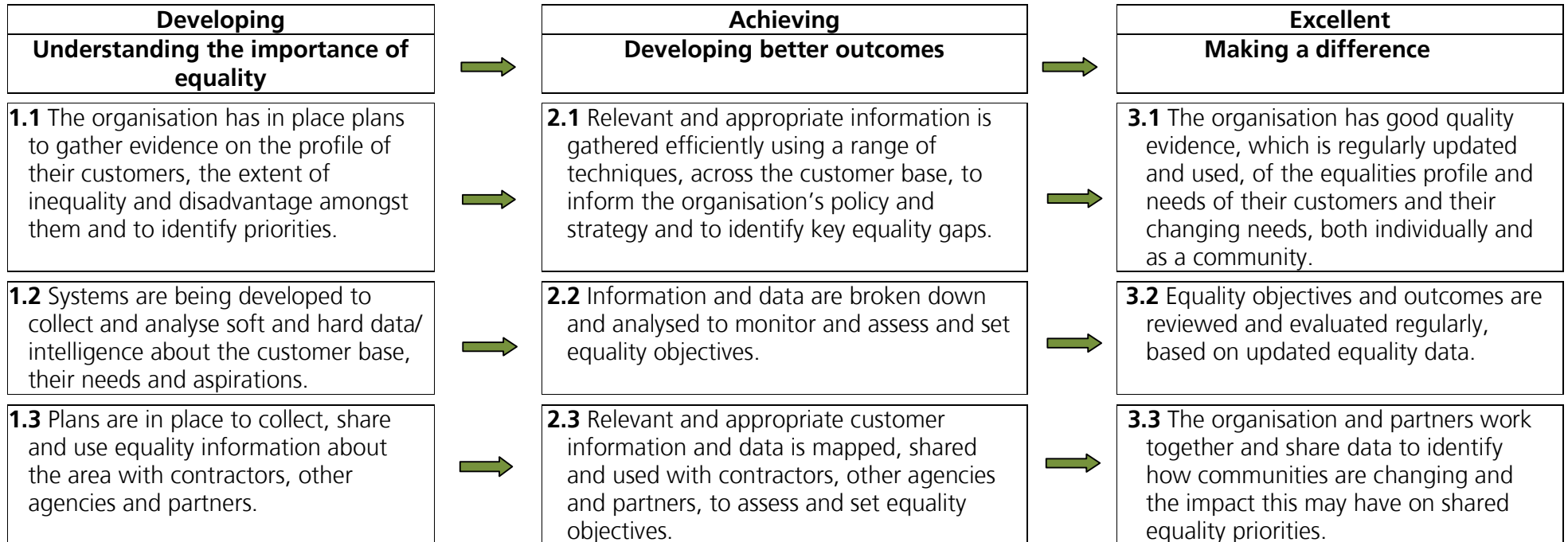


Equality Framework for Social Housing: A Framework for Fairness

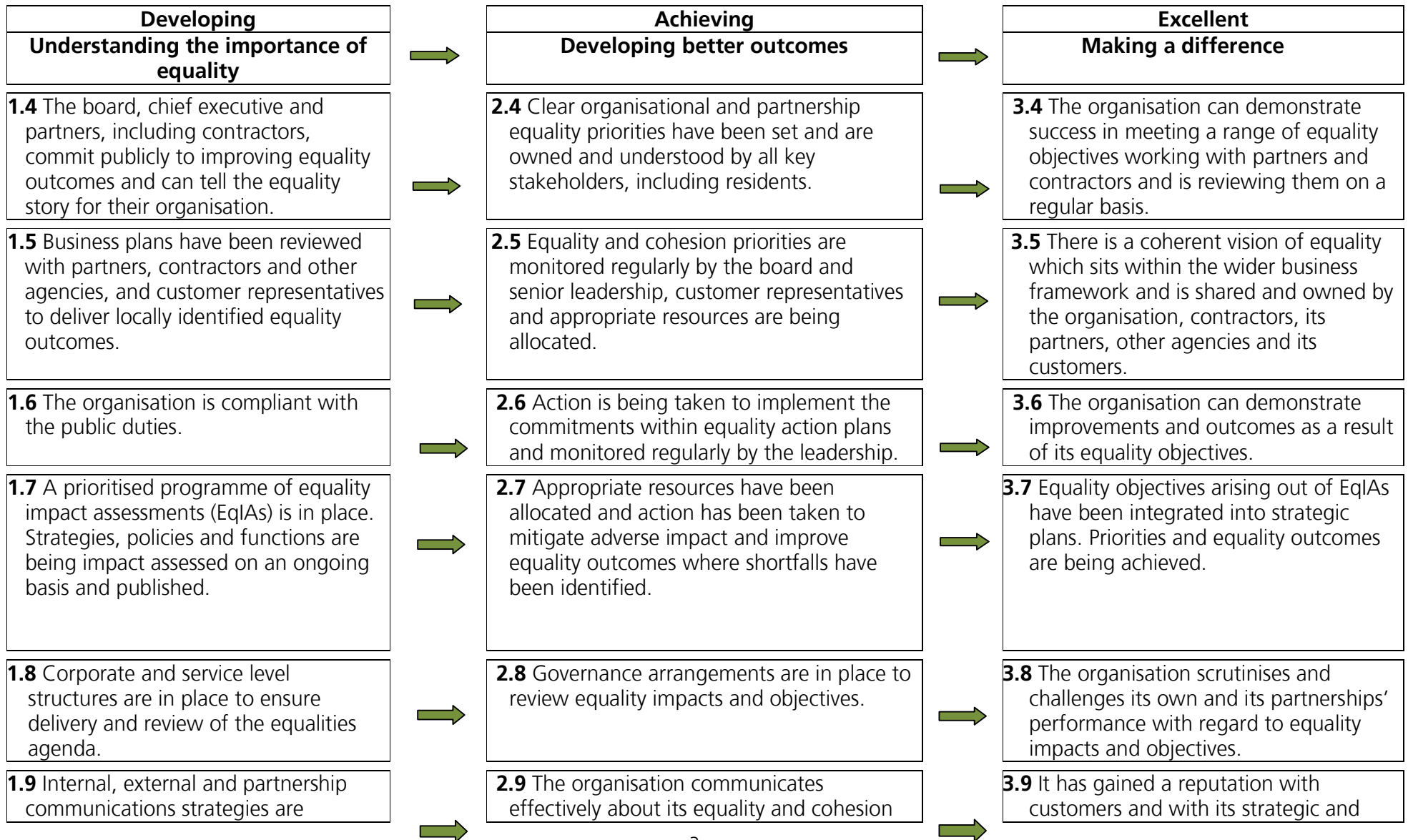
The journey to excellence

Draft following consultation workshop on 12th November
2009

Knowing your customers and equality mapping



Leadership, partnership and organisational commitment



designed to promote good relations across all service users and local communities.

1.10 Procurement and commissioning frameworks and processes take account of the differing needs of customers.

1.11 In line with public duty requirements, plans are in place to improve the resident participation of under-represented groups at board and all levels of the organisation, in particular with regard to disabled people.

1.12 Structures are in place within the organisation and across partnerships to promote positive relations, enable different groups of people to get on well together and deal with harassment, hate crimes and other types of hidden crimes effectively.

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priorities, how it is responding to its customers' needs and promoting good relations.

2.10 The organisation ensures that contractors, tenant management organisations and resident bodies regularly review their services and access to them to ensure they continue to be appropriate and accessible.

2.11 Work is being undertaken to promote equality of opportunity in terms of the participation of under-represented groups at Board level and within other governance and resident involvement forums.

2.12 The quality of community relations, and harassment, hate crimes and other types of hidden crimes are monitored and analysed regularly, in partnership with appropriate agencies. Appropriate action is taken to address the issues that have been identified.

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voluntary and community sector partners for championing and achieving equality outcomes and promoting good relations.

3.10 The organisation can demonstrate that commissioned/procured services are delivering its equality related objectives.

3.11 There is an improvement in the participation rates of under-represented groups in governance and resident involvement.

3.12 More residents believe that there has been an improvement in community cohesion and good relations across diverse communities, and that harassment, hate crimes and other types of hidden crimes are dealt with effectively.

3.13 The board and senior officers demonstrate personal leadership and accountability and understand the relevance of equality and cohesion to their customers and local communities.

3.14 The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice across the sector.

Customer engagement and satisfaction

Developing	Achieving	Excellent
Understanding the importance of equality	Developing better outcomes	Making a difference
<p>1.13 Inclusive community engagement and customer involvement structures are being developed which include communities of interest.</p> <p>1.14 The organisation involves and consults with all its customers, including disabled people, on an ongoing basis before priorities are agreed.</p> <p>1.15 The organisation is aware of, and involves and consults with, equality stakeholders/representatives of vulnerable and marginalised groups to ensure their views are taken account of.</p>	<p>2.13 Community engagement and customer involvement structures are working efficiently and effectively.</p> <p>2.14 Involvement and consultation influences and informs equality priorities and feedback is given to those consulted. The organisation is able to monitor satisfaction rates for all sections of its customer base.</p> <p>2.15 Consultation influences and informs equality priorities and feedback is given to those consulted.</p> <p>2.16 The organisation and its partners work together to balance diverse, but sometimes conflicting interests, in the locality.</p>	<p>3.15 The organisation has a sophisticated and segmented understanding of its customers and local communities which influences and informs policy developments.</p> <p>3.16 Customers and all sections of the community are satisfied that the organisation and its partners have taken their views into account, and that there have been improvements in service outcomes.</p> <p>3.17 The organisation can demonstrate that effective mechanisms are in place to enable all equality stakeholders/representatives of vulnerable and marginalised groups to challenge, scrutinise and evaluate priorities.</p> <p>3.18 The organisation and its partners review priorities regularly in the light of changing and conflicting community needs and interests.</p>
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Responsive services, access and customer care

Developing	Achieving	Excellent
Understanding the importance of equality	Developing better outcomes	Making a difference
1.16 Customers are consulted and/or engaged appropriately on service planning and delivery.	2.17 Equality outcomes/objectives/goals have been produced to meet the needs of identified equality target groups, and those who are most vulnerable, including those who suffer socio-economic disadvantage and women who experience violence.	3.19 The organisation has achieved positive progress across all areas against the equality outcomes/objectives it set.
1.17 EqlAs involve appropriate resident and/or stakeholder groups and are made public.	2.18 Appropriate resources have been allocated and action has been taken to mitigate adverse impact and improve equality outcomes where shortfalls have been identified.	3.20 EqlAs are built into all aspects of decision making and policy and service reviews and plans.
1.18 All commissioning and procurement processes take account of equality issues. Contracts include a requirement to deliver an effective and appropriate service fairly and equitably.	2.19 Mechanisms are in place to ensure that service equality objectives are delivered by contractors and providers through contract management, and that they are monitored properly.	3.21 The organisation is able to show improving satisfaction with and perceptions of procured services across all groups of customers eg repairs service.
1.19 Structures are in place to ensure equality outcomes are integrated into service objectives and targets.	2.20 Equality and cohesion objectives are monitored regularly by the board and leadership.	3.22 The organisation can demonstrate that improvements and equality outcomes are being delivered against equality objectives.
1.20 Appropriate measures are put in place to ensure the service needs of vulnerable and marginalised groups are identified, and that customers are treated with dignity and respect.	2.21 The identified needs of vulnerable and marginalised groups are addressed and services are designed to ensure that customers are treated with dignity and respect.	3.23 There is an improvement in outcomes for all customers, including those who are vulnerable and marginalised, and more customers believe they are treated with dignity and respect.

1.21 Appropriate mechanisms are in place to ensure that human rights considerations are identified when planning services.



2.22 Human rights issues are considered and addressed when delivering services to customers.



3.24 More customers believe that they have been treated fairly and that their human rights have been respected.

1.22 The organisation is developing systems to collect, analyse and measure data on how customers are able to access services.



2.23 Access to and appropriateness of services is monitored regularly.



3.25 There is increased satisfaction with services amongst all customers, including vulnerable and marginalised groups.

A progressive and diverse workforce

Developing	Achieving	Excellent
Understanding the importance of equality	Developing better outcomes	Making a difference
1.23 The organisation's workforce planning strategy identifies key equality issues.	2.24 The equality aspects of the workforce planning strategy are implemented and monitored.	3.26 A range of innovative processes are in place which deliver equality outcomes for the whole workforce.
1.24 It understands its local labour market, the barriers equality groups face and the impact this has on achieving a diverse workforce.	2.25 Employment objectives have been set based on internal monitoring, staff consultation and the assessment of the local labour market and barriers.	3.27 It can demonstrate movement towards greater equality in its workforce profile, including addressing specific under representation in senior management and at board level.
1.25 It ensures that all employment procedures comply with equality legislation and employment codes of practice.	2.26 The organisation regularly monitors, analyses and publishes employment data.	3.28 Adverse trends identified from the monitoring and analysis of employment data is acted upon.
1.26 The organisation has a prioritised programme for carrying out EqlAs on major and new employment policies. These are made public.	2.27 All employment procedures have been impact assessed and action has been taken to mitigate adverse impact and promote equality outcomes.	3.29 The implementation of equality objectives is resulting in the potential of all staff being maximised.
1.27 The organisation has made a commitment to equal pay and started work on its equal pay review.	2.28 The organisation has made significant progress on its equal pay review and is working towards reaching agreement with unions.	3.30 Action has been taken to ensure equal pay is fully implemented.
1.28 It carries out a training needs assessment of the development required to deliver equality outcomes.	2.29 It delivers a range of learning and development opportunities to support the board, leadership, staff and resident groups to deliver equality outcomes.	3.31 The board and leadership understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of customers.

1.29 Structures are in place to identify, prevent and deal effectively with harassment and bullying in the workplace.



2.30 Harassment and bullying incidents are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified.



3.32 Harassment and bullying at work are dealt with effectively and more staff say that they are treated with dignity and respect.

1.30 Equality issues are integrated into appraisal systems.



2.31 Equality implications inform the setting of objectives in management and individual appraisals.



3.33 Managers and staff are delivering improvements based on objectives.

1.31 A range of inclusive structures are in place to engage and involve staff before priorities are set.



2.32 Staff are engaged positively in service transformation and in developing new roles and ways of working.



3.34 The authority has high satisfaction levels across all staff groups.