



EQUALITY & DIVERSITY FRAMEWORK

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EQUALITY AND DIVERSITY FRAMEWORK

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Foreword from Steve Close, Group Chief Executive

The key to Chevin's success is an awareness that every one of our tenants and staff is an individual. We appreciate that the success of Chevin depends on a diverse range of people, each with their own personality, outlook on life and their own interests and needs.

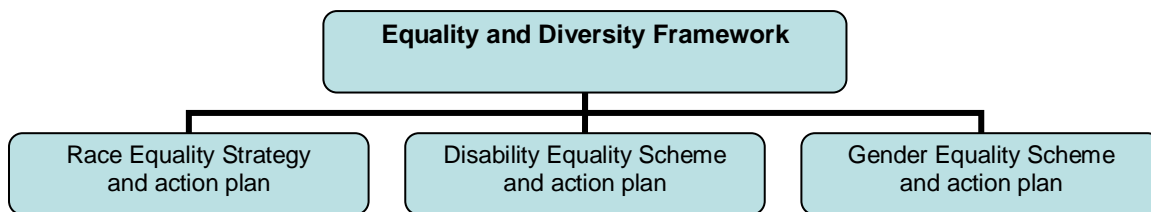
What is it that lies at the heart of Chevin's culture? I believe that this statement reflects Chevin's philosophy towards equality and diversity in every area of our work. I also think that this extract is an appropriate beginning to our Equality Framework because it identifies the importance of the individual, which Chevin believes is central to providing fair and equal services to customers and staff.

Our commitment to this area of work is reflected in our corporate aims, objectives and values of the organisation. Specifically Key Aim 4 states that we will operate in a fair, open and accountable manner.

The Group recognises the importance of having senior figures within the organisation as Champions for equality and diversity issues, whose visible commitment is central to driving the diversity agenda forward. In 2005, the Group established the Equality and Diversity Steering Group, which has coordinated and overseen significant progress in the area of equality and diversity. The Audit Commission recognises that Chevin has a strong focus on diversity and in their inspection report stated:

"There is a strong focus on diversity, with a corporate commitment and effective leadership supporting the promotion of diversity and equal opportunities."

However, we know that there is still a lot of work to be done, particularly in focusing on the wider diversity agenda. This Equalities Framework brings together all of our Equalities documents and outlines challenging commitments for the next three years. We have also produced Equality Schemes and action plans specific to the areas of race, disability and gender equality.



We are committed to continuously improving the services that we provide to our customers and the working environment of our staff. We want to make sure that our services are accessible to all of our customers and to make sure that we do not discriminate or act unfairly. We want people and organisations we work with to see us as promoting diversity and equality and be a leading example of good practice.

We have produced a single diversity scheme which covers age, disability, gender, sexual orientation, race and religion or belief. This approach helps us:

1. to make sure we focus on specific inequalities; and
2. to create links between equality (promoting fairness) and diversity (valuing people's differences) for us and organisations who work on our behalf.

Chevin Housing Group believes that in order to be effective, this Equality Framework needs to reflect the priorities and concerns of the communities that we serve. For this reason, we welcome all comments and suggestions.

Please forward any comments that you have to me:

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Chapter 1: - Introduction

Definitions

What does 'Equal Opportunities' mean?

Providing **Equal Opportunities** is a way of ensuring fair and 'equal' treatment for everyone. This does not mean treating all of our staff and customers 'the same', but recognising that different people may have individual needs which Chevin needs to take account of in order to provide an equal standard of service. Chevin Housing Group recognises the need to review and monitor our services in order to ensure that the ethos of equal opportunities is something which is embraced by all of our staff and exists at the very core of what we do as an organisation.

What does 'Diversity' mean?

Embracing **Diversity** means valuing the individuality of our staff and customers and recognising the importance of getting to know our local communities, which all have very distinct and diverse identities.

The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the lines of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

The concept of diversity in the workforce goes beyond simply recognizing Equal Employment Opportunity (EEO) requirements. It encompasses acceptance and respect. Diversity acknowledges people's differences and works with these differences to create a fairer and more productive workplace by drawing on the cultures, talents, and ideas of a broader group of people. It recognizes that none of us is smarter than all of us. Diversity allows the exploration of our differences.

What is meant by a 'Disability'?

The Disability Discrimination Act defines a disabled person as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities. Impairment covers sensory impairments, such as those which affect a person's sight or hearing. The Act defines a 'long-term' effect of an impairment as one which has lasted at least 12 months, where the total period for which it lasts is likely to be at least 12 months or which is likely to last for the rest of the life of the person affected.

What is Harassment?

Harassment constitutes unwanted behaviour that demeans, humiliates and undermines a person. This can include unwelcome physical, verbal or non-verbal conduct. Verbal forms of harassment are often in the form of racist or sexist jokes, offensive language, gossip or slander.

Harassment is an infringement of personal dignity and can seriously affect working and social conditions for staff and customers.

What is Victimisation?

Victimisation occurs when a person is penalised or treated less favourably because they have either made, or been involved in, a complaint about discrimination. Victimisation may be present in many ways, for example, not having a repair carried out as you've previously made a complaint; being ignored by a manager or colleagues, being refused time off work, or facing continuous criticism for their work.

What is Discrimination?

The framework of the law defines discrimination as: -

- Using inappropriate, biased or prejudiced criteria.
- Choosing on the basis of subjective or irrelevant judgements which can result in unfair treatment.

These laws recognise two types of discrimination:

- Direct Discrimination - treating a person less favourably because of assumptions about the group they belong to. For example, "I won't employ women with children because if their children are ill they take time off work".
- Indirect Discrimination - applying conditions that are more difficult for certain groups to meet. This type of discrimination is more common and often arises because people don't realise or don't think through the consequences of their actions.

The Legal context

The Law

Rights to equal opportunities are enshrined in UK law. The main laws are: -

- The Sex Discrimination Acts 1975 and 1986
- The Race Relations Act 1976 (Amendment) Act 2000, Regulations 2003
- The Disability Discrimination Act 1995 and 2005
- The Rehabilitation of Offenders Act 1974
- The Equal Pay Act 1970 including Equal Pay (amendment) Regulations 1983
- The Employment Equality (Sexual Orientation) Regulations 2003
- The Employment Equality (Religion or Belief) Regulations 2003

- Civil Partnerships Act
- Racial and Religious Hatred Act 2006
- The Employment Equality (Age) Regulations 2006
- Equality Act 2006

These laws make unfair discrimination illegal and entitle people who have been unfairly treated to compensation. In cases of sex or race discrimination there is no limit on the amount of compensation that a court can award. It is therefore very important that all staff uphold our policy at all times.

There are currently three statutory bodies dealing with sex, race and disability discrimination respectively

- The Equal Opportunities Commission (EOC),
- The Commission for Racial Equality (CRE), and
- The Disability Rights Commission (DRC)

However, the Equality Act 2006 established the Commission for Equality and Human Rights (CEHR), which comes into being in 2007 and will bring together the work of the three existing Commissions. The Commission will bring together the DRC and the EOC from October 2007 and it will promote equality and tackle discrimination in relation to age, sexual orientation and religion or belief. These are areas which are currently not covered by the existing three Commissions. The CRE will join by the end of March 2009.

Regulation and Inspection

Housing associations are subject to regulation by the Housing Corporation and to inspection by the Audit Commission.

The Housing Corporation's regulatory code states that,

'Housing associations must demonstrate, when carrying out all their functions, their commitment to equal opportunity. They must work towards the elimination of discrimination and demonstrate an equitable approach to the rights and responsibilities of all individuals. They must promote good relations between people of different racial groups.'

The Housing Corporation has Good Practice Notes, 4 and 8 which also sets out in more detail their expectations of housing associations in regard to equal opportunities and diversity.

The Audit Commission, the government body responsible for inspecting public organisations, has produced a series of Key Lines of Enquiry (KLOE) to use as a basis for their inspections of social landlords. Diversity is a theme within all of the Key Lines of Enquiry, but is also an overarching KLOE by itself. Housing associations are expected to address diversity in all areas of its operation and to 'ensure that services address the different needs customers have'.

In October 2006, the Commission for Racial Equality (CRE) published its new Statutory Code of Practice on Racial Equality in Housing which replaces the statutory Codes of Practice issued between 1990 and 1991. The new Code sets standards for organisations involved in all areas of housing and makes recommendations on practical steps to avoid unlawful racial discrimination or harassment.

The Moral Case

“Equality and human rights underpin our vision of a modern, fairer and more prosperous Britain. Discrimination has no place in our society. Extending opportunities to all means removing unfair barriers. Delivering prosperity for all means harnessing the skills and potential of every member of society, whatever their background.”

(Rt. Hon. Tony Blair, Prime Minister 1997-2007)

Why is discrimination bad? Discrimination can have severe consequences for the individual and for the society as a whole. At its worst it can lead to psychological trauma and alienation for an individual or groups. Discrimination can manifest itself in a variety of overt and covert guises and it is something that all of us may experience at some time in our life.

If we allow discrimination to succeed we reinforce negative stereotypes and prejudices which ultimately weaken democracy and undermine social cohesion. This goes against values of tolerance, acceptance and respect.

The Business Case

We are a customer focused business and therefore we consider that the business case for promoting equality and diversity is overwhelming. Discrimination, however it occurs will damage our reputation, our relationship with our customers and staff and has a detrimental effect on our financial position. This can be evidenced through a loss of potential and existing customers and staff, high litigation costs and a failure to access funding streams, as examples.

By seeking to reflect the diversity of the communities we serve, the Group is better placed to understand our customers’ needs and therefore we are more likely to retain and attract new custom whilst maintaining increased levels of customer satisfaction.

Through seeking to attract staff applicants from a more diverse community base, the organisation will be selecting from a larger labour pool, enabling the best person for each job to be appointed. We foster an environment where the value and worth of every individual is recognised and ensure that we can make the most of individual skills, which not only benefits staff but aids productivity.

As an organisation, Chevin Housing Group recognises that our actions have an impact on the communities where we operate and that having a sound and demonstrable approach to equality and diversity is central to the success of our business. We are concerned that an active contribution is made towards building sustainable and cohesive communities.

We are also more concerned with outcomes than processes. We believe that our policies and procedures should lead to positive change. It is for this reason that we set out our aims in practical ways and the review them to see what has happened.

As an organisation Chevin Housing Group recognises that there is no place for discrimination or harassment within its business. We are eager to promote an understanding of the importance of equality and diversity amongst our staff and encourage good practice from our partner organisations. The commitments which we have outlined in this Equality Framework reflect our key aim of operating in a fair, open and accountable manner. Chevin is working to foster a culture of respect based on understanding the equal value and worth of individual staff members in order that they can fulfil their potential. We have also made a commitment to ensure that our services are equally accessible to all of our customers, and that all of our customers have an opportunity to put their views forward.

Knowing Our Customers

The geographical spread of the Group is across 19 local authority areas in Yorkshire and the Humber and North Midlands.

The geographic spread of our homes means that we operate in a variety of areas ranging from high demand low supply to areas suffering from low demand and obsolete housing. This means we have to be flexible in our approach which needs to be tailored to take into account the needs of local communities.

We own and manage over 6,000 rented homes, around 500 leasehold and Right To Buy (RTB) homes and manage a further 750 private sector leasehold homes.

We recognise that the needs of our customers will be very varied and we are building up a profile of our residents through a CENSUS survey carried out during 2006. This information is helping us to understand what characteristics make up those households that we serve, and will enable us to target the most appropriate service to the most appropriate client group.

Ethnicity

We know the ethnicity of 90% of our tenants and 81% of our occupants. These percentages can be broken down into broad groups of ethnicity as follows:

	White British	B&ME
Tenants	81%	9%
Occupants	70%	10%

The following ethnic groups comprise the largest number of the 9% of B&ME tenants:

	Number of tenants	%age of B&ME tenants	%age of all tenants
Caribbean Black / Black British	157	26	2.4
African Black / Black British	144	24	2.2
White other i.e. not British or Irish	63	10	1
Pakistani Asian / Asian British	49	8	0.7

Age

We know the ages of 90% of our tenants and 96% of occupants. The ages of both groups have been broken down below into the categories employed in the STATUS survey:

Age range	Tenants (%)	Occupants (%)
75+	12	3
65-74	11	2
60-64	6	1
55-59	7	2
45-54	13	3
35-44	19	5
25-34	17	9
16-24	6	20
0-15	0.2	53

Gender

We have more female (61%) tenants than male tenants (38%). The other 1 % was recorded as 'not known'.

Illness/disability

22% (1444) of our tenants and 5% (154) of our occupants consider themselves to have an illness or disability which affects their housing or communication needs. These figures differ from those of the 2005 STATUS report which suggested that at least one person in 49% of our households suffers from a long term illness. This discrepancy could be due to the different natures of the questions in the census and STATUS surveys. The census survey required respondents to self-certify their illness/disability against pre-defined categories whereas the STATUS survey only required respondents to say whether or not they felt they had a long term illness.

The main types of illnesses/disabilities suffered by tenants include:

Type of illness/disability	Number of tenants
Mobility	756
Worsening health condition	679
Seeing	230
Hearing	228
Other	217

The percentages for the illnesses/disabilities above have not been calculated. As respondents could note more than one illness/disability, percentage results would be meaningless.

Preferred method of communication

We have received the following number of requests from our tenants to receive communication in different methods:

Communication method	Number of tenants
Large print	38
Audio	8
Spoken language other than English	27
Written language other than English	26

We have broken down the figures relating to language requests other than English to find out the first language of these tenants.

Language	Spoken	Written
Arabic	2	1
Bengali	7	7
Farsi	1	1
Not Known	0	1
Other	12	13
Punjabi	3	2
Urdu	2	1

Religion

Of the tenants and occupants who have given us details of their religious beliefs (and this is known for only about 50% of our households), we know the number of our customers who follow the principal religions.

Religion	Number of tenants and occupants
Christian	2849
Muslim	116
Hindu	4
Sikh	4
Buddhist	1

Chapter 2: Our Principles and Approach

The purpose of this framework is to promote effective and fair services to a diverse client group, from a diverse workforce. It is also to recognise that certain groups or communities experience discrimination and are disadvantaged by it. It aims to eliminate discriminatory practices in the provision of goods and services and in the opportunities for participation. Our commitment is to have a customer base that reflects the communities in which we work and to give our customers the services that they want.

This framework contributes to the Chevin vision of, 'Building a better future for people and communities' and to one of our key aims to, 'Operate in a fair, open and accountable manner.'

This Framework reflects our core values and our role as

- a provider of housing;
- an investor in the community and
- an employer.

Our equalities principles are as follows:

As a provider of housing:

- Our services will meet the needs of customers
- We will ensure equal access to our services
- We will provide equal service delivery

As an Investor in the Community

- We will work to promote and contribute to balanced and sustainable communities in our areas of operation
- We will work with partners to help us deliver our commitment to community cohesion
- We will communicate our commitment to equality and diversity with all those we work with, or who work on our behalf with a view to influencing positive practice
- Those who work on our behalf will be encouraged to continually improve their practices.

As an Employer

- We will take steps to ensure that no individual, whether staff member or user of the service, is disadvantaged by any condition or requirement which cannot be shown to be justifiable;
- We will promote equality of opportunity not only in the way our staff are managed but also in the way in which services are delivered by our staff;
- We will operate a zero tolerance approach to dealing with complaints of harassment and discrimination;
- We will aim to ensure our staff profile reflects the communities we serve, both at operational and managerial level;
- We will ensure all our staff are aware of their personal and professional duty towards equality and diversity.

The Framework is structured to identify the key areas of our work, define what good practice looks like and our approach.

Chapter 3 – Assessing Success

As a provider of housing these are the key areas of our work:

- Allocation of properties both rented and for sale
- Undertaking repairs and maintenance including aids and adaptations
- Maximising income collection and tackling financial exclusion
- Preventing and tackling anti-social behaviour (including harassment)
- Encouraging and enabling tenants and resident involvement in the design and delivery of our services
- Supporting and sustaining tenancies

A Model for Excellence

- There is no discrimination on the grounds of age, disability, ethnic origin, gender, religion or belief, or sexual orientation when delivering our landlord services.
- The quality of accommodation let to households will be of a similar standard regardless of age, disability, ethnic origin, gender, religion or belief, or sexual orientation

Our Approach

- We will use our customer profile information to compare our delivery of allocations, rent arrears, legal actions taken, ASB (specifically hate crime and domestic abuse), complaints, resident involvement, repairs orders, aids and adaptations allocation, financial support take up
- We will ensure our systems; policies and procedures deliver fair and equal service access and delivery through audit and monitoring.
- We will undertake Equality Impact Assessments when developing and reviewing services.
- We will consider relevant targets as a result of our customer profile data collection and outcomes from our Equality Impact Assessments.
- We will assess the results of tenant satisfaction against our void standard.

A Model for Excellence

- A comprehensive database of the needs and requirements of our customers which is accessible to and used by staff and those operating on our behalf.
- Our satisfaction rates with both the delivery and quality of our services are similar for all customers regardless of age, disability, ethnic origin, gender, religion or belief, or sexual orientation
- We will plan for current and future disability needs of our customers when carrying out refurbishments and planning for future demands when reviewing the scope of our aids and adaptations team.
- The needs of vulnerable customers are taken into account when prioritising repairs and aids and adaptations
- Customers are confident in using our ASB policies to achieve an effective outcome and they feel secure, stable and safe in their homes and surroundings.

Our Approach

- We will develop our IT system to assist us in systematically gathering information on our customers and their needs.
- We will work towards responding to the individual (e.g. aids and adaptations), language and communication needs of customers.
- Our works orders will display any customer requirements.
- We will undertake structured and systematic satisfaction surveys.
- We will analyse the results and act upon areas of concern.
- We will undertake structured and systematic satisfaction surveys.
- We will analyse the results and act upon areas of concern.
- A full review of the Aids and Adaptations procedure and prioritisation methods is underway.
- The outcome from the lean systems review will cover this point on repairs.
- We will undertake structured and systematic satisfaction surveys.
- We will analyse the results and act upon areas of concern.
- We will publicise our position on Domestic Abuse, Racial Harassment, Hate Crime etc.

A Model for Excellence

- There is equal access to customers requiring additional help to sustain their tenancy.
- Our customers are able to access our services easily and consistently.
- The views of a wide and representative range of customers are regularly taken into account.
- Our care providers follow our Equalities & Diversity Framework

Our Approach

- We will work with specialist support providers to ensure people get the best services in terms of landlord and care services.
- We will provide support ranging from floating support for independent tenancies to supported accommodation for people in extra care schemes.
- We will focus on rent arrears prevention and provide debt advice.
- We will signpost customers to other support providers.
- We will ensure our customers' needs in relation to access and communication needs are met through the delivery of our Customer Access and Communication Strategy.
- We will promote our services through a variety of mediums and measure customer satisfaction.
- We will offer a range of payment methods.
- We will ensure our communication material is in formats and languages that can be easily understood.
- We will offer a wide range of involvement and communication methods that suits the needs of our customers
- We will develop involvement activities that seek to encourage currently under represented groups.
- We will monitor the performance of care providers as well as the satisfaction of service users.

As an investor in the community these are the key areas of our work:

- Creating balanced and sustainable communities
- Facilitating Community development.
- Regeneration of communities
- Encouraging and influencing those who work on our behalf
- Building new homes and investing in our existing stock.

A Model for Excellence

- There will be improved economic circumstances for local residents.
- Residents feel safe and secure in their neighbourhoods.
- There will be resident involvement from all sections of the community.
- Those from different backgrounds have similar life opportunities.

Our Approach

- We will focus on local training and employment initiatives including encouraging our contractors and suppliers through the bids process.
- We will undertake regeneration initiatives in disadvantaged areas to contribute towards sustainable communities.
- We will assess the needs of the community when planning regeneration initiatives.
- We will work with the local communities, police and other parties.
- We will adopt secure by design recommendations to design out crime and opportunities for crime.
- We will provide start up resources and support for local community groups where possible.
- We will work in partnership with other organisations to encourage resident involvement in local investment decisions, local community activities and initiatives.
- We will support and develop community capacity building initiatives.
- We will develop resident capacity and self confidence in order for residents to be involved in decision making.

A Model for Excellence

- There will be community cohesion and harmony.
- There will be multi agency working with stakeholders and residents
- Our housing product will be diverse and affordable with the provision of homes for rent and sale.
- Our housing design and investment takes account of individual and community needs.

Our Approach

- We will help support the delivery of mixed communities across the region through community activities, development of housing and encouraging local resident engagement.
- We will develop a local approach to problems designed to meet local circumstances and local peoples' needs.
- We will work with agencies, community groups and partners in order to benefit local neighbourhoods.
- We will maintain a healthy development programme that will include a choice of tenure.
- We will build homes that are flexible in order to accommodate future household needs.
- We will develop homes taking into account any identified cultural or physical needs.
- Our sales and marketing of new developments will be advertised as widely as possible.
- We will take account of demographic and household changes, reflecting lifestyle choices, increasing older and young persons' needs, the needs of disabled people and changing and growing BME communities' needs and aspirations.
- We will help contractors and consultants to improve their performance and commitment to Equality and Diversity.

As an employer these are the key areas of our work:

- Recruiting and retaining professional and capable staff who value our values
- Training and developing staff to increase knowledge and skills
- Promoting a culture that values fairness and accessibility
- Ensuring appropriate governance
- Creating a safe and secure working environment

A Model for Excellence

- There is no discrimination on the grounds of age, disability, ethnic origin, gender, religion or belief, or sexual orientation in role as employer.
- Staff would recommend the organisation to others as an employer of choice
- Staff believe their views are taken into account regardless of their position, job role etc. within the organisation.
- Our satisfaction rates of all our staff is similar regardless of age, disability, ethnic origin, gender, religion or belief, or sexual orientation.

Our Approach

- We will use staff profile information to compare, for example, recruitment; disciplinary and grievances; promotions; sickness absenteeism; leavers; training take up.
- We will undertake Equality Impact Assessments when reviewing and developing people related policies.
- We will consider relevant targets as a result of our staff profile data collection and outcomes from our Equality Impact Assessments.
- We will ensure we meet the legal requirements and where possible exceed statutory provision through good practice.
- We will conduct exit interviews and post interview surveys to continuously improve.
- We will have a wide range of involvement, communication and consultation methods.
- We will undertake structured and systematic satisfaction surveys.
- We will analyse the results and act upon areas of concern.

A Model for Excellence

- There is a diverse workforce, throughout the organisation, that is reflective of the communities in which we operate.
- There is a positive, inclusive culture and atmosphere where staff are able to develop and progress within the organisation fairly.
- Staff are supported to achieve realistic work life balance.
- Staff know that equality and diversity is a key value for the association and they are able to demonstrate their commitment to promoting equality and diversity through their behaviour and actions
- There is strong leadership and appropriate governance.
- Harassment, discrimination and bullying are not tolerated.
- All staff have fair and equal access to training opportunities and career development.

Our Approach

- We will work towards increasing the number of applications received from identified underrepresented groups and commit to positive action.
- We will conduct regular staff satisfaction surveys and take action on any areas highlighted.
- We will have a range of flexible working policies.
- We will train staff on our systems, policies and procedures to ensure they fulfil our commitment to equality and diversity.
- Our managers will act as champions of equality through further training
- We will have an ongoing management development programme.
- Our Board members will be trained in Equality & Diversity matters.
- Our managers will be trained to take effective action to tackle harassment, inappropriate and/or offensive behaviour in the workplace.
- We will support staff who feel they have a grievance.
- We will monitor the profile of training and career development take up

Measuring the Impact

As a Landlord

	Frequency of Report	Who	Why
% of new BME tenants to reflect the average BME population in that LA	Annual	Policy Development and Service Improvement Team (PDSI)	Must measure – HC Regulatory Code
Sample check of 10% of lettings by Area Office	Monthly	Area Manager	To ensure letting has been allocated fairly
New tenant survey	Every 6 months	PDSI	To rate quality of accommodation
Satisfaction Survey Comparison Reports <ul style="list-style-type: none"> • Applicant • New Tenant • ASB • Repairs • New Build • Pre and post refurbishment • Resident Involvement • Enquiry Satisfaction Survey • Complaints • Status (3 yearly) • Service Accessibility Survey 	Annually	PDSI (via IT software)	To indicate which groups are more/less satisfied and to target any action required.
Customer Profile Reports to compare delivery in: <ul style="list-style-type: none"> • Allocations • Lettings • Rent Arrears • Legal Actions Taken • ASB • Complaints • Resident Involvement • Repairs Orders • Aids and Adaptations Allocation • Financial Support take up 	Annually	PDSI (via IBS database)	Highlight any anomalies that may need investigating. (e.g. more complaints from particular group)

	Frequency of Report	Who	Why
Average length of tenancy for all groups is comparable	Annually	PDSI (via IBS database)	Highlight any anomalies and investigate possible causes for leaving.
Monitor Contractors on their compliance with Synergy Contractors Framework	Annually	Any dept who employs building trade / estate service contractors	To monitor those who work on our behalf of their approach and commitment
Language line take up	Annually	Customer Services	To monitor take up

As an Investor in the Community

	Frequency of Report	Who	Why
Monitor Contractors on their compliance with Synergy Contractors Framework	Annually	Synergy Housing Solutions	To monitor those who work on our behalf of their approach and commitment
Customer profile of regeneration activities	Annually	Regeneration Team	To ensure proportionate take up
Customer profile of sales take up	Annually	Marketing Team	To monitor take up, highlight any issues.
Customer satisfaction comparison report of sales	Annually	Marketing Team	To indicate which groups are more/less satisfied and to target any action required.

As an Employer

	Frequency of Report	Who	Why
Comparable Satisfaction surveys on job interviewees	Annually	HR	To indicate which groups are more/less satisfied and to target any action required.
Comparable levels of staff satisfaction	Every two years	HR	To indicate which groups are more/less satisfied and to target any action required.
Customer profile of <ul style="list-style-type: none">• job applications• interviewees• staffing• promotions• leavers• disciplinary/grievances• sickness	Annually		To analyse take up and consider positive action
Sample checks of: <ul style="list-style-type: none">• Recruitment• Appraisals			To highlight any areas of discrimination

Equality Impact Assessments (EIA)

Chevin Housing will be implementing a system of Equality Impact Assessments (EIA) as part of our mainstream monitoring process. We will assess the likely impact of new and existing policies and procedures, or new projects that we are involved in, on different groups of people. Initial assessment or 'screening' of policies, procedures and projects will determine whether a full EIA is required. If a potential adverse impact is identified at this initial 'screening' stage, the policy, procedure, service or project will undergo a full and wide ranging EIA. By undertaking a system of EIA, Chevin will ensure that opportunities for ensuring equality are mainstreamed.

References / Sources

Corporate Plan
NHF Equality and Diversity: A Framework for review and action