

## HFI Equality and Diversity Action Plan – October 2009 - March 2012

	Objective	Action	Lead	Measurable outcome	Date
1.	<b>In partnership with our community</b>				
1.1	Further develop partnerships across the community.	<p>Ensure a list of community and voluntary groups is kept up-to-date.</p> <p>Continue to provide outreach events where requested by community groups and where it is felt there is a need.</p> <p>Continue to develop relationships with hard to reach groups through regular programme of outreach work.</p>	Simon James	<p>List in place and up-to-date.</p> <p>Annual timetable with range of outreach events that provide full access to diverse groups and which include consultation on equality and diversity needs.</p> <p>Regular contact developed with diverse community groups that aid engagement with so-called "hard to reach" residents.</p>	Dec 2010
1.2	Board of Directors to maintain an Equalities and Diversity Champion.	Continue procedures for having Champions amongst Board Directors.	Gov team	Equalities and Diversity Champion's regular input into E&D issues, strategies and plans regarding HFI.	
2.	<b>Provide high-quality services accessible to all</b>				
2.1	Ensure that diversity issues are given sufficient priority in business planning processes.	<p>Mainstream equality and diversity into business planning process.</p> <p>Make equality and diversity a central theme of resident consultations.</p>	Simon Kwong	Annual business plan and service objectives that are informed with robust E&D information.	Dec 2010

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2.2	Expand the use of tailored services that more fully meet residents' diverse needs.	<p>Consult residents with diverse needs to explore their individual requirements for improved service delivery.</p> <p>Continue to analyse best practice elsewhere and introduce as appropriate to HFI residents.</p> <p>Continue to work with community groups of minority residents and organisations, such as Disability Action in Islington (DAII) to improve the ways in which HFI meets the diverse needs of its residents.</p> <p>Use diversity mapping information to appropriately target services to diverse groups</p> <p>Paper and Action Plan to December 09 EDF.</p>	Service Directors	<p>Demonstrable range of consultation recipients and outcomes.</p> <p>Initiatives that have been successful elsewhere are implemented.</p> <p>Meetings, such as the Disability Panel, facilitated and attended, resulting in service improvement initiatives and more accessible services.</p> <p>Development of tailored services and more satisfied diverse groups.</p> <p>Five demonstrable areas of the service where tailoring has been used by March 2010.</p>	Mar 2011
2.3	Review the Translation and Interpretation Procedure to ensure that it is fit for purpose and value for money.	Review translation and interpretation policies and procedures.	Simon James	Policies and procedures reviewed and signed-off, ensuring that a high quality translation and interpretation service is easy to access, provides VFM and meets customer needs.	Mar 2010
2.4	Ensure effective, accessible and meaningful communication with diverse residents and other stakeholders, including appropriate E&D input into the renewal of the HFI website and other communication formats.	<p>Continue to publicise the interpreting and translation service and other access related initiatives (such as large type on the website) to HFI staff and residents.</p> <p>Translated or large print documents to be sent to those residents who we know require them, without them having to be requested.</p>	Phil Pepper / Simon James	<p>50% Increase in usage of interpreting and translation service and website tools.</p> <p>Fewer requests for translated and large print documents due to pre-emptive measures.</p>	Mar 2010

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2.5	Continue to ensure that community centres comply with the DDA.	Monitor changes in legislation and continue to ensure buildings are accessible and compliant.	Doug Goldring	All community centres compliant with DDA legislation by March 2010.	Mar 2010
2.6	Ensure essential services, including TMO offices, are accessible and that E&D considerations are taken into account in capital works and improvements.	Monitor changes in legislation and continue to ensure buildings are accessible and compliant.	Service Directors	All essential service offices compliant with DDA legislation.	March 2011
2.7	Include an equalities and diversity statement in the HFI Annual Report for residents and stakeholders.	Prepare a statement on E&D for the annual report to residents and other stakeholders that sets out progress on E&D objectives and summarises improvements in services to a diverse community.	Simon Kwong	E&D statements included in each annual plan outlining progress against E&D objectives.	Dec 2009
2.8	Review procedures for Equality Impact Assessments, ensuring considerations of past learning, socio-economic impacts and changes brought about by the new Equalities Bill.	Undertake a review of Equality Impact Assessments to make them more relevant and effective, using past learning.	Simon James	An annual monitored timetable of Equality Impact Assessments.  Annual assessment for EDF October 09  Learning to be published Jan 10  Improved satisfaction amongst diverse groups with HFI services.	Dec 2009
3.	<b>Combat discrimination and value diversity in our workforce</b>				
3.1	Continue to demonstrate compliance with the Race	Provide LBI with the information needed to demonstrate compliance.	Simon Kwong	HFI continue to show compliance with the code of practice and react to new	March 2010

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	Relations Code of Practice in Rented Housing.			requests from ERC.	
3.2	Demonstrate compliance with the new Single Equalities Bill due to be passed into law in 2010.	Ensure briefing of implications to all stakeholders	Simon Kwong	Awareness of current nationwide consultation on procurement element of Legislation  Staff information leaflet on new Act	Dec 2009  June 2010
3.3	Ensure that the HFI workforce reflects the diversity of Islington's communities.	Workforce equality profiling exercise conducted annually. Benchmark information against: <ul style="list-style-type: none"> <li>• Community mapping profile;</li> <li>• Organisational Development;</li> <li>• Grievances and disciplinary;</li> <li>• Promotion and retention;</li> <li>• Grades.</li> </ul> Job descriptions and person specifications reviewed periodically to include E&D objectives.  Conduct annual staff satisfaction survey and undertake remedial action where E&D issues identified.	Phil Pepper	A staff profile that is more representative of the local population, showing improvements in the proportions of women and ethnic minorities present at senior levels.  Improved understanding and perception of E&D issues amongst HFI staff.  Reported in Annual Equalities Report	
4.	<b>Working with our residents and partners</b>				
4.1	Make further progress with addressing the needs of disabled clients.	Continue to explore with DAII the needs of their disabled client group and how these needs can be addressed by HFI.	Simon James	2 monthly Disability Panel meetings with agreed work programme.	Mar 2011

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		<p>Continue to participate in Disability Equality Performance Group with LBI in order to further develop HFI's links with the disabled community.</p> <p>Deliver training to staff and residents on appropriate service issues affecting disabled clients.</p>		<p>Regular attendance at quarterly DEPG meetings.</p> <p>Continued training programmes to address disability awareness amongst staff and other interested parties-200 staff to have Disability Equality Training.</p> <p>Review of disabled customer complaints for Disability Panel (November 09)</p>	
4.2	Ensure HFI consultation methods are fully inclusive to all potential participants.	<p>Ensure consultation standard continues to be relevant and inclusive.</p> <p>Publicise information concerning consultation, meetings and resulting outcomes in a range of formats.</p> <p>Increase satisfaction with opportunities for getting involved and participation in decision making amongst BME and disabled residents.</p> <p>Carry out pilot exploring ways of consulting with young HFI residents</p>	Simon James	<p>Increased satisfaction with opportunities for getting involved and participating in decision making.-Next Survey –Summer 2010</p> <p>Satisfaction surveys broken down by diversity strands and reported back to EDF. Agree action plan for any outcomes</p> <p>Collect more specific disability information in the 2010 survey</p> <p>Use Arsenal Positive Futures and Youth providers to develop a forum for receiving the views of young residents</p>	Mar 2010
4.3	Facilitate the participation of diverse groups of residents in HFI's Resident Involvement Register.	Monitor membership of RIR and further target promotion of the Involvement Register to maximise the inclusion of diverse groups.	Simon James	<p>Diverse representation on the Involvement Register that is in balance with the profile of the local population.</p> <p>Target and increase membership of</p>	<p>Mar 2012</p> <p>March</p>

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				specific communities who are under represented on the RIR  Carry out annual assessment of RIR to assess balance of membership against tenant profile	2010  Completed
4.4	Ensure equality and diversity input into the HFI Communications Strategy.	Consult on communication requirements among diverse groups and ensure that this information is included in the annual review of the Comms Strategy.  Facilitate a Readers Panel of diverse HFI residents to ensure that HFI publications are accessible and concise and to suggest improvements in our communication service.  Develop CRM system and improve HFI's methods of communication with staff and residents.	Phil Pepper	Communications Strategy that promotes HFI's equality objectives through a range of formats, including tenant and staff newsletters, website and other media.  Report summarising learning from Readers Panel	March 2010  Ongoing
4.5	Support LBI in achieving excellence with regard to the Local Government Equalities Framework.	Provide LBI with the necessary data to enable them to achieve the Excellence Framework.  Regularly attend the Housing and Adult Social Services Equalities Board.	Simon Kwong	LBI and HFI achieve the Excellence grading by March 2011.	March 2011
4.6	Ensure HFI comply with LBI's Single Equality Scheme.	Implement any necessary procedural actions to ensure compliance is achieved.	Simon Kwong	HFI compliant with the LBI Single Equality Scheme by October 2010.	October 2010
5.	<b>Knowing our community</b>				
5.1	Produce action plan for completion of resident profile	Establish a methodology and further targets for completion of resident profile information.	Simon James	Achieve 73% level of diversity data by March 2010	March 09

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	information collation.	Develop joined-up working with LBI for the sharing of diversity information.			
5.2	Monitor diversity in resident representative forums and work to improve representation as appropriate.	<p>Continue monitoring of community representation within TRAs.</p> <p>Continue monitoring of community representation in consultative panels.</p> <p>Internally monitor representation within Board, sub-boards and HFI committees and ensure Board elections achieve maximum participation from across the community.</p> <p>Develop greater diversity in the TRA movement Take action through succession planning, selective advertising and training to remedy any lack of representation of diverse groups.</p>	Simon James	<p>Diverse representation on resident representative bodies that reflects the community.</p> <p>Carry out survey of Consultative Panels to assess diversity</p> <p>Ensure opportunities for Board membership are advertised throughout the community</p> <p>Run two specific pilots with a view to developing greater integration in the tenant movement.</p>	<p>Mar 2011</p> <p>March 2010</p> <p>Oct 09</p> <p>March 11</p>
<b>6.</b>	<b>Learning from complaints</b>				
6.1	Continue reporting on equality monitoring analyses of key services and take all necessary actions that result from these reports to ensure equity of service provision.	<p>Continue to set an annual programme of equality reports (2 per year).</p> <p>Take action to ameliorate any inequalities identified in equality reports.</p>	Simon Kwong	Actions from analysis of equality reports fully implemented.	March 10
6.2	Ensure any E&D issues raised in complaints are fed back to the relevant service	Issues regarding E&D raised in complaints are highlighted and used for learning purposes.	Simon James / Service	Assess tenant satisfaction with regards to E&D and fairness of service delivery.	Summer 09

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	area and used as future learning.		Directors	E&D issues raised not repeated. Disability Learning –see above	
<b>7.</b>	<b>Employer of choice</b>				
7.1	Ensure effective use of SIG (Staff Involvement Group) involvement and representation.	E&D as a standing item in SIG agendas.	Eamon McGoldrick / Phil Pepper	SIG E&D rep regularly feeds back to EDF.	Ongoing
<b>8.</b>	<b>Equalities in procurement</b>				
8.1	Ensure the Repairs Procurement results in opportunities for local contractors, ensuring a diverse workforce.	Due consideration of E&D issues in the re-procurement process, whilst also ensuring VFM and a high quality service.	Peter Taunton	Opportunities for SME (small-medium) and BME contractors through successful repairs contractor.  Open days where appropriate to promote opportunities  Similar opportunities promoted for portfolio of smaller in-house services not in the R and M contract.	Mar 2010
8.2	Encourage all HFI contractors to adopt an equal opportunities policy and to employ a workforce that reflects the diversity of Islington's communities.	Contractual agreements put in place to ensure contractor companies actively encourage a diverse workforce.	Peter Taunton	Demonstrable evidence of a more diverse workforce amongst the constructors used by HFI.	Mar 2010
8.3	Availability of survey information on satisfaction with the main R and M contracts that can be analysed by diversity strand	Repairs information broken down by diversity strand  Diversity analysis of repairs		Ability to compare repairs satisfaction by diversity strand  2010 Status survey and in-house diversity analysis	