

EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 places a ‘General Duty’ on all public bodies to have ‘due regard’ to the need to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advancing equality of opportunity between those with a ‘relevant protected characteristic’ and those without one.
- Fostering good relations between those with a ‘relevant protected characteristic’ and those without one.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protect characteristics, please proceed to stage 2, and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council’s commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision-making report. This is so the decision maker (e.g., Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council’s Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	Decision on the Council's proposal to bring Homes for Haringey in-house
Service area	Housing
Officer completing assessment	Zainab Mohamed
Equalities/ HR Advisor	Jean Taylor / Tricia Palmer
Cabinet meeting date (if applicable)	7 th December 2021
Director/Assistant Director	Robbie Erbmman

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- *The proposal which is being assessed*
- *The key stakeholders who may be affected by the policy or proposal*
- *The decision-making route being taken*

The proposal being assessed regards the insourcing of Homes for Haringey (HfH) services under the direct control of Haringey Council. The decision is being made at December Cabinet.

The insource programme will result in closer alignment of our housing management and maintenance services with our direct delivery of new homes. This reflects how many wider Council services are already being integrated to provide more clarity and simplicity for residents to resolve their issues quickly and easily.

We also want to join up housing and other front-line Council services to meet resident needs in a better way. Changes in Government regulation of building safety and social housing are placing new emphasis on holding councils accountable as landlords and giving residents a stronger voice in shaping future services. By bringing housing services back now, the council can join up services more closely to improve the experience and life chances of residents. Integration also offers better value for money, enabling more investment in front line services and on estates.

Following the Cabinet decision in December, a detailed implementation programme will be needed to affect a smooth transition, including servicing notice on HfH to terminate the Management Agreement, ensuring seamless business continuity for residents as well as reshaping service delivery to achieve the improvements needed and capture all integration opportunities effectively.

HfH's tenants, leaseholders and residents in temporary accommodation are noted as key stakeholders affected by the proposal. Haringey issued 23,801 postal surveys to tenants, leaseholders, and residents in temporary accommodation for this consultation. A total of 1680 surveys were returned resulting in a 7% return rate. The 1680 responses included 266 online responses, over 1300 postal entries, as well as responses filled out at various pop-up events and focus groups.

The decision to insource Homes for Haringey will also affect approximately 700 HfH staff who will be eligible for TUPE transfer to direct employment by the Council. All incoming staff will be embedded within existing Council Directorates that have strong management teams in place to support the transition process.

The operational implementation plan post-Cabinet decision will also include identifying, controlling, and mitigating staff risks and TUPE implications arising during this proposed transition. Transferring over 700 staff delivering vital front-line services does inherently create a potential risk to loss of some staff and organisational expertise.

Clarity over new structures, roles and responsibilities, and a robust implementation and transformation plan, are critical to maintain staff confidence in the process.

Effective communication with staff and trade unions throughout the transition will be prioritised and the Council will apply its own rigorous equalities and management standards to ensure a smooth transfer and ongoing service performance. We will monitor issues of concern that may arise closely.

Staff workshops and ‘Let’s Talk’ sessions have been held by senior management to cascade information and reassurance regarding the insourcing and its impact on staff. Further communications are planned to encourage the wider Council workforce to identify HfH colleagues as part of our ‘One Council’ vision and to treat them accordingly.

On completion of the insource programme, both service and equality impacts will be largely positive. The proposal aims to bring robust governance, value for money, and service improvements to deliver better outcomes for both residents and HfH staff.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis. Please include any gaps and how you will address these

This could include, for example, data on the Council’s workforce, equalities profile of service users, recent surveys, research, results of relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment, and any other sources of relevant information, local, regional, or national. For restructures, please complete the restructure EqIA which is available on the HR pages.

Protected group	Service users	Staff																														
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Irish Traveller	5	0.0%																																																																																																																																
Mixed Asian and White	33	0.2%																																																																																																																																
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Mixed Other	89	0.5%																																																																																																																																
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Other Black	91	0.5%																																																																																																																																
Other Ethnic Group Arab	8	0.0%																																																																																																																																
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Other White European	539	2.8%																																																																																																																																
Ethnicity	No.	%																																																																																																																																
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Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

HFH Staff

The EQIA considers the impact on staff as a result of the proposed transfer.

Employee rights under the transfer are legally protected by the Transfer of Undertakings (Protection of Employment) (“TUPE”) rules. For most frontline staff this should not mean any change in job roles or line management arrangements. For senior managers and back-office staff, there may be changes in some job roles and some line management changes. We will be formally consulting, in accordance with TUPE regulations, on the detail before the transfer goes ahead.

With regard to age, disability, or ethnicity HfH’s and the council staff profile are similar, so there are no negative impacts identified. The Council has existing and robust HR policies that protect employees from discrimination on the basis of their gender, age, disability, or ethnicity.

Sexuality figures collected by HR among staff in HfH presented relatively low figures for LGBTQ, with staff many preferring not to disclose their sexuality. There is a more significant percentage of LGBTQ staff declaring their sexuality within the Council. HfH staff will continue to have access to the Council’s LGBTQ+ network.

Resident and Leaseholders

The insourcing of housing services should result in no reduction in service quality or accessibility for residents. One of the primary drivers behind the transfer is to better align housing services more closely with other council services such as the teams leading on regeneration, economic development, employment, and training, financial inclusion. More coordinated management of these services will ultimately benefit residents by improving the services we deliver.

The objectives of the insource reflect the Council’s core role in relation to housing supply, housing need and demand and managing and influencing quality.

While the Council has a broad role as the strategic housing authority, through this insource we are committing to a greater focus on our role in increasing housing supply for residents, appropriately managing housing demand and as a landlord, ensuring the best possible management of our own and all social housing stock.

The closer integration and joining up of housing and other Council services offers opportunities to target and align services more directly to meet the specific needs of residents over-represented in terms of protected characteristics.

No negative impacts have been identified.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

The HFH insourcing has been widely publicised and consulted on with tenants, leaseholders, and residents in temporary accommodation. Consultation responses were received from over 1,680 residents, which are representative of the wider borough demographics. The results showed 80.8% of residents agreed with the proposal, 5% disagreed and 14.2% were not sure.

63% of respondents were secure council tenants, 18% were resident leaseholders, 6% were non-resident leaseholders, 4% non-secure council tenants, making up 91% of the total responses. This demonstrates the majority of views are from those most affected by the proposal to bring HfH services back into the Council.

To mitigate any inequalities to certain groups, the consultation was produced online as well as by post. Language copies and larger print were also made available to increase accessibility.

Consultation staff also visited youth groups, temporary accommodation, held online events as well as pop-up events across the borough to include younger people and encourage responses from a variety of age ranges.

We have also established a Sounding Board of resident volunteers who are being involved in the planning of the transfer. We aim to continue our engagement and involvement of a wider range of residents going forward in the co-design and co-production of housing services as they change and improve in future.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision-making process, and any modifications made?

The highest response rate by age came from people aged 60-74, and most responders were over 40. This partly mirrors the age profile of tenants and leaseholders, due to the reduction in available Council homes in recent decades. Younger people were more likely to respond online in comparison to postal response, which is expected given the greater take up of digital technology by younger people.

50% of respondents identified as female, and 33% identified as male which is fairly representative of the tenant and leaseholder data, where 58% identified as female, and 38% identified as male.

Around 41% of respondees identified as white, 30% identified as Black, 5.4% identified as Asian, whilst 13% choose not to say. The consultation data is also somewhat representative of tenants and leaseholder baseline data which shows 49% of people

identified as white, 27.7% identified as Black, 4% identified as Asian, with 28% choosing not to say.

30% responders had either a disability or a long-term health condition and a further 70 % had mental health issues. This is expected as people with disabilities are considered vulnerable and more likely to be offered a Council house under allocations policies. Tenant and leaseholder baseline data is representative of the above with 28% of residents identifying as having a disability and 26% considered vulnerable.

Any risk of possible negative equalities impacts will be carefully managed and mitigated throughout the implementation process. The Council will apply its own rigorous equalities and management standards and work collaboratively with the trades unions to ensure a smooth transfer and ongoing service performance. We will monitor any issues of concern that arise closely.

It is our expectation that the transfer of HfH inhouse will have an overall positive impact in line with Section A of the Public Sector Equality Duty.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqIA guidance

1. Sex

There is nothing to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes, we will investigate further to address any negative impact

Men are disproportionately represented in the HfH staff cohort and, while there will be a neutral impact for individual staff, the overall impact for women will be positive as a more evenly balanced workforce.

TUPE protection and regulations will apply to all transitioning staff who will also have access to the Employee Assistance Programme should it be required.

Positive	X	Negative		Neutral impact		Unknown Impact	
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2. Gender reassignment

The data on collected on both resident and staff profiles does not break down by gender reassignment. There is nothing to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes, we will investigate further to address any negative impact.

Positive		Negative		Neutral impact		Unknown Impact	X
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3. Age

There is nothing to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes, we will investigate further to address any negative impact.

TUPE protection and regulations will apply to all transitioning staff who will also have access to the Employee Assistance Programme should it be required.

Positive		Negative		Neutral impact	X	Unknown Impact	
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4. Disability

30% of consultation respondees had either a disability or a long-term health condition and a significant proportion of 70% reported mental health issues. Tenant and leaseholder baseline data is representative of the above with 28% of residents identifying as having a disability and 26% considered vulnerable.

By aligning housing more closely with other front-line Council services it is anticipated that disabled residents and residents with long term health conditions will be able to access housing needs more coherently as a result of the insource.

HfH staff will have access to all council communications and advice on physical and mental wellbeing and will have the opportunity to link into the Haringey Disability and Illness Network.

TUPE protection and regulations will apply to all transitioning staff who will also have access to the Employee Assistance Programme should it be required.

Positive	X	Negative		Neutral impact		Unknown Impact	
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5. Race and ethnicity

BAME groups are disproportionately represented amongst HfH tenants. Improvements to the management and alignment of council services in coordination with housing management will therefore have a positive impact on these groups.

TUPE protection and regulations will apply to all transitioning staff who will also have access to the Employee Assistance Programme should it be required.

Positive	X	Negative		Neutral impact		Unknown Impact	
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6. Sexual orientation

50% of consultation respondents identified as heterosexual, 46% preferred not to say and only 4% identified as gay or lesbian. LGBTQ+ figures were also low on the tenant and leaseholder baseline data and unknown for the Borough population as a whole.

There is nothing to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes, we will investigate further to address any negative impact.

HfH staff will have access to the Council’s established LGBTQ+ network and the range of communications and events that are hosted on a regular basis.

TUPE protection and regulations will apply to all transitioning staff who will also have access to the Employee Assistance Programme should it be required.

Positive	X	Negative		Neutral impact		Unknown Impact	
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7. Religion or belief (or no belief)

41% of consultation respondees identified as Christian, 31% prefer not to say and 10% identified as Muslim. Baseline data for tenants and leaseholders is unreliable, with 77.5% religion unknown.

There is nothing to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes, we will investigate further to address any negative impact.

TUPE protection and regulations will apply to all transitioning staff who will also have access to the Employee Assistance Programme should it be required.

Positive		Negative		Neutral impact	X	Unknown Impact	
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8. Pregnancy and maternity

The data on collected on both resident and staff profiles does not break down by pregnancy or maternity. There is no data to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes, we will investigate further to address any negative impact.

TUPE protection and regulations will apply to all transitioning staff who will also have access to the Employee Assistance Programme should it be required.

Positive		Negative		Neutral impact	X	Unknown Impact	
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9. Marriage and Civil Partnership

Responses to this question were only collected via the paper consultation. 30% of respondees stated they were single, 19% stated they were married, and 27% preferred not to say.

There is nothing to suggest that this protected characteristic group would be disproportionately negatively impacted by this proposal, however if this changes, we will investigate further to address any negative impact.

TUPE protection and regulations will apply to all transitioning staff who will also have access to the Employee Assistance Programme should it be required.

Positive		Negative		Neutral impact	X	Unknown Impact	
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10. Groups that cross two or more equality strands e.g. young black women

In term of Homes for Haringey staff, Buddhist, Hindu, Sikh, and Jewish women will benefit from the proposal as their overall representation would increase.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?
This includes:
 - a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
 - b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
 - c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

Our expectation is that the insourcing of Homes for Haringey (HfH) will have an overall positive impact in line with section A of the Public Sector Equality Duty.

The Council takes its duties under the Equalities Act with regards to all affected groups seriously. Since HfH is owned by the Council all the same HR and Equalities policies and practices will apply, as such no inequalities issues should arise.

The Council will work rigorously to make sure all concerns are addressed and actively work to foster good relations between staff members and, eliminating discrimination and harassment equally on behalf of between current staff and incoming HfH staff.

The Council will ensure seamless business continuity for residents whilst making improvements.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqlA guidance

Outcome	Y/N
No major change to the proposal: the EqlA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	Y
Adjust the proposal: the EqlA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	N
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	N

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which relevant protected characteristics are impacted?	Action	Lead officer	Timescale

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

None identified.

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

Any risk of possible negative equalities impacts will be carefully managed and mitigated throughout the implementation process and following confirmation of the transition.

The insourcing will be managed closely in line with the Council’s existing HR policies and its commitment to equalities as defined in the Equalities Act (2010).

Staff will have ongoing access to the Haringey Equalities Network and informal staff groups.

Haringey communications emphasise its equality commitments and offer support for a range of physical, mental, and public health initiatives and advice.

Staff will have access to employment support via relevant trade unions and occupational health practitioners where required.

7. Authorisation

EqlA approved by  Robbie Erbmann (Assistant Director/ Director)	Date 26/11/2021
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8. Publication
Please ensure the completed EqlA is published in accordance with the Council’s policy.

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Please contact the Policy & Strategy Team for any feedback on the EqlA process.