



Beyond one size fits all: Single Equality Scheme 2010-2013

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1 Introduction

Why we have developed a single equality scheme

This is the first Single Equality Scheme for Hackney Homes. This scheme provides a framework for integrating equality and diversity in all that we do as a provider of services, employer, partner and purchaser of goods and services.

As an organisation delivering services in the public sector, we have general duties under race, disability and gender laws. Some organisations also have a specific duty to develop three equality schemes on race, disability and gender. Whilst Hackney Homes is not required to do this, we have developed this scheme to demonstrate our commitment to equality and diversity, in line with good practice and in anticipation of the Equality Act 2010. The scheme will address the needs of seven equality groups including: race, disability, gender, gender reassignment, religion or belief, sexual orientation and age.

This scheme sets out our equality priorities over the next three years:

- To know our residents and make better use of resident profiling information
- To drive commitment to equality through leadership, procurement and partnership
- To provide excellent and accessible services that meet the needs of our residents
- To improve engagement with diverse groups of residents, and
- To invest in a workforce that reflects the diversity of our residents.

This scheme covers the period from July 2010 to June 2013 and the action plan includes our targets to continue to improve services and deliver equality outcomes for the next 12 months.

How we developed our single equality scheme

This scheme has been developed from:

- previous evidence gathered from equality impact assessments and feedback from resident and staff surveys
- self assessments against equality and diversity legislative and national frameworks
- asking our residents and staff what we should be doing to improve services for diverse groups through interviews, focus groups and at our residents open day event, and
- consulting with stakeholders including staff, voluntary organisations, resident groups (for example, Tenant and Resident Associations, Tenant Management Organisation Chairs, Neighbourhood Panels), Hackney Council and residents including disabled people, men, women and people from Black and Minority Ethnic communities.

The following stakeholders contributed to the scheme:

- Age Concern Hackney
- Age Concern (Lesbian, Gay, Bisexual and Transgender)
- Disability Back-Up
- East London Out Project (ELOP)
- Gypsy and Traveller Community
- Hackney Council's Corporate Equality and Cohesion Board
- Hackney Family Back-Up
- Hackney Homes' Asian Women's Group
- Hackney Homes' Board Members
- Hackney Homes' Disability Forum
- Hackney Homes' Equality and Diversity Group
- Hackney Homes' Resident Liaison Group
- Hackney Homes' Residents
- Hackney Homes' Staff
- Hackney Homes' Trade Union Representatives
- Hackney Homes' Turkish Focus Group
- Hackney Homes' Youth Committees
- Hackney Homes' 100 Club
- Stonewall Housing

We have used the feedback received to shape this scheme and action plan.

Definition of equality, diversity and community cohesion

- Equality means treating people fairly and giving people fair and equal chances regardless of particular characteristics such as their race, disability, gender, gender reassignment, religion or belief, sexual orientation or age.
- Diversity means understanding that each individual is unique and valuing the differences of individuals and groups.
- Community cohesion means recognising, supporting and celebrating diversity. It is about building and maintaining strong and positive relationships amongst individuals and groups living in our neighbourhoods.

2 About us

Who we are

Hackney Homes is an Arms Length Management Organisation (ALMO) set up in April 2006. We manage approximately 32,000 homes in the London Borough of Hackney on behalf of Hackney Council.

What we do

Our core function is to deliver housing management services and repairs and maintenance to approximately 23,300 tenants, 7,400 leaseholders and 1,300 freeholders. Our approach to equality and diversity is incorporated in all parts of our organisation and the services we provide. These include but are not limited to:

Resident Services Anti-social behaviour Domestic violence & hate crime Leasehold & right to buy Rent collection & recovery Resident involvement Tenancy management including lettings Tenancy support	Property Services Capital improvement Decent Homes Empty property repairs Gas servicing Major works Planned & cyclical maintenance Repairs Contact Centre Responsive repairs	Estate Environment Services Estate cleaning Grounds maintenance	Finance & Resources Communications Complaints Finance Governance Human resources Information technology Learning & development Legal disrepair Procurement Service development
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Our mission

To deliver, excellent, accessible services, and quality homes that people want to live in.

Our objectives

- Providing excellent, accessible services
- Delivering modern homes
- Running Hackney Homes well, and
- Improving neighbourhoods.

Our values

- **Service:** Service delivery culture aware of, and responsive to, the needs and views of all our tenants and leaseholders.
- **Honesty:** Open, honest, informative and fair with our residents, staff and agencies with whom we work.
- **Achievement:** Delivering on our service promises whilst remaining cost conscious.
- **Respect:** Seeking and respecting the views on and ideas for services and investment of our tenants and leaseholders, staff and partner agencies.
- **Pride:** Pride in Hackney Homes and Hackney borough as a diverse place to work and live.

Hackney Council and Hackney Homes

We work in partnership with Hackney Council who fully own and manage us. Hackney Council's commitment to embed equality throughout the Council is set out in Hackney's Sustainable Community Strategy 2008-2018. Our action plan sets out how we contribute to the delivery of the priorities set out in Hackney's Sustainable Community Strategy.

3 Diversity of our residents and employees

Hackney has one of the most diverse communities in the country with a resident population of 208,400, where about 100 different languages are spoken. Almost half of all homes in Hackney are social housing. Over half of social housing in Hackney is managed by Hackney Homes. Hackney Homes employs approximately 800 staff.

Race

- The majority of Hackney's population are White (59%), 26% are Black and 11% are Asian. There are approximately 800 Travellers, Gypsies and Roma residents in Hackney. *(Source: Greater London Authority Ethnic Group Population Projections, 2006)*
- Of Hackney Homes' residents who have told us their ethnicity, the majority are White (49%), 35% are Black, and 6% are Asian. 27 Irish Traveller families live on the four permanent council sites in the borough. *(Source: Hackney Homes Customer Profile, April 2010)*
- For Hackney Homes' employees, just under half are White (48%), 34% are Black and 9% are Asian. *(Source: Hackney Homes Staff Profile, May 2010)*

Disability

- Approximately 5% of Hackney's population, with just over 10,000 are claiming Disability Living Allowance. A similar number of people receive a mobility award and about 1,000 people receive a care award. *(Source: National Statistics, Disability Living Allowance Claimants, 2006)*
- Of Hackney Homes' residents who have told us their disability, 475 people are claiming Disability Living Allowance and 1,180 people have a disability with the majority reporting mobility, hearing and vision disabilities. *(Source: Hackney Homes Customer Profile, April 2010)*
- For Hackney Homes' employees, 5% of staff consider themselves to be disabled, compared to 43% who say they do not have disability. *(Source: Hackney Homes Staff Profile, May 2010)*

Gender

- The breakdown of Hackney's population is 51% female and 49% male. *(Source: Office for National Statistics, Mid Year Estimates, 2006)*
- Of Hackney Homes' residents who have told us their gender, 58% are female and 42% are male. *(Source: Hackney Homes Customer Profile, April 2010)*
- For Hackney Homes' employees, over three quarters are male (77%) and 23% are female. *(Source: Hackney Homes Staff Profile, May 2010)*

Gender reassignment

- There is no current information on gender reassignment for Hackney's population as this has not been collected in the Census. The Government estimates 5-7% of the national population are gay, lesbian, bisexual or transgendered.
- At Hackney Homes, we are asking residents to tell us about gender reassignment, but as yet our records are inconclusive. We recognise

the sensitive nature of this information and we respect residents who do not wish to answer sensitive questions.

- For Hackney Homes' employees, there is no current information on gender reassignment.

Religion or belief

- The majority of Hackney's population are Christian (47%), 19% have no religion/ belief, 14% are Muslim and 5% are Jewish. (Source: *Census, 2001*)
- Of Hackney Homes' residents who have told us their religion or belief, half say they are Christian (50%), 13% Muslim and 12% say they are Atheist or have no belief. (Source: *Hackney Homes Customer Profile, April 2010*)
- For Hackney Homes' employees, one quarter say they are Christian (25%), 5% Muslim and 5% say they are Atheist or have no belief. (Source: *Hackney Homes Staff Profile, May 2010*)

Sexual orientation

- There is no current information on sexual orientation for Hackney's population as this has not been collected in the Census. The Government estimates 5-7% of the national population are gay, lesbian, bisexual or transgendered.
- Of Hackney Homes' residents who have told us their sexual orientation, the majority describe their sexual orientation as heterosexual (69%) and 8% as bisexual. 22% prefer not to state their sexual orientation. (Source: *Hackney Homes Customer Profile, April 2010*)
- For Hackney Homes' employees, 36% describe their sexual orientation as heterosexual and 1% as bisexual, gay or lesbian. (Source: *Hackney Homes Staff Profile, May 2010*)

Age

- 47% of Hackney's population are aged between 16 and 40 years, 14.3% are aged between 40 and 49 years and 12% are aged over 60 years and over. (Source: *Office for National Statistics, Mid Year Estimates, 2006*)
- Of Hackney Homes' residents who have told us their age, 43% are aged between 40 and 59 years, 37% are aged under 40 years and 21% are aged 60 years and over. (Source: *Hackney Homes Customer Profile, April 2010*)
- For Hackney Homes' employees, just over one third of staff (34%) are aged between 40 and 49 years, 29% are aged between 50 and 59 years, 29% are aged under 40 years and 7% are aged 60 years and over. (Source: *Hackney Homes Staff Profile, May 2010*)

4 Legislative framework

There are currently nine major pieces of legislation and over a hundred statutory instruments on equality. Over the last ten years race, disability and gender laws have been expanded to introduce race, disability and gender equality duties. New laws have also been introduced to cover discrimination on grounds of gender reassignment, religion or belief, sexual orientation and age.

More recently, the Equality Bill received Royal Assent in April 2010. The Act aims to consolidate the law relating to discrimination and inequality and bring in line current requirements to give a single approach where necessary. It will streamline all the current equality groups of discrimination law including race, disability, gender, gender reassignment, religion or belief, sexual orientation and age. It also proposes to increase the equality groups to include carers and take into account the significance of socio-economics.

Hackney Homes will continue to work with the current legislation and we will review our approach as the provisions of the Act become more apparent. We have listed below the main current legislation in relation to each equality group:

Race

The race equality duty says we must:

- eliminate unlawful racial discrimination, victimisation and harassment
- promote equality of opportunity, and
- promote good relations between people of different racial groups.

Disability

The disability equality duty says we must:

- eliminate discrimination that is unlawful under the Disability Discrimination Act 2005
- eliminate harassment of disabled people that is related to their disabilities
- promote equality of opportunity between disabled people and others
- take steps to take account of disabled people's disabilities, even where that involves treating them more favourably than others
- promote positive attitudes towards disabled people, and
- encourage participation by disabled people in public life.

Gender

The gender equality duty says we must:

- eliminate unlawful sex discrimination
- eliminate harassment, and
- promote equality of opportunity between men and women.

Gender reassignment

The law on gender reassignment says we must:

- eliminate unlawful discrimination and harassment in employment and vocational training for people who intend to undergo, are undergoing or have undergone gender reassignment, and
- eliminate unlawful discrimination and harassment on the grounds of gender reassignment in the provision of goods and services.

Religion or belief

The law on religion or belief says we must:

- eliminate discrimination and harassment against people of different religions, faiths and beliefs in the workplace, and
- eliminate discrimination against people of different religions, faiths and beliefs in the provision of goods and services.

Sexual orientation

The law on sexual orientation says we must:

- eliminate discrimination and harassment against gay, lesbian, and bisexual staff in the workplace, and
- eliminate discrimination against gay, lesbian, and bisexual people in the provision of goods and services.

Age

The law on age says we must:

- eliminate direct and indirect discrimination, harassment and victimisation on the grounds of age, and
- eliminate discrimination against workers of any age in the areas of recruitment, promotion and training.

5 National framework

Diversity Key Line of Enquiry

The Audit Commission's Key Lines of Enquiry provide a framework to assess services. Diversity is a key theme across all the key lines of enquiry and there is also a specific Diversity Key Line of Enquiry. When carrying out inspections, the Audit Commission assess us against six key areas in the Diversity Key Line of Enquiry. These include:

- Corporate culture and governance
- Access and customer care
- Service user involvement
- Partnerships
- Harassment and domestic violence, and
- Legislation.

In February 2009, the Audit Commission assessed Hackney Homes as providing a 'good', two-star service that has promising prospects for improvement. They found that strengths outweigh weaknesses for diversity and stated Hackney Homes demonstrates a commitment to equality and diversity issues.

Tenant Services Authority Standards

The Tenant Services Authority sets out six standards for registered social housing providers in the Regulatory Framework for Social Housing in England. We are required to demonstrate how we are meeting the standards and how we intend to meet them in the future. The six standards are:

- Tenant involvement and empowerment
- Home
- Tenancy
- Neighbourhood and community
- Value for money, and
- Governance and financial viability.

The Tenant Involvement and Empowerment Standard is a cross-cutting standard and includes a specific requirement for registered social housing to "treat all tenants with fairness and respect" and to "demonstrate that they understand the different needs of their tenants, including relation to the seven equality groups and tenants with additional support needs".

Equality Framework for Local Government

The Equality Framework for Local Government is a voluntary standard and builds on the former Equality Standard for Local Government. The Framework has three levels: developing, achieving and excellent. Working in partnership with Hackney Council, we achieved level 3 of the former Equality Standard for Local Government in September 2008 and are classified as 'Achieving' under the new framework. We aim to achieve the 'Excellent' level by May 2011.

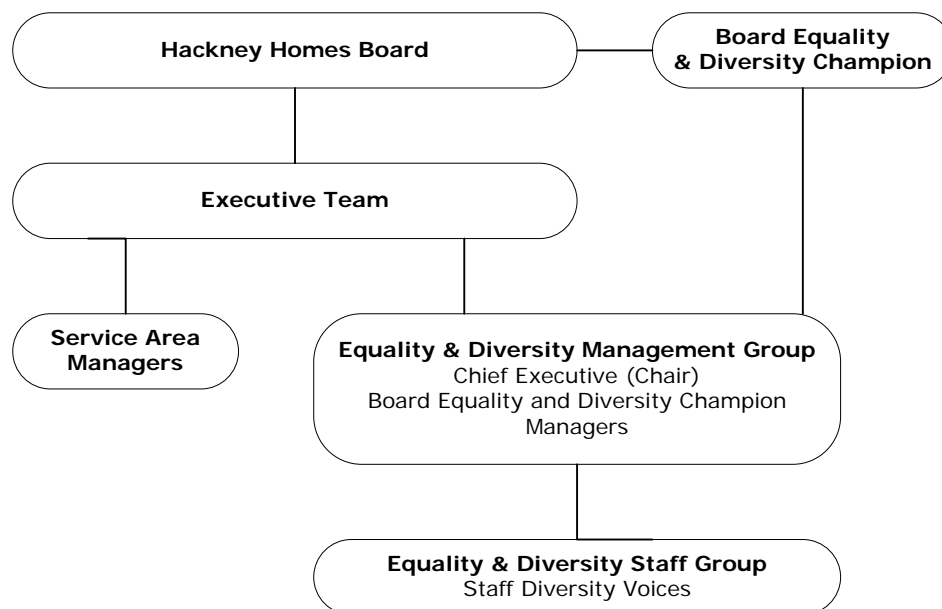
At each level of the framework we are assessed against five key areas. These include:

- Knowing your communities and equality mapping
- Place shaping, leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care, and
- A modern and diverse workforce.

Our equality priorities over the next three years have been created in line with the five key areas of the Equality Framework for Local Government.

6 Leadership and accountability

We embed commitment to equality and diversity at every level of our organisation. The diagram below sets out our structure for equality and diversity:



Board

The Board is responsible for approving this scheme and action plan and reviewing performance of the action plan at a strategic level. The Board Equality and Diversity Champion watches over the work we do in this area.

Executive Team

The Executive Team is responsible for ensuring the implementation of this scheme and action plan and reviewing performance of the action plan at an operational level. They take a leadership role in ensuring all parts of the organisation are working towards our equality priorities.

Equality and Diversity Management Group

The Equality and Diversity Management Group is chaired by the Chief Executive and involves the Board Equality and Diversity Champion and managers from across service areas. We believe this approach underlines the priority we place on the work we do in this area. The group is responsible for leading and supporting new developments and initiatives, disseminating equality and diversity information, developing and monitoring this scheme and action plan and seeking out best practice.

Equality and Diversity Staff Group

The Equality and Diversity Staff Group, Diversity Voices, will be launched in autumn 2010 as a 12 month pilot. This group will involve staff from across service areas who have an interest in diversity and who wish to play a role in promoting equality. The group is responsible for increasing awareness of the scheme throughout the organisation, feeding in suggestions to progress equality and diversity targets, raising concerns about equality and diversity that other staff within their teams may have, and sharing good practice and lessons learnt.

Head of Human Resources and Organisation Development

The Head of Human Resources and Organisation Development is responsible for:

- ensuring compliance with our statutory equality duties in relation to employment
- ensuring that we operate non-discriminatory employment practices and procedures
- developing, leading and evaluating cross cutting initiatives in employment to improve our approach to equality and diversity, and
- leading on equality issues concerning staff to ensure consistency and fairness.

Service Development Manager

The Service Development Manager is responsible for:

- leading on corporate developments
- mainstreaming equality and diversity within the organisation, and
- ongoing monitoring of this scheme and action plan.

Managers

Hackney Homes managers are responsible for:

- ensuring targets in the plan are allocated to specific officers who will be responsible for their delivery and reporting, and
- ensuring contractors and suppliers working on behalf of Hackney Homes in the delivery of services are consistent with our approach to equality and diversity and meet legal requirements.

Staff

All staff are responsible for:

- understanding the scheme and action plan, and
- ensuring equality and diversity is integrated into their daily work.

7 Our arrangements

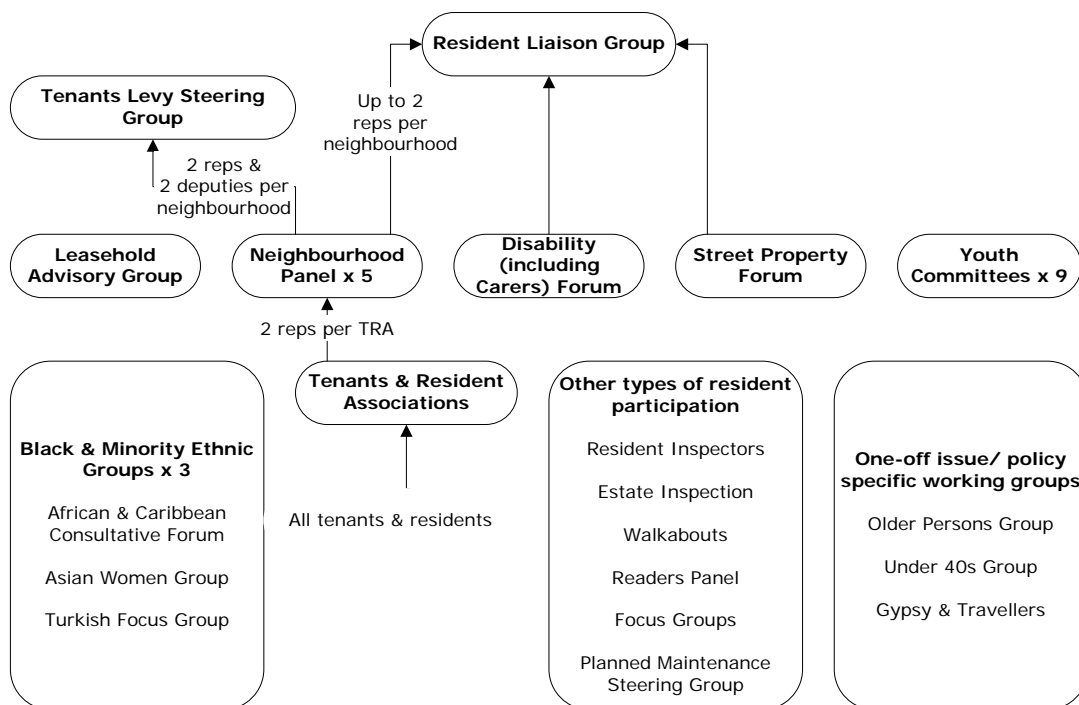
Assessing impact

We use Equality Impact Assessments as a tool to assess our services and employment practices to identify any effect or likely effect on different groups because of their race, disability, gender, gender reassignment, religion or belief, sexual orientation and/ or age. We take action to minimise any negative effects or change the way we do things and maximise opportunities for promoting equality. We carry out equality impact assessments on existing, new and proposed services, strategies, policies or projects.

Our programme of equality impact assessments to be undertaken in 2010-11 can be found in the 'Section 8 - Taking action' section of this scheme. Summaries of our completed equality impact assessments are available on our website at www.hackneyhomes.org.uk or on request from our Neighbourhood Offices.

Involving and consulting

Our Resident Participation Compact recognises the importance of involving and consulting our residents to help shape the development and delivery of the services we provide. The diagram below sets out our resident participation framework which includes both traditional and non traditional methods to involve and consult with our residents:



We are committed to engaging with all sections of our community. We have established a number of ways to involve residents from diverse groups:

- Youth Committee
- African & Caribbean Consultative Forum
- Asian Women Group
- Turkish Focus Group, and
- Disability (including Carers) Forum.

We value our employees and encourage them to get involved in everything we do. We regularly seek their views on different activities and services through:

- focus groups
- staff conference
- team meetings
- staff surveys
- staff bulletins, and
- staff newsletters.

Gathering and using data

We gather data from residents on race, disability, gender, gender reassignment, religion or belief, sexual orientation and age. We will use resident profile data to:

- monitor the diversity of our residents
- inform equality impact assessments
- deliver tailored services based on resident's needs
- develop initiatives to contact new communities in the borough such as the Eastern European Roma community and other parts of the diverse Travelling community
- monitor the diversity of resident groups who do and do not use our key services such as resident involvement
- monitor satisfaction of residents in relation to their diversity for our key services
- monitor requests for translations and interpretation services
- monitor residents complaints by diversity, and
- review policies and services.

We gather data from our staff on race, disability, gender, religion or belief, sexual orientation and age. We will work with Hackney Council to collect data on gender reassignment. We will use staff profile data to:

- monitor the diversity of our staff compared to our residents profile to aim to have a workforce that reflects the diversity of our residents
- monitor applications for jobs, training and promotion
- monitor successful applications
- monitor staff who receive training
- monitor diversity of senior management
- monitor staff who are involved in grievance procedures
- monitor staff subject to disciplinary action
- monitor staff leaving the organisation
- inform equality impact assessments, and
- review policies and services.

Employing

Our Human Resources policies set out our commitment to fair employment and equal opportunities. We seek to ensure we have open and transparent selection and recruitment processes. Hackney Homes has been awarded the Positive about Disability Two Ticks symbol. We will continue to create a working environment in which staff will not be subject to any form of unlawful discrimination, harassment, bullying or victimisation.

Training

We are committed to ensuring all staff have fair access to training and development opportunities. We provide a range of training in relation to equality and diversity:

- New staff attend a corporate induction which promotes equality and diversity in all that we do
- Equality and diversity training is mandatory for all staff and Board members
- Equality impact assessment training for managers
- Our development programme encourages Black and Minority Ethnic and disabled staff to apply so that they can gain a recognised qualification in management
- Recruitment and selection training which promotes equality and diversity in our recruitment process, and
- Temporary staff are entitled to attend mandatory, health and safety and job related training.

Accessing information

We provide accessible information in a range of ways:

- Our website is compliant with World Wide Web Consortium (W3C) standards and includes resizable text, Browsealoud and alternative language pages
- Information on our kiosks is available in English, Chinese, French, Gujarati, Somali, Turkish and Vietnamese
- Our literature has a language and alternative format panel to highlight information is available on request in a range of languages and alternative formats including large print, in Braille and audio
- We use telephone interpreting, face to face interpreters including British Sign Language interpreters for residents whose first language is not English
- We have induction loops at all our customer access points and main meeting rooms, and
- Our Neighbourhood Offices are accessible venues.

Working with other organisations

We recognise the importance of working in partnership with a wide range of organisations from both the statutory and voluntary sectors to improve our services to residents and to promote equality, diversity and community cohesion.

Hackney Homes works with a number of organisations on both a strategic Borough wide level and on our estates providing practical support where possible. We are committed to continuing and building upon our existing work with other organisations. Examples of our partnership work with other organisations include:

- Metropolitan Police and Hackney Council on shared initiatives on tackling anti-social behaviour, hate crime and domestic violence
- Arsenal, Metropolitan Police and Hackney Council on providing a wide range of youth services and activities
- Hackney Council Corporate Equality and Diversity Group which meets regularly to discuss issues facing services provided by the Council
- Hackney Council Regeneration Group to address Worklessness in Social Housing
- Hackney Council Domestic Violence and Hate Crime Team to tackle domestic violence and hate crime and provide support our residents and staff
- Team Hackney which meets regularly to discuss equality issues facing the public and voluntary sector
- Team Hackney, NHS City and Hackney, Children and Families Services, the Learning Trust, Metropolitan Police, the London Gypsy and Traveller Unit and the Irish Traveller Unit to produce the borough's first Gypsy and Traveller Strategy
- Organisations such as UXL, Bangla Housing Association and Metropole Learning to provide English language classes to our residents
- A4e, Genesis Community, Pinnacle People to delivering our Ways into Work service to residents that increases their access to employment and career advice
- Employer brokers (Hackney Works, Talent, TNG Onsite, Remploy) to provide our residents with employment opportunities through the Ways into Work service
- Hackney Voluntary Action to develop a volunteer scheme that supports the Ways into Work service, and
- Voluntary sector groups and organisations to provide a range of community development activities on our estates.

Procuring goods and services

Some of our services are provided by external organisations. We are committed to promoting equality and diversity and combating economic and social disadvantage through our procurement activity, in line with good practice and in anticipation of the provisions of the Equality Act 2010.

Our Sustainable Supply Chain Policy encourages contractors to share our commitment. In that light, equality issues are considered throughout our procurement cycle including:

- contract specifications
- pre-qualification process
- evaluation criteria setting
- evaluation process, and
- contract management.

In relation to procurements of a value of £25,000 or more, contracting officers are required to complete a Procurement Impact Assessment comprising of an equalities, environmental and efficiency impact assessment of the proposed procurement. The process identifies any negative effects on the local communities in terms of equalities outcomes and requires bidders to include positive measures in their offers.

We will work with contractors and suppliers working on behalf of Hackney Homes in the delivery of services to ensure that are consistent with our approach to equality and diversity and meet legal requirements.

8 Taking action

We are keen to make sure that the equality targets we have developed in the action plan will deliver real improvements for residents and staff. Our action plan is evidence-based and outcome-focused and sets out how we contribute to the delivery of the priorities set out in Hackney's Sustainable Community Strategy. Our priorities have been created in line with the five key areas of the Equality Framework for Local Government. The action plan is organised under our equality priorities over the next three years:

- To know our residents and make better use of resident profiling information
- To drive commitment to equality through leadership, procurement and partnership
- To provide excellent and accessible services that meet the needs of our residents
- To improve engagement with diverse groups of residents, and
- To invest in a workforce that reflects the diversity of our residents.

The action plan sets out our targets over the next 12 months and will be reflected in our service plans and individual staff appraisals, thereby ensuring equality and diversity is mainstreamed and understood throughout the organisation. The delivery of our action plan will be supported by existing staff resources and specific budgets which cover service delivery, staff training and resident involvement.

Action plan key	
SCS	Hackney's Sustainable Community Strategy 2008-2018
SCS 1	Hackney's Sustainable Community Strategy Priority 1: Reduce poverty by supporting residents into sustainable employment, and promoting employment opportunities.
SCS 2	Hackney's Sustainable Community Strategy Priority 2: Help residents to become better qualified and raise educational aspirations.
SCS 3	Hackney's Sustainable Community Strategy Priority 3: Promote health and wellbeing for all, and support independent living.
SCS 4	Hackney's Sustainable Community Strategy Priority 4: Make the borough safer, and help people to feel safe in Hackney.
SCS 5	Hackney's Sustainable Community Strategy Priority 5: Promote mixed communities in well-designed neighbourhoods, where people can access high quality, affordable, affordable housing.
SCS 6	Hackney's Sustainable Community Strategy Priority 6: Be a sustainable community, where all citizens take pride in and take care of Hackney and its environment, for future generations.

Action plan 2010-11

- **Priority 1: To know our residents and make better use of resident profiling information.**

Ref	Target	Lead	Directorate	Equality Group	Due Date	Outcomes	Link to SCS
1.1	Contact 10% of residents with learning difficulties and/ or mental health issues to identify specific needs to improve repairs reporting and deliver 2 equality service improvements by Mar-11.	H Qayyum	Property Services	Disability	Mar-11	Provide fair access to first class public services for disabled residents and carers	3,5
1.2	Increase percentage of tenant profile collected by equality groups by Mar-11: <ul style="list-style-type: none"> • religion 40% • age 80% • gender 95% • ethnicity 80% • disability 50%, and • sexual orientation 40%. 	A Jarosy	Finance and Resources	Religion Age Gender Ethnicity Disability Sexuality	Mar-11	Provide fair access to first class public services for residents with diverse needs	3
1.3	Based on learning from complaints and resident profiling information, identify 1 accessibility improvement for residents accessing the complaints service by Jun-10 and deliver identified improvements by Mar-11.	P Clarke	Finance & Resources	All	Mar-11	Provide fair access to first class public services for residents with diverse needs	5

1.4	Carry out tenancy audit visits with 3% of older tenants (aged 65 and over) to identify specific needs such as vulnerability, under-occupation and identify access to support services such as Tenancy Support Service, Social Care, debt advice, health services by Mar-11.	R Clapham	Resident Services	Age	Mar-11	Improve life chances for older residents and enable independent living	3,4
1.5	Provide accessible information on debt advice for diverse groups of leaseholders (based on resident profiling information) through 2 outreach surgeries by Mar-11.	J Morrison	Leasehold & Right to Buy Services	Race	Mar-11	Provide fair access to first class public services for diverse groups	3

• **Priority 2: To drive commitment to equality through leadership, procurement and partnership.**

Ref	Target	Lead	Directorate	Equality Group	Due Date	Outcomes	Link to SCS
2.1	Identify and deliver 2 accessibility improvements to make board papers more accessible for Board Members and deliver identified improvements by Sep-10.	T Merrett	Finance & Resources	Disability Race	Sep-10	Enable and empower residents to take an active role in local community, civic and democratic life in the borough	6
2.2	Deliver a business case by Sep-10 for funding of an additional Traveller site in Hackney by Mar-17.	A Emmerson	Resident Services	Race	Sep-10	Improve life chances for Travellers	3,5
2.3	Make performance information more accessible for residents by reviewing our performance reporting arrangements with residents to develop a new tenant friendly version of the performance reports by Oct-10.	V Pillai	Finance & Resources	Disability	Oct-10	Provide fair access to first class public services for residents who have learning disabilities, language/ literacy needs or who are partially sighted	6

2.4	Improve equality monitoring of contracts by developing requirements for contractors to provide performance reports on the 7 equality strands, socio-economic and sustainability indicators. Measure outcomes against identified requirements for a minimum of two contracts over £100K in value.	J Newton	Finance & Resources	All	Mar-11	Embed monitoring of Equality Act 2010 objectives within outcome-based fit-for-purpose contract monitoring arrangements	1
2.5	Encourage local small and micro-enterprises to engage with our procurement process by holding 2 seminars working in partnership Hackney Council and external partners by Mar-11.	J Newton	Finance & Resources	All	Mar-11	Increase coverage and improve access to contracts managed by Hackney Council to Small and Medium-Sized Enterprises (SMEs) and Black & Ethnic Enterprises (BMEs)	1

2.6	Offer one trainee place in construction services per £1M spend in Decent Homes budget (2010-11 estimate £34M = 34 places) by Mar-11. A minimum of 25% of the trainee places (approximately 9 places) to be taken up by local people aged 25 years and under through the 3 appointed Constructors working on Decent Homes Estates and the Hackney 'On-Site' job and training agency.	M Long	Property Services	Age	Mar-11	Provide opportunities for people in Hackney to have qualifications fit for the job market	1
2.7	Working in partnership with Hackney Council and NHS City & Hackney, deliver a 'Your Health in Your Hands' event for Gypsy, Roma and Traveller residents and ensure the all aspects of the client's health needs are included in floating support plans by Mar-11.	A Emmerson	Resident Services	Race	Mar-11	Improve life chances for Gypsy, Roma and Traveller residents	3

- **Priority 3: To provide excellent and accessible services that meet the needs of our residents.**

Ref	Target	Lead	Directorate	Equality Group	Due Date	Outcomes	Link to SCS
3.1	Send 100% of all adaptation equipment found in empty properties for recycling by Jun-10.	M Spinks	Property Services	Disability	Jun-10	Minimize the waste produced by public services and use resources in a sustainable way	5,6
3.2	Increase take-up of the Homes Contents Insurance scheme by 1% for BME residents by Jul-10.	I Ali	Resident Services	Race	Jul-10	Provide fair access to first class public services for BME residents	5
3.3	Produce an easy read leaflet on equipment & adaptations to make information more accessible for residents by Sep-10.	M Spinks	Property Services	Disability	Sep-10	Provide fair access to first class public services for residents who have learning disabilities, language/ literacy needs or who are partially sighted	5

3.4	Based on survey findings, identify 2 customer care improvements in Estate Renewal by May-10 and deliver identified improvements by Dec-10.	C Taylor	Property Services	All	Dec-10	Increase customer satisfaction for carers by providing first class public services	5
3.5	Increase usage of the direct debit scheme from 10% to 12% for BME residents by Sep-10.	I Ali	Resident Services	Race	Sep-10	Provide fair access to first class public services for BME residents	5
3.6	Seek approval from Hackney Council to reserve 20% of new garage lettings for disabled people for a period of 28 days. Where approval obtained, reserve garage lettings by Oct-10.	C Taylor	Property Services	Disability	Oct-10	Increase sustainability and improve the quality of life in the neighbourhoods	3,4,5
3.7	Provide basic information about the Equipment & Adaptations Service and Disabled Facilities Grant to 100% of new tenants by Mar-11.	M Brewer	Resident Services	Disability	Mar-11	Provide homes adaptable for residents' changing needs and enable independent living for older and disabled residents	5

3.8	Produce easy read leaflets on gas safety, fire safety and asbestos to make information more accessible for residents by Mar-11.	M Weaver	Property Services	Disability	Mar-11	Provide fair access to first class public services for residents who have learning disabilities, language/ literacy needs or who are partially sighted	5
3.9	Based on survey findings, identify 2 customer care and accessibility improvements in Estate Environment Services for residents by Sep-11 and deliver identified improvements by Mar-11.	M Menzie	Estate Environmental Services	All	Mar-11	Increase customer satisfaction by providing first class public services	5
3.10	Develop translation, interpretation and alternative format statement by Mar-11.	S Sewa	Finance & Resources	Race Disability Age	Mar-11	Provide fair access to first class public services for diverse groups	3
3.11	Reduce by 5% the number of reported condensation/ damp disrepair cases for diverse groups by Feb-11.	D Campbell	Finance & Resources	All	Feb-11	Improve life chances of residents from diverse groups	3,5

3.12	Develop and evaluate a pilot scheme for 5 households to improve the usability of kitchens and bathrooms for people with sight difficulties by Mar-11.	M Long	Property Services	Disability	Mar-11	Provide homes adaptable for residents' changing needs and enable independent living for older and disabled residents	3, 5
3.13	Develop a protocol for contractors and vulnerable tenants during Decent Homes works by Jan-11 and pilot with 50 vulnerable tenants on Decent Homes estates by Mar-11.	M Long	Property Services	All	Mar-11	Enable independent living and offer personalised support for people with specific needs or who are vulnerable living on Decent Homes estates, including older and disabled people	3,5
3.14	Increase awareness of gas safety and the dangers of carbon monoxide fumes amongst BME groups by Mar-11.	L Staines	Property Services	Race	Mar-11	Improve life chances for BME residents	3

3.18	Based on survey findings, identify 2 accessibility improvements on estate roads and pavements for residents by Jul-10 and deliver identified improvements by Mar-11.	M Weaver	Property Services	Disability	Mar-11	Provide fair access to first class public services for residents who have disabilities or mobility issues	3,5
3.16	Based on survey findings, identify 2 equality service improvements for tenants who have not reported a repair in the last 12 months (including disabled, younger or Turkish tenants) by Jul-10 and deliver identified improvements by Mar-11.	J Amos	Property Services	Age Disability Race	Mar-11	Provide fair access to first class public services for diverse groups	5
3.17	Develop a protocol for responding to repairs on Traveller sites to ensure the repair service is accessible to Irish Travellers on permanent sites by Dec-10. Pilot the protocol on 2 permanent Traveller sites by Mar-11.	J Amos	Property Services	Race	Mar-11	Provide fair access to first class public services for residents who are Travellers	5

3.18	Provide 100% of potential tenants to receive a plain English summary of the tenancy conditions before viewing the property by Mar-11.	B Cotton	Property Services	Disability Race	Mar-11	Provide fair access to first class public services for residents who have learning disabilities, language/ literacy needs or who are partially sighted	5
3.19	Advertise 100% of known adapted empty properties to eligible applicants requiring adaptation in property or applicants who require minimum alterations within the property by Mar-11.	B Cotton	Property Services	Disability	Mar-11	Minimize the waste produced by public services and use resources in a sustainable way	5,6
3.20	Based on survey findings, identify 2 accessibility improvements for residents with disabilities and/ or language needs accessing the gas service by Jul-10 and deliver identified improvements by Mar-11.	L Staines	Property Services	Disability Race	Mar-11	Provide fair access to first class public services for BME and disabled residents	3,5

3.21	Based on survey findings, identify 2 service improvements for carer's reporting repairs by Oct-10 and deliver identified improvements by Mar-11.	H Qayyum	Property Services	Carers	Mar-11	Increase customer satisfaction for carers by providing first class public services	5
3.22	Based on survey findings, identify 2 equality service improvements for BME residents reporting anti-social behaviour and deliver identified improvements by Mar-11.	W Hylton	Resident Services	Race	Mar-11	Deliver a safer estate environment and improve neighbourhood safety	4
3.23	Increase reporting of ASB by 5% for BME residents by Mar-11.	W Hylton	Resident Services	Race	Mar-11	Deliver a safer estate environment and improve neighbourhood safety	4
3.24	Based on survey findings, identify 2 equality service improvements for disabled tenants reporting disability harassment and deliver identified improvements by Mar-11.	W Hylton	Resident Services	Disability	Mar-11	Deliver a safer estate environment and improve neighbourhood safety	4

3.25	Increase reporting of disability harassment by 5% for disabled tenants by Mar-11.	W Hylton	Resident Services	Disability	Mar-11	Deliver a safer estate environment and improve neighbourhood safety	4
3.26	Have in place 5 third party reporting sites for anti-social behaviour, domestic violence and hate crime based at accessible community venues by Mar-11.	W Hylton	Resident Services	All	Mar-11	Deliver a safer estate environment and improve neighbourhood safety	4
3.27	Produce easy read leaflets on domestic violence and hate crime to make information more accessible for residents by Mar-11.	W Hylton	Resident Services	Disability	Mar-11	Provide fair access to first class public services for residents who have learning disabilities, language/ literacy needs or who are partially sighted	4,5

3.28	Audit 100% of domestic violence and hate crime cases reported to neighbourhood offices to check for quality of service and based on audit findings introduce 2 equality improvements by Dec-10.	W Hylton	Resident Services	All	Dec-10	Provide fair access to first class public services for all diverse groups who experience domestic violence and hate crime	4
3.29	Conduct a feasibility study of the accessibility of the 10 Tenant Management Organisation facilities on estates by mar-11.	A Heslop	Resident Services	Disability	Mar-11	Enable and empower residents to take an active role in the local community	6
3.30	Reduce health inequalities for Gypsy, Roma and Traveller residents in Hackney by promoting access to health advice, support programmes and local amenities to Gypsy, Roma and Traveller residents who live on permanent sites (i.e. 20 families) and Gypsy, Roma and Traveller receiving a Supporting People Service (i.e. 35 clients) by Mar-11.	A Emmerson	Resident Services	Race	Mar-11	Improve life chances for Gypsy, Roma and Traveller residents	3

3.31	Offer adult literacy classes to 100% of Gypsy, Roma and Traveller residents who live on permanent sites (i.e. 20 families) by Mar-11.	A Emmerson	Resident Services	Race	Mar-11	Improve life chances for Gypsy, Roma and Traveller residents	1,2,3
3.32	Offer adult literacy and English for Speakers of Other Languages (ESOL) classes to 100% of resident's receiving a Gypsy, Roma and Traveller Supporting People Service (i.e. 35 clients) by Mar-11.	A Emmerson	Resident Services	Race	Mar-11	Improve life chances for Gypsy, Roma and Traveller residents	1,2,3
3.33	Increase take-up of housing benefits to 55% for African tenants by Mar-11.	C Taber	Resident Services	Race	Mar-11	Provide fair access to first class public services for BME residents	1
3.34	Based on survey findings, identify 2 customer care and engagement improvements in Tenant Management Organisations and deliver identified improvements for 3 Tenant Management Organisations by Mar-11.	A Heslop	Resident Services	All	Mar-11	Increase customer satisfaction for TMO tenants by providing first class public services	5

• **Priority 4: To improve engagement with diverse groups of residents.**

Ref	Target	Lead	Directorate	Equality Group	Due Date	Outcomes	Link to SCS
4.1	Develop a dedicated youth area on the Hackney Homes website to increase engagement with young people by Mar-11.	O Oyekanmi	Finance & Resources	Age	Mar-11	Increase engagement with young people	2,4
4.2	In consultation with the Disability Forum, hold 2 repair surgeries for disabled residents and carers at accessible venues by Mar-11.	H Qayyum	Property Services	Disability	Mar-11	Provide fair access to first class public services for disabled residents and carers	3
4.3	Based on resident profiling information, engage with disabled residents by organising 2 themed events at accessible venues for residents with specific needs (for example, residents with poor mobility or older people) by Mar-11.	O Oyekanmi	Finance & Resources	Disability	Mar-11	Provide fair access to first class public services for residents with diverse needs	3,5

4.4	Baseline resident satisfaction with complaints handling and outcomes by 7 equality groups by Nov-10 and increase resident satisfaction with complaints handling and outcomes by 20% by Mar-11.	P Clarke	Finance & Resources	All	Mar-11	Increase customer satisfaction by providing first class public services	5
4.5	Facilitate 2 leaseholder specialist advice surgeries (for example, debt advice, benefits, pensions, home maintenance) for older (over 55) and disabled people at accessible venues by Mar-11	J Morrison	Leasehold & RTB Services	Age Disability	Mar-11	Improve engagement opportunities for older residents	6
4.6	Increase carer's satisfaction with reporting repairs by 10% by Mar-11.	H Qayyum	Property Services	Carers	Mar-11	Increase customer satisfaction for carers by providing first class public services	5
4.7	Recruit at least 2 young people to get involved in 5 estate plan focus groups by Mar-11.	C Taylor	Property Services	Age	Mar-11	Improve engagement opportunities for young people on estates	4

4.8	Establish 1 resident group for single parents by Jan-11.	F Pirbhai	Resident Services	Other-Single Parents	Jan-11	Improve engagement opportunities for residents who are single parents	1,3
4.9	Establish 1 resident group for Vietnamese people by Mar-11.	F Pirbhai	Resident Services	Race	Mar-11	Improve engagement opportunities for Vietnamese residents	1,3
4.10	Establish 1 resident group for older people by Oct-10	F Pirbhai	Resident Services	Age	Oct-10	Improve engagement opportunities for older residents	3
4.11	Increase opportunities for engagement by developing a 'sign-up' pack for new tenants aged 25 and under by Dec-10 and pilot with 20 new tenants by Mar-11	R Clapham	Resident Services	Age	Mar-11	Improve life chances for residents aged 25 or younger and enable independent living	

- **Priority 5: To invest in a workforce that reflects the diversity of our residents.**

Ref	Target	Lead	Directorate	Equality Group	Due Date	Outcomes	Link to SCS
5.1	Carry out a review of IT training facilities and identify 2 accessibility improvements by Jan-11 and deliver improvements by Mar-11.	A Onasanya	Finance & Resources	Disability	Mar-11	Ensure the IT training environment is accessible to all staff	N/A
5.2	Introduce a programme of IT workstation assessments and pilot the scheme with 80 existing staff and 100% of new starters by Mar-11.	J Tofts	Finance & Resources	Disability	Mar-11	Improving the work environment for staff	N/A
5.3	Offer a literacy scheme for 20% of Estate Environment Services staff by Mar-11.	M Menzie	Estate Environmental Services	Other-Literacy	Mar-11	Increase literacy levels for the workforce	N/A
5.4	Increase the number of female applicants by 10% for posts within Estate Environment Services by Mar-11.	M Menzie	Estate Environmental Services	Gender	Mar-11	Increase employment opportunities for people in Hackney who are women	1

5.5	Increase attendance at mandatory equality and diversity training overall by 95% and for each service area to 90%.	O Anderson	Finance & Resources	All	Mar-11	Increase staff awareness of the needs of diverse customers	N/A
5.6	Pilot equality and diversity training with 50 staff on the 7 equality strands, carers and customer profiling to deliver services that meet the individual needs of residents by Mar-11.	O Anderson	Finance & Resources	All	Mar-11	Increase staff awareness of the needs of diverse customers	N/A
5.7	Baseline number of staff with carer responsibilities and investigate what the organisation can do to better meet their needs by Mar-11.	O Anderson	Finance & Resources	Carers	Mar-11	Meet the specific needs of staff who are carers	N/A
5.8	Based on staff survey findings, identify 2 improvements by Jul-10 to increase non office based staff satisfaction with internal communications by 5% by the time of the next staff survey and deliver improvements by Mar-11.	O Anderson	Finance & Resources	All	Mar-11	Increase staff satisfaction by improving methods of communications	N/A
5.9	Carry out a gap analysis of equality & diversity training for staff by Oct-10 and deliver improvements based on the findings that will deliver equality outcomes and specialist training by Mar-11.	O Anderson	Finance & Resources	All	Mar-11	Modern and diverse workforce that meets the diverse needs of our customers	N/A

5.10	As a disability friendly employer we will achieve the 2 Ticks Disability Standard for recruitment by Jun-10 and receive 24 job applications from disabled applicants	O Anderson	Finance & Resources	Disability	Mar-11	Increase employment for people in Hackney who are disabled	1
5.11	Ensure awareness training on the needs of Irish Travellers on permanent sites is delivered to 12 operatives and managers by Mar-11.	J Amos	Property Services	Race	Mar-11	Modern and diverse workforce that meets the specific needs of Irish Travellers	5
5.12	Ensure equality impact assessment training is delivered to 9 senior Tenant Management Organisation officers by Mar-11.	A Heslop	Resident Services	All	Mar-11	Increase staff awareness of the needs of diverse customers	N/A

Equality impact assessment programme 2010-11

Equality Impact Assessment	Directorate	Lead
Estate Environment Service staff literacy scheme	Estate Environment Services	M Menzie
External communications strategy	Finance & Resources	O Oyekanmi
Vexatious complaints procedure	Finance & Resources	P Clark
Resident Liaison Group	Finance & Resources	T Merrett
Governance arrangements	Finance & Resources	T Merrett
Redeployment and restructure process	Finance & Resources	O Anderson
Disciplinary, grievance and sickness policies & procedures	Finance & Resources	O Anderson
Human resources strategy	Finance & Resources	O Anderson
Estate Environment Services staff restructure	Finance & Resources	O Anderson
Property Services staff restructure	Finance & Resources	O Anderson
Resident Services staff restructure	Finance & Resources	O Anderson
New ways of working policy	Finance & Resources	O Anderson
Procurement process	Finance & Resources	J Newton
Decent Homes consultation strategy	Property Services	P Merry
Vulnerable residents during Decent Homes works protocol	Property Services	S Emerton
Equipment and adaptations service	Property Services	M Spinks
Regeneration estates consultation strategy	Property Services	W Akinso
Reporting repairs	Property Services	H Qayyum
Fire safety policy	Property Services	M Weaver
Old Age Pensioner (OAP) decoration scheme	Property Services	M Weaver
Asbestos procedure	Property Services	M Weaver
Leaseholders consultation plus strategy	Resident Services	J Morrison
Lift replacement programme procedure	Resident Services	M Brewer
Anti-social behaviour policy & procedure	Resident Services	W Hylton

Equality Impact Assessment	Directorate	Lead
Anti-social behaviour strategy	Resident Services	W Hylton
Supporting people and travellers service	Resident Services	A Emmerson
Gypsy, Roma and Traveller strategy	Resident Services	A Emmerson
Former tenant rent arrears policy & procedure	Resident Services	I Ali
Home insurance policy	Resident Services	I Ali
Resident participation compact and strategy	Resident Services	F Pirhai
Review of Enhanced Tenants & Residents Associations	Resident Services	C Taber

9 Publishing, reporting and reviewing

Publishing

We aim to make sure this scheme is easy to understand. In order to achieve this aim we will:

- produce this scheme in plain English
- make this scheme available in a range of language and other formats including large print, in Braille and audio on request
- provide an interview with a British Sign Language interpreter on request
- have copies of this scheme available from our Neighbourhood Offices and on our website, and
- regularly update the dedicated page on our website about equality and diversity where we will publish this scheme and equality impact assessments.

Reporting

The action plan will be monitored by the Equality and Diversity Management Group. We will report on progress against this action plan annually to Hackney Homes' Board.

Reviewing

We will review this action plan annually to ensure it remains up to date, in line with our service planning process and continues to meet the needs of our residents and staff. We will review our scheme at least every three years.

10 Comments, Compliments and Complaints

Your comments, compliments and complaints are important to us and we invite you to get in touch with your feedback.

Residents

You can give us your feedback in a number of ways:

- By phoning us on 020 8356 3691
- By e-mailing us at housing.complaints@hackneyhomes.org.uk
- By completing our [online form](#) available on our website www.hackneyhomes.org.uk
- In writing to Hackney Homes, Feedback Department, 72 Wilton Way, London, E8 1BJ, or
- In person at our Neighbourhood Offices.

Staff

You can give us your feedback by telephone, e-mail, in writing or in person to Human Resources.

11 Glossary

Anti-social behaviour (ASB)

Behaviour, whether or not it is itself criminal, which causes or is likely to cause harassment, alarm or distress.

Bisexual

A man or woman who is emotionally, physically and/ or sexually attracted to both males and females.

Black and Minority Ethnic (BME)

Any minority group who have a shared race, nationality and/ or language and culture.

Bullying

Offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, degrade or injure an individual or group.

Community cohesion

Community cohesion means recognising, supporting and celebrating diversity. It is about building and maintaining strong and positive relationships amongst individuals and groups living in our neighbourhoods.

Disabled person

A disabled person is described in the Disability Discrimination Act (1995) as one who has a physical or mental impairment which has a substantial and long-term adverse effect on his or her ability to carry out normal day to day activities.

Discrimination

Treating an individual or group unfairly or differently than others under comparable circumstances.

Diversity

Diversity means understanding that each individual is unique and valuing the differences of individuals and groups.

Domestic violence

Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are, or have been, intimate partners or family members, regardless of their gender or sexuality.

Duty

A mandatory or legal obligation to do something.

Equality

Equality means treating people fairly and giving people fair and equal chances regardless of particular characteristics such as their race, disability, gender, gender reassignment, religion or belief, sexual orientation or age.

Equality groups

There are seven identified equality groups, or equality strands, that are key to the equality agenda including race, disability, gender, gender reassignment, religion or belief, sexual orientation and age.

Equality impact assessment

A tool to analyse the impacts of our practices on equality groups and take action to address any unequal outcomes.

Equality scheme

A plan that sets out how an organisation intends to make things fair for everyone and its arrangements for meetings its general and specific duties.

Ethnicity

A group of people that share a common identity, which can be culture, values, language, and/ or social norms.

Gay man

A man who is emotionally, physically and/ or sexually attracted to men.

Gender

Socially constructed roles, behaviours, activities, and attributes expressed by men and women.

Gender reassignment

A process undertaken under medical supervision for the purpose of reassigning a person's sex by changing physiological or other characteristics of sex.

Gypsy, Roma and Traveller community in Hackney

The Gypsy, Roma and Traveller community in Hackney is made up of Romany Gypsies, Irish Travellers and New Travellers.

Harassment

Unwanted conduct which has the purpose or effect of violating another person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for an individual or group.

Heterosexual

A person who has an emotional and/or sexual orientation towards men.

Lesbian

A woman who is emotionally, physically and/or sexually attracted to women. Not all women are comfortable with the term lesbian and choose to identify as either gay or a gay woman.

Mainstream

Making sure an equality perspective is part of the everyday work across an organisation at all levels.

Monitoring

A process that involves collecting, storing, analysing and evaluating information to measure performance, progress or change.

Procurement

The process by which an organisation enters into a contract with an external supplier for the latter to carry out works, or provide goods or services.

Race

A social concept that refers to a combination of factors generally include the colour of an individual's skin, their country of origin and their outward physical attributes.

Sex

The biological classification of male or female, based on physiological and biological features.

Sexual orientation

A person's emotional, physical and/or sexual attraction and the expression of that attraction. Sexual orientation refers to lesbian, gay and bisexual and heterosexual people.

Transgender

An umbrella term for a person who believes their gender identity or expression differs from their birth sex. These may include but are not limited to transsexual people and others who define as gender-variant. They may or may not choose to alter their bodies hormonally and/or surgically (see gender reassignment).

Victimisation

Victimisation occurs when a person is treated less favourably because he/she has made a complaint or assisted in an investigation.

