

THE HYDE GROUP

DIVERSITY AND INCLUSION STRATEGY

(2009-12)



people...places...opportunity...aspiration

1. Introduction

Diversity and Inclusion is an integral part of The Hyde Group's organisational values and social purpose.

In our role as a developer of homes and communities, a provider of housing services, an employer and a partner in community regeneration, we have a long standing and impressive record of working with the most vulnerable and socially excluded communities in society.

Our commitment to and reputation in promoting diversity and inclusion has helped us to not only secure new business opportunities but also attract some of the most talented staff in the sector.

This Diversity and Inclusion Strategy sets out our vision and commitment to promote diversity and inclusion. It also describes how we intend to address the broader social inclusion agenda by planning and delivering continuous service improvements while addressing our statutory duties on race, disability, gender (including transgender), age, religion or belief and sexual orientation.

We believe that our Diversity and Inclusion Strategy 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 vision for Diversity and Inclusion

The Hyde Group is committed to embedding diversity and inclusion in all our business functions.

Diversity, for us means that we recognise that our customers and staff are from diverse communities and cultural backgrounds and may have specific and individual requirements from the services that we provide to them. In practice, this means that we aim to be professional, responsive and agile in responding to these specific service requirements.

Inclusion is an approach that we use to create a culture and service ethos that values diversity and difference and aims to maximise the benefits that this provides to our business.

We believe that our approach to diversity and inclusion will support us in understanding the individual needs of our customers and staff and effectively responding to deliver services that are appropriate and accessible.

3. How we will deliver our vision

We will deliver our vision by building on the strong diversity and social inclusion ethos that the Hyde Group believes in and practices.

We will develop and implement an annual ***Diversity and Inclusion Plan*** that addresses cross-cutting issues around race, gender, disability, age, religion and belief, sexual orientation and social inclusion in a holistic way.

This Plan will set out the actions that we will take to deliver positive outcomes against the following diversity and inclusion objectives:

Objective 1	Provide an excellent service that is agile, responsive, non-discriminatory and continuously improving
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The key actions that we will take to achieve this are:

- Review and refine our policies, procedures and practices so that we can improve access to services and deliver equitable and differentiated outcomes for our all customers and staff
- Carry out Equality Impact Assessments for all new or revised business policies, procedures and practices and use the findings to plan and deliver service improvements
- Develop a profile of our customers and their diverse and changing needs. This information will be used to develop differentiated services that are responsive to the individual needs and aspirations of our customers
- Regularly monitor customer satisfaction with services we provide to ensure that they are fair and accessible to all our customers
- Ensure that our reception areas and offices are accessible to customers and staff who who have a disability
- Maintain a record of the specific access needs of our customers and provide information in alternate formats such as Braille, large print, audio tape and offer a translation and interpretation service when requested.
- Develop a performance management framework to monitor service improvements in relation to diversity and inclusion. This will include:
 - Defining a suite of performance indicators that we will use to assess progress on diversity and inclusion
 - Collecting robust data for the performance indicators, analysis of data and reporting of performance
 - Where appropriate, setting targets and defining other interventions to deliver service improvements
- Communicate our vision for diversity and inclusion and the progress that we make on improving outcomes to our customers, staff and partners.

Objective 2	To support residents and customers from all diversity groups and communities to be involved in planning, reviewing and improving services
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The key actions that we will take to achieve this are:

- Engage with and involve customers from all diversity groups in our work on developing, reviewing and improving the services that we provide.
- Identify any barriers that customers from specific diversity groups may face in accessing and using our mainstream options for involvement
- Collect and use monitoring information on our mainstream options for involvement to make sure that they are inclusive
- Where appropriate, develop initiatives that focus on involving members from particular diversity groups that do not use our mainstream options for involvement
- Ensure that the membership of our formal resident participation structures such as Hyde Residents Voice and Hyde Residents Eye is broadly reflective of the diversity of our customer base.

Objective 3	Ensure that diversity and inclusion standards and outcomes are defined, monitored and continuously improved in our work with our partners
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The key actions that we will take to achieve this are:

- Develop a strategy and annual action plan that supports the Group's strategic vision and approach to promoting social inclusion and community cohesion
- Communicate this vision and approach to customers, staff and partners
- Regularly evaluate and review relevant policies, strategies and business practices to ensure that they promote diversity and inclusion and strengthen community cohesion.
- Consult with and respond to the needs of the local communities when we plan partnership projects work such as Hyde Plus activities, regeneration activities and new developments
- Ensure that the Hyde Group's Procurement Policy clearly defines how diversity and inclusion issues will be addressed in the procurement process and sets the standards that contractors or partners will be expected to deliver on
- Ensure that procurement arrangements with contractors, suppliers, consultants and other partner agencies include the diversity and inclusion standards partners will be expected to adhere to
- Work with partners to develop and agree a framework and process for monitoring and reviewing performance on diversity and inclusion practices

Objective 4	Ensure that effective leadership and governance arrangements are in place to scrutinise performance on diversity and inclusion and set challenging targets where appropriate
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The key actions that we will take to achieve this are:

- Ensure that the Hyde Group Board's and Committees broadly reflect the diversity of the communities that we work with. We will do this by:
 - Collecting and analysing diversity and inclusion monitoring information
 - Regularly reviewing the composition of Group Board and Committees by gender, race, disability, age, religion or belief and sexual orientation
 - If appropriate, set reasonable targets to address issues of under representation
 - Proactively encourage under-represented groups to apply to become Board or Committee Members when vacancies occur.
- Provide appropriate training and information to the Group Board and Committee members that enables them to evaluate the Groups performance on diversity and inclusion in robust manner.
- Formally designate a Group Board member and a member of the Executive Management Team to champion the diversity and inclusion agenda
- Strengthen strategic leadership and accountability on diversity and inclusion by setting up a Diversity and Inclusion Group. This group will have senior management representation and will be responsible for planning and delivering continuous improvement.

Objective 5	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
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The key actions that we will take to achieve this are:

- Review the Group policies and procedures that apply to recruitment and selection, employment, talent management and organisational learning and development on a regular basis.
- Complete Equality Impact Assessments for all new and revised policies and procedures and ensure that they are transparent, fair and non discriminatory.
- Collect diversity monitoring information and regularly report on the diversity profile of the workforce
- Use the analysis of diversity monitoring information to identify any under-representation from specific diversity groups in recruitment, employment or learning and development opportunities and consider actions that can help to address any imbalance

- Provide a workplace that is accessible to people with a disability and where possible make “reasonable adjustments” to retain in suitable employment employees who develop a disability
- Strengthen formal consultation mechanism for senior managers, union representatives and elected members of staff to discuss diversity and inclusion issues relating to employment
- Provide training to all staff on diversity and inclusion issues and help them understand how they can apply the principles in their day to day interactions with customers or other staff
- Take action to become an employer of choice and attract and retain a talented and diverse workforce that reflects the communities that we work with at all management levels within the Group

4. The key outcomes that we will achieve

The Diversity and Inclusion Strategy is the tool that we will use to mainstream diversity and inclusion considerations into the strategic business planning and delivery process that we use at the Hyde Group

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

- The Group’s public image with regard to diversity issues will be very positive;
- Our services will reflect the diversity of our customer base and will help to attract new business opportunities
- We will be able to evidence improvements in the services that we provide to our diverse customers and their satisfaction with them
- 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 and use their feedback to plan and deliver service improvements.
- We will be recognised as being innovative, ahead of the game and forward thinking in relation to our work on diversity and inclusion by our residents, staff and partners

By adopting an outcome focussed approach for diversity and inclusion 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

5. Our arrangements for Monitoring and Review

We will monitor our progress on the Diversity and Inclusion Strategy (through the associated Annual Plan) and regularly report on progress to ensure that we deliver on our commitments.

The key roles and responsibilities for the implementation of our Diversity and Inclusion Strategy are outlined below:

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

We believe that these robust arrangements for monitoring and review will enable us to effectively measure the impact of the actions that we take to improve diversity and inclusion outcomes for our customers and staff.

APPENDIX 1

Relevant Legislation and Regulation

Our Diversity and Inclusion Strategy (and the associated Annual Plan) will support us in meeting the following legislative and regulatory requirements:

- Equal Pay Act 1970
- Sex Discrimination Act 1975
- Race Relations Act 1976 and Race Relations Amendment Act 2000
- Disability Discrimination Act 1995 and 2005
- Protection from Harassment Act 1997
- Human Rights Act 1998
- Gender Reassignment Regulations 1999
- European Regulations on Sexual Orientation and Religion and Belief 2003
- European Regulations on Age 2006
- Housing Act 2004
- Civil Partnerships Act 2004
- Race Equality Code of Practice for Housing 2006
- Equality Act 2006
- Work & Families Act (2007)