

Theme 1: Organisational equality, diversity and fairness

Promoting best practice in employment by ensuring workers are treated and paid fairly, tackling discrimination and bias and advancing equality, diversity and inclusion to make every employee feel valued.

Objective		Current position / Baseline	Action / Task	When	Measure of success	Outturn September 2024
1.1	Promoting development of staff from underrepresented groups	A new learning offer was launched during 2021/22, retaining the ability to meet in a 'virtual space' offering: <ul style="list-style-type: none"> professional development opportunities, qualifications, aspiring manager and leader programmes Manager and leadership training and mentoring and reverse mentoring. 	Deliver a aspiring leaders and managers programme to support the development of underrepresented groups	September 2023	Take up and success of the training offer reviewed and reported to the Strategy and Resources committee in July 2023. Recommendations of the report to be actioned in 2023/24.	<u>Equalities Workforce Report 2023 - 3.41, reported to the Strategy and Resources Committee 19/6/2023. Aspiring Leaders and Aspiring Managers programmes were launched to help under-represented groups develop their careers. These pilot programmes were so successful that they are now part of the core development programme.</u> https://moderngov.sutton.gov.uk/documents/s85050/Sutton%20Council%20workforce%20report%20-%20Report.pdf
1.2	Providing additional training, support and resources to support diversity within organisations	A new learning offer was launched during 2021/22, retaining the ability to meet in a 'virtual space' offering: <ul style="list-style-type: none"> Formal classroom training, e-learning modules and network sessions 	Deliver the training offer to ensure it raises awareness across all protected characteristics and report its findings to the Strategy and Resources committee in July 2023	September 2023	Take up and success of the training offer reviewed and reported to the Strategy and Resources committee in July 2023. Recommendations of the report to be actioned in 2023/24.	<u>Equalities Workforce Report 2023 - 3.42, reported to the Strategy and Resources Committee 19/6/2023.</u> <u>In 2023/24, work to promote fairness and equity will continue, reinforced by learning programmes around EDI for middle managers and frontline staff. In addition, work will continue towards the ongoing policy review programme. A full staff survey will be undertaken in 2023, resulting in an evidence based action plan to respond to what is heard and to support the council's work to attract and retain the best talent to Sutton. Confidential sessions will continue to support staff around racial trauma and those who have experienced discrimination.</u> https://moderngov.sutton.gov.uk/documents/s85050/Sutton%20Council%20workforce%20report%20-%20Report.pdf

Theme 2: Sustainable and diverse supply chains

Ensuring that environmental, social and economic sustainability is promoted throughout organisations' activities and supply chains and encouraging diversity through procurement activities.

Objective		Current position / Baseline	Action / Task	When	Measure of success	Outturn September 2024
2.1	Adopting procurement methods that encourage suppliers to reduce their environmental impact, including certification to independent environment accreditation schemes	The Council's constitution states; Where the value of a contract is above £5,001 and the contract has an impact on the environment, all suppliers and contractors must have a documented environmental policy compliant with ISO 14001 or equivalent. Housing has not monitored this information prior to April 2022. 2022/23 will be the first year this is monitored and provides baseline data for future reporting.	Ensure the wider Housing Team complies with the Council's constitution and that all suppliers with a contract over £5,000 have an environmental policy compliant with ISO 14001.	April 2023 and annually thereafter	Target; 100% compliance with the Councils constitution.	As part of the procurement process 100% of suppliers with a contract above £5,000 were asked to provide an environmental policy compliant with ISO14001 or equivalent.
2.2	Adopting procurement methods that encourage suppliers to reduce their environmental impact, including certification to independent environment accreditation schemes	The Council's constitution states; Where the value of a contract is above the public procurement threshold and has an impact on the environment, all suppliers must either have a registered environmental management system, for example ISO14001, EMAS or equivalent, or implement an Environmental Improvement Programme proportionate to the contract requirements as set out in the specification. The environmental management system must be registered by a UK Government approved, or other equivalent accredited body. If required, the Council will agree to the Environmental Improvement Programme and monitor performance periodically. Housing has not monitored this information prior to April 2022. 2022/23 will be the first year this is monitored and provides baseline data for future reporting.	Ensure the wider Housing Team complies with the Council's constitution where the value of a contract is above the public procurement threshold in that all suppliers must either have a registered environmental management system, EMAS or equivalent, or implement an Environmental Improvement Programme.	April 2023 and annually thereafter	Target; 100% compliance with the Councils constitution.	All suppliers with a contract above £5,000, have been asked for their registered environmental management system as part of the procurement process.
2.3	Adopting procurement methods that evaluate 'social value' or 'EDI' as a scored quality criterion when commissioning work.	When tendering contracts over £100,000 there is a Council requirement to allocate at least 10% of the score weighting to how the supplier will address social value through delivery of the contract. Housing has not monitored this information prior to April 2022. 2022/23 will be the first year this is monitored and provides baseline data for future reporting.	Ensure that any contract exceeding £100,000 has 10% of the score weighting allocated to how the supplier will address social value through delivery of the contract.	April 2023 and annually thereafter	Target; 100% compliance with the Council's tendering policy.	All Regeneration, Enabling and Development Team contracts over £100,000 have had at least 10% of the score weighting allocated to how the supplier will address social value through delivery of the contract.
2.4	Removing barriers that inhibit small to medium enterprises, community sector organisations, diverse enterprises and under-represented groups from easily entering the supply chain	The Council's competition threshold requirements stipulate that all contracts up to £1,000,000 must include a local organisation where a local market exists. Housing has not monitored this information prior to April 2022. 2022/23 will be the first year this is monitored and provides baseline data for future reporting.	Ensure that all Quick Quotes and Requests for quotations up to £1,000,000 include a local organisation or company where possible.	April 2023 and annually thereafter	Target; 100% compliance with the Council's tendering policy.	All Regeneration, Enabling and Development Team contracts have included a local organisation where a local supplier exists.

Theme 3: Working together with Londoners 2022-23

Amplifying the voices of residents and Londoners through organisations' work, especially those that are under-represented or face significant housing-related inequalities.

Objective	Current position / Baseline	Action / Task	When	Measure of success	Progress as at September 2023
<p>3.1 Maximising opportunities to take a meaningful and participatory approach to working with local residents when designing and delivering new homes.</p>	<p>The Council is committed to 'resident led' engagement, which puts communities at the heart of decisions on the future of their homes. This principle was agreed by the Council's Housing, Economy and Business Committee in March 2017, as part of a Statement of Intent for resident participation where estate regeneration proposals are considered.</p> <p>The Statement sets out the Council's approach to engagement with residents on housing regeneration schemes, to Inform, Consult and Engage through the principles of Inclusiveness, Transparency, Momentum and Listening.</p> <p>The Statement of Intent also promotes innovation and best practice, and reinforces the Council's commitment to providing support and advocacy to its residents, including vulnerable and hard to reach groups.</p>	<p>To work collaboratively with residents to establish local Residents' Steering Groups (RSG) that reflect Suttons diversity and are inclusive in providing a platform for local people to share one's views and shape plans for the future of their homes and local area.</p> <p>To work in partnership with residents and stakeholders to acquire additional independent advice, support and advocacy for the community, on future proposals. (ie co-selection of an Independent Residents' Adviser)</p> <p>To work with residents to co-design their Community Charters and Resident Charters, in order to crystallise shared priorities for their homes and area, and to build on the commitments made by the Council in its Estate Regeneration Rehousing and Compensation Scheme (2018) (ERRCS), which can be extended to form the basis of a Landlord Offer Document.</p>	<p>To be reviewed in March 2024</p>	<p>Residents' Steering Groups (RSG) have already been established across 3 of Suttons regeneration estates, including Benhill Estate, Beech Tree Place and Elm Grove. These RSG's have provided:</p> <ol style="list-style-type: none"> 1) A voice for residents to be heard 2) A forum that works to protect the interests of residents and monitor council commitments 3) The opportunity to work openly and collaboratively with the council, advisers and other stakeholders 4) A Platform to challenge the council and its proposals, as well as for working together to establish local priorities and a shared vision 5) A respectful setting to develop ideas and positively influence future decisions, 6) A group to work with the Council on the selection of specialist advisers and consultants, including Independent residents advisers and Architects. 	<p>Benhill Estate - The Residents Steering Group was established and working but the regeneration of the estate is no longer going forward, however this collaboration with residents has not been lost and the group has now become Sutton Housing Partnership's Resident Action Group tackling estate issues .</p> <p>Beech Tree Place - The established Residents Steering Group continued to meet until the project started on site and although it no longer meets regularly it is still in place for the few residents wishing to return to the new development and residents are kept informed of progress.</p> <p>Elm Grove - The Elm Grove Residents Steering Group has been in place for some time and meetings are still being held but numbers are now dropping as residents move out to their new homes.</p> <p>Any further regeneration projects that arise will follow the same path as those above and Residents Steering Groups will be established at the earliest opportunity.</p>
				<p>A sub group (Resident Action Group) has also been established on the Benhill Estate as an additional forum for residents to discuss general day to day estate issues, which has enabled the RSG to concentrate on estate regeneration.</p>	<p>See above.</p>
				<p>We plan to work with residents on the Elm Grove Estate, to be part of the Elm Grove Delivery Partner Tender Evaluation Panel. The 2 stage Delivery Partner selection process is due to commence in September 2023. To support residents in this process, we will provide residents with training and additional support, so that their input can be meaningful and influential. Resident representatives will also be supported by their Independent Residents' Advisor.</p>	<p>There has been significant engagement with the Elm Grove residents over the last several years and they fed into the evaluation questions and criteria on stakeholder engagement and were asked to help with the evaluation of the delivery partner evaluation process. However residents thought this would be too onerous and declined the offer to help. The Elm Grove partner procurement process is still ongoing at the time of the update.</p> <p>All residents have been supported by the Independent Tenant Advisor, Sutton Federation of Tenants and Residents Associations (SFTRA) and the Sutton Leaseholders Association.</p>
				<p>We will report back on the outcome of the Partner Procurement Tender Evaluation process, and the contribution made by Residents in April 2024.</p>	<p>The Elm Grove partner procurement process is still ongoing at the time of the update.</p>
				<p>We aim to establish a Residents Tender Evaluation Panel membership that is diverse in terms of their Protected Characteristics under the Equalities Act.</p>	<p>Residents did not want to engage in the evaluation process as mentioned above but an Equalities Impact Assessment has been carried out on Elm Grove and is being updated as part of the procurement process.</p>

3.2	Responding to the needs of local residents and communities	<p>Suttons mantra is to deliver Better homes and places for existing residents and Suttons growing community. This is underpinned by the Statement of Intent on resident engagement; to Inform, Consult and Engage through the principles of Inclusiveness, Transparency, Momentum and Listening.</p> <p>The needs and preferences of local residents have been embedded in the Council's Estate Regeneration Rehousing and Compensation Scheme (2018) (ERRCS), which sets out the Council's offer and commitments to residents whose homes are to be demolished under an estate regeneration proposal. In responding to the needs of Suttons communities, focus has been placed on building trust and confidence through a people-centred approach that places the welfare of residents first. An emphasis on providing residents with choice, based on personal needs and preferences is also embodied within the ERRCS, by offering local residents a range of guarantees and assurances that go beyond statutory requirements and form the basis of any future Council regeneration proposal.</p>	<p>Empower resident to get involved in shaping plans and proposals for their homes and area, through participation in the selection of key partners and consultants involved in the delivery of new homes (ie such as joining Tender Evaluation Panels, to select specialist advisers, consultants and delivery partners)</p> <p>Enable communities to exert their influence through collaboration and active engagement in the pre-planning and post planning design stages, utilising a range of physical or virtual consultation and engagement tools:</p> <ul style="list-style-type: none"> 1 to 1 meetings Surveys and Questionnaires Co-design workshops Resident Steering Group meetings Dedicated Design Focus Groups Public meetings and Committees Exhibitions / events FAQs, leaflets, letters and newsletters A dedicated webpage Estate walkabouts Site tours Providing advocacy and support through a jointly selected Independent Residents' Adviser to enable residents' voices to be heard. <p>Promoting closer working between residents, local groups and stakeholders, to prioritise shared priorities and interests, including collaborations with:</p> <ul style="list-style-type: none"> local ward councillors Sutton Leasehold Association Sutton Federation of Tenant and Residents Associations Sutton Housing Partnership Sutton Connect Safer Neighbourhoods Team Business Improvement District Volunteer Centre Sutton Age UK etc <p>Helping residents to feel safe, assured and included; by working closely with family members, careers and support agencies to strengthen relationships and facilitate meaningful engagement.</p>	To be reviewed in March 2024	<p>We have already completed extensive 1 to 1 interviews with residents on regeneration estates at Benhill Estate, Beech Tree Place and Elm Grove. These surveys have helped to shape the ERRCS, to respond to local resident needs and to form the basis of the Council's offer and commitments to residents going forward.</p> <p>Residents / the RSG from Beech Tree Place have already made a significant contribution in shaping the regeneration plans for their estate, including the re-provision of an independent living scheme for older people. The scheme is currently on site and the older persons block is due to complete in August. A number of the existing residents have also chosen to return to a new home on the site, in accordance with the Council's commitments to them in the co-produced Residents Charter. We are also working with these residents to agree on the specification for their individual homes.</p> <p>Building on the established RSG at Elm Grove estate, we plan to work with residents and their Independent Adviser to form a Residents Design Focus Group to inform the planning application for the estate.</p> <p>The Group will meet periodically at key design stages throughout the pre planning and post planning stages.</p> <p>The core Design Focus Group should have a membership of around 4 residents across different tenures (ie homeowners and council tenants) and should reflect the diversity and Protected Characteristics of the estate.</p> <p>A Design Access Statement Report will be prepared as part of the planning application which is scheduled for submission in December 2023. The document will reflect the contribution of residents on the plans for Elm Grove.</p>	<p>Beech Tree Place residents returning to the development have chosen their preferred option of whether to have a separate kitchen and living room and their preference of a shower or bath. It is too early in the build phase to be offered and choose their other specific options.</p> <p>Elm Grove residents were offered the opportunity to form a RDFG, however their preference was to contribute through the public consultation events and exhibitions on design that took place during Summer/Autumn 2023.</p> <p>A feedback report has been produced following the consultation events and a further report on later meetings is to be collated in Q4 of 2023/24. There will be further consultation and a formal planning consultation once a development partner has been selected.</p>
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Theme 3: Working together with Londoners 2023-24

Amplifying the voices of residents and Londoners through organisations' work, especially those that are under-represented or face significant housing-related inequalities.

Objective	Current position / Baseline	Action / Task	When	Measure of success	Outturn September 2024
3.1 Maximising opportunities to take a meaningful and participatory approach to working with local residents when designing and delivering new homes.	<p>The Council is committed to 'resident led' engagement, which puts communities at the heart of decisions on the future of their homes. This principle was agreed by the Council's Housing, Economy and Business Committee in March 2017, as part of a Statement of Intent for resident participation where estate regeneration proposals are considered.</p> <p>The Statement sets out the Council's approach to engagement with residents on housing regeneration schemes, to Inform, Consult and Engage through the principles of Inclusiveness, Transparency, Momentum and Listening.</p> <p>The Statement of Intent also promotes innovation and best practice, and reinforces the Council's commitment to providing support and advocacy to its residents, including vulnerable and hard to reach groups.</p>	<p>To work collaboratively with residents to establish local Residents' Steering Groups (RSG) that reflect Suttons diversity and are inclusive in providing a platform for local people to share one's views and shape plans for the future of their homes and local area.</p> <p>To work in partnership with residents and stakeholders to acquire additional independent advice, support and advocacy for the community, on future proposals. (ie co-selection of an Independent Residents' Adviser)</p> <p>To work with residents to co-design their Community Charters and Resident Charters, in order to crystallise shared priorities for their homes and area, and to build on the commitments made by the Council in its Estate Regeneration Rehousing and Compensation Scheme (2018) (ERRCS), which can be extended to form the basis of a Landlord Offer Document.</p>	To be reviewed in March 2024	<p>Residents' Steering Groups (RSG) have already been established across 3 of Suttons regeneration estates, including Benhill Estate, Beech Tree Place and Elm Grove. These RSG's have provided:</p> <ol style="list-style-type: none"> 1) A voice for residents to be heard 2) A forum that works to protect the interests of residents and monitor council commitments 3) The opportunity to work openly and collaboratively with the council, advisers and other stakeholders 4) A Platform to challenge the council and its proposals, as well as for working together to establish local priorities and a shared vision 5) A respectful setting to develop ideas and positively influence future decisions, 6) A group to work with the Council on the selection of specialist advisers and consultants, including Independent residents advisers and Architects. <p>A sub group (Resident Action Group) has also been established on the Benhill Estate as an additional forum for residents to discuss general day to day estate issues, which has enabled the RSG to concentrate on estate regeneration.</p> <p>We plan to work with residents on the Elm Grove Estate, to be part of the Elm Grove Delivery Partner Tender Evaluation Panel. The 2 stage Delivery Partner selection process is due to commence in September 2023. To support residents in this process, we will provide residents with training and additional support, so that their input can be meaningful and influential. Resident representatives will also be supported by their Independent Residents' Advisor.</p>	<p>Elm Grove</p> <p>We have continued to engage with Elm Grove residents and wider stakeholders residents through a number of workshops and co-design events to understand their needs and aspirations.</p> <p>A set of individual co-design meetings have been held with the commercial business who are immediately affected by the regeneration plans.</p> <p>Produced a regular resident update newsletter about the progress to date.</p> <p>Held two planning consultation sessions prior to submitting the Outline Planning Application (OPA).</p> <p>Independent Tenant Advice (virtual meeting) held without the Council's representatives.</p> <p>A public meeting was held with ward members and the local residents association to discuss the scheme and concerns.</p> <p>A resident attended the Planning Committee in support of the scheme and assisted in obtaining outline planning permission.</p> <p>Held a residents' fun day for residents and the wider community. Residents and the public also had the chance to talk to Council staff and the new contractors, who were also in attendance.</p> <p>Beech Tree Place</p> <p>A new contractor was appointed and a ' Meet the Contractors' event was held for returning residents, local Councillors and the wider community.</p> <p>Produce quarterly Beech Tree Place newsletters informing residents on construction updates.</p> <p>The Benhill Estate regeneration is not currently being taken forward. The Residents Steering Group has now become Sutton Housing Partnership's Resident Action Group tackling estate issues .</p> <p>Residents declined the offer to help as it was thought too onerous a task, however selection of the preferred Development Partner was informed by feedback from residents regarding Stakeholder Engagement and Added Social Value.</p> <p>All residents continue to be supported by the Independent Tenant Advisor, Sutton Federation of Tenants and Residents Associations (SFTRA) and the Sutton Leaseholders Association.</p>

					<p>We will report back on the outcome of the Partner Procurement Tender Evaluation process, and the contribution made by Residents in April 2024.</p> <p>We aim to establish a Residents Tender Evaluation Panel membership that is diverse in terms of their Protected Characteristics under the Equalities Act.</p>	<p>Residents and stakeholders were informed of the outcome of the development partner selection process, via letters, website and press releases from both the Council and the developing partner</p> <p>Residents did not want to engage in the evaluation process but a full Equalities Impact Assessment was carried out for the Elm Grove procurement process, which received committee approval.</p>
3.2	<p>Responding to the needs of local residents and communities</p>	<p>Suttons mantra is to deliver Better homes and places for existing residents and Suttons growing community. This is underpinned by the Statement of Intent on resident engagement; to Inform, Consult and Engage through the principles of Inclusiveness, Transparency, Momentum and Listening.</p> <p>The needs and preferences of local residents have been embedded in the Council's Estate Regeneration Rehousing and Compensation Scheme (2018) (ERRCS), which sets out the Council's offer and commitments to residents whose homes are to be demolished under an estate regeneration proposal. In responding to the needs of Suttons communities, focus has been placed on building trust and confidence through a people-centred approach that places the welfare of residents first. An emphasis on providing residents with choice, based on personal needs and preferences is also embodied within the ERRCS, by offering local residents a range of guarantees and assurances that go beyond statutory requirements and form the basis of any future Council regeneration proposal.</p>	<p>Empower resident to get involved in shaping plans and proposals for their homes and area, through participation in the selection of key partners and consultants involved in the delivery of new homes (ie such as joining Tender Evaluation Panels, to select specialist advisers, consultants and delivery partners)</p> <p>Enable communities to exert their influence through collaboration and active engagement in the pre-planning and post planning design stages, utilising a range of physical or virtual consultation and engagement tools:</p> <ul style="list-style-type: none"> 1 to 1 meetings Surveys and Questionnaires Co-design workshops Resident Steering Group meetings Dedicated Design Focus Groups Public meetings and Committees Exhibitions / events FAQs, leaflets, letters and newsletters A dedicated webpage Estate walkabouts Site tours Providing advocacy and support through a jointly selected Independent Residents' Adviser to enable residents' voices to be heard. <p>Promoting closer working between residents, local groups and stakeholders, to prioritise shared priorities and interests, including collaborations with:</p> <ul style="list-style-type: none"> local ward councillors Sutton Leasehold Association Sutton Federation of Tenant and Residents Associations Sutton Housing Partnership Sutton Connect Safer Neighbourhoods Team Business Improvement District Volunteer Centre Sutton Age UK etc <p>Helping residents to feel safe, assured and included; by working closely with family members, careers and support agencies to strengthen relationships and facilitate meaningful engagement.</p>	<p>To be reviewed in March 2024</p>	<p>We have already completed extensive 1 to 1 interviews with residents on regeneration estates at Benhill Estate, Beech Tree Place and Elm Grove. These surveys have helped to shape the ERRCS, to respond to local resident needs and to form the basis of the Council's offer and commitments to residents going forward.</p> <p>Residents / the RSG from Beech Tree Place have already made a significant contribution in shaping the regeneration plans for their estate, including the re-provision of an independent living scheme for older people. The scheme is currently on site and the older persons block is due to complete in August. A number of the existing residents have also chosen to return to a new home on the site, in accordance with the Council's commitments to them in the co-produced Residents Charter. We are also working with these residents to agree on the specification for their individual homes.</p> <p>Building on the established RSG at Elm Grove estate, we plan to work with residents and their Independent Adviser to form a Residents Design Focus Group to inform the planning application for the estate.</p> <p>The Group will meet periodically at key design stages throughout the pre planning and post planning stages.</p> <p>The core Design Focus Group should have a membership of around 4 residents across different tenures (ie homeowners and council tenants) and should reflect the diversity and Protected Characteristics of the estate.</p> <p>A Design Access Statement Report will be prepared as part of the planning application which is scheduled for submission in December 2023. The document will reflect the contribution of residents on the plans for Elm Grove.</p>	<p>Elm Grove residents are now moving to alternative accommodation to prepare the site for regeneration. All residents are given choice and preferences about where they move to whether temporary or permanent moves.</p> <p>Assisting with a smooth transition giving residents advice, support and additional time depending on their needs i.e. disability or cultural needs.</p> <p>Lovell Partnership is committed to giving opportunities to local residents and neighbouring areas through training, employment and skills.</p> <p>See 2023 update. All Beech tree Place residents have now moved to alternative permanent or temporary accommodation (if returning).</p> <p>See 3.1 above</p>