



## **Social Housing Equality Framework (SHEF)**

## THE SOCIAL HOUSING EQUALITY FRAMEWORK

### Knowing your customers

<b>Developing</b> Understanding the importance of equality	<b>Achieving</b> Delivering better outcomes	<b>Excellent</b> Making a difference
<b>Collecting information</b>		
1.1 The organisation has in place plans to gather information on the profile of their service users covering all the protected characteristics as well as other relevant factors such as literacy, rural isolation, digital inclusion etc.	2.1 Relevant and proportionate information about service users/communities is gathered efficiently using a range of techniques This informs the organisation's policy and strategy and helps to identify key gaps in service delivery	3.1 The organisation has good quality information on the equality profile and needs of their customers, both individually and as a community. The evidence is regularly used and updated to take account of any changes.
<b>Analysing and using information</b>		
1.2 Systems are being developed to collect and analyse data / intelligence about service users, their needs and aspirations and to store data with appropriate safeguards and policies to ensure confidentiality	2.2 Information and data are broken down and analysed to monitor and assess and to set equality objectives and targets. The information is used in assessing the impact of new and existing policies	3.2 Equality objectives, targets and outcomes are reviewed and evaluated regularly promoting the use of equality data to deliver better services for all community groups?
<b>Sharing information between partners</b>		
1.3 Plans and protocols are in place to collect, share and use equality information about the area with contractors, other agencies and partners.	2.3 Relevant and appropriate customer information and data is collected, shared and used with contractors to deliver responsive and planned repairs, other agencies and partners, to set and review equality objectives.	3.3 The organisation and partners work together and share data to identify how individual needs and communities are changing and the impact this may have on shared equality priorities

<b>Questions to ask in self assessment for Knowing your customers – 'Developing' organisation</b>	<b>Questions to ask in self assessment for Knowing your customers – 'Achieving' organisation</b>	<b>Questions to ask in self assessment for Knowing your customers – 'Excellent' organisation</b>
<ul style="list-style-type: none"> <li>Have we drawn up an action plan and guidance in place to collect customer profiling data?</li> </ul>	<ul style="list-style-type: none"> <li>Have we collected at least 60% of our customer profiling data across all of the relevant protected characteristics?</li> </ul>	<ul style="list-style-type: none"> <li>Have we collected and logged at least 90% of our customer profiling data across all of the relevant protected characteristics to help</li> </ul>

<ul style="list-style-type: none"> <li>• Does this cover leaseholders and other service users as well as residents?</li> <li>• Have we set up systems to store customer profiling data safely and securely?</li> <li>• Are we clear how we will use the customer profiling data once it has been collected?</li> <li>• Is there a programme in place to brief staff and customers on why we need to collect this information, how it will be stored and how it will be used?</li> <li>• Are protocols in place with partners and contractors to share and use equality related data?</li> <li>• Is the organisation ensuring Data Protection Act, Freedom of Information and relevant equality duty/transparency agenda are being met?</li> </ul>	<ul style="list-style-type: none"> <li>• Does this figure cover leaseholders and other service users as well as residents?</li> <li>• Have we plans in place to collect the remaining 40% of customer profiling data?</li> <li>• Have we begun to use the customer profiling data collected to tailor our services better to the needs of our service users?</li> <li>• Have we begun to use the customer profiling data when conducting an equality analysis?</li> <li>• Are we regularly sharing customer profiling data with our partners and contractors?</li> <li>• Are we making effective use of customer contacts to update customer profile information</li> </ul>	<p>better inform services?</p> <ul style="list-style-type: none"> <li>• Are you using relevant statistics including census data, deprivation, poverty, health etc are understood and used to target service provision?</li> <li>• Do we have in place systems to keep this data up to date?</li> <li>• Are we using our customer profiling and other relevant data to identify trends and demographic trends to aid medium and longer term investment planning?</li> <li>• Do we review our equality aims, objectives and outcomes at least every four years to take account of significant changes in the communities we serve?</li> <li>• Do these reviews also include our main partners and contractors?</li> <li>• Are access and communication needs cross referenced to better understand customers; For example vulnerability issues and non access for gas servicing and cyclical planned maintenance?</li> </ul>
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## Leadership, partnership and organisational commitment

<b>Developing</b> Understanding the importance of equality	<b>Achieving</b> Delivering better outcomes	<b>Excellent</b> Making a difference
	<b>Leadership, vision and commitment</b>	
1.4 The board, chief executive and partners, including contractors, commit publicly to improving inequalities and the organisations 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.
	<b>Mainstreaming equality</b>	
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.
	<b>Equality Analysis</b>	
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.
	<b>Equality Objectives and Legal duties</b>	
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.
	<b>Monitoring and scrutiny</b>	
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.

	<b>Communicating and Promoting Commitments</b>	
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.
	<b>Contract Management, Procurement and commissioning</b>	
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.
	<b>Promotion of equality and participation</b>	
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
	<b>Leading by example</b>	
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.
	<b>Good practice and Benchmarking</b>	
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.

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

- Are we part of any social housing networks which share good practice on promoting equality and diversity

- 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?

## Involving your customers

<b>Developing</b> Understanding the importance of equality	<b>Achieving</b> Delivering better outcomes	<b>Excellent</b> Making a difference
<b>Community Engagement Structures</b>		
1.14 Inclusive community engagement and customer involvement structures are developed with appropriate support being provided to build their capacity to be involved. This includes involving and consulting stakeholders / representatives of vulnerable groups to ensure their views are taken into account	2.14 Community engagement and customer involvement structures including the scrutiny panel are working efficiently and effectively and are monitored regularly.	3.14 The organisation involves and consults all its service users on an ongoing basis before priorities are agreed and can show how this consultation has influenced priorities. The organisation can demonstrate that effective mechanisms are in place to enable all equality stakeholders / representatives of vulnerable groups to challenge, scrutinise and evaluate priorities.
<b>Effective Engagement</b>		
1.15 Applicants and residents are consulted. and / or engaged appropriately on service planning and delivery	2.15. A good cross section of applicants and residents from, contribute to the development of our service delivery equality goals through our engagement structures.	3.15 A good cross section of applicants and residents from are involved in monitoring progress on our service delivery equality goals through our engagement structures.
<b>Fostering Good Relations</b>		
1.16 The organisation has a strategy for developing partnership work to address potential conflicts of community needs and interests, foster good relations and help promote cohesion	2.16 The organisation and its partners work together to foster good relations and balance diverse, but sometimes conflicting, interests between communities,	3.16 The organisation and its partners review priorities regularly in the light of changing and conflicting community needs and interests.
<b>Community Development</b>		
1.17 The organisation understands the priorities for the business, customers and community groups	2.17 The organisation is implementing projects based on the priorities for customers and community groups.	3.17 The organisation can show that these projects are delivering on equality objectives and contributing towards business priorities

<b>Questions to ask in self-assessment for Customer engagement – ‘Developing’ organisation</b>	<b>Questions to ask in self-assessment for Customer engagement – ‘Achieving’ organisation</b>	<b>Questions to ask in self-assessment for Customer engagement – ‘Excellent’ organisation</b>
<ul style="list-style-type: none"> <li>• Have we adopted a resident involvement strategy?</li> <li>• Does this highlight the need to ensure that we involve and consult vulnerable and other people who may be under-represented as part of community engagement?</li> <li>• Have members of our scrutiny panel and other relevant forums received advice and guidance on their roles in promoting equality and diversity and on human rights?</li> <li>• Are we members of local partnerships and forums designed to promote cohesion and reduce community conflict?</li> <li>• How have you identified the priorities of the business, customers and community groups?</li> </ul>	<ul style="list-style-type: none"> <li>• What progress have we made in involving a cross section of all our residents as part of our community engagement work?</li> <li>• What steps are we taking to address areas of our work where there are significant differences in these satisfaction levels?</li> <li>• Is the scrutiny panel and other relevant forums regularly taking into account and assessing our work to promote equality and diversity and human rights?</li> <li>• Does the customer annual report cover progress on promoting equality and diversity?</li> <li>• How have we worked with our partners to help promote cohesion and reduce community conflict?</li> <li>• Can we show that equality analysis across all service areas is used to help focus engagement priorities?</li> <li>• Have a range of involvement activities been put in place to meet the specific needs of customer groups?</li> <li>• Can you give examples of projects driven by the priorities of the business, customers and community groups?</li> </ul>	<ul style="list-style-type: none"> <li>• Is a broad cross section of our service users consulted and involved regularly and systematically in setting and reviewing our equality related aims, objectives and outcomes?</li> <li>• Are our scrutiny panel and other relevant forums regularly making recommendations to improve our work to promote equality and diversity and human rights?</li> <li>• Are we working with our partners and using our expertise to prevent community conflict arising and to develop more cohesive communities?</li> <li>• Can we demonstrate outcomes from strategic engagement with community groups based on equality analysis?</li> <li>• Can you provide evidence of outcomes from the projects driven by the priorities of the business, customers and community groups?</li> </ul>

## Responsive services, access and customer care

<b>Developing</b> Understanding the importance of equality	<b>Achieving</b> Delivering better outcomes	<b>Excellent</b> Making a difference
<b>Tackling harassment and domestic abuse</b>		
1.18 Structures are in place within the organisation and across partnerships to deal with harassment, hate crimes and domestic abuse effectively.	2.18 Performance on dealing with harassment, hate crimes and domestic abuse are monitored and analysed regularly, in partnership with appropriate organisations. Appropriate action is taken to address the issues that have been identified.	3.18 The organisation can evidence that harassment, hate crimes and domestic abuse are being dealt with effectively.
<b>Providing Accessible Services</b>		
1.19 Systems are in place to provide information to applicants and residents in formats and languages they can understand and our reception areas have been audited to see if they are easily accessible for disabled people and people with children etc.	2.19 Applicants and residents communication needs are checked and met and our reception areas are easily accessible for disabled people and people with children etc.	3.19 Monitoring shows that most applicants and residents find the organisation's services are convenient and easy to access.
<b>Take up of services</b>		
1.20 The organisation is developing systems to collect, analyse and measure data on how service users are able to access services.	2.20 Access to and take up and appropriateness of services are monitored regularly, including by protected characteristic	3.20 Adverse trends identified from monitoring and analyses of data are acted upon.
<b>Assessing Satisfaction</b>		
1.21 The organisation has plans to collect satisfaction data covering all the protected characteristics	2.21 The organisation is able to monitor satisfaction rates for all sections of its customer base, including by protected characteristics	3.21 Service users and all sections of the community are satisfied that the organisation have taken their views into account, that they have been able to influence strategic priorities, and that there have been improvements in service outcomes
<b>Human Rights</b>		
1.22 Appropriate mechanisms are in place to ensure that human rights considerations are identified when planning and delivering services and that service users are treated with dignity and respect	2.22 Human rights issues are considered and addressed when delivering services to service users. Service users are treated with dignity and respect and this is monitored	3.22 Service users believe that they have been treated fairly and that their human rights have been respected.

<b>Questions to ask in self assessment for Responsive services, access and customer care – Developing organisation</b>	<b>Questions to ask in self assessment for Responsive services, access and customer care – Achieving organisation</b>	<b>Questions to ask in self assessment for Responsive services, access and customer care – Excellent organisation</b>
<ul style="list-style-type: none"> <li>• Do we have policies and procedures in place to identify and deal with for safeguarding children and vulnerable adults and all kinds of harassment and hate crime and domestic abuse?</li> <li>• Have we set targets and other performance indicators for responding to harassment, hate crime and domestic abuse?</li> <li>• Are there arrangements in place to support people experiencing harassment, hate crime or domestic abuse?</li> <li>• Are arrangements in place for working with partners to deal with perpetrators and support victims of harassment, hate crime or domestic abuse?</li> <li>• Are arrangements in place to publicise how people can report harassment, hate crime or domestic abuse?</li> <li>• Are arrangements in place to ensure staff are trained to implement our harassment hate crime, safeguarding and domestic abuse policies and procedures?</li> <li>• How have service users been involved in setting equality objectives for service delivery?</li> <li>• How did we ensure that a wide range of service users were involved in this?</li> <li>• Have all services been assessed to identify particular access needs?</li> <li>• Do we have systems in place to provide information in other formats or languages if requested? Do these systems cover</li> </ul>	<ul style="list-style-type: none"> <li>• Are we regularly monitoring our performance on tackling harassment, hate crimes and domestic abuse against our targets and other performance indicators?</li> <li>• Do we support the local authority to meet its duties in relation to safeguarding children and vulnerable adults?</li> <li>• Are we collecting feedback from our residents who have asked for our assistance to tackle harassment, hate crimes and domestic abuse on how well we did?</li> <li>• Are we using this monitoring and feedback to review our work to tackle and prevent harassment, hate crimes and domestic abuse?</li> <li>• Are the systems we set up to provide information in other formats and languages operating smoothly?</li> <li>• Are we identifying applicants and residents with low literacy skills and communicating effectively with them?</li> <li>• How have our service users been involved in setting equality objectives for service delivery?</li> <li>• How did we ensure that a wide range of service users were involved in this?</li> <li>• Have all our services been assessed to identify particular access needs?</li> <li>• What does our monitoring show about the relative satisfaction levels of people with different protected characteristics with our services?</li> </ul>	<ul style="list-style-type: none"> <li>• Can we evidence that reported incidents of harassment, hate crimes and domestic abuse are dealt with effectively in partnership with relevant organisations?</li> <li>• Are we monitoring systematically and regularly to check that the equality related commitments and standards of the services we provide are being met?</li> <li>• Does our monitoring show that all our residents, are similarly highly satisfied with the services we provide?</li> <li>• Does our monitoring show that we treat our service users with dignity and respect?</li> <li>• Are we communicating in the format or language preferred by our residents every time we communicate with them?</li> <li>• Is information always provided in the preferred communication method where it has been requested?</li> <li>• Can we provide service specific examples where access and outcomes have been improved for specific groups?</li> </ul>

<p>people with low literacy skills?</p> <ul style="list-style-type: none"> <li>• Are all our offices fully accessible for disabled people?</li> <li>• Do we have an effective, well publicised and well-resourced approach to providing Aids and Adaptations?</li> <li>• Have we set up systems to collect satisfaction data about our main services covering all the protected characteristics?</li> <li>• How do we ensure that staff treat service users with respect and are mindful of human rights consideration?</li> <li>• What systems do we have in place to collect information on the take up of all services by protected characteristics?</li> </ul>	<ul style="list-style-type: none"> <li>• What steps are we taking to address areas of our work where there are significant differences in these satisfaction levels?</li> <li>• Are we collecting feedback to show whether service users are treated with dignity and respect and that we are mindful of human rights considerations?</li> <li>• Are we systematically collecting information on the take up of all services by protected characteristics?</li> <li>• Do we have clear service standards for the Aids and Adaptations service and does our monitoring demonstrate that these standards are being met?</li> <li>• Can equality considerations be evidenced in delivering responsive services in, for example; income management, responsive and planned repairs, neighbourhood services, supported housing and lettings?</li> </ul>	
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## A skilled and committed workforce

<b>Developing</b> Understanding the importance of equality	<b>Achieving</b> Delivering better outcomes	<b>Excellent</b> Making a difference
<b>Workforce planning</b>		
1.23 The organisation's workforce planning strategy identifies key equality issues.	2.23 The equality aspects of the workforce planning strategy are implemented and monitored.	3.23 A range of innovative processes are in place which address equality issues for the whole workforce.
<b>A more representative workforce</b>		
1.24 The organisation understands its local labour market and the barriers faced in terms of the protected characteristics and the impact this has on achieving a diverse workforce.	2.24 Employment objectives have been set based on internal monitoring, staff consultation and the assessment of the local labour market and barriers. Fair recruitment policies and procedures are being followed, making use of positive action where appropriate.	3.24 The organisation can demonstrate significant progress towards greater equality in its workforce profile.
<b>Workforce monitoring</b>		
1.25 The organisation has in place systems for collecting equality data covering applications, staff in post and other key aspects of its HR work.	2.25 The organisation regularly monitors, analyses and publishes employment data, to fulfill its statutory duties.	3.25 The organisation acts promptly to redress adverse trends identified from the monitoring and analysis of employment data
<b>Equality Analysis of HR policies and procedures</b>		
1.26 The organisation ensures that all employment procedures comply with equality legislation and has a framework for conducting an equality analysis on major and new employment policies.	2.26 An equality analysis is conducted for all new and existing employment policies and procedures. Regular reviews are undertaken to update policies and procedures in line with updates in equality legislation and relevant codes of practice.	3.26 The organisation can demonstrate that staff have equal opportunity to develop potential.
<b>Staff engagement</b>		
1.27 A range of relevant, inclusive structures are in place to engage and involve staff before priorities are set.	2.27 Staff are engaged positively in service transformation and in developing new roles and ways of working.	3.27 The organisation has high satisfaction levels across all staff groups.
<b>Promoting a positive working environment</b>		
1.28 Structures are in place to identify the needs of employees and to provide a good work life balance .Inclusive	2.28 Regular improvements are made to the working environment and staff are regularly taking up the work life balance opportunities	3.28 Staff say that the organisation is a fair place to work, that it provides an inclusive working environment and a good work life

	provided.	balance.
<b>Equal Pay review and occupational segregation</b>		
1.29 The organisation has made a commitment to equal pay and has plans to address occupational segregation where this occurs.	2.29 The organisation has made significant progress on redressing barriers to equal pay including occupational segregation	3.29 The organisation can demonstrate that it has made progress towards equal pay, and has tackled occupational segregation
<b>Harassment and bullying</b>		
1.30 Structures are in place to identify, prevent and deal effectively with all types of 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. Training is provided for managers on handling grievances/disciplines/tackling bullying and harassment in the workplace	3.30 Harassment and bullying at work are dealt with effectively and staff say that they are treated with dignity and respect.
<b>Appraisals and performance review</b>		
1.31 Equality issues are integrated into performance review and appraisal systems.	2.31 All employees receive appraisals and are equality and diversity objectives are agreed as part of this process.	3.31 There is strong evidence of outcomes from individuals' appraisals and performance reviews
<b>Learning and development</b>		
1.32 The organisation has completed individual training needs assessment of the learning and development required by employees to deliver equality outcomes.	2.32 The organisation provides all employees with learning and development opportunities	3.32 The organisation can demonstrate it has knowledgeable and well-trained staff who are better equipped to meet the diverse needs of the local community.

<b>Questions to ask in self assessment for A skilled and committed workforce – 'Developing' organisation</b>	<b>Questions to ask in self assessment for A skilled and committed workforce – 'Achieving' organisation</b>	<b>Questions to ask in self assessment for A skilled and committed workforce – 'Excellent' organisation</b>
<ul style="list-style-type: none"> <li>Does our workforce planning strategy include equality and diversity considerations?</li> <li>What do we know about the local labour market and participation in that market by people with different protected characteristics?</li> <li>How do we ensure that we keep up to date with employment legislation and good</li> </ul>	<ul style="list-style-type: none"> <li>Have we implemented the equality and diversity objectives in our workforce planning strategy?</li> <li>Have they been effective?</li> <li>Have we set workforce targets based on what we know about the local labour market?</li> <li>Have we reviewed our human resources related policies and procedures to ensure</li> </ul>	<ul style="list-style-type: none"> <li>Are we making progress in achieving our workforce targets?</li> <li>Have we taken appropriate action in the light of the monitoring we undertake of our recruitment and selection processes?</li> <li>Are we monitoring to check that all our staff have similar opportunities to develop their potential if they wish?</li> <li>Can you demonstrate progress towards</li> </ul>

<p>equalities related practice?</p> <ul style="list-style-type: none"> <li>• Do our recruitment and selection policy and procedures highlight equality related considerations?</li> <li>• Do we have plans to ensure that only staff trained in fair recruitment methods can sit on our recruitment panels?</li> <li>• Have we included employment and HR policies in our programme of equality analyses?</li> <li>• Have we committed ourselves to ensure we provide equal pay and tackling occupational segregation where this occurs?</li> <li>• Have we assessed the training needs of staff to equip them to carry out our equality commitments?</li> <li>• The organisation has started to undertake work on health and wellbeing on staff?</li> <li>• How do we identify and tackle bullying and harassment in the workplace?</li> <li>• How do we incorporate our equality aims into the appraisal process?</li> <li>• How do we consult and engage with staff to set priorities and shape the service?</li> <li>• How do we ensure that all staff have the opportunity to be involved in this consultation and engagement?</li> <li>•</li> </ul>	<p>they comply with the requirements of Equality Act 2010 and good practice?</p> <ul style="list-style-type: none"> <li>• Are we monitoring key stages in the recruitment and selection process to see whether we are attracting, short-listing and appointing candidates in line with our workforce targets?</li> <li>• Do we check that only staff trained in fair recruitment sit on our recruitment panels?</li> <li>• Have we completed equality analyses of our employment and HR policies and taken action in the light of their findings?</li> <li>• Have we identified equal pay and occupational segregation issues and have in place plans to address them??</li> <li>• Have we met the training needs of staff to equip them to carry out our equality commitments?</li> <li>• Are we monitoring the effectiveness of the measures we have adopted to tackle and prevent bullying and harassment in the workplace?</li> <li>• What action have we taken in the light of this monitoring?</li> <li>• The organisation can demonstrate a number of health and wellbeing activities that have /had a positive impact on the workforce</li> <li>• Have we reviewed the last round of our appraisals to determine whether we are incorporating our equality related commitments effectively?</li> <li>• How have staff helped to set priorities and shape the service?</li> </ul>	<p>addressing equal pay issues and occupational segregation and begun to implement its recommendations?</p> <ul style="list-style-type: none"> <li>• Do all our staff think we are providing a safe and secure working environment?</li> <li>• Do all our staff think we are a good and fair employer?</li> <li>• Do staff feel they are treated with dignity and respect at work?</li> <li>• Can the organisation can demonstrate improvements in the health and wellbeing of staff?</li> <li>• How do you ensure that reasonable adjustments are provided to staff, and that any emerging needs are met?</li> </ul>
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