and Community Cohesion	Challenge and develop our knowledge, and practices to engagement that reflects the differing needs of communities.	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual Orientation</li> </ul>	Develop the Group's Social Inclusion and Community Cohesion Strategy	Framework for guiding the Group approach established	From July 2009	Director Hyde Plus
<b>GROUP BUSINESS DEVELOPMENT DIRECTORATE – DEVELOPMENT</b>						
Improving Access and Customer Care  <i>Policy and Strategy Development</i>	Ensure that all Development Policies and Strategies are reviewed on a regular basis to ensure that they reflect local diverse needs.	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual Orientation</li> </ul>	<p>Develop and agree a policy review programme with clear review framework to include EIA's and a resultant action plans.</p> <p>Develop a formal sign off process for development policy</p>	<p>Policy review programme agreed and monitored by the Development Managers Group.</p> <p>Formal route for Policy approval established for Development</p>		Director Development  Policy and Quality Manager - Development
<i>Housing Development</i>	Devise and implement standards, policies and procedures to enable the Group to meet regulatory requirements for accessible homes / neighbourhoods.	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Age</li> </ul>	<p>Define Hyde standards for accessible homes (including Lifetime Homes and Wheelchair standard properties) and neighbourhoods.</p> <p>Monitor performance</p>	Standards in place and communicated	Ongoing	Director Development  Policy and Quality Manager (Development)

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			against standards			
		- Disability - Age	Review of Aids and Adaptations Policy and provision	Where the incoming customer is known prior to the handover date, A&A will be provided as per the OT identified requirements and an unit delivered to meet the individual requirements of the customer.		Director Development
Housing Development	Develop Accessible Homes	- Disability - Age	To build at least 50% of new affordable rented homes to lifetime homes standards.  A proportion of new units should be to wheelchairs standards on each site, as determined by evidence of need.  A proportion of bids for new schemes incorporate units to Lifetime Homes and to Wheelchair standards.	Use PAMWIN to:  - Demonstrate that at least 50% of rented homes are to Lifetime Homes Standards and an appropriate proportion meet wheelchair standards.  - A number of accessible units allocated funding by the Housing	Ongoing from April 2009	Director of Development
Monitoring delivery of Accessible Homes	Monitor progress on Developing Accessible Homes	- Disability - Age	Use PAMWIN system to regularly monitor and report on new build accessible homes (Lifetime Homes, Wheelchair Standard Properties, Part M compliant homes)	System in place in PAMWIN to monitor number of accessible homes developed.	Ongoing from April 2009	Director of Development
Improve Service User Involvement	To fully involve and support residents and customers from all		Review the End of Defects questionnaire that collects E&D profiling data from	Action Plan in place to address gaps and weaknesses.	TBC	Director Development  Policy and Quality

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
	diversity groups and communities in planning, reviewing and improving services		residents at the 12month post handover date.	Formalised process introduced to use feedback to inform future development activity.		Manager -Development
			Address the weakness in this information feeding back into the front end of the process to inform future services /schemes /design			
			Develop an action plan to address these weaknesses and analyse data received to inform the front end of the development process on future schemes.			
Leadership and accountability for Diversity & Inclusion	<p>Ensure that there is visible and effective leadership on D&amp;I through Development SMT.</p> <p>Ensure SMT to lead on mainstreaming D&amp;I in to all business activity, regularly review performance on D&amp;I Plan and set targets improvement where appropriate</p>	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual Orientation</li> </ul>	<p>Ensure that information and key messages from the D&amp;I Group are cascaded the SMT</p> <p>Organise a Briefing session / workshop with Development SMT on D&amp;I</p> <p>Introduce a discussion on. D &amp; I as a standard item at departmental, team and individual meetings.</p>	<p>Diversity and Inclusion objectives and outcomes for Development are defined and communicated</p> <p>Performance measures and targets introduced and monitored</p>		<p>Director Development</p> <p>Director Development &amp; Group Diversity lead.</p> <p>Development SMT members</p>
Partnership Working  <i>Procurement</i>	Encourage the use of Contractors / consultants that represent the diversity of our community.	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Race</li> <li>- Gender</li> </ul>	Review existing partnerships with Contractors ( to cover section 106 agreements / grants) and ensure that we continuously encourage the use of diverse contractors	<p>Improved portfolio of diverse contractors and consultants that we use.</p> <p>Improvement practices in reaching out to contractors from diverse groups and supporting them to</p>	March 2009 and ongoing	Assistant Directors Development

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
				engagement in procurement activities.		
		Race	Regularly review and update the BME Method statement for Development that can be adapted and used across the Group	As above	April 2009 and ongoing	Assistant Directors Development
	Ensure that diversity and inclusion standards and outcomes are defined, monitored and continuously improved in our work with our partners	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion or Belief</li> <li>- Sexual Orientation</li> </ul>	<p>Develop performance management framework for Contractors / Consultants.</p> <p>Needs input from Major Development Team.</p>	The performance of contractors and consultants is monitored, in conjunction with service users, and the results used to improve services		Director Development
<b>GROUP FINANCE DIRECTORATE - COMPANY SECRETARIAT</b>						
Boards and Committees	Ensure that Hyde Group Board and Committees are representative of the communities that they serve.	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul>	Review membership of Hyde Group Board and Committees and ensure that it is broadly reflective of the communities we work with.	<p>System in place to track how Hyde Group Board and Committees are performing compared to a pre-agreed target.</p> <p>Advertisements for all new Board / Committee members proactively encourage applications from minority groups.</p> <p>Take appropriate action to encourage applications from people with a disability. For instance, approach local disability groups (Scope,</p>	<p>April 2009 and ongoing</p> <p>April 2009 and ongoing.</p>	<p>Company Secretary</p> <p>Assistant Company Secretary</p>

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
				RNIB etc.) to invite applications.		
			Develop and embed system for collecting, and analysing equalities monitoring information on Hyde Group Board and Committee membership  Provide a report to Group Board on an annual basis.	Diversity Monitoring information collated and reported for Group and OBU Boards  The Group Board is made aware of the group-wide annual performance and remedial actions taken where necessary.	Ongoing from April 2009	Company Secretary  Assistant Company Secretary
<b>GROUP FINANCE DIRECTORATE – ICT (FACILITIES MANAGEMENT)</b>						
Improve Access and Customer Care	Continue to ensure that Hyde Group sites meet the access requirements that are set out in the Disability Discrimination Act	Disability	Ensure that the recommendations of the Hyde Group Sites Access Audit reports (2007) are implemented.	All sites to be resurveyed and a proposal for DDA compliance to be put to the EMT for approval,  An action plan to implement at all affected group sites	July 2010	Head of Facilities Management
<b>PEOPLE DIRECTORATE – HUMAN RESOURCES</b>						
HC- Role Pathing Project	Deliver Role Pathing Project	- Disability - Gender - Race - Age - Religion / Belief - Sexual orientation	To utilise the framework created from the Role Pathing project as a platform to “visit” how to integrate D&I aspects into the work routines of HR rather than them being seen as separate	Since the Role Pathing Platform is something that will be integral to a number of HR aspects, D&I will be considered alongside as a matter of course e.g. Recruitment and Resourcing, L&D, Reward etc.	Ongoing	HoHR in liaison with OD
HC - Resourcing	Effective use of resources through talent and performance management	- Disability - Gender - Race	To review the process, the activities and the learning behaviours of line	BP's working with managers to consider new “recruitment pools/sectors” to investigate	All aspects reviewed and implemented	HoHR/ HR BP's in liaison with OD

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
		<ul style="list-style-type: none"> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul> <p>All aspects including behavioural</p>	<p>management during Recruitment, Selection and Resourcing (Talent and Performance Management)</p> <p>Review our own resources and the way HR interacts with the business during the recruitment process Work with an external supplier to review all procedures, training and learning for line managers</p> <p>We will be looking to to use Equality Impact Assessments (EIA) to ensure that review, changes, development and learning all apply</p>	<p>to find potential recruits for future roles</p> <p>BP's to work with the business to also look at Talent and Performance Management</p> <p>Achievements as a result of looking at processes, activities and learning will be:</p> <p>Having a workforce composition which is representative of the community in which it works</p> <p>Having a workforce which takes a holistic approach to Diversity and Inclusion including the attitudes and behaviours required within Hyde.</p>	by April 10	
HR – Policy and Strategy	Complete Policy Harmonisation project	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul> <p>All aspects including behavioural aspects including behavioural</p> <p>Working ahead of the</p>	To conduct a full review of all policies, procedures and guidance currently in operation within Hyde	<p>1 – Desk Top Review to identify what is a policy, a procedure, guidance?</p> <p>2 – Action Planning to identify what is no longer relevant, what needs updating, what needs re-writing to work better for the business, what's missing, how to harmonise across the Group</p> <p>3 – Prioritise /EIA</p>	TBC	HoHR/ HR BP's and Advisers - coordinated by Business Solutions Manager

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
		implementation of new Equality Bill		4 – Introduction to the Business. How to work within frameworks but flexibly (Policies are not an enforcement tool)		
Diversity Management Information	Improve collection and usage of Diversity Management Information	All aspects of D&I incl behavioural	To review and improve current systems for collecting, analysing and reporting equalities monitoring To create an effective picture of what we collect, why and how it enables some aspects of decision making	HR data is currently as accurate as possible but with "gaps" D&I monitoring is now reported on a quarterly basis in the People Dashboard at Group, OBU and Subsidiary level  Two aspects for this year:  <i>1. We need to work out how to obtain more data to give a fuller picture</i> An on-line questionnaire to encourage staff to provide diversity and inclusion information is now ready. Consideration needs to be given to potential staff, new staff and current staff and how to collect/collate for each sub section  <i>2. We need to develop more effective commentary around the D&amp;I MI to help Group, OBU and Subsidiaries make informed decisions around D&amp;I issues pertaining to their workforce composition</i>	TBC	HoHR/ HR Business Solutions Manager in liaison with HR BP's and OD

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
<b>PEOPLE DIRECTORATE – ORGANISATIONAL LEARNING AND DEVELOPMENT</b>						
Deliver training that educates staff on current D&I issues and behavioural standards	To ensure that equality issues and obligations related to legislation and regulation (Equality Act 2006, the DDA 2005 etc.) are an integral content of diversity training programmes.	- Disability - Gender - Race - Age - Religion or Belief - Sexual Orientation	To regularly review the content of Performance Management, Recruitment and Selection and Diversity training courses.	Staff aware of the specific requirements of the equality and diversity legislation and individual responsibilities  Improve recruitment and retention of disabled members of staff.	Ongoing	Head of Organisational Learning and Development
Review and implement D&I training for board members with OBU MD's and Company Secretary	To ensure that boards are fully up to date with D&I issues	Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Discuss needs with key stakeholders and plan for implementation in 2009	Board members are fully aware of the importance of D&I in their roles	From September 2009	Head of Organisation Learning and Development
Assess the viability of offering D&I training to contractors	To ensure contractors comply to our D&I requirements when delivering services to our customers	Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Review pilot carried out in Hyde SE and look at financial implications for group	Contractors aligned to D&I values and standards	From September 2009	Head of Organisational Learning and Development
<b>PEOPLE DIRECTORATE – INTERNAL COMMUNICATIONS</b>						
Advise and assist with internal communications across the Hyde Group	Produce information and guidelines that provide a strategic Hyde Group approach to meeting Diversity related criteria in all aspects of internal communication	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Audit and review existing information and guidelines to take stock of where we are at present and look to set relevant objectives.  This will include PR Toolkit, Hydewrite and Reception toolkit )	Document / Report detailing good practice and identifying areas for improvement produced  Toolkit / guidance document on accessible communications produced	From June 2009	Internal Communications Manager

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
Deliver and support the production of effective internal communications materials that are fit for purpose	Ensure consistency in the quality and presentation of published communications material so that they meet the diverse communication needs of our staff.	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Complete publications impact assessment and identify improvements that are needed	Implement recommendations and improve existing and new publications	From June 2009	Internal Communications Manager
Review, develop and manage an accessible Intranet that meets the needs of our staff	Develop new intranet site that meets good practice standards for accessible communication	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Involve staff in project to design and develop a new website –	Hyde has a intranet website that is accessible and reflects the people who work for us	By March 10	Internal Communications Manager
<b>PEOPLE DIRECTORATE - DIVERSITY AND INCLUSION</b>						
Policy and Strategy Development	Support Diversity and Inclusion Strategy development, implementation and review	- Disability - Gender - Race - Age - Religion / Belief - Sexual orientation	Co-ordinate and support the development and implementation of the Group Diversity and Inclusion Plan 2009 -10  Co-ordinate six monthly updates on progress from all OBU / Directorates to identify good practice and any risks that need to be addressed	Diversity and Inclusion issues identified and service improvements defined through the annual business planning and review process	July 2009 and ongoing	Head of Diversity and Inclusion & OBU MDs
			Produce the Group Diversity and Inclusion Strategy	Strategy in place that sets out the vision for continuous improvement	June 2009	Head of Diversity and Inclusion
	Support the usage of Equality Impact Assessments		Commission and organise: - Briefings on Equality	Increased awareness of purpose of an EIA and the requirement to complete it	From April 2009	Head of Diversity and Inclusion & OBU MDs

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			Impact Assessment for D&I Group and Senior Managers in OBUs  - Support for EIAs of transformation projects such as Repairs Service Review	as an integral part of policy and service reviews.		
Developing Customer Insight	Contribute to the work on the Customer Profiling project (Stage 2 & 3- led by PRP)	- Disability - Gender - Race - Age - Religion / Belief - Sexual orientation	Provide advice and support to PRP team to  - define areas for collating diversity information that can help us build a profile of resident and identify communication / access needs of customers  - the process for collecting the information and keeping it up to date	Accurate and up to date information on our residents and their specific diversity and access needs available on i world. Information is available to business to use for service planning and review.  Information used by the business to make decisions about service design and delivery	From April 2009	Head of Diversity and Inclusion
Developing leadership and accountability for Diversity and Inclusion	Support work on strengthening governance and accountability for Diversity and Inclusion	- Disability - Gender - Race - Age - Religion / Belief - Sexual orientation	Provide support and advice to the strategic Diversity and Inclusion Group  Co-ordinate quarterly meetings of the Group and related work plan	Accountability framework in place to continuously review and improve access to and satisfaction with services for our customers and staff  Group wide and OBU specific D&I objectives and outcomes agreed and delivered through the annual D&I plan.	Ongoing from April 2009	Head of Diversity
			Co-ordinate six monthly meetings of the Diversity and Inclusion Forum  Work with the Head of OD	Diversity Forum members act as diversity champions in their OBU and identify and share good practice.	Ongoing from April 2009	Head of Diversity

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			to review and refine the role of the Diversity and inclusion Forum		March 2010	
Diversity and Inclusion Performance Information	Support the development of Diversity and Inclusion Performance Indicators	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul>	Work with the lead in PRP and BST to develop a suite of Diversity and Inclusion indicators	Diversity and Inclusion Performance Indicators in place that will be used by the Group to measure and set targets for service improvements.	From May 2009	Head of Diversity PRP BST
Communication on Diversity and Inclusion	Strengthen communication on the vision and objectives for D&I, good practice etc	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul>	<p>Work with the communication team to produce an annual update on D&amp;I</p> <p>Produce information on progress on D&amp;I, good practice stories etc for Residents Newsletters,</p> <p>Produce information for Communication team to include on the internet pages</p> <p>Produce Briefings on changes in legislation etc for different stakeholders</p> <p>Produce an annual briefing / update for Group Board</p>	Raise awareness and profile of our work on D&I with both internal and external stakeholders	<p>August 2009</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>July 2009</p>	Head of Diversity
	Facilitate work on internal D&I issues	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual</li> </ul>	Work with HR to define areas for collecting, analysing and reporting diversity data.	Diversity monitoring information proactively used to define and deliver service improvements	Ongoing from Oct 2009	Head of Diversity HR Project Manager HR – Business Solutions Manager

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
		orientation				
			Organise training for HR Business Partners to ensure that the EIA tool is used in the review of HR policies and strategies	EIAs proactively used to define and deliver service improvements	From Jan 2010	Head of Diversity L&D Manager
Legislative and Regulatory requirements for Diversity	Support work to meet regulatory and legislative requirements	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual orientation</li> </ul>	<p>Coordinate work on the Diversity KLOE self assessment and gaps analysis to develop improvement plan.</p> <p>Support work on Short Notice Inspection readiness and Diversity Continuous Improvement Group</p> <p>Support work on the self assessment of the Race Equality Code of Practice for Housing</p>		<p>Ongoing from April 2009</p> <p>From July 2009</p> <p>From August 2009</p>	<p>Head of Diversity</p> <p>OBU MDs</p> <p>Diversity CIG Members</p>
<b>COMMUNITY BUSINESSES – HILLSIDE HOUSING TRUST</b>						
Improve Access and Customer Care	Provide an excellent service that is agile, responsive, non-discriminatory and continuously improving	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual Orientation</li> </ul>	<p>Support work on Customer Profiling project</p> <p>Update information on the diversity (race, gender, disability, age, sexual orientation and faith) and communication / access needs of</p>	<p>Monitoring of services using the equality strands (reception visits, complaints, decant).</p> <p>Provide impact report on all new projects</p>	<p>March 2010</p> <p>September 2009</p>	Head of Housing

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			Hillside customers.  Ensure all new decants are assessed by an OT in accordance with the decant policy			
Improve Service User Involvement	To fully involve and support residents and customers from all diversity groups and communities in planning, reviewing and improving services	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual Orientation</li> </ul>	<p>Review residents' involvement in service monitoring and ensure they are representative.</p> <p>Residents are involved in the following monitoring panels: (repair, gas, Editorial board of newsletter, and estate services).</p> <p>(5 Residents are involved in the monitoring of various services.</p> <p>The process was open to all residents and those interested were chosen.</p> <p>Residents were involved in the internal HRE inspection of Hillside.)</p>	Provide analysis of resident involvement in various service delivery groups and activities as part of Equality and Diversity report to the board.	March 2010	Managing Director
Strengthen Leadership and Governance on D&I	Ensure that effective leadership and governance arrangements are in place to scrutinise performance on diversity and inclusion and set challenging targets where appropriate	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual Orientation</li> </ul>	Refresher course on Equality and Diversity for Board members	Improved understanding of Diversity to assist with their scrutiny of Hillside's performance	March 2010	Managing Director
Partnership working	Ensure that diversity and inclusion standards and outcomes are defined,	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> </ul>	Diversity a standard agenda on all contractor monitoring meetings.	Improvement on understanding of customers and their needs	July 2009	Head of Housing

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
	monitored and continuously improved in our work with our partners	- Age - Religion / Belief - Sexual Orientation	Develop a system to be able to analyse the contractor's staff working on the contract and review the code of conduct for their staff  Analyse contractor performance against diversity stands re access, complaints, usage and satisfaction levels  Develop methods to analyse		September 2009  December 2009	
Communication	Ensure staff, board, partners and tenants are aware of Hyde/Hillside's commitment to Equality and Diversity and the plans	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Diversity and Inclusion a standard agenda at 1:1 meetings, team meetings, staff meetings/briefings; contractor monitoring meetings Present a comprehensive report to the board and other partners on Diversity issues for all areas of work – access to various services, complaints, decant etc  Communicate the availability of Language Line use to tenants and briefing for staff	Staff better aware of diversity issues and confident to deal with issues as they arise.  Board and partners aware of Hillside's performance on equality and diversity targets and impact on service delivery  All parties aware of their responsibilities and actions required to deal with customers that have English as a second language.	March 2010  March 2010  September 2009	Managing Director
Celebrating Diversity	Promote opportunities to understand, celebrate and appreciate diversity and difference	- Disability - Gender - Race - Age - Religion / Belief	Organise events to celebrate cultural diversity and promote inclusion.  Sign post Residents to events that organised in	Increased awareness and understanding of diversity of religion, faith, belief, culture  Improved appreciation and respect for diversity	March 2010	Managing Director

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
		- Sexual Orientation	the borough			
<b>COMMUNITY BUSINESSES – HYDE NORTHSIDE HOMES</b>						
Improve Access and Customer Care -	Provide an excellent service that is agile, responsive, non-discriminatory and continuously improving	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Support work on Customer Profiling Project.	To have a better understanding of the profile of service users.	Jan 2010	HNH, MD and Policy Team.
			Collate and use information on the diversity (race, gender, disability, age, sexual orientation and faith) and communication / access needs of HNH customers.	To engage more effectively with our service users.	Jan 2010	HNH, MD and Policy Team.
Improve Service User Involvement	To fully involve and support residents and customers from all diversity groups and communities in planning, reviewing and improving services	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Develop three focus groups on themed key issues - open to all service users.	To obtain views on key issues.	Mar 2010	Resident Involvement officer – RIO.
			To review the purpose of the TRAs' and Estate Boards.	To ensure groups are fit for purpose.	Mar 2010	HNH, MD
			To host 2 fun events to actively encourage service user involvement.	To develop a register of service users that wish to be involved.	Jan 2010	Resident involvement officer
			To advertise in our local newsletter for service users that want to be involved in reviewing our services.	To develop a register of service users that wish to be involved.	Ongoing.	Resident involvement officer
Strengthen Leadership and Governance on	Ensure that effective leadership and governance arrangements	- Disability - Gender - Race	Commission and organise training for Board members.	To ensure Board members can effectively challenge and scrutinise performance.	Oct 2009	HNH, MD

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
D&I	are in place to scrutinise performance on diversity and inclusion and set challenging targets where appropriate	- Age - Religion / Belief - Sexual Orientation	Actively seek BME Board members to join the Board.  Set challenging diversity and inclusion targets.	To provide a more diverse Board membership.  To enable the Board to measure performance.	Feb 2010  Dec 2009	Resident Involvement Officer.  HNH MD
Partnership working	Ensure that diversity and inclusion standards and outcomes are defined, monitored and continuously improved in our work with our partners	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	To develop and deliver diversity and inclusion training program with key work contractors.	To define diversity standards for service provision with partners and arrangements for monitoring.	Mar 2010	HNH MD  Resident Involvement Officer
Celebrating and Communicating good practice	Promote opportunities to understand, celebrate and appreciate diversity and difference	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Display language line info in reception.  Sign post events that are happening in the borough.  Arrange two events that demonstrate cultural diversity.	To improve access to our services.  To inform service users of local cultural events.  To inform service users of different cultures.	August 2009  Ongoing  March 2010	Customer Service Manager.  Resident Involvement Officer.  Resident Involvement Officer.
<b>COMMUNITY BUSINESSES – HYDE SOUTHBANK HOMES</b>						
Improve Access and Customer Care -	Provide an excellent service that is agile, responsive, non-discriminatory and continuously improving	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Support work on Customer Profiling Project.  Collate and use information on the diversity (race, gender, disability, age, sexual orientation and faith) and	To have a better understanding of the profile of service users.  To engage more effectively with our service users.  Monitoring of services using the equality strands (reception visits, complaints etc)	Jan 2010  Jan 2010  Ongoing	HSH, MD and Policy Team.  HSH, MD and Policy Team.  Head of Housing

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			communication / access needs of HSH customers.	Provide Equality Impact Assessment report on all new projects	September 2009	Head of Housing
Improve Service User Involvement	To fully involve and support residents and customers from all diversity groups and communities in planning, reviewing and improving services	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Organise three focus groups on diversity themed key issues - open to all service users. To review the purpose and role of the resident forum.  To host 2 fun events to actively encourage service user involvement.  To advertise involvement opportunities in our local newsletter for service users	To obtain views on key issues.  To ensure groups are fit for purpose.  To develop a register of service users that wish to be involved.  To develop a register of service users that wish to be involved.	Mar 2010  Mar 2010  Jan 2010  Ongoing.	Resident Involvement officer  HSH, MD  Resident involvement officer  Resident involvement officer
Strengthen Leadership and Governance on D&I	Ensure that effective leadership and governance arrangements are in place to scrutinise performance on diversity and inclusion and set challenging targets where appropriate	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	Commission and organise training for Board members.  Actively seek BME members to join the Board.  Set challenging diversity and inclusion targets.	To ensure Board members can effectively challenge and scrutinise performance.  To provide a more diverse Board membership.  To enable the Board to lead on and measure performance.	Oct 2009  Feb 2010  Dec 2009	HSH, MD  Resident Involvement Officer.  HSH MD
Partnership working	Ensure that diversity and inclusion standards and outcomes are defined, monitored and continuously improved in our work with our partners	- Disability - Gender - Race - Age - Religion / Belief - Sexual Orientation	To develop and deliver diversity and inclusion training program with key work contractors  To monitor the community regeneration work of Hyde Plus and our key voluntary	To define diversity standards for service provision with partners and arrangements for monitoring. To increase the access of training and employment opportunities to all residents.	Mar 2010  March 2010	HSH MD  HSH Community Regeneration Manager

Operational Area / Function	Objective	Equality and Diversity Strand	Actions	Outcome	Target Date	Officer Responsible
			providers			
Providing accessible information	Improving access to information and services	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual Orientation</li> </ul>	<p>Brief staff on the commitment to improve access to services through the use of Language Line services etc.</p> <p>Provide staff information on how they can access services – availability of translation and interpretation services etc.</p> <p>Display language line poster info in reception</p>	<p>To improve access to our services.</p> <p>All parties aware of their responsibilities and actions required to deal with customers that have English as a second language and other disability related access needs.</p>	August 2009	Head of Housing
Celebrating and Communicating good practice	Promote opportunities to understand, celebrate and appreciate diversity and difference	<ul style="list-style-type: none"> <li>- Disability</li> <li>- Gender</li> <li>- Race</li> <li>- Age</li> <li>- Religion / Belief</li> <li>- Sexual Orientation</li> </ul>	<p>Sign post events that are happening in the borough.</p> <p>Arrange two events that demonstrate cultural diversity.</p> <p>Improve information available on the website.</p>	<p>To inform service users of local cultural events.</p> <p>To inform service users of different cultures.</p> <p>To improve access of information.</p>	<p>Ongoing</p> <p>March 2010</p> <p>December 2009</p>	<p>Resident Involvement Officer.</p> <p>Resident Involvement Officer.</p> <p>HSH MD / Communications</p>

Our Diversity and Inclusion Action Plan will support us in meeting the legislative and regulatory requirements that are placed on us as an organisation that is inspected by the Tenant Services Authority (TSA) and Audit Commission Housing Inspectorate.

The specific pieces of legislation that are relevant to us include:

- **Equal Pay Act 1970**

- Made it unlawful to pay men and women differently for the same or like work or on work rated as equivalent
- An equality clause is placed in a woman's employment contract so that their contractual conditions are no less favourable than those a man who is engaged on like work or on work rated as equivalent

- **Sex Discrimination Act 1975**

- Made it unlawful to discriminate directly or indirectly on grounds of sex or marital status in the provision of employment, goods and services.
- Made it unlawful to victimise a person for being involved in a sex discrimination case.

- **Race Relations Act 1976**

- Made it unlawful to discriminate directly or indirectly on grounds of colour, race, nationality or ethnic or national origin in the provision of employment, goods and services.
- Made it unlawful to victimise a person for being involved in a sex discrimination case.
- It set up the Commission for Racial Equality (CRE) whose duties are very similar to the EOC but in relation to race.

- **Disability Discrimination Act 1995**

- Made it unlawful to discriminate against a person on ground of disability i.e. a person who has a physical or mental impairment, which has a long term and substantial adverse effect on her/his ability to carry out day-to-day activities.
- Introduced a duty on employers to make reasonable adjustments to physical features or other arrangements that would place the disabled person at a substantial disadvantage.

- **Protection from Harassment Act 1997**

If there is intention, behaviour that has the effect of causing harassment alarm or distress, including within the workplace, is a criminal offence under this act. This became known as the 'Stalking Act'.

- **The Human Rights Act 1998**

- Came into force in 2000. Applies to all public bodies
- Will have an equalities impact under several of the articles.
- Article 14 specifically prohibiting discrimination of any kind

- **The Sex Discrimination (Gender Reassignment) Regulations 1999 amended the Sex Discrimination Act 1975**

Prohibits direct discrimination in employment on the grounds that a person intends to/is currently/has undergone gender reassignment.

- **Race Relations Amendment Act 2000**

Made race discrimination unlawful in public authority functions not previously covered by the 1976 Act.

The Act also places a general duty on public authorities / organisations to work towards the elimination of unlawful discrimination and promote equality of opportunity and good relations between persons of different racial groups.

- **Employment Equality (Sexual Orientation) Regulations 2003 and the Employment Equality (Religion or Belief) Regulations 2003**

- Outlaws discrimination in employment and vocational training on the grounds of sexual orientation and religion or belief respectively.
- Direct discrimination - treating people less favourably than others on grounds of sexual orientation or religion or belief;
- Indirect discrimination - applying a provision, criterion or practice which disadvantages people of a particular sexual orientation or religion or belief and which is not justified as a proportionate means of achieving a legitimate aim;
- Harassment - unwanted conduct that violates people's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment;
- Victimisation - treating people less favourably because of something they have done under or in connection with the Regulations, e.g. made a formal complaint of discrimination or given evidence in a tribunal case.

- **Disability Discrimination Act 1995: extended in 2004**

- Whereby service providers have a statutory obligation to take reasonable steps to remove physical barriers to disabled people or to provide services by other means.

- **Disability Discrimination Act 2005**

- Makes it unlawful for a public bodies to discriminate against a disabled person when exercising its functions
- Requires public bodies to
  - Have due regard to the need to eliminate unlawful discrimination against and the harassment of disabled persons
  - Promote equality of opportunity between disabled and other persons
  - Tackle institutional discrimination through a duty to promote disability equality for the public sector

- **Civil Partnership Act 2004**

Same sex couples are entitled to the same employment benefits as married employees and same sex couples can make a legal commitment by forming a civil partnership.

- **The Employment Equality (Age) Regulations 1<sup>st</sup>. October 2006**

- Introduces a minimum default retirement age of 65 years
- Bans direct and indirect age discrimination in recruitment, promotion and training in the workplace.
- Unfair dismissal and statutory redundancy rights extended to those 65 and over (unless they have reached the employers retirement age of 65 or over).

Employers duties include:

- Employers to consider an employee's request to continue working beyond retirement.
- Employers to give written notice to employees at least 6 months in advance of their intended retirement date.

- **Housing Act 2004 Gypsies and Travellers**

- Duty under the Race Relations Act to promote good community relations in regard to accommodation provision for Gypsies and Travellers
- Local authorities are required to include Gypsies and Travellers in the Accommodation Needs Assessment process, and to have a strategy in place which sets out how any identified need will be met, as part of their wider housing strategies.

- **The Gender Equality Duty**

The Equality Act 2006 is an amendment to the Sex Discrimination Act 1975. **The Gender Equality Duty** comes into force in April 2007. All public authorities must demonstrate that they are promoting equality for women and men and that they are eliminating sexual discrimination and harassment.

The specific duties, in brief, are:

- **To prepare and publish a gender equality scheme**, showing how it will meet its general and specific duties and setting out its gender equality objectives.
- In formulating its overall objectives, **to consider the need to include objectives to address the causes of any gender pay gap.**
- **To gather and use information** on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services.
- **To consult stakeholders** (i.e. employees, service users and others, including trade unions) and take account of relevant information in order to determine its gender equality objectives.
- **To assess the impact** of its current and proposed policies and practices on gender equality.
- **To implement the actions** set out in its scheme within three years, unless it is unreasonable or impracticable to do so.
- **To report** against the scheme every year and **review** the scheme at least every three years.

- **Equalities Bill (2006)**

**Part 1**

Established the Commission for Equality and Human Rights (CEHR) and set out its duties, general powers, and enforcement powers.

The CEHR will take on the work of the existing equality commissions and will additionally assume responsibility for promoting equality and combating unlawful discrimination in three new strands, namely sexual orientation, religion or belief, and age. The CEHR will also have responsibility for the promotion of human rights.

**Part 2**

Sets out the provisions prohibiting discrimination on grounds of religion or belief and of sexual orientation in the provision of goods, facilities and services, education, premises and the exercise of public functions.

**Part 3**

Sets out the provisions prohibiting sex discrimination in the exercise of public functions and creates a public sector duty to have due regard to the need to eliminate unlawful discrimination and to promote equality of opportunity between women and men.

- **Work & Families Act (2007)**

- Extends statutory maternity pay, maternity allowance and statutory adoption pay from 6 to 9 months;
- A power to introduce new paternity leave for fathers, enabling them to benefit from leave and statutory pay if the mother returns to work before the end of her maternity leave period;
- Introducing 'keeping in touch' days, whereby women on maternity leave and staff on adoptive leave can, by agreement with their employer, return to work for a few days during their leave;
- Extending the period of notice for return from maternity leave to two months, enabling employers and employees to plan more effectively for return to work
- Extending the right to request flexible working to carers.