

Single Equality Scheme 2013 - 2016



we can

family.
mosaic

CONTENTS

1. Foreword	3
2. Introduction	4
3. Who We Are and What We Do	5
4. Key Achievements So Far	6
5. Family Mosaic's Diversity Vision and Strategy	8
6. Development of the Family Mosaic Single Equality Scheme	10
7. The Scheme	11
8. How Family Mosaic is Accountable for Equality and Diversity	13
Single Equality Scheme – Action Plan 2013/16	16

1. Foreword

We are pleased to introduce the Family Mosaic Single Equality Scheme. Our firm commitment to the promotion and support of equality and diversity is an integral part of our strategic plan and other key policies.

Family Mosaic is committed to embedding inclusion in all areas of our business. Our vision of equality and diversity is for the organisation to:

- represent, serve and employ people as equals,
- value the diversity of their contributions and aspirations,
- no matter who they are or what their circumstances.

We define the terms as follows:

- 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.; and
- equality, is our approach to creating a culture and

service ethos that values our customers and our staff equally, and aims to maximise the benefits that this provides to our business.

We believe that tackling inequalities provides a strong foundation for cohesive and confident communities. We believe that all citizens have a right to equal access to life opportunities, including representation, services and employment by the organisation. To achieve this we are working towards removing barriers to opportunities and to narrowing the gap between the most disadvantaged and others. We value the diversity of people within the organisation and the communities we serve and are committed to eliminating unlawful discrimination, promoting equal opportunities, eliminating harassment and promoting positive attitudes towards potentially vulnerable groups. Our public statements, services and employment practices will reflect this commitment.

The Single Equality Scheme shows how Family Mosaic

will eliminate unlawful discrimination and harassment, and promote equality of opportunity amongst disadvantaged groups. This scheme also outlines how we will encourage disadvantaged groups to participate more in the business of the organisation and be involved in influencing the decisions and services that affect their lives.

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

**Ian Peacock
(Chairman)**
**Brendan Sarsfield
(Chief Executive)**

Ian Peacock (Chairman)
Brendan Sarsfield (Chief Executive)

2. Introduction

Family Mosaic has developed one overarching scheme in order to meet all duties relating to the nine protected characteristics outlined in the Equality Act 2010. This Scheme is referred to as our Single Equality Scheme (SES). This Scheme provides information on the arrangements that we have in place to meet our duties around the protected characteristics, including our arrangements to undertake equality impact assessments and the information which we gather to meet our legal requirements relating to these duties. It is to be read alongside the Family Mosaic Single Policy Statement.

This Scheme replaces the previous Family Mosaic Equality Strategy, produced in 2007, and includes details of the progress that we have made, and our priorities in relation to the protected characteristics. This Scheme explains how we arrived at our priorities and includes details of the collected evidence which informed these priorities. This evidence includes details of intelligence gathered from consultation and

involvement activities with key stakeholders including staff, partner organisations, and customers.

We have prepared this scheme to focus on actions, outcomes and accountability; so that we are ready to respond to future equality and diversity developments; and to ensure that we are doing the right things that matter to the people who work for us and with us. When developing this Scheme we have consulted with stakeholders including staff, customers and partner organisations.

Within Family Mosaic, we know that our greatest asset is our people. We want motivated staff drawn from the widest possible pool and a working environment in which people

are valued and respected. We also want them to be accountable individually for the performance of their role in this scheme.

We are currently working to review and strengthen our control environment which means in all that we do there are checks and balances in places to provide evidence that we treat all of our customers fairly and that our policies and processes are designed to detect any intentional or unintentional bias.

During the year 2012/13 we will be undertaking a wide ranging Equality and Diversity review, including Equality Impact Assessments on all areas of our business, so that we know what more we need to do to make our processes as robust as possible.



3. Who We Are and What We Do

Development and Housing

Family Mosaic is a Housing Association that provides good quality, affordable homes and housing services to over 45,000 people in communities across London and Essex.

The organisation has over 20,000 homes for rent, as well as temporary housing and homes for people with extra support needs.

Family Mosaic also builds over a thousand homes every year and sells shared ownership properties to people who wouldn't, otherwise, be able to afford their own home.

Care and Support Services

Family Mosaic's Care and Supported Housing directorate works to support almost 4,000 people across London and Essex, many of them from the vulnerable sections of society, helping them live in the community and integrate into society.

It specialises in a number of support services: learning disabilities, mental health, young people leaving care, former rough sleepers, drug and alcohol misuse, and acquired brain injuries.

Family Mosaic In Touch is a separate part of the organisation's care and supported housing business, operating in South East England, and making a positive difference to the lives of a further 4,000 people by providing housing, care and support services to help them live independently and maximise their quality of life.

Family Mosaic Subsidiaries

Charlton Triangle Homes (CTH)

CTH is a local housing company which was set up in 1999 to regenerate 1,280 homes in the London Borough of Greenwich. Family Mosaic is the majority shareholder in the Company, with the balance of shares held by tenants and Local Authority nominees.

Old Oak Housing Association (OOHA)

OOHA is another local housing company, set up in 1999 to regenerate and manage 670 homes and a community centre which were transferred from the London Borough of Hammersmith & Fulham. Now that refurbishment of homes has been completed, Old Oak's Board is focussing on community development and regeneration projects. Family Mosaic is the majority shareholder in the Company, with the balance of shares held by tenants and Local Authority nominees. Family Mosaic liaises closely with Old Oak Tenants and Residents Association to promote social inclusion, such as training and advice, and programmes for children and young people.

4. Key Achievements So Far

All Family Mosaic services have been working hard to meet our race, gender and gender identity, disability, religion, age and sexuality duties and to promote equality and diversity. Brief details of some of our achievement are provided below:

Corporate Milestones

- Family Mosaic is a Stonewall Diversity Champion, participating in Britain's pre-eminent good practice forum for LGB workplace issues. Diversity Champions brings together top employers from across the UK to promote diversity in the workplace;
- Our Customer Care Line (CCL) has twice been recognised in 'Top 50 Call Centres for Customer Service programme. Family Mosaic came 18th for calls (up from 31st in 2010) and 12th for emails (up from 20th in 2010). The annual study is organized by Call Centre Focus and aims to raise customer service standards across the call centre industry. Each call

centre was rated using more than 50 criteria across five key areas of service – timeliness, ease of use, reliability, staff knowledge and personalized service – and awarded a customer service rating in percentage terms. Family Mosaic's CCL helps ensure equality of access to our services for all our customers, regardless of their background or characteristics.

- Family Mosaic have been awarded, again, with the 'Two Ticks' disability symbol by Jobcentre Plus. This accreditation is given to those employers who make positive commitments about the employment, training, and career development of disabled people. One of those commitments is to guarantee an interview to disabled applicants who meet the minimum criteria for the job. We also ensure that successful applicants are provided with any aids or adaptations they may need to undertake the job.

Good Practice in Service Delivery

- Family Mosaic sets objectives and targets to improve access to services and to provide information about our services;
- Family Mosaic works with customers on an on-going basis in order to identify barriers to accessing services and to set objectives and targets to remove these;
- Family Mosaic has three tenant members on its Board, who help to shape and decide the overall direction of the organisation. We advertise opportunities for Board membership widely when they arise, and hold special road shows.
- Family Mosaic's Regional Forums allow customers to get involved. They review how well services are being run across each region and help come up with solutions to local issues such anti-social behaviour or cleaning and grounds maintenance.
- Family Mosaic runs a regular Turkish and Kurdish Forum which aims to address the service needs of Turkish and Kurdish residents.

- Using person centred planning to improve opportunities for people with a learning disability to move into employment.
- Promoting awareness of domestic violence issues.
- Delivering family intervention projects to support young people and families most at risk.

A Better Place to Work

In relation to our workforce and training we have:

- A Pay and Rewards Policy, which provides the guiding principles of rewarding employees properly and fairly for their contribution.

This Policy describes what the organisation values, what it recognises and how it will ensure a consistent and equitable approach, whilst recognising the need for flexibility. It outlines the key components of the Pay and Grading Policy and is designed to enable Family Mosaic to recruit and retain the right calibre of staff to achieve the organisation's strategic and operational aims and objectives.

- A Dignity at Work Policy aimed at creating a workplace that is free from all forms of harassment and bullying, whether based on race, religion or belief, gender, gender identity, sexual orientation, age,

disability or trade union membership.

- Revised our Code of Practice in relation to Recruitment and Selection and are constantly seeking innovative ways of recruiting and retaining staff. We have developed and delivered revised recruitment training for managers and recruiters.
- Developed and implemented family-friendly employment policies for example, policies relating to job share and achieving a balance between work and life, and administered a child care voucher scheme.
- Implemented effective systems to analyse and monitor workforce data to ensure equality of opportunity in recruitment, selection and the uptake of training.
- Implemented an employee survey.
- Provided a range of training courses to staff addressing Equality and Diversity issues such as good customer care, good practice relating to recruitment and selection, and awareness raising training on disability.



5. Family Mosaic's Diversity Vision and Strategy

Family Mosaic recognises that equality and diversity is not about mere compliance with statutory duties, it is more about creating an environment in which the individual can flourish, supporting innovation and creativity, as well as influencing our behaviour and culture to be more inclusive in delivering services. In order to drive the change necessary to achieve such a working environment, Family Mosaic has underpinned its diversity strategy with four main themes.

1] Developing the Right Culture

This means providing services in a fair and consistent way that understands the many different cultures and values of our staff and our customers. It means that in all areas of our business operations, we are confident that the decisions and action we have taken are free from bias or discrimination, and that every individual or group that we come into

contact with is treated fairly and with respect. We should be able to demonstrate that this is the case. It means that we encourage staff to reach their full potential and that we will endeavour to create an inclusion culture that challenges harassment, discrimination and stereotyping. Through our Human Resources policies, we will set clear examples of how we should perform and behave.

2] Accountability

This means that all members of Family Mosaic's staff are responsible for delivering our diversity and equality commitments, and that everyone within the

organisation knows what their responsibilities are. It means that there are clear and transparent lines of accountability and that our commitments are embedded throughout the organisation. It includes promoting and using the Equality Impact Assessment process to maintain equality and diversity, and ensuring that equality and diversity are key principles in all partnerships with other organisations. Our Equality and Diversity Forum – which comprises representation from all areas of the organisation's business – ensures that equality and diversity maintain a high profile within Family Mosaic.



3] Managing Diversity

This means building an inclusive workforce where all staff are valued for their individual talents. It means using both our employment equality data and our staff survey responses and listening to people so that we can understand and act where we identify any barriers to achievement and promotion for particular groups or individuals and to provide an environment in which all have the opportunity to achieve their potential.

As part of this we will consult our staff regularly on issues around equality and diversity. It means that Family Mosaic will address the development needs of all staff and that will seek to widen our talent pool whenever possible.

4] Representing our Customers

This means that Family Mosaic will recruit people from the widest range of backgrounds. When undertaking recruitment exercises, we will consider

our staff profile using monitoring data and look at different advertising and other recruitment methods that will allow us to reach out to under-represented groups. Our commitments and arrangements around equality and diversity will be communicated to all applicants as a transparent part of the recruitment process. We will continue to monitor our staff profile across all diversity strands and protected characteristics, take action where necessary, and report on our progress.



6. Development of the Family Mosaic Single Equality Scheme

The 2012 Family Mosaic Single Equality Scheme replaces the organisation's pre-existing documentation, and extends our duties in accordance with the Equality Act 2010. Through this scheme we aim to build an inclusive organisation, promote equality and diversity in our services and our working environment, and value everyone fairly.

In developing this scheme, we have consulted with our staff, our trade union representatives and our customers. All work has been guided by our Equality and Diversity Forum. This scheme is focussed on the achievement of seven tangible outcomes of direct relevance to who we are and what we do, taking into account our responsibilities to all our stakeholders.

Seven Themes

One

Equality and Diversity are integral to all our strategies, services, policies and

procedures, and we will ensure that our behaviours match our stated vision;

Two

Diversity is owned throughout the business and all staff know Family Mosaic's equality and diversity duties and know how they must behave as the organisation's representatives;

Three

Our services, buildings and documents are accessible to all;

Four

Our customers are treated fairly, and with respect;

Five

Our activities are informed by discussion and consultation with relevant stakeholders and through participation of our tenants;

Six

Our staff are drawn from the widest pool, better reflecting the diversity of the communities we serve;

Seven

All our staff have equal opportunity in all areas of their employment and are treated fairly and with respect.



7. The Scheme

The following represent the key components of the Family Mosaic Single Equality Scheme and are the means by which we will implement our strategy.

A] Equality Analysis

Equality Analysis (formerly known as Equality Impact Assessment), is a vital tool in helping us to deliver our outcomes and meet our equalities duties. The information it provide helps the organisation to learn continually, integrating equality and diversity principles into all of our business areas. Family Mosaic will assess all areas of its existing business operation, and thereafter all significant proposed policies, processes and services to identify equality issues for all diversity areas and protected characteristics, and to improve our performance where necessary.

When carrying out EA, we will follow the process outlined below:

- Identify whether internal and / or external consultation is necessary;
- Gather data and evidence to ensure that sufficient information is available to inform decision making;
- Assess and analyse the subject of the EA for positive or negative impact and any unlawful direct or indirect discrimination;
- Amend or identify alternative policies where necessary;
- Establish what actions might be necessary to reduce or remove any adverse or negative impact;
- Publish the results.

The Equality and Diversity Forum will draw up a schedule of areas for screening for annual impact assessment and all business areas will complete an Equality Impact Assessment where appropriate using the standard Family Mosaic EA template. The results will be reported to Family Mosaic's Board and Management Team.

- Screen the policy, procedure or service to establish whether there is likely to be any impact;

B] Employment

Family Mosaic is committed to employing a diverse workforce that represents the communities in which we operate. In our recruitment process, we will ensure that our interview panels are constituted from a diverse pool, taking into account all diversity strands. We will train all of our interviewers so that our decisions are demonstrably fair and unbiased. We will continue to improve the design and content of our job advertisements, using plain English and targeting those groups where we have evidence that they are under-represented. We will use recruitment specialists that make similar commitments, and will raise our profile as an organisation that welcomes employees from diverse backgrounds using open days and recruitment fairs.

All our staff receive diversity and cultural awareness training – with refresher training to encompass any changes in legislation – which raises awareness of obligations contained in this scheme and increases their knowledge and skills in diversity and equality.

C] Monitoring

Monitoring and evaluation are essential in assessing our performance around equality and diversity.

We collect information on age, disability, ethnicity, gender, gender identity, sexual orientation, and religion or belief. We use this information to check that we are providing fair employment and services to all. Where any inequality is identified we will take action to address it.

We will be reviewing our policies and procedures to ensure that equality and fairness considerations are included, and, where appropriate, reference will

be made to our obligations under this scheme and our commitment to treat everyone fairly. When we conduct surveys of our tenants and customers and we will monitor the completed surveys to assess any differentials in customer satisfaction from particular sections of the community.

D] Reporting on Progress

We will incorporate equality and diversity reporting into our normal business reporting structure. Progress reports on our scheme action plan will be provided quarterly to the Equality and Diversity Forum and every six months to the

Board and Management Team. Where actions are needed in response to these findings, the business area in connection will take responsibility. The Equality and Diversity Forum will assist in any action planning.

E] Consultation and Involvement

Family Mosaic will continue to deliver accessible services and ensure that our business activities engage a broad and representative range of stakeholders. We will consult and involve those stakeholders where our actions or intentions might have an impact on them. We are committed to working in partnership with other organisations wherever possible, and want to gain greater understanding of the needs of the diversity needs of our tenants and customers.



8. How Family Mosaic is Accountable for Equality and Diversity

Strategy and direction around Equality and diversity within Family Mosaic is provided by the organisation's Equality and Diversity Forum. This group is chaired by one of the Group Directors, and comprises representation from all areas of the business: Housing Management, Care and Supported Housing, Asset Management, Finance, the Customer Care Line and Human Resources. One of the members of the Forum is also a union representative.

The Forum meets bi-monthly to review progress and set priorities for the organisation.

People at difference levels within Family Mosaic carry varying responsibilities:

The Chief Executive and the Directors are responsible for:

- Providing leadership on the agenda, acting as overall champions to ensure the strategy is developed and implemented;
- Ensuring that equality and diversity and integrated into Family Mosaic's business plans;
- Communicating the agenda internally and externally;
- Strategic engagement with – and accountability to – the wider public for delivery on equality and diversity in all relevant activities; and
- Ensuring that their own behaviour is appropriate and non-discriminatory, fully taking into account statistics held by HR relating to discrimination and holding Directorates to account for their respective responsibilities.

The Board is responsible for:

- Agreeing overall equality and diversity policy and strategy;
- Reviewing performance on equality at a strategic level, fully taking into account and reviewing statistics held by HR with regard to discrimination reported by customers and staff during the previous months; and to properly liaise with the Equality and Diversity Forum and Chief Executive regarding such matters;
- Championing equality and diversity, both internally and externally; and
- Ensuring that the practice of mainstreaming equality is applied when considering and agreeing proposals across the range of its responsibilities.

The Equality and Diversity Forum is responsible for:

- Driving the implementation of agreed equality and diversity strategy;
- Monitoring, evaluating and proposing revisions to Family Mosaic's policies, procedures and plans relating to equality and diversity;
- Overseeing the formulation of actions plans to ensure that Family Mosaic's strategy and policies are effectively translated into action;
- Identifying key issues affecting Family Mosaic in relation to equality and diversity and advising the Management Team and Board accordingly;
- Reporting to the Management Team and Board on compliance with legislation, performance and progress on equality and diversity initiatives;
- Influencing and promoting equality and diversity throughout Family Mosaic; and
- Maintaining appropriate consultation and communication routes with all relevant groups in Family Mosaic and with external bodies.
- To regularly review any reports and statistics produced by HR around discrimination, and to become pro-actively involved as a Forum where there is a major unresolved issue or pattern of concern.

Managers are responsible for:

- Ensuring that their teams understand what their duties are under this scheme;
- Addressing equality and diversity issues in the business plans and performance review of their area of the business;
- Implementing the strategy as part of day to day operational management;
- Addressing equality and diversity issues in performance appraisal and in team meetings; and
- Ensuring that all staff act in accordance with the equality and diversity strategy and policy, providing necessary support and direction.
- Ensuring that their own behaviour is appropriate and non-discriminatory; and that any serious discriminatory behaviour from staff or customers, or allegations or perceptions of such, are reported to line manager or appropriate manager above, as well as directly challenged if it is considered safe to do so. In addition, recording any such information with a designated member of the HR Department to ensure that it is captured for future reference around such allegations.

Each employee is responsible for:

- Familiarisation with the contents of this scheme and in particular the corporate outcomes and actions that are relevant to their work;
- Actively addressing equality and diversity issues in their day to day work, for example by raising any issues with line managers; and
- Ensuring that their own behaviour is appropriate and non-discriminatory; and that any serious discriminatory behaviour from staff or customers, or allegations or perceptions of such, are reported to line manager or appropriate manager above, as well as directly challenged if it is considered safe to do so.



Single Equality Scheme – Action Plan 2013/16

There are four Strands to the Family Mosaic Equality and Diversity Action Plan. Some elements of these themes are cross-cutting for all of the organisation's business operations. For example, equality and diversity training must be undertaken by all staff, irrespective of their role within Family Mosaic. Others, however, are specific to certain areas of business operation. All actions are outlined in this Action Plan.

This is a rolling three year Action Plan for the period 2013-16, although the Action Plan will be reviewed, and refreshed where appropriate, on an annual basis.

This plan was developed in conjunction with The National Centre for Diversity, as part of Family Mosaic's accreditation towards that organisation's 'Investors in Diversity' standard.



STRAND 1

COMMITTING

Your organisation is working towards creating or developing a truly inclusive organisational culture in which diversity is genuinely valued.

1 Written commitment to pursue diversity is manifested in the form of all stakeholders feeling they have the opportunity and responsibility to learn about diversity and to raise the awareness of others.						
	Action	Current Position	Achieved	Outcome	By Whom	By When
1	Update the Staff Harassment & Bullying Policy with the requirements from the Equality Act 2010 when the policy is next reviewed.	Policies are on the review timetable for the Policy Team		All relevant policies compliant for 2013-15.	Tony Hart / Algina Kamara	Q4 2012-13
2	Equality & Diversity Forum to be publicised to staff, together with terms of reference, membership, outcomes and achievements and also explore how the group can receive contributions / feedback from members of staff.	This is scheduled to be done following sign-off of all recent equality and diversity work at the Board of November 2012. IT Training will e-test staff with a 10-question survey		The Forum fully understood by staff across FM, with clear channels of communication open to all staff	David Solomons / Nina Maan-Ahearne	Q4 2012-13
3	Senior Management to develop and share their equality and diversity strategy and commitment. This needs to be clearly driven and communicated.	All E&D work is due at Board in November 2012. A statement, with additions from Management Team, to be produced following this session.		Clear mandate and communication to all FM staff across the organisation.	Board / MT / E&D Forum / Comms Dept	Dec 2012
4	Explore the provisions contained in the Public Sector Equality Duty in relation to developing Equality Objectives	Scheduled for Q3 Equality and Diversity Forum meeting. Algina Kamara to review.		FM Equality Objectives formulated by the E&D Forum	Algina Kamara / E&D Forum	Nov 2012

2	The written commitment to equal opportunity is demonstrated by an appropriate increase in stakeholder mobility and an ability to move from the margins into a mainstream organisational culture which is inclusive and which values difference and diversity.					
	Action	Current Position	Achieved	Outcome	By Whom	By When
5	Provide staff with regular updated information to address key elements of the equalities legislation as well as looking at employee responsibilities, and the consequences if good practise is not followed	Regular E&D e-bulletin to be posted on the FM intranet.		Staff are regularly updated and e-bulletins archived in accessible format.	E&D Forum / Comms Dept	From Jan 2013
6	Provide opportunities for staff to discuss the benefits of equality and diversity training in their teams and how they have applied the learning in practice.	Guidance around use of team meetings to assess training can be issued with the 'E&D launch package' following Board-sign off. Comms to add to FM generic global / Panel Plus / Regional Forum agendas.		Teams discuss training and provide Training / OD with feedback.	Training / OD / E&D Forum	Nov to Dec 2012
7	Communicate the finalised version of the Single Equality Scheme and Action Plan to Stakeholders in an accessible format.	This is scheduled to be done following sign-off of all recent equality and diversity work at the Board of November 2012.		All staff aware of the final Board-approved document, and have easy access to it.	David Solomons / Comms Dept	Nov to Dec 2012
3	Leaders have shown a practical commitment towards embracing diversity					
8	Tabulate and summarise E&D expenditure / budget. Include in communication under Destinations 2, 8 and 9	Insufficient transparency around expenditure on E&D		Staff, tenants and service users can clearly see the resources underpinning E&D	E&D Forum / Comms Dept	Q4 2012-13
4	Your organisation has shown wholehearted practical commitment to diversity by taking relevant initiatives forward.					
9	Review IID gap analysis and develop action plan around necessary actions.	This will be undertaken by the E&D Forum during Q4 2012-13.		Actions initiated and publicised as part of Destination 2 – Point 5.	E&D Forum	Q4 2012-133

STRAND 2

LEARNING

- (i) Your organisation develops as a learning organisation which continuously and proactively self assesses. It is able to plan and adapt in order to improve how it manages diversity.
- (ii) All are encouraged to improve their own and other people's diversity related awareness, knowledge and skills

5	Your organisation is clear about the business or organisational benefits of embracing diversity.					
	Action	Current Position	Achieved	Outcome	By Whom	By When
10	Develop activities to ensure that staff and tenants understand Family Mosaic's Diversity Vision and Strategy. This ensures that they understand how the strategy translates into practice and that it enables them to feel confident when speaking about how equality, diversity and inclusion benefits Family Mosaic and their role in promoting equality and diversity. (Refer to IID gap analysis).	Proper understanding of the business case rather differential. Program use of inductions, meetings, intranet, newsletters, posters, road-shows and other developmental activities to ensure that all parts of the organisation have a fully understanding of the business case.		All parts of the organised understand the business benefits of the equality, diversion and inclusion agenda, and how to access resources to support it. .	E&D Forum / Comms Dept.	Jan to April 2013
6	Your organisation has successfully conducted effective and pro-active stakeholder consultation, and self assessment.					
11						

7 Stakeholder consultation and self assessment have informed the creation of your organisation's iD Action Plan. It has clear aims and objectives, which are understood by key members of staff and stakeholders.						
	Action	Current Position	Achieved	Outcome	By Whom	By When
8 Stakeholders are able to adapt to diversity within your organisation.						
11	Review E&D sections of procurement procedures and tendering.	Review E&D sections of procurement procedures and tendering.		All stakeholders understand the E&D duties incumbent upon them when working with Family Mosaic	Facilities / E&D Forum / Comms Dept	Q4 2012-13 then on-going
12	Communicate diversity via Connections.					
9 Stakeholders show high take-up rate of formal diversity awareness training as well as engagement in informal learning from each other.						
13	Include equality and diversity on staff team agendas to provide opportunities for updating, sharing best practice, discussion and feeding information into the Equality & Diversity Forum.	Currently this is rather sporadic. Guidance around both team agendas and communications channels with the Forum will be issued with the 'E&D launch package' following Board-sign off		The Forum fully understood by staff across FM, with clear channels of communication open to all staff.	Forum / Comms Dept	Nov 2012 to Jan 2013

	Action	Current Position	Achieved	Outcome	By Whom	By When
14	Provide equality, diversity and inclusion training for all members of staff at every level.	Training is currently delivered to all FM staff as part of the mandatory 'FM Academy'. Need comprehensive review of those who have attended / require refresh needed. IT Training to supply figures to E&D Forum.		All training reviewed and up to date.	Training / OD / E&D Forum	Jan 2013
15	Provide regular opportunities for learning and development for staff e.g. updates from Senior Management, celebrating festivals and cultural events, updates on the Equality Act 2010, opportunities to ask questions and develop understanding of equality, diversity and inclusion and how it applies in practice.	Needs intranet / internet site for E&D to be established, so that all material can be sited and referenced from there. E&D Forum to talk to Comms Dept. about regular e-bulletin containing information around festivals and cultural events.		All staff receive regular information and updates around diversity and inclusion related matters. Tenants are signposted to national and local organisation that can help support their diversity.	E&D Forum / Comms Dept	Q4 2012/13
16	Develop Trainer Resource Library with material on equality, diversity and inclusion.	As above: material is currently rather scattered. Intranet and paper libraries need compilation.		Up to date material easily accessible to all trainers		
17	Organise regular events for staff to celebrate diversity e.g. LGBT History Month, International Women's Day, Black History Month etc	Rather diffuse. Use central communication from Comms Dept. to encourage teams to host local events. Also develop tenant / client facing section of the extranet.		Events hosted on a regular basis.	Training / OD / E&D Forum	Q4 2012/13
18	Publish staff E&D statistics on Family Mosaic intranet. Publicise to tenants and to Board.			Figures are transparent and easily available	HR / Comms Dept.	Q4 2012-13 then on-going

STRAND 3

DEVELOPING:

- i) As an organisation, we are becoming more proactive in developing and sustaining the diversity of our workforce.
- (ii) Through the provision of support and services, the organisation promotes diversity within.
- (iii) Your organisation seeks to influence its wider partners to be positive about diversity

10 Our Managers are effective in supporting the development of our stakeholders in relation to diversity.						
	Action	Current Position	Achieved	Outcome	By Whom	By When
19	Review the Recruitment and Selection policy and procedure and develop a recruitment and selection plan where equality and diversity is addressed at each stage and to explore positive action initiatives.	Proper understanding of the business case rather differential. Program use of inductions, meetings, intranet, newsletters, posters, road-shows and other developmental activities to ensure that all parts of the organisation have a fully understanding of the business case.		All parts of the organised understand the business benefits of the equality, diversion and inclusion agenda, and how to access resources to support it. .	E&D Forum / Comms Dept.	Jan to April 2013
11 There is encouragement for stakeholders to speak of new opportunities (commercial and non-commercial) based on their own knowledge of diverse needs.						
20	Develop a staff equality and diversity group where issues could be raised and good practice shared.	Currently groups are diffuse, and need some level of central publicity to boost awareness and membership.		All staff are aware of groups and able to participate	E&D Forum / Comms Dept.	Q4 2012/13
21	Provide opportunities for staff to share knowledge of other departments, develop partnership working and build relationships with one another.	CEME provides a platform for this, but is not currently used for equality and inclusion related matters.		A yearly equality and inclusion session at CEME	E&D Forum	MARCH 2013

	Action	Current Position	Achieved	Outcome	By Whom	By When
21	Provide opportunities for staff to share knowledge of other departments, develop partnership working and build relationships with one another	CEME provides a platform for this, but is not currently used for equality and inclusion related matters.		A yearly equality and inclusion session at CEME.	E&D Forum	March 2013
22	Tenants would like to see more work done on raising awareness of all strands of diversity. Drop in surgeries to be run by E&D Forum and interested staff	Awareness raising rather diffuse. Use central communication from Comms Dept. to encourage teams to host local events. Also develop tenant / client facing section of the extranet.		Better aware across all tenants and clients.	E&D Forum / Comms Dept	Ongoing from Jan 2013
23	Add as a yearly agenda item for Regional Forums					
24	Speak to the Tenant Scrutiny Panel around an E&D inspection.					Ongoing from Jan 2013 Q1 2013-14
12	The physical workspace is appropriately suitable for the needs of stakeholders.knowledge of diverse needs.					
25	Ensure disability access issues are addressed for Family Mosaic leaflets and information.	Review of publication schedule for all leaflets and information – ensure topic is fully covered for all future publication.		Publication schedule is fully reviewed and DDA aware.	E&D Forum / Comms Dept.	Jan 2013
26	Conduct a fire drill specifically to test for disability egress.			Outcome will feed into Facilities planning.	Facilities	Q4 2012-13

13	The workplace environment and atmosphere sustains a diverse staff team which is increasingly adaptable to diversity.					
	Action	Current Position	Achieved	Outcome	By Whom	By When
14	The organisation makes it clear that it wishes to work, where appropriate, with organisations which can prove that they are positive about diversity or who are also 'Working Towards Investors in Diversity'.					
27	Explore measures to ensure that suppliers and contractors are meeting the requirements set out in the Equality Act 2010.	Procurement process contains full stipulations around equality and inclusion. This should be reviewed by the E&D Forum / Procurement. The Forum should also explore some metrics around measurement.		Procurement and delivery fully reviewed and compliant.	E&D Forum and Procurement	March / April 2013

STRAND 4

IMPROVING

Your organisation adopts or creates a range of self-assessment measures to assess development, new opportunities, the extent of culture shift and any improvement in the feeling of ‘inner well-being’ within your organisation.

15	Your organisation has developed and is using clear information gathering systems to enable it to measure the impact of the work on diversity.					
	Action	Current Position	Achieved	Outcome	By Whom	By When
28	28] Develop performance measures in relation to equality and diversity to be reported annually, as this provides an ideal opportunity to capture equality and diversity activities, events, training, progress, outcomes and actions.	PIs around equality and inclusion are not included in the FM PI Pack.		Equality and inclusion metrics form part of the FM PI Pack for 2013/14.	E&D Forum / CSI	April 2013
16	Your organisation has successfully conducted effective and pro-active stakeholder consultation, and self assessment.					
17	Your organisation has delivered on its clear and evidenced based IID Action Plan.					
29	Annual report to Board together with PI pack.			Family Mosaic governance has a clear monitoring arrangement against the IID Action Plan.	CSI / E&D Forum	Annually 2013 to 2016

8 Your organisation is clear about the benefits of marketing your commitment to diversity						
	Action	Current Position	Achieved	Outcome	By Whom	By When
30	Develop an equality and diversity section on the website to demonstrate your commitment to equality and diversity and provide information regarding activities and events.	FM intranet and extranet are currently undergoing a comprehensive rebuild. After this project is complete, a dedicated section can be constructed relating to equality, diversity and inclusion, and all material grouped and archived within it. This material will then be available for both staff and tenants / clients. A full access audit is being conducted as part of the rebuild work. The site will then act as a 'one stop shop' for all equality, diversity and inclusion matters. Awareness raising rather diffuse. Use central communication from Comms Dept. to encourage teams to host local events. Also develop tenant / client facing section of the extranet.		All staff and tenants / clients have easy access to everything related to equality, diversity and inclusion within the organisation.	E&D Forum / Digital Editor E&D Forum / Comms Dept	Q4 2012/13 Ongoing from Jan 2013
31	Include on the website information about Family Mosaic's commitment to Investors in Diversity.					
32	Carry out an access audit to ensure that the website is accessible to all.					

Head Office
Family Mosaic
Albion House
20 Queen Elizabeth
Street
London
SE1 2RJ