

Trent & Dove Housing
Fairness Strategy 2016 - 18

Foreword

Our updated Fairness Strategy sets out Trent & Dove's commitment to advancing equality of opportunity and valuing the diversity of our community. Trent & Dove hopes to deliver positive outcomes based on the needs and aspirations of our customers and this Strategy sets out the actions we have taken to date and still need to take to put this fully into effect.

Our Fairness Strategy defines our approach to promoting equality and valuing diversity and ensuring that we meet or exceed our statutory and regulatory obligations with regard to our duties towards all customers. Taking into account the following protected characteristics:-

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

The delivery of high quality services requires an understanding and continuing consideration of the needs and preferences of our customers. This information enables the organisation to develop and tailor services to meet the diverse range of customer requirements.

We will actively seek to involve people who have an interest in the way we carry out our functions when implementing the Strategy and in monitoring its success. This may include current and potential service users, staff and the wider community, all of whom are encouraged to come forward with suggestions and feedback to help us to deliver improvements across the full range of our activities.

As an employer, this Strategy describes our arrangements for recruiting, developing and retaining employees from a diverse population and ensuring that there is open access to the full range of employment opportunities.

The principles of equality, fair treatment and social inclusion for all are the basis for every aspect of our business. Therefore leadership and commitment is central to the success of the Strategy.

Trent & Dove's Board and Senior Management Team are committed to overseeing the implementation of the Fairness Strategy, ensuring that equality and diversity remain evident within our core values, and will receive regular monitoring reports to ensure its effective implementation.

Ursula Bennion

Chief Executive

Mark Lewis

Chair

May 2016

1. Policy Statement

- 1.1. Trent & Dove Housing has a strong and clear commitment to Equality, Diversity and Inclusion. Our vision and values are based upon key inclusion principles and are integral to our business objectives. We aim to provide opportunities for all sections of the community to work for us, access our services, shape sustainable neighbourhoods and enjoy working and living in an environment which is free from harassment and discrimination.
- 1.2. Trent & Dove strongly opposes any form of discrimination based upon the grounds of age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation. We recognise the importance of difference and value and respect individuality as part of our on-going commitment to promoting Equality and Diversity.
- 1.3. To achieve the above commitment, we will:
 - Ensure that our services are accessible to all;
 - Provide sufficient information about our key services and arrange for them to be made available in translation and/or in another medium when necessary;
 - Listen to our customers and involve them in the development of services that recognise and value diversity;
 - Consult with different communities and individuals to ensure that we provide services that are responsive and reflect the diversity of need;
 - Work with other agencies and community organisations to promote equality and eliminate disadvantage and harassment;
 - Create an environment that recognises and respects diversity in all its aspects;
 - Train and develop staff in an environment that encourages them to reach their full potential;
 - Recognise that both customers and employees have an important role in ensuring that Trent & Dove Housing meets these aims.
 - Empower our staff and customers to take responsibility and ownership for their actions.

2. Strategic Aims

- 2.1 Our Vision states:

'We will provide desirable homes which are energy efficient, safe and secure, meeting people's needs and exceeding their expectations'

'We will provide all customers with the opportunity to reach their full potential and feel part of the community.'

'We will encourage communities to thrive in neighbourhoods that are safe, clean, enjoyable places to be and where people are proud to live and work.'

- 2.2 Our strategic aims are encompassed within our Mission of 'Transforming Homes, Lives and Neighbourhoods' and include the promotion of a positive approach to equality and diversity through ensuring full compliance with legislation, guidance and best practice; and empowering customers to ensure they can participate in decision making.
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2.3 Underpinning the achievement of our mission are our core values of:

- Integrity - Being fair to all through mutual trust and honesty.
- Excellence - Striving for excellence and value for money in everything we do.
- People & Partnerships - Valuing our customers and staff, whilst recognising the benefits of teamwork and partnerships.
- Local Focus - Dedicated to serving and engaging with local communities in and around East Staffordshire and South Derbyshire.
- Passion - Showing a persistent, enthusiastic commitment to delivering our objectives.

2.4 Contained within the core value of Integrity is the key strategic aim of promoting a positive approach to equality and diversity, which states:

'We are committed to providing high quality services to all of our customers regardless of their circumstances in terms of age; disability; gender reassignment; marriage or civil partnership; pregnancy or maternity; race and ethnicity; religion or belief; gender; and sexual orientation.'

2.5 In meeting this aim, Trent & Dove Housing will:

- Recognise and respect differences;
- Strive to achieve equality of opportunity for our diverse customer and employee group;
- Listen to our customers and understand their needs;
- Provide appropriate services, tailored to ensure accessibility for differing needs and preferences;
- Promote fairness, understanding and good relations between people who have different backgrounds and experiences;
- Be seen as an excellent organisation, that looks to go beyond, wherever possible, the basic requirements of the law and its housing regulators.

3. Approach to Service Delivery

3.1 Our fairness approach applies to all of our business functions, including:

- The treatment of our tenants, applicants and members of the general public;
- The advertisement of jobs, recruitment and appointment of staff;
- Training, conditions of work, pay and every aspect of employment;
- Identifying needs and actively assisting disadvantaged groups to benefit from our housing and support services;
- The activities of contractors and other bodies who work for us;
- The composition and performance of the Board of Management.

3.2 We will seek to meet our aims and objectives by operating in the following manner:

- To move from focusing on equality and diversity to concepts of fairness and social justice;
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- To understand what stops someone from accessing services they need and how they can access the service in a different way;
- To have core services that are accessible to everyone, with specialist services for those people with a specific need. This tailored approach would extend to staff with special circumstances within the workplace;
- To value the diversity within communities and the workplace and to understand and deal with inequalities that arise;
- To reduce or eliminate unjust inequalities based upon the principles of equal worth of all, entitlement of all to income, shelter, basic necessities and opportunities.
- To tackle issues which sustain discrimination and disadvantage, ensuring that fairness is integrated into policy making and extends into work on social exclusion that incorporates equality issues;
- As an Investor in Excellence, to be innovative in our approach to delivering tailored customer services that are fair and make a real impact on outcomes.

3.4 This Strategy provides us with a framework through which we can identify and monitor our objectives and achievements and deliver meaningful outcomes for our customers. We want to ensure that we meet the needs of all groups within our community and this Strategy will help us identify any gaps and produce tailored solutions.

3.5 The action plan which accompanies this document uses the Social Housing Equality Framework (SHEF) as a framework. The SHEF is a performance and improvement tool to help self-regulate equality practice and was originally developed in 2009 for arms' length management organisations. The framework was revised in 2012 for use by all social housing providers including local authority housing departments and housing associations.

3.6 The SHEF framework sets standards for organisations at three levels – 'Developing', 'Achieving' and 'Excellent'. In many areas we currently meet the 'Achieving' level, but have more work to do to meet the 'Excellent' threshold. The attached plan is based on the descriptions at the Achieving level and will enable us to address any areas in which this is not fully met, and to move forward from this point.

3.7 The SHEF takes account of the Equality Act 2010 which consolidated and enhanced previous legislation, in particular the general public sector duty to promote equality. The new equality duty requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations in the course of developing policies and delivering services. Whilst the status of housing associations as public bodies is a contentious point, the same duties have always applied when carrying out duties of a public nature, and in any event good practice is promoted by adopting this approach.

4. Legislation, Regulation and Best Practice

4.1 The Equality Act 2010

The Equality Act 2010 consolidated previous equality legislation with the aim of making it more accessible and easier to understand. It refers to the following protected characteristics, for which discrimination, harassment and victimisation are prohibited.

- Age
 - Disability
 - Gender Reassignment
 - Marriage and Civil Partnership
 - Pregnancy and Maternity
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- Race
- Religion or Belief
- Sex
- Sexual Orientation

4.2 The Public Sector Equality Duty

This requires public bodies, in the course of developing policy and delivering services, to have due regard to the need to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity; and
- foster good relations.

Trent & Dove must comply with the duty in certain functions including the provision, allocation and management of social housing.

4.3 The National Standards for Social Housing in England

There is not a separate equality and diversity standard within the National Standards framework. However, the Tenant Involvement and Empowerment Standard includes a specific expectation that registered providers understand and respond to diverse needs. The Neighbourhood and Community Standard also includes a requirement to promote social and economic well being.

5. **Responsibilities**

5.1 All staff

- All staff have a responsibility to ensure that this Strategy is put into practice. We expect a personal commitment from all employees in making it effective and in setting an exemplary standard for others to follow.
- All members of staff have a contractual responsibility to:
 - make sure that they understand the values and benefits of equality and diversity;
 - familiarise themselves with this Strategy, follow it, and ensure that any staff for whom they are responsible do so as well;
 - draw to the attention of their line manager any instances of apparent discrimination or any perceived problem in relation to employment or to the provision of services.
- Additional and specific responsibilities apply to those who manage staff and to those who are involved in recruitment, promotion, training and development.

5.2 The Board and Senior Management

- The Board has corporate responsibility for ensuring that this Strategy underpins all aspects of our work and will receive regular reports to ensure this is the case. It will monitor the effectiveness and implementation of the Strategy and recommend changes to improve service delivery where appropriate.
 - All Board members, staff, partners, contractors, consultants, and customers should ensure that their actions do not contribute to the unfair or discriminatory treatment of others.
 - The Chief Executive has responsibility for developing the organisational culture in which this Strategy can operate effectively and for ensuring that it is implemented.
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- Directors are responsible for ensuring that the policy is implemented in their departments.
- Directors and Senior Managers are to ensure when producing a new policy or strategy or when reviewing an existing one that:
 - an 'Equality Analysis' screening form is used to identify if there are any implications, adverse or otherwise, for each of the Equality and Diversity strands;
 - if an adverse impact is identified in a policy or strategy, suitable action is taken, either to mitigate or remove the effect of it by undertaking a full impact assessment.

6. Communication

- 6.1 A copy of our Fairness Strategy together with a summary of each individual's responsibilities will be made available to all staff, to ensure that it is put into practice.
- 6.2 Our requirements under the Fairness Strategy will be included within tender information and contracts for work undertaken for us by external organisations and individuals.
- 6.3 Sufficient information about our key services will be provided to our residents in a variety of appropriate mediums. For people with particular needs we will:
- Provide induction loops in the reception and interview areas of our offices and in the Boardroom;
 - Publish information in appropriate formats where necessary;
 - Use a translation service such as Language Line for telephone, face to face or written communication where necessary for those whose first language is not English.
- 6.4 All company policies and publications will be monitored to ensure that equality and diversity issues are properly addressed.

7. Employment

- 7.1 Trent & Dove Housing aspires to a diverse workforce, which has the skills and understanding to achieve our goals by the provision of a quality service responsive to individual and community needs.
- 7.2 We are committed to ensuring that all people are treated fairly and without unlawful discrimination. As an employer, we aim to ensure that all employees treat each other with dignity and respect.
- 7.3 We aim to develop a working environment where harassment is known to be unacceptable and where individuals can feel confident enough to bring complaints without fearing prejudice or victimisation. Any allegations of harassment or unfair treatment will be addressed in accordance with clear policies and procedures.
- 7.4 We operate a range of progressive and flexible arrangements to support colleagues with caring responsibilities.
- 7.5 To achieve our aims we will:
- Provide full and fair consideration to all job applications;
 - Require all our employees to undergo relevant training before taking part in recruitment and selection;
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- Maintain records in recruitment, training and employment and report and use this information as a means of identifying areas of inequality;
- Regularly review and widely report on all our recruitment, selection, and training and promotion procedures to ensure that they are fair and reflect current best practice;
- Provide sufficient training and support to meet all our employees' needs in recognising and discharging their work responsibilities;
- Assist all our employees to realise their full potential by ensuring that they receive fair consideration of their training and career development needs and promotion opportunities;
- Implement vigorous harassment, bullying and dignity at work processes, to ensure that staff can operate within a safe and open environment, without fear of prejudice or victimisation.

Regularly review and update our 'Family Friendly' employment provisions including flexible working, parental and compassionate leave arrangements.

Implementation

- 8.1 The Board has overall responsibility for this policy and the Chief Executive and Executive Team for its implementation.
- 8.2 All employees and Board Members will be trained and provided with guidance on this policy to ensure that they clearly understand their position in law, and the implications for them of the Strategy.
- 8.3 In addition we will seek to ensure that our commitment to equality and diversity and the elements of this Strategy are implemented fully through
- Using equality analyses to inform and influence policy development and service delivery;
 - Monitoring of our key services by equality group / protected characteristic;
 - Self assessments and improvement through diversity health checks.
 - Seeking external validation of our approach;
 - Improving knowledge, communication and understanding through engagement with our customers;
 - Involving customers and partners to shape our future activities;
 - External and internal benchmarking;
 - Participation in Equality and Diversity forums to help improve our understanding of the issues and to receive and share best practice.
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The Social Housing Equality Framework (SHEF) – ‘Achieving’ Level

Level	
1	Not in place
2	Currently being established
3	In place but needs improving
4	In place and effective

Abbreviation	Job Title
TSM	Tenancy Services Manager
HNM	Housing Needs Manager
DHS	Director of Housing Services
DPS	Director of Property Services
RIO	Resident Involvement Officer
CM	Communications Manager
TEO	Tenancy Enforcement Officer
PM	Personnel Manager

Knowing your customers					
Criteria	Detail	Level 1-4	How was this done and what is the evidence?	Further action required	Who and when?
1 Relevant and appropriate information about service users 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	Have we collected information for at least 60% of our residents about their protected characteristics, communication and other relevant needs to provide them with appropriate services?	3	Census carried out in 2013, good range of information acquired on approx. 60% of tenants but not complete, particularly on disabilities. Comprehensive information obtained on all new applicants.	Carry out detailed survey of disability issues. Update contact details at each point of contact	ILM Dec 16 HNM Sept 16
	Does this figure cover leaseholders and other service users as well as residents?	3	Yes	As above	As above
	Have we plans in place to collect the remaining 40% of customer profiling data?	3	Yes	As above	As above
2 Information and data are broken down and analysed to monitor and	Have we begun to use the customer profiling data collected to tailor our services better to	2	Limited analysis carried out to date	Full analysis and identification of tailoring	DHS Dec 16

	assess and to set equality objectives and targets. The information is used in assessing the impact of new and existing policies.	the needs of our service users?			issues required.	
		Have we begun to use the customer profiling data when conducting equality analysis?	2	Overall breakdowns not yet translated into policy development	As above	As above
3	Relevant and appropriate customer information and data is collected shared and used with contractors, other agencies and partners, to set and review equality objectives.	Are we regularly sharing customer profiling data with our partners and contractors?	2	Contractors advised of relevant characteristics such as disabilities, that may have an impact on the work they are undertaking.	No further action proposed	

Leadership, partnership and organisational commitment

Criteria			Level 1-4	How was this done and what is the evidence?	Further action required	Who and when?
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.	Have we publicised our statement or policy setting out our equality related aims, objectives, outcomes and priorities to our residents and other service users?	4	Current Strategy available on website.	Publicise summary of updated Strategy once agreed.	CM Oct 16
5	Equality objectives and outcomes are incorporated into service improvement plans and appropriate resources are being allocated. Performance is monitored regularly by the board and senior leadership with service user involvement.	Have these aims, objectives, outcomes and priorities been incorporated into our service improvement plans?	4	All policies include an Equality Analysis (EA) which are reported to the Board on review.	Individual actions for service improvements identified as part of service reviews.	All Managers Ongoing
6	Equality analyses 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.	Have we completed our initial programme of equality analyses?	4	EAs complete for all policies.	Update in accordance with policy review schedule.	As above
		Have we taken action in the light of these equality analyses to mitigate any negative impact?	3	Action taken where issues are identified through EAs.	As above	As above

7	Action is being taken to implement the commitments within equality action plans and they are monitored regularly by the board and senior leadership with service user involvement	Are we regularly monitoring and reporting our progress in meeting these aims, objectives, outcomes and priorities to our board or relevant committees?	2	Annual action plan updates and monitoring arrangements in place.	Establish structured reporting mechanism through Operational Forum	DHS Oct 16
		Do we involve service users in this monitoring?	2	As above	To be reported through Policy & Scrutiny Group	RIO Oct 16
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.		2	Monitoring framework based on this policy and action plan in place.	Enhanced monitoring arrangements to be devised as part of new governance arrangements.	DHS March 17
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.	Are the results of this monitoring publicised to our residents and other stakeholders?	2	Information provided through Streetwise, Applicants' Newsletter and website	Information to be refreshed on a regular basis.	RIO April 17
10	Procurement and commissioning frameworks and processes take account of the differing needs of customers and encourage supplier diversity.	Are we including equality related considerations when inviting contractors to tender and when appointing contractors?	3	Safecontractor pre-qualification arrangements require tenderers to have appropriate policies in place.		
		Have we briefed local Small and Medium Enterprises (SMEs) on how they can best bid for our contracts?	2	No specific general briefing process, but where issues are identified a briefing is provided prior to tender invitation.		
11	Initiatives are in place to promote equality of opportunity in terms of the participation of under-represented groups at board level	Have we increased the representation of people from previously under-represented groups on our Board and senior management team?	3	Governance award available for all tenants, increasing the opportunity to gain		

	and within other governance and resident involvement forums. This work is regularly monitored.			entry to Board. Transparent recruitment process for Board and involvement structure.		
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	Do board members and senior managers champion our work to promote equality and diversity within the organisation?	3	All Board / Forum reports highlight E&D issues. E&D training included in Governance award and revisited every 3 years.	Regular EA monitoring reports to Policy & Scrutiny Group	All managers Ongoing
13	The organisation shares its experience with other local social housing providers.	Are we regularly identifying and taking up examples of good practice through our involvement on social housing networks and forums?	2	Relevant issues shared via East Staffs Housing Forum.	Add to East Staffs Housing Forum as standard agenda item.	HNM Dec 16

Customer engagement

Criteria		Detail	Level 1-4	How was this done and what is the evidence?	Further action required	Who and when?
14	Community engagement and customer involvement structures are working efficiently and effectively and are monitored regularly.		4	Structures in place and operating effectively. Regular monitoring of outputs by Board and Operational Forum		
15	A good cross section of applicants and residents contribute to the development of the organisation's service delivery equality goals through its engagement structures.	What progress have we made in involving a cross section of all our residents as part of our community engagement work?	2	Low levels of diversity in membership.	Further advertising of involvement opportunities, targeting under represented groups.	RIO Dec 16
		How have our service users been involved in setting equality objectives for service delivery?	3	Policy reviews all reported to Policy & Scrutiny Group, including EAs.		
		How did we ensure that a wide range of	2	Involvement structure	As above	RIO

		service users were involved in this?		open to all tenants but limited take up from many groups.		Dec 16
16	The organisation and its partners work together to foster good relations and balance diverse, but sometimes conflicting, interests between communities.	How have we worked with our partners to help promote cohesion and reduce community conflict?	2	Close involvement with CACH, Police, Burton Albion Community Trust and contractors.	Ongoing involvement with relevant agencies.	
Responsive services, access and customer care						
Criteria		Detail	Level 1-4	How was this done and what is the evidence?	Further action required	Who and when?
17	Performance on dealing with harassment, hate crimes and domestic abuse is monitored and analysed regularly, in partnership with appropriate agencies. Appropriate action is taken to address the issues that have been identified.	Are we regularly monitoring our performance on tackling harassment, hate crimes and domestic abuse against our time standards and other performance indicators?	2	All Hate crime incidents reported to multi agency CACH forum . Response times and actions also monitored.	Analysis of responses requires reporting.	TEO Oct 16
		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?	3	Feedback requested by phone or post in 100% of cases.		
		Are we using this monitoring and feedback to review our work to tackle and prevent harassment, hate crimes and domestic abuse?	3	As above		
18	Applicants' and residents' communication needs are checked and met and the organisation's reception areas are easily accessible for disabled people and people with children etc.	Are the systems we set up to provide information in other formats and languages operating smoothly?	3	Large print, Braille, Language Line and translation services available where necessary.		
		Are we identifying applicants and residents with low literacy skills and communicating effectively with them?	2	Yes, appropriate individual arrangements in place.	Ensure consistency of use.	TSM Nov 16
19	Access to and take up and appropriateness of services are monitored regularly, including by	Have all our services been assessed to identify particular access needs?	3	Access issues considered as routine part of service	Identify any gaps	All managers Oct 16

	protected characteristic.			improvement.		
		Are we systematically collecting information on the take up of all services by protected characteristics?	1	No systematic information gathering. Ad hoc arrangements in place.	Identify where appropriate to gather such information.	All managers Dec 16
		Do we have clear service standards for the Aids and Adaptations service and does our monitoring demonstrate that these standards are being met?	3	Clear standards in place and published. Service standards monitored regularly.		
20	The organisation is able to monitor satisfaction rates for all sections of its customer base, including by protected characteristics.	What does our monitoring show about the relative satisfaction levels of people with different protected characteristics with our services?	2	Satisfaction surveys identify certain protected characteristics. Limited analysis carried out.	As above	All managers March 17
		What steps are we taking to address areas of our work where there are significant differences in these satisfaction levels?	2	Feedback and surveys analysed to identify differing satisfaction levels and appropriate remedial action taken.	As above	All managers Sept 16
21	Human rights issues are considered and addressed when delivering services to service users, service users are treated with dignity and respect, irrespective of protected characteristics and this is monitored.	Are we collecting feedback to show whether service users are treated with respect and that we are mindful of human rights considerations?	2	As above	As above	All managers Sept 16
A skilled and committed workforce						
	Criteria	Detail	Level 1-4	How was this done and what is the evidence?	Further action required	Who and when?
22	The equality aspects of the workforce planning strategy are implemented and monitored.	Have we implemented the equality and diversity objectives in our workforce planning strategy?	3	People Strategy embraces E&D issues, but needs updating.	Update strategy for 2016 update link to objectives, include Repairs workforce	PM Oct 16
		Have they been effective?	2	Measurements need reviewing on updating	Review monitoring	PM Oct 16

				the strategy		
23	Fair recruitment policies and procedures are being followed, making use of positive action where appropriate.	Have we set workforce targets based on what we know about the local labour market?	3	Recruitment and application targets for BME and disabled in place, based on census data.		
		Do we check that only staff trained in fair recruitment sit on our recruitment panels?	3	Yes, as per recruitment policy. Refresher training given.	Closer monitoring of training	PM Ongoing
		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?	4	Yes. Quarterly statistics produced.		
24	The organisation regularly monitors, analyses and publishes employment data, covering the protected characteristics.		3	Quarterly stats produced on recruitment, annual report on workforce.		
25	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.	Have we completed equality analyses of our employment and HR policies and taken action in the light of their findings?	4	External review of policies completed 2013.		
		Have we reviewed our human resources related policies and procedures to ensure they comply with the requirements of Equality Act 2010 and good practice?	4	As above.		
26	Staff are engaged positively in service transformation and in developing new roles and ways of working.	How have staff helped to set priorities and shape the service?	4	Ongoing staff involvement in setting priorities		
27	Regular improvements are made to the working environment and staff are regularly taking up the work life balance opportunities provided.		4	Programme of improvements in place and monitored through Information & Consultation Group		

28	The organisation has made significant progress on its equal pay review and is working towards reaching agreement with unions and other staff consultative bodies.	Have we begun our equal pay review?	4	Full Job Evaluation exercise carried out in 2004. JE panel in place to review changes to roles, etc.		
29	Harassment and bullying incidents are monitored and analysed regularly. Appropriate action is taken to address the issues that have been identified.	Are we monitoring the effectiveness of the measures we have adopted to tackle and prevent bullying and harassment in the workplace?	3	Policies in place. Also monitored via stress audit questionnaire.		
		What action have we taken in the light of this monitoring?	3	Any incidents thoroughly investigated. No recent history of incidents.		
30	Equality implications inform the setting of objectives in management and individual appraisals.	Have we reviewed the last round of our appraisals to determine whether we are incorporating our equality related commitments effectively?	2	Any issues raised in the appraisals are dealt with by the relevant Manager or Director.		
31	The organisation provides a range of learning and development opportunities to support the board, leadership, staff and resident groups to deliver the equality outcomes commitments of the organisation.	Have we met the training needs of staff to equip them to carry out our equality commitments?	4	Equality training takes place each year.		

Trent & Dove Policy Review Form

Policy Title	Fairness Strategy
Date of Review	July 2016
Author	David Jones, Director of Housing Services
Executive Summary	See Foreword to Strategy
EIA Completed?	Yes

Amendment	Reason
3.7 Status of Housing Associations as public bodies	Update to reflect current regulatory status
4.2 As above	As above
Action Plan – fully updated	To reflect updated position and current priorities.

Date approved by Executive Team	July 2016
Date of next scheduled review	December 2018

Equality Analysis Checklist

Title	Fairness Strategy
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1. Describe the aims, objectives and purpose of the policy					
To set out Trent & Dove's commitment to providing high quality services that are equally accessible to all of its customers.					
2. Who is intended to benefit from the policy and in what way?					
All Stakeholders from a consideration of their diverse requirements in their dealings with Trent & Dove Housing.					
3. What outcomes are required from this policy?					
That the culture and ethos of Trent & Dove is seen to be one of providing equality of access to stakeholders in all dealings and that its staff and partners are aware that they have a duty towards upholding the principles contained within the policy.					
4. Who are the main stakeholders in relation to the policy?					
Trent & Dove Housing through its staff, partners and customers.					
5. Who implements the policy and who is responsible for the policy?					
The Chief Executive via directors and senior managers.					
6. Could this policy have a differential impact based upon any of the following factors?					
	Y/N		Y/N		Y/N
Gender	N	Age	N	Gender reassignment	N
Disability	N	Religious Belief	N	Pregnancy & maternity	N
Race	N	Sexual Orientation	N	Marriage/Civil Partnership	N
7. If no differential impact is anticipated, please explain why.					
The whole purpose of the strategy is to ensure that all our activities take account of the potential for adverse impacts on particular sections of our customer or staff base and take action to eradicate them.					
8. If a differential impact is anticipated, provide a detailed justification.					
9. Recommendation					
Implement					
The policy positively promotes fairness and equality of opportunity					X
There is no differential impact arising from the Policy					
Any differential impact is insignificant or justified in order to achieve a wider goal					
Do Not Implement					
Policy may produce a negative differential impact – further investigation required					

10.	Name	Title / Organisation	Date
Lead Assessor	David Jones	Director of Housing Services	July 2016
Consultees	Anna McLauchlan	Chase Against Crimes of Hate	March 2016