

Leadership, partnership and organisational commitment

Developing Understanding the importance of equality	Achieving Delivering better outcomes	Excellent Making a difference
	Leadership, vision and commitment	
1.4 The board, chief executive and partners, including contractors, commit publicly to improving inequalities and the organisation's equality objectives and are aware of the organisation's equality commitments	2.4 Clear organisational and partnership equality objectives and outcomes have been set and have been publicised to all stakeholders including residents and other service users	3.4 The organisation can demonstrate and publicise success in meeting a range of equality objectives and outcomes, working with partners and contractors, and is reviewing them on a regular basis.
	Mainstreaming equality	
1.5 Business plans have been reviewed with partners, customer representatives, contractors and other agencies, to ensure they reflect the organisation's equality commitments for service delivery and employment	2.5 Equality objectives and outcomes are incorporated into service improvement and team plans and appropriate resources are being allocated. Performance is monitored regularly by the board and senior leadership with service user involvement.	3.5 There is a coherent vision of equality which sits within the wider business framework and is shared and owned by the organisation, contractors, its partners, other agencies and its customers.
	Equality Analysis	
1.6. Staff and service users as appropriate are equipped to understand and participate in equality analyses/ impact assessment of relevant strategies, policies and functions.	2.6 Equality analyses/ impact assessment and evaluations of key services and functions are conducted on an ongoing basis and the results are published. Action is taken following equality analysis to mitigate adverse impact where this has been identified and to promote examples of good practice.	3.6. Tailored service improvement and team plans take on board equality analysis/ impact assessments specific to teams or services. Actions from this analysis to mitigate identified risks are achieving the desired outcomes for communities. Demonstrable outcomes as a result of equality analyses/impact assessment are available and promoted.
	Equality Objectives and Legal duties	
1.7 The organisation is compliant with equality related legal requirements and equality objectives have been set	2.7 Action is being taken to implement the commitments within equality action plans and they are monitored regularly by the board, scrutiny panel and senior leadership with service user involvement	3.7 There are significant measurable improvements in outcomes for customers and employees.
	Monitoring and scrutiny	
1.8 Corporate, departmental and team service level structures are in place to ensure delivery and review of the equalities commitments of the organisation	2.8 There is regular and frequent scrutiny and monitoring at Board, senior management and team meetings, of progress on meeting the organisation's equality commitments	3.8 The organisation provides details of its performance on equality and the opportunity to challenge, to staff, service users and external stakeholders.

	Communicating and Promoting Commitments	
1.9 The organisation's communication strategy includes advancing equality of access and fostering good relations across all service users and local communities.	2.9 The organisation provides information to service users and potential service users about its equality priorities, how it is responding to its customers' needs and fostering good relations.	3.9 Feedback from its strategic and voluntary and community sector partners and from residents and service users demonstrates that it is seen as championing and achieving equality outcomes that drive business priorities whilst fostering good relations.
	Contract Management, Procurement and commissioning	
1.10 The organisation has a procurement strategy that reflects the equality commitments of the organisation.	2.10 Contract Management, procurement and commissioning frameworks and processes take account of the differing needs of customers and encourage supplier diversity.	3.10 The organisation can demonstrate that contract management/commissioned / procured services are contributing towards delivering joint equality related objectives.
	Promotion of equality and participation	
1.11 Plans are in place to improve the participation of under-represented groups on the board and at all levels of the organisation	2.11 Initiatives are in place 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. This work is regularly monitored.	3.11 There is an improvement in the participation rates of under-represented groups in governance and resident involvement
	Leading by example	
1.12 The board and senior managers have been equipped to carry out their roles to lead and evaluate the organisation's commitments to promote equality.	2.12 The board and senior managers take an active part in the organisation's work on equality – as members of working groups, portfolio holders etc	3.12 The board and senior managers demonstrate personal leadership and accountability and understand and promote the importance of equality to their customers and local communities.
	Good practice and Benchmarking	
1.13 The organisation seeks good practice from the social housing sector through membership of networks and local forums	2.13 The organisation shares its experience with other local social housing providers	3.13 The organisation benchmarks its achievements against other social housing providers and shares its experience in developing good practice across housing and other sectors.

Questions to ask in self assessment for Leadership, partnership and organisational commitment – Developing organisation	Questions to ask in self assessment for Leadership, partnership and organisational commitment – Achieving organisation	Questions to ask in self assessment for Leadership, partnership and organizational commitment – Excellent organisation
<ul style="list-style-type: none"> • Have we adopted a statement or policy setting out our equality related aims and objectives? • How do you ensure that you keep up to date in changes in legislation and case law? • Are these equality related aims and objectives reflected in our business plan? • Have we reviewed our relevant policies and procedures to ensure they comply with the current legal requirements? • Have we adopted a system for conducting our equality analyses/impact assessments? • Have we drawn up an initial programme for carrying out equality analyses/impact assessments? • Have we set up an equality and diversity working or improvement group? • Have we reviewed our communications strategy to ensure that it promotes our commitments on equality and diversity? • Have we incorporated our commitments to promote equality and diversity into our procurement strategy? • Have we incorporated our commitments to promote Corporate Social Responsibility into our procurement strategy? • Is the composition of our Board and senior management team broadly representative of the communities we serve? • Have Board members and senior managers received advice and guidance on their roles in promoting equality and diversity and on human rights? 	<ul style="list-style-type: none"> • Have we publicised our statement or policy setting out our equality related aims, objectives, outcomes and priorities to our residents and other service users? • Have these aims, objectives, outcomes and priorities been incorporated into our service improvement plans? • Are we regularly monitoring and reporting our progress in meeting these aims, objectives, outcomes and priorities to our Board or relevant committees? • Do we involve service users in this monitoring? • Are the results of this monitoring publicised to our residents and other stakeholders? • Have we completed our initial programme of equality analyses/impact assessment? • Have we taken action in the light of these equality analyses to mitigate any negative impact? • Have we taken action to promote the examples of good practice from equality analysis/impact assessments? • Are we including equality related considerations when inviting contractors to tender and when appointing contractors? • Are we including CSR considerations when inviting contractors to tender and when appointing contractors? • Have we briefed local small and medium enterprises (SMEs) on how they can best bid for our contracts? • Have we increased representation of people from previously under-represented groups on our Board and senior management team? 	<ul style="list-style-type: none"> • Have we publicised our successes in meeting our equality related aims, objectives and outcomes? • Did we incorporate our updated equality related aims, objectives and outcomes when we reviewed our business plan? • Have we implemented the recommendations arising from our initial programme of equality analyses? • Have we mainstreamed equality analyses into policy development and review work? • Does our monitoring show that our contractors are consistently working with us to help achieve our equality related aims, objectives and outcomes? • Does our monitoring show that our contractors are consistently working with us to help achieve our CSR related aims, objectives and outcomes? • Are local SMEs bidding for our contracts? • Does the composition of our Board and our senior management team now broadly reflect the composition of the communities we serve? • Are we seen by other social housing providers and local organisations as a champion of equality and diversity and a source of best practice?

<ul style="list-style-type: none">• Are we part of any social housing networks which share good practice on promoting equality and diversity	<ul style="list-style-type: none">• Do board members and senior managers champion our work to promote equality and diversity within the organisation?• Are we regularly identifying and taking up examples of good practice through our involvement on social housing networks and forums?	
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