



**Promoting Equality and Inclusion
Respecting Human Rights**

**Kalyx Services
Single Equality & Inclusion Strategy
2008 – 2011**

[Updated: August 2009]



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Foreword - Message from MD Tony Leech

I am pleased to present our Equality and Inclusion Strategy which brings together and strengthens the work we have done and identifies our priorities for future action.

The Strategy has been strongly influenced by an independent Equality and Diversity Review of our performance which reported in December 2007. The Review involved wide ranging consultation with service users, staff and managers on their experiences of Equality & Diversity within Kalyx and gathered suggestions for future improvements.

The Strategy supports our objective to lead standards in the industry. Everything we do is based on strong corporate values and beliefs. We are committed to provide custody with care for male and female prisoners, young offenders and residents; we train and educate offenders for resettlement and provide opportunities for their rehabilitation on release from custody.

This strategy sets out how we will promote equality, inclusion and human rights as a business leader, employer, service provider, partner and contractor.

We aim to move beyond the letter of the law & embrace the spirit of equality and inclusion in everything we do. We want to ensure Equality and Inclusion are realised in the way we treat our staff, prisoners, residents, visitors, suppliers and partners.



The Purpose of the Equality and Inclusion Strategy

The purpose of the Equality & Inclusion Strategy is to set out Kalyx' key priorities for action to promote equality, inclusion and good relations between different groups, involve people with disabilities in policy development and implementation, challenge discrimination and respect human rights during the period 2008/11. The Strategy will guide the work of Kalyx, its staff, service users, partners and contractors. Action Plans support the implementation of the Strategy.

Equality and inclusion is an integral part of Kalyx's 2011 business strategy and underpins a number of initiatives to drive the business forward.

The Strategy contains arrangements we already have in place and will build on as well as new activity. There is also a section on ways of sustaining momentum of our work in Equality, Inclusion and Human Rights in the future.



Methodology

This strategy has been put together following a comprehensive process involving consultation with both internal and external stakeholders.

An independent audit of our existing policies and practices was conducted in the latter part of 2007. The purpose of this audit was to:

- Review Kalyx' progress on Equality and Inclusion
- Identify good practice, challenges and gaps
- Recommend actions for the future

The review consisted of:

- Meetings with the Equality and Equality Steering Group
- Visits to Bristol Prospects, HMP Bronzefield, HMP Forest Bank, IRC Harmondsworth, HMP Peterborough and Capital House
- Interviews with key stakeholders
- Document review

The findings and subsequent recommendations are incorporated into this strategy.



Kalyx' Equality and Inclusion Strategy

Kalyx Commitment

Kalyx considers that Equality & Inclusion are central to its vision, values and goals. We believe and communicate that:

- Everyone has the right to be treated fairly
- Everyone has the right to equality

Within the overarching mantle of Human Rights, Kalyx is committed to creating a culture that appreciates and celebrates Equality and Inclusion - where prisoners, staff, visitors and suppliers are treated with respect and dignity whatever their age, disability, gender, proposed, commenced or completed reassignment of gender, sexual orientation, race, religion or belief or none.

Kalyx is committed to promoting equality, eliminating discrimination and meeting the diverse needs of prisoners, residents, staff, visitors and suppliers and making sure that Equality, Inclusion & Human Rights is understood, respected and celebrated. We will strive to ensure that our all embracing commitment to Equality and Inclusion does not result in dilution of our efforts in specific equality strand areas recognising that one size does not fits all.

We also recognise that discrimination and disadvantage may be compounded for many people because of their age, gender, disability, race, religion or belief or none, sexual orientation or transgender status. We will take account of the multiplier effect of discrimination and disadvantage in employment, service delivery and partnership working.

Kalyx Aims

Kalyx will promote Equality and Inclusion in all aspects of our work as a business leader, employer, service provider and purchaser of goods and services.

1. As a business leader, Kalyx will work with partners to share and promote the adoption of good practice in Equality and Inclusion
2. As a service provider, Kalyx will ensure that our services are delivered in ways that meet the diverse needs of prisoners, and visitors, respects their Human Rights, promotes equality and is non-discriminatory.
3. As an employer, Kalyx will employ a workforce which reflects the different communities we service and encourage an inclusive working environment in which staff respect each other and other people, and we will value our differences
4. As a purchaser of goods and services, Kalyx will develop fair contracting and procurement policies to encourage diverse suppliers to work with us; we will promote good practice in Equality and Inclusion in the supply chain.

This strategy describes how Kalyx will deliver these commitments. It is supported by the Kalyx Equality and Inclusion Training and Development Plan, Supplier Diversity Plan and Stakeholder Engagement Plan.

Scope of the policy

The policy applies to all employees, prospective employees, service users, suppliers, partners and the wider community.

Overall responsibility for the application of the policy rests with the Managing Director and Executive Council. At a local level, the Equality and Inclusion Action Team is responsible for implementing this policy. However all employees of Kalyx have a personal responsibility under the policy, in particular managers and supervisors.



Our Responsibilities

Though a private company, as a provider of public services for public authorities (e.g. Ministry of Justice, NOMS and the Home Office), Kalyx is subject to a range of positive public duties in respect of race, disability and gender which require distinct action plans for each of these three (of “seven”) Equality strands.

While positive public duties do not yet apply in respect of discrimination on grounds of age, religion and belief or none ,sexual orientation, for consistency and as a matter of good practice, Kalyx adopts a “general duty” approach to these areas, paying due regard to promoting equality and eliminating discrimination in all areas which are protected by law.

According to current Equality Law which applies to all employers coupled with the Public Sector Equality Duties, Kalyx is required to evidence that in carrying out its day-to-day core business Kalyx is

- Promoting equality of opportunity for all
- Eliminating discrimination and harassment
- Promoting good relations between people of different groups
- Involving people with disabilities in developing policies and practices

Kalyx recognises that in order to achieve the above, Kalyx will:

1. Produce and publish an Equality & Inclusion Policy & Strategy covering race, disability and gender
2. Carry out & publish Equality Impact Assessments of priority policies and practices in relation to Service Delivery, Employment & Suppliers, as well as monitor & review progress of EIA Action Plans
3. Introduce systems for robust Equality Monitoring across all 7 strands in Service Delivery, Employment & Suppliers including gathering, analysing & acting on results to redress imbalances
4. Involve and consult internal and external stakeholders on their experiences of service provision and employment practices

This strategy therefore takes account of the following legislation:

- Race Relations (Amendment) Act 2000
- Disability Discrimination Act 1995 and 2005
- Equality Act 2006 and Employment Regulations in relation to Sexual Orientation
- Employment Equality (Religion or Belief) 2003 & 2006
- Employment Equality (Age) 2006

In addition to the Public Sector Equality Duties, Human Rights law makes all public bodies including providers of public services responsible for behaving in a way that does not breach the rights of individuals as identified by the European Convention of Human Rights. The establishment of the Equality and Human Rights Commission in October 2007 has given added impetus to developing our Equality and Inclusion Strategy.

Our Equality and Inclusion Strategy – Common Themes

This strategy sets out how Kalyx will promote Equality and Inclusion in all aspects of our work as a business leader, employer, service provider and purchaser of goods and services.

1. Kalyx as a business leader

We are committed to mainstreaming equality within our core business by

- Promoting equality and equal access to employment, services and information
- Integrating equality and inclusion principles within business planning, performance management and review processes
- Carrying out Equality Impact Assessments on policies and practices that are relevant to equality
- Listening and responding to the views of our staff and service users through appropriate consultation and participation mechanisms which are accessible to all
- Ensuring the communications we produce and the events we hold positively reflect and promote our commitment to inclusivity and promote the diversity of our staff and service users
- Training our workforce, suppliers and sub-contractors to be proactive in promoting equality and inclusion and to implement this policy
- Informing our internal and external stakeholders and local communities about the equality and inclusion expectations they can expect of Kalyx

2. Kalyx as a service provider

We are committed to ensuring that our services are accessible to all and responsive to the needs of service users. We will do this by:

- Ensuring, prisoners, families, visitors are aware of our services and that we deliver our services in ways that are sensitive to individuals' needs
- Ensuring that the information we provide about our services is accessible to our service users.
- Ensuring service users are informed of their rights and entitlements when receiving services
- Taking steps to ensure people with disabilities are not treated less favourably for a reason related to their disability
- Carrying out Equality Impact Assessments for services and resulting action plans monitored to ensure that there are no significant differences in satisfaction rates for all groups
- Consulting and involving service users in the development and monitoring of our policies and services in ways which enable people to participate
- Publishing procedures for comments, complaints and compliments in accessible formats so that members of the public can comment, compliment or raise complaints on matters of concern about the way in which they are treated by Kalyx
- Keeping our staff, service users and wider communities informed of our progress on equality and inclusion through regular published reports

3. Kalyx as an employer

We value and celebrate the diversity that exists amongst our workforce and are committed to creating a working environment in which everyone can take full part.

We aim to develop, promote and deliver our employment and training opportunities without discriminating on any equality strand.

We believe our organisation will be a better, more creative and innovative place to work as a result of managing our people in a way that gets the best from their diversity; values their different perspectives and individual backgrounds and integrates fairness and equity into every aspect of our employment practices.

We will do this by:

- Valuing the varied skills and experiences people bring to the organisation
- Taking steps to ensure that our workforce is representative of the communities they serve using innovative recruitment practices
- Making sure that selection decisions will be made on ability using objective job related criteria
- Providing a safe and accessible working environment that values and respects the identity and culture of each person
- Carrying out regular staff surveys about equality and inclusion and publishing and acting on the results
- Making sure managers have the information available to allow them to make reasonable adjustments (for example, producing different equipment or information in a different way) to meet the needs of staff with disabilities so they can carry out their work
- Improving our monitoring systems, assessing the information we collect and acting on the results
- Providing support and training to ensure that this policy is communicated, understood and acted on by all our managers, staff and partners
- Making sure that our staff understand their rights and responsibilities concerning discrimination, bullying and harassment and promotion of equality and inclusion
- Implementing a fair and equitable approach to how we pay and reward our people for equal work, making sure that we regularly review its application
- Taking appropriate action to deal with behaviour that is contrary to our equality and inclusion principles
- Holding managers and staff accountable for delivering the outcomes set out in the policy and action plan
- Taking positive action to remedy under representation of groups at all levels and activities in the workforce. For example, advertising, learning and development, training, job share, flexible working and career development.

4. Kalyx as a purchaser of goods and services

We are committed to developing fair contracting and procurement policies to encourage diverse suppliers to work with us.

We are committed to promoting good practice in equality and inclusion in the supply chain.

We will do this by:

- Encouraging any business that wishes to work with us to have policies to support equality and inclusion
- Targeting local smaller and minority business sectors to ensure that they are aware of the opportunities available through working with Kalyx
- Reviewing current procedures for awarding contracts to see whether these create unjustifiable barriers for small and minority ethnic businesses which prevent them from tendering for Kalyx contracts
- Publishing our equality and inclusion policy so that potential business partners and suppliers are aware of our values and expectations
- Training staff on equality and inclusion within contracts
- Monitoring and reviewing our procurement processes and practices to ensure these are compliant with equality legislation.
- Reporting on our progress towards achieving our supplier diversity/small business targets with an emphasis on continuous improvement

Equality strand specific policies

In line with the legal framework, our overarching Equality and Inclusion Strategy incorporates policies that are specific to the equality strands, but the principles are cross-cutting and should be applied to all areas of Equality and Inclusion:

1. Age Equality Policy
2. Disability Equality Policy
3. Gender and Transgender Policy
4. Race Equality Policy and Scheme
5. Religion & Belief Equality Policy
6. Sexual Orientation Policy



1. Age Equality Policy

Kalyx is committed to following the Sodexo principles of good practice and the requirements of legislation on Age Equality which is specific to the concerns of people of all ages.

In October 2006, the Employment Equality (Age) Regulations became law. The legislation covers recruitment, selection, promotion, training and development, redundancy and retirement. The regulations do not cover the provision of goods and services at this stage.

Kalyx aims to

- Avoid stereotyping of people based on their age
- Check the age profile of employees in comparison with local demographic trends.
- Recognises the contribution that experienced staff can bring as well as develop an effective approach to succession planning to ensure we have the right skills for the future
- Ensure all staff are provided with opportunities for employment and life-long learning
- Carry out equality impact assessments to avoid disproportionate negative impact of policies and practices
- Ensure that Kalyx takes a proactive role in promoting the understanding of age equality issues, raising public awareness of age discrimination, challenging the myths which reinforce ageist stereotypes and cultural practices in today's society
- Not use age as criteria to restrict access to services (unless it can be objectively justified)
- Provide a retirement plan that enables choice, support and flexibility
- Ensure allegations of age discrimination and harassment are handled with sensitivity and a proper investigation is carried out, giving appropriate support to the parties involved
- Ensure employees are given appropriate training in anti-ageist practices and are made aware of their responsibility for the implementation of this policy

2. Disability Equality Policy

Kalyx is committed to following the Sodexo principles of good practice and the requirements of legislation on Disability Equality including the Disability Equality Duty set out in the Disability Discrimination Act 2005.

Kalyx acknowledges that people with disabilities are not always recognised in society and so will therefore work to ensure that people with disabilities have equal access to employment and services as people who are not disabled.

Definition of Disability

The Disability Discrimination Act (DDA) defines disability as follows

“A physical or mental impairment which has a substantial and long-term adverse effect upon his or her ability to carry out normal day-to-day activities.”

Disability is not caused by an individuals' particular impairment, but by the way in which society creates barriers which prevent disabled people from exercising their rights as full citizens. These barriers include

- Physical – such as the environment in which people live or work, or the absence of equipment to assist disabled people
- Organisational – such as through policies, procedures or practices including written or unwritten rules, that discriminate or work against disabled people
- Attitudinal – such as the negative perception of disability e.g. through stereotyping and stigma

The term “people with disabilities” will be adopted by Kalyx as the acceptable term to describe this group, including people with physical and sensory impairments, learning disabilities and mental distress. This is consistent with the requirements of the Disability Discrimination Act.

Kalyx recognises the right of disabled people to define themselves as experiencing discrimination as a result of their disability or mental distress rather than their disability status being defined through medical or legal definitions.

Kalyx

- Will apply the same recruitment process for applicants with disabilities who meet essential criteria for a post as non disabled applicants
- Will guarantee an interview to applicants with disabilities who meet the essential criteria
- Is committed to ensuring that people with disabilities will receive full and equal consideration throughout the whole recruitment process
- Is committed to providing reasonable and appropriate equipment and support for employees, service users, visitors and partners with disabilities
- Is committed to retaining employees who become disabled while in post by making reasonable adjustments to duties, to the working environment or appropriate retraining leading to re-deployment.
- Will promote reasonable access to information, decision making and means of communication through, for example, the use of appropriate language, tape, Braille, interpretation for hearing impaired people, the Internet, videos, minicomms, advocates etc

- Will ensure allegations of disability discrimination and harassment are handled with sensitivity and a proper investigation is carried out, giving appropriate support to the parties involved
- Will welcome and encourage applications from people with disabilities for vacant positions
- Will ensure employees are given appropriate training in anti-discriminatory practices and are made aware of their responsibility for the implementation of this policy
- Carry out equality impact assessments to avoid disproportionate negative impact of policies and practices
- Will strive to consult people with disabilities in policy development and the decision-making process which has, or may have, implications for people with disabilities
- Will ensure that people are aware of the extended protection under the Disability Discrimination Act for conditions as soon as they are diagnosed
- Will encourage positive attitudes towards people with disabilities whether in relation to visible, non-visible, hidden or learning disabilities.



3. Gender Equality Policy

Kalyx is committed to following the Sodexo principles of good practice and the requirements of legislation on gender equality which includes trans people and people who are undergoing or who have undergone gender re-assignment.

The Gender Equality Duty came into force in April 2007, placing a legal obligation on public bodies to demonstrate how they will eliminate unlawful discrimination and harassment and actively promote quality of opportunity between men and women.

Kalyx aims to

- Avoid assumptions around gender (for instance that women are predominantly concerned with childcare, and men are not)
- Ensure men and women are paid the same for doing work of equal value and take account of gender differences when starting pay is agreed
- Support all employees if they require it, in making personal choices about their parenting, caring and work roles
- Value skills developed in the home and community as well as those developed in the workplace
- Ensure services are appropriate and meet the needs of men, women and people who propose to, are undergoing or have undergone gender reassignment
- Carry out equality impact assessments to avoid disproportionate negative impact of policies and practices
- Ensure allegations of sex discrimination and harassment are handled with sensitivity and a proper investigation is carried out, giving appropriate support to the parties involved
- Ensure employees are given appropriate training in anti-sexist practices and are made aware of their responsibility for the implementation of this policy

4. Race Equality Policy

Kalyx is committed to following the Sodexo principles of good practice and the requirements of race equality legislation including the Race Relations Amendment Act 2000.

Kalyx will

- Provide equal access to employment and services
- Promote race equality in all aspects of its business and will not discriminate on the grounds of race, colour, nationality, belief, ethnic origin, or cultural background
- Carry out equality impact assessments to avoid disproportionate negative impact of policies and practices
- Produce data on take up of services by Black, Asian and minority ethnic service users
- Consult with Black, Asian and minority ethnic staff and service users to improve the workplace environment and service delivery
- Monitor and review the implementation of policies and practices in order to improve race equality in service delivery
- Ensure allegations of race discrimination and harassment are handled with sensitivity and a proper investigation is carried out, giving appropriate support to the parties involved
- Ensure employees are given appropriate training in anti-racist practices and are made aware of their responsibility for the implementation of this policy
- Ensure that Kalyx takes a proactive role in promoting the understanding of race equality issues
- Welcome and encourage applications from people from Black and Asian and minority ethnic communities for all vacant positions
- Take positive action to ensure a representative workforce at all levels including management

5. Religion and Belief Equality Policy

Kalyx is committed to following the Sodexo principles of good practice and the requirements of legislation on grounds of religion or belief or none.

Kalyx aims to

- Ensure cultural and religious festivals, holidays and rights of worship (in relation to its service users and workforce) are acknowledged and publicly recognised
- Carry out equality impact assessments to avoid disproportionate negative impact of policies and practices
- Ensure dietary needs are catered for where reasonably practicable
- Ensure leave is not unreasonably withheld from staff who may wish to celebrate cultural and religious festivals
- Not impose dress restrictions that could be discriminatory (unless such restrictions can be objectively justified in terms of meeting legislation, a legitimate business aim or safety requirement)
- Provide facilities as appropriate in order for employees to meet their commitments to prayer
- Ensure allegations of religious discrimination and harassment are handled with sensitivity and a proper investigation is carried out, giving appropriate support to the parties involved
- Ensure that Kalyx plays a proactive role in promoting the understanding of religious equality issues
- Ensure employees are given appropriate training in religion and belief and anti-discriminatory practices and are made aware of their responsibility for implementation of this policy
- In addition employees, service users, suppliers are expected to respect the beliefs of others and not to dominate or devalue other's belief systems

6. Sexual Orientation

Kalyx is committed to following the Sodexo principles of good practice and the requirements of legislation on equality for heterosexual, gay, lesbian and bisexual people.

Kalyx aims to

- Acknowledge same sex relationships as important as mixed sex relationships and ensure that this is reflected in policy and practice
- Carry out equality impact assessments to avoid disproportionate negative impact of policies and practices
- Avoid assumptions that everyone is heterosexual
- Confront homophobic attitudes, behaviours and language and promote an understanding of individual rights and attributes
- Encourage a culture of openness around sexual orientation whilst maintaining privacy rights
- Ensure allegations of discrimination and harassment on grounds of sexual orientation are handled with sensitivity and a proper investigations is carried out giving appropriate support to the parties involved
- Ensure that Kalyx takes a proactive role in promoting the understanding of sexual orientation issues
- Ensure employees are given appropriate training in anti-homophobic practices and are made aware of their responsibility for implementation of this policy.

Monitoring effectiveness of our Equality and Inclusion strategy

- Kalyx will collect, analyse and assess relevant equality data, in order to measure performance and effectiveness and consider how improvements can be made through the setting of targets or other action.
- Kalyx will monitor, review and report on all aspects of service delivery taking steps to introduce changes where negative impact is identified or promoting practices to strengthen good practice.
- Kalyx will monitor, review and report on all aspects of employment. Staff monitoring will cover all activities that relate to staff recruitment, selection, performance management, career development, retention, training, opportunities for progression, disciplinary proceedings, grievances, and staff leaving employment.
- Kalyx will require monitoring reports from providers including information from contractors, suppliers and sub-contractors engaged in work on its behalf. Suppliers and contractors will undertake self assessments on their progress on Equality & Diversity in relation to staffing (representivity & nationality), service provision (culturally diverse services) and suppliers (diverse supplier base including Black, Asian, women, LGBT, disabled-owned and other minority owned and run organisations.)
- Monitoring information will be regularly assessed and reported to the Equality and Inclusion Steering Group to evaluate the progress that Kalyx is making towards meeting its objectives. These assessments will assist Kalyx to:
 - Promote Equality and Inclusion;
 - Identify and eliminate barriers to equality of opportunity and a culture of inclusion;
 - Take advantage of the positive action provisions of the relevant equality legislation where necessary and appropriate; and
 - Decide what more can be done realistically to attract, recruit, retain and develop staff from the various equality groups and local SME and BME or other Diverse Suppliers.
- Kalyx will feedback to internal and external stakeholders the results of monitoring in order to identify trends, gaps and any action taken through newsletters, briefings, meetings and the Kalyx website.
- Individuals will not be identified in such monitoring and monitoring will be in relation to at least the following: gender, disability, race/ethnicity and age. We will monitor religion/belief or sexual orientation.
- Where analysis of statistical information identified potential barriers or unlawful discrimination, we will review policies and practices, take necessary action, which may include training our managers and employees.
- All managers are expected to support and assist in the monitoring process.

Governance and Oversight

This strategy will be monitored and reviewed annually by the Equality and Inclusion Steering Group which will report to the Kalyx Executive Council with a view to determining progress and in order to refine action plans. The delivery structures are as follows:

Managing Director / Executive Lead

The Managing Director has ultimate responsibility for the Equality and Inclusion Strategy and Action Plans through Kalyx Executive Council. Working with the designated Executive Lead for equality and inclusion, equality considerations will be built into all business plans (corporate and local) to ensure that Equality and Inclusion responsibilities are central in shaping Kalyx business strategies. Equality targets are reported to Executive group monthly.

Executive Council

The Executive Council is responsible for ensuring that: Kalyx complies with equality law and good practice with assistance from managers and supervisors for ensuring that the policy and its related action plans, procedures, strategies and arrangements are implemented. This strategy will be continuously reviewed, and all staff will be provided with and attend appropriate training.

Equality and Inclusion Steering Group

The Equality and Inclusion Steering Group, chaired by the Executive Lead will formally progress the equality and Inclusion Strategy and Action Plan. The role of this group is to ensure that each element of the action plan is delivered in full and on time that every section of Kalyx is engaged in this process. The group will listen to the views of key stakeholders on the development of an Equality & inclusion culture within Kalyx. It will:

- Drive forward Kalyx work on equality and inclusion
- Ensure managers and specialist groups carry out the work necessary to implement the Equality & Inclusion Strategy
- Oversee delivery of the Equality Impact Assessment Programme
- Coordinate Equality & Diversity work
- Conduct Equality Health Checks at local sites
- Receive and consider reports from Equality and Inclusion Leads from local business areas to ascertain that they are implementing Kalyx policies relating to Equality & Inclusion
- Make recommendations to Kalyx Executive Council regarding Kalyx Equality & Inclusion strategies
- Provide guidance to Kalyx Directors, managers and staff.

Equality & Inclusion Action Team

Meeting monthly, the Equality & Inclusion Action Team (EIAT) which is a sub-group of the SMT is responsible for ensuring that Kalyx complies with equality law and good practice at a local level. The EIAT is chaired by the Centre, Prison General Manager or Deputy Manager.

The EIAT will provide leadership and ensure that all staff are aware of their responsibilities for promoting good practice in Equality & Inclusion as set out in the Kalyx Equality & Inclusion Strategy & Implementation Plan; ensure compliance with local operating procedures and practices (including HMPS & UKBA instructions, orders and standards); ensure appropriate training is provided for all staff and managers; promote equality and good relations between different equality groups and eliminate discrimination at a local level including oversee delivery of Equality Impact Assessments and supporting the work of the Equality & Inclusion Officer, Equality & Inclusion Leads, managers and staff.

Kalyx Equality & Inclusion Leads

Kalyx Equality & Inclusion Leads will promote good practice in Equality & Inclusion at both corporate and local levels, act as Equality & Inclusion ambassadors, change agents, support Equality Impact Assessments and give advice to staff and service users who may feel that they have been harassed or discriminated against

Learning and Development, HR and Communications Managers

The Learning and Development, HR and Communications Managers have responsibility at a corporate level for dissemination, and monitoring of this policy in respect of staff, with specific responsibility for:

- promoting equality and the management of inclusion and raising awareness of equality issues across Kalyx core business;
- providing appropriate training and information opportunities to managers and staff in support of the policy and adequately supporting them in order for them to fulfil their responsibilities;
- providing and publishing relevant monitoring data in support of the policy;
- identifying and designating members of staff across Kalyx to address reported incidents of discrimination or harassment and incidents for staff mediation; and
- maintaining a contact list of the member of staff within each team who is responsible for co-ordinating and mainstreaming Equality & inclusion work at a corporate and local level.
- representing Kalyx externally on the Equality & inclusion agenda.

Procurement and contracts managers

Kalyx procurement and contracts managers are responsible for ensuring that suppliers and sub-contractors are aware of, and comply with this policy and for quality assuring equality standards within contracts.

Line Managers

Line Managers should:

- implement the policy and its related procedures and strategies, including local policy planning and review;
- integrate Equality & Inclusion into their business plans;
- identify and support a person within their team as Equality and Inclusion Lead who will be responsible for coordinating mainstreaming of equality & inclusion work;
- ensure that staff are aware of their responsibilities and give appropriate training and support;
- take appropriate action against staff who discriminate unlawfully; and
- ensure external partners are aware of the policy
- monitor delivery of the strategy.

All staff

All staff should:

- promote Equality and Inclusion in their day to day work
- avoid use of language or behaviour that is likely to discriminate or cause offence to others
- challenge and bring to the attention of managers the use of such language and behaviour
- contribute to meeting our Equality & inclusion commitments and standards

All those working with Kalyx

All those working with Kalyx are expected to abide by the principles of this policy.

Breaches

Kalyx expects all staff, partners and providers to comply with this strategy and will not tolerate any acts of unlawful discrimination or harassment. Any such acts will be investigated and where appropriate dealt with under relevant disciplinary or contractual processes.

Complaints and compliments

- Kalyx welcomes feedback and complaints about any aspect of its work. It also wants to know when it is doing things right so that good practice in service delivery can be shared. It encourages and welcomes suggestions for improvements from staff and service users.
- All staff have the right to make a complaint of a breach of this policy. This will be dealt with promptly, fairly and confidentially.
- Kalyx treats acts of discrimination and harassment extremely seriously and will seek to safeguard all parties during the investigation of allegations. Disciplinary action will be taken, as appropriate, where allegations of discrimination or harassment are founded or where allegations are found to be vexatious and have caused unnecessary distress to colleagues.
- Kalyx will ensure that staff who make a complaint of unlawful discrimination or harassment are fully supported and are not victimised as a result of making a complaint.
- The avenues that staff can take to make a complaint are explained within the following policies:
 - Grievance
 - Harassment
 - Disciplinary and Capability
 - Code of Ethics
- Staff who have concerns about discrimination or harassment should contact their line manager, Human Resources or Equality & Inclusion Lead.
- Staff who consider that they have been subject to harassment have the right to make a formal complaint under Kalyx Harassment Policy and Procedures. Alternatively, they may talk in confidence to local Equality & Inclusion Lead who can give advice and support.
- Service users who consider that they have been subject to harassment or discrimination have the right to make a formal complaint in accordance with local policies and procedures.

Maintaining equality and inclusion performance

In order to promote Equality & Inclusion, Kalyx will:

- Ensure that all staff, service users, partners and providers are made fully aware of their responsibilities under the policy and informed of their obligations under the relevant legislation;
- Provide appropriate briefings to staff, partners and providers on areas related to the policy and its implementation;

- Assess, review and revise other Kalyx policies for their effectiveness and impact in promoting equality and eliminating discrimination;
- Use the assessment and monitoring findings to expand, revise, update, improve and maintain the Equality & Inclusion Policy and also establish or revise priorities, targets and initiatives in appropriate strategic plans.
- Review the Equality & Inclusion Policy on a regular basis, ensuring that key stakeholders including communities are involved in the assessment and monitoring procedures and processes and consulted in order to improve the effectiveness of such procedures and processes.

Publishing arrangements

Kalyx will:

- Publicise and promote the strategy through the website and articles in relevant newsletters;
- Make a copy of the strategy available to current staff and issue new staff with a summary of the strategy with their contract of employment and at induction;
- Ensure all suppliers are clear about the expectations Kalyx will have of them and their own employees.
- Make a copy of the strategy available to members of the public.

Consultation and Engagement

Kalyx is committed to carrying out timely, open and inclusive consultation and engagement with stakeholders in line with equality law and good practice. In order to address the differing needs of stakeholders we will take steps to ensure appropriate venues, times of day, accessibility, use of appropriate language, provision of signers and childcare. Establishment managers will develop their own consultation and engagement strategies and report on the results of their consultations including giving feedback to consultees.

Vicarious liability

Whilst ultimate responsibility for the implementation of this policy rests with the Managing Director, line managers should be aware that any form of discrimination against members of staff or colleagues might result in formal proceedings against them at an Employment Tribunal. In such cases the line manager would be required to attend the Tribunal and could, if the case were proven, be deemed to be personally liable for any such discrimination.

Expected outcomes

Kalyx' desired outcomes of implementing the Equality and Inclusion Strategy and Action Plans are described under the headings of community satisfaction, employees, leadership and services and policies.

Leadership

- Business plans and strategies to take account of equality matters
- Corporate approach to equality and inclusion to be achieved
- Equality targets and goals to be establish processes and be driven from top-down
- The Executive Council, directors and senior mangers to make a public commitment to respect human rights, tackle unlawful discrimination, promote equality and good relations and provide a firm and steady lead
- A clear direction of travel with achievable outcomes

Services and policies

- Service users from diverse groups are equally satisfied with quality of service provided when reviewed against equality monitoring data
- Relevant equality impact assessments to be carried out for all relevant functions and policies and actions required to be built into business plans
- Assessments, including consultation and monitoring to become an integral part of policy planning, development and decision making
- Policies and service delivery to adopt best practice
- Results of equality impact assessments, consultation and monitoring to be published in appropriate formats and places
- Steps are taken to improve policies and functions

Community satisfaction

- Local residents, clients, customers, partners, suppliers to be satisfied with Kalyx as a whole and with individual services and have trust and confidence in Kalyx
- People see Kalyx as an attractive place to work with a strong sense of community, based on enthusiasm for diversity and respect for difference
- The community to be able to access information and services regardless of their culture, race, language, gender, disability, age, sexual orientation, religion or belief or none or any other status
- The community to feel valued and confident when they challenge Kalyx on equality matters
- Kalyx to cater for a wide variety of needs through well designed, inclusive and flexible services
- Kalyx to make decisions openly and be accountable to the communities it services

Employees

- Kalyx employees to be aware of and understand equality and associated needs in the communities they serve and how to meet them
- No significant differences in the treatment of staff when reviewed against equality monitoring data
- Kalyx to have a good reputation of being a fair employer
- Kalyx' workforce to be representative of local and national populations

Kalyx Equality and Inclusion Implementation Plan

We have produced an equality and inclusion implementation plan to show how we will carry out this strategy. Performance against this plan is monitored by the steering group. The implementation plan will be updated each year to reflect changing priorities, including legislative changes and an environmental scan to ensure we are driving forward our work in this area.



Publication

Feedback

This strategy has been developed in consultation with employees across Kalyx and key external stakeholders. It is a 'live' document and we therefore welcome feedback as we continue to develop our strategy.

Please send any feedback you have to your site Equality and Inclusion Lead.

Alternatively, feedback can be sent directly to:

Janine McDowell
Regional Operations Director – England and Wales
Executive Group Lead for Equality and Inclusion
Janine.McDowell@kalyxservices.com / 0207 725 7264

Alternative formats

If you would like a copy of this strategy in an alternative format, please contact your local Human Resources team or contact Head Office directly:

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