



# Diversity and Inclusion Annual Report 2010/2011

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## Foreword

This is Wakefield District Housing's (WDH's) fifth progress report on equality, diversity and inclusion and covers the period 1 April 2010 to 31 March 2011. During the past year great strides have been made in consulting tenants on how we should embed diversity into the business. A questionnaire called 'You and WDH' has now been distributed to the majority of WDH tenants with the remainder to receive a questionnaire by the end of August 2011.

During this year we will be using the information from the 'You and WDH' questionnaire to take a look at all of our services and to make any changes required to make them inclusive and accessible. We will consult and communicate at every stage of this process.

WDH employees have undertaken a number of specific training initiatives this year to support the needs of all of our customers and WDH has provided opportunities for those tenants enrolled in our Active Learning Programme to gain an understanding of issues as diverse as autistic spectrum disorder, restorative justice and poverty.

Equality Impact Assessments (EIAs) have now been completed on all of our policies and procedures and included within all Executive Management Team (EMT) reports. EIAs allow us to assess the implications of any policy or procedure on our communities and help us to tackle inequality and target resources appropriately.

Our series of awareness raising events aimed at uncovering the truth about unheard groups continues to receive great feedback. These quarterly events are now aimed not only at employees but also at Board and Local Management Committee (LMC) members and tenant Active Learners.

WDH have been awarded Gold Standard by Opportunity Now for 2010/2011. The Opportunity Now benchmarking survey is the UK's most extensive survey on gender equality and diversity in the workplace.

During this year, WDH have also been awarded Level One Investors in Diversity accreditation and are due to be formally assessed for Level 2 accreditation in July 2011.

During this summer, WDH will be launching our 'Love Where You Live' volunteering programme, aimed at building lasting relationships between tenants and employees. Ten projects, all suggested by tenants, will be completed by teams made up of tenant and employee volunteers on our estates and will be a lasting reminder of what we can accomplish when we all work together towards a common goal.

Kevin Dodd  
Chief Executive

## 1. Introduction

The Equality Act came into force in October 2010. The Act brings with it new challenges for the organisation including the new Public Sector Equality Duty which came into force on 5 April 2011.

The Public Sector Equality Duty replaces the three previous duties on race, disability and gender, bringing them together into a single duty, and extends it to cover age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment. The aim of the Public Sector Equality Duty is for public bodies to consider the needs of all individuals in their day to day work, in developing policy, in delivering services, and in relation to their own employees.

WDH already has a Single Equality Scheme, but WDH will update the scheme this year to take into account the particular requirements of the new Public Sector Equality Duty and feedback from customer profiling questionnaires.

This year WDH has been carrying out profiling through the 'You and WDH' questionnaire to gain a detailed understanding of customer needs and to ensure that all customers are treated fairly and no one is discriminated against.

This information will be used to monitor the services we provide, highlight any inequalities, investigate why they happen and take action to ensure that WDH removes any disadvantages or barriers.

It will enable WDH to see who is using each of our services and identify satisfaction levels. It will also allow us to identify seldom heard groups and those who are under-represented in service delivery.

## 2. Diversity and Inclusion Strategy

The aims of the Diversity and Inclusion Strategy are aligned to the Strategic Objectives of WDH as you will see from Table 1. Progress against strategy aims is included in the table.

**Table 1 - Progress against the Aims of the Diversity and Inclusion Strategy**

<b>Strategic Objective</b>	<b>Strategy Aims</b>	<b>Achievements / Progress</b>
Be a landlord of choice by putting the customer first.	Understand and respond to the needs of our diverse customer base.	WDH now has customer profiling data on 76.29% of our customers as at 31 May 2011, compared to 68% at the same time last year. Workshops focusing on analysis of this data are planned for May 2011.

Strategic Objective	Strategy Aims	Achievements / Progress
Adopt best practice in good governance to be a well-managed business.	Adopt good governance on diversity and inclusion to ensure roles and responsibilities are clearly understood by all.	The Diversity and Inclusion Operational Group is now well-established and attended regularly by key decision makers in each Directorate. The Diversity and Inclusion Monitoring Group is chaired by the Board Champion and comprises of senior business representatives and LMC members. The role of this Group is to challenge progress against objectives set on diversity and inclusion. Governance involves both senior management of WDH and tenant representatives.
Be a positive force through leadership and influence to develop the potential of our people.	Influence the embedding of diversity and inclusion best practice into all policies, processes and procedures to ensure WDH maximises the potential of all of our employees, the Board, customers and stakeholders.	EIAs have now been completed on all policies and procedures and all actions are being monitored. All reports to the Executive Management Team have to include an EIA.  New Board Diversity Champion appointed in 2010. Women's Conference held with Chief Executive giving opening address and Executive Director of People speaking. EMT approved report on Stonewall and agreed Lesbian, Gay, Bisexual and Transgender (LGBT) action plan April 2011.
Be a partner of choice to create better places to live.	Learn from best practice and deliver inclusive services.	WDH has built relationships with diversity specialists at Berneslei Homes, Liverpool Mutual Homes and Chevin Housing. WDH also has a very positive relationship with diversity consultant, Chris Root. The Diversity and Inclusion Manager, Jayne O'Connell, is Vice-Chair of the Housing Diversity Network Yorkshire and NE Forum.

The WDH Diversity and Inclusion Strategy will be updated during 2011 to take into account changes brought about by the Equality Act 2010.

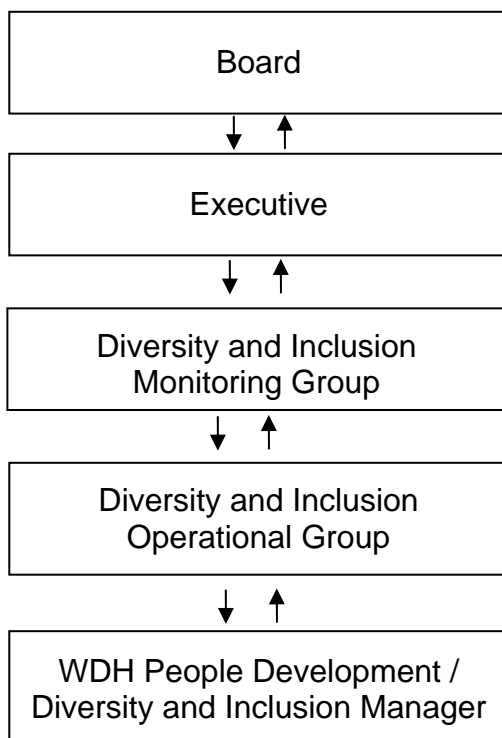
### 3. Governance

The Diversity and Inclusion Operational and Monitoring Groups are now well established and are run on a quarterly basis.

Representatives from each business area sit on the Operational Group to discuss current diversity related issues and to identify opportunities for progress.

The purpose of the Monitoring Group is to set the direction of diversity and inclusion within WDH and to challenge progress against set objectives. The Monitoring Group consists of Local Management Committee (LMC) representatives and senior managers across WDH. Kevin Dodd, Chief Executive, chaired the Monitoring Group throughout 2010-2011. To further embed Diversity and Inclusion in the governance processes Dave Spedding, the Board Diversity and Inclusion Champion, has been nominated as the new Chair for 2011-2012.

### Diagram of WDH Formal Diversity and Inclusion Governance Structure



## 4. Consultation and Communication



August 2010 saw the launch of the WDH customer profiling questionnaire 'You and WDH'. The questionnaire will continue to be distributed to customers until the end of August 2011. The return of completed questionnaires has resulted in an increase in the percentage of current customer profiling information held from 68% a year ago to 75.29% by the end of March 2011. This means that we have much more accurate information on our customers that can be used to make sure our services fit the needs of all of our tenants.

'You and WDH' also asked tenants if they were interested in being involved in tenant engagement activities. As a result, all tenants interested in becoming involved have been contacted by the Tenant Involvement Officers who have been explaining the range of involvement opportunities WDH has to offer.

All tenants who expressed an interest in becoming involved with WDH as Minority or Disability Champions have also been contacted and a number are now joining our 'Love Where You Live' volunteering programme.

The Board and each LMC has a diversity champion who sits on the Diversity and Inclusion Monitoring Group, challenges progress on diversity objectives and reports back to LMC's. Expert speakers attend the meetings to discuss how WDH can best meet the needs of under represented groups.

The Tenant Engagement Team have held the following consultation events in the past year and outcomes have been communicated in our Tenant Newsletter, WDH News in the 'You Say We Did' article:

- Tenant Challenge Days.
- Resident Involvement Monitoring Group meetings.
- Virtual Forums.
- Summer Road Show where we attended 15 popular galas and events across the Wakefield District.
- Gypsy and Traveller Group meetings.
- Annual Family Fun Day.
- Older persons' Christmas parties.
- Service Review Group meetings.
- Active Learning for Residents sessions.
- Tenant Inspections.
- Talkback – where we take issues on a regular basis from our established Tenants and Residents Associations.



## 5. Equality Impact Assessments

Between September 2010 and April 2011, WDH has undertaken an Equality Impact Assessment Programme. Through equality impact assessing, WDH assesses the impact of new and amended policies, processes and procedures on the protected characteristics of race, religion and belief, disability, gender, gender reassignment, age, sexual orientation, pregnancy and maternity and marriage and civil partnership as required by current legislation.

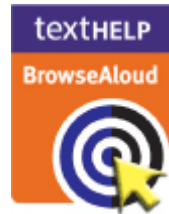
WDH commits to:

- carrying out EIAs on all proposals for new policies, practices and procedures or changes;
- regular reviews to existing policies, practices and procedures;
- ensuring that the views of all the communities we serve that are likely to be affected by the proposals are taken into account as part of the decision-making process;
- using the results of EIAs to address any issues of differential impact that may arise from such proposals, including the identification of potentially discriminatory outcomes;
- where the potential for adverse impact is identified, action will be taken to address this and it will be reported to our Diversity and Inclusion Monitoring Group;
- work with relevant groups and ensure they are consulted during the EIA process, by developing and sharing a forward plan of consultation for all policies under their bi-annual review cycle; and

- develop consultation terms of reference for all policies before the review takes place to ensure community engagement.

The completion of EIAs has resulted in the following outcomes during the past year:

- BrowseAloud – a programme that reads web pages aloud for people who find it difficult to read online, is available on all of our web content.
- The Tenants Handbook and Customer Charter Standards are now being offered as 'Talking Books'.
- A Resident Involvement Tracker System (RITS) has been developed so that WDH can identify more accurately the characteristics of tenants attending events.
- Customer profiling exercise carried out to ensure that decisions made on services are evidence based and prove the advancement of equality.
- The customer profiling exercise has asked black and minority ethnic (BME) customers and tenants with disabilities if they wish to become more involved with tenant engagement activities. Those who have expressed an interest have been contacted individually to advise them of the variety of ways in which they can participate in WDH activities.



## 6. Performance

WDH's Diversity and Inclusion Balanced Scorecard monitors performance in key areas and drives action to achieve an improvement in outcomes for tenants and employees.

The previous Diversity and Inclusion Balanced Scorecard focused on the achievement of targets rather than focusing on the analysis of trend data over the past three years since the introduction of the scorecard.

Taking a more strategic approach to equality, diversity and inclusion by equality impact assessing policies and procedures such as the recruitment policy and procedures and acting on actions identified in this way, should lead to improvements in current areas of under-representation such as LGBT people in the workforce and amongst LMC and Board members.

A focus on trends rather than targets will also discourage behaviours that do not provide value for money, as a result of needing to achieve an arbitrary target.

Current trend analysis of the number of employees with a disability and BME employees in the workforce shows a steady improvement in the levels of representation amongst these groups in our workforce.

During 2011 the Balanced Scorecard will be reviewed to consider covering all the protected characteristics as identified in the Equality Act 2010.

## 7. Diversity and Inclusion Achievements

### 7.1 Employment

WDH analyses trends on all aspects of employment, including recruitment, promotions, learning and development, disciplinaries, grievances and leavers by protected characteristics to ensure all areas of employment are accessible, inclusive and non-discriminatory.

In 2010/2011 the following changes to the workforce have occurred:

- During 2010, a job evaluation exercise was completed.
- WDH is an accredited 'two tick' employer and able to use the 'Positive About Disabled People' symbol on all of our job adverts and letterheads.
- WDH achieved Investors in People 'Gold Standard' in August 2010. As well as the core IiP Standard WDH was also rigorously assessed against the themes of 'leadership and management', 'management effectiveness' and 'reward and recognition' to achieve this award.
- WDH now publishes all recruitment and employment statistics by protected characteristics.

### 7.2 Awareness

In 2010/2011, WDH has continued to hold its quarterly diversity awareness 'Naked Lunch' events. The events are designed to 'uncover' the truth about unheard groups and dispel myths surrounding these groups. The topics covered in the past year have been on:

- Crime and Restorative Justice.
- Autistic Spectrum Disorders.
- Alzheimer's and Dementia.

In addition to raising awareness of certain groups and subjects amongst WDH employees, invitations to the events are extended to LMC members and WDH Tenant Active Learners and representatives from other housing associations.

WDH has continued with the Respect for People Diversity e-learning, ensuring that all new starters complete the training. During 2011 it is proposed a new diversity e-learning package, from the Housing e-academy, will be launched across WDH.



All new starters at WDH receive induction training that includes a session on diversity and inclusion.

On 1 April 2011, women from across WDH were inspired to reach their potential at a motivational event held at Merefield House that highlighted choice and opportunity for their development within the organisation.



'Inspiring Women', led by Executive Director of People, Gillian Pickersgill, included key note speeches and a choice of workshops from inspirational women who have achieved success within their chosen field. Special guest was Ingrid Lee, Chief Superintendant of West Yorkshire Police's Crime Division. She spoke about how her hard work, dedication and commitment led her to the top of her profession.

### 7.3 Race

Key achievements in relation to the protected characteristic of race include:

- Key tenant information has been produced in commonly requested languages. Support available for tenants for whom English is not their first language.
- Language Line service offers an interpretation service to tenants requiring this service.
- For 2011, a Religious and Cultural Calendar celebrating diversity of religions and cultural festivals has been published on the WDH intranet site.
- Trend analysis of the number of BME members on the Board and LMCs continues on a quarterly basis through the Diversity and Inclusion Balanced Scorecard.
- Trends on the number of BME employees, including senior management positions, are also monitored quarterly through the Diversity and Inclusion Balanced Scorecard.
- WDH has 12 Hate Crime Incident Reporting Centres and customers are encouraged to report any incidents which they can do either in person, by phone, by text, email or letter.
- WDH monitors the ethnicity of our contractors' workforces through the West Yorkshire Strategic Partnership Alliance.



### 7.4 Disability

Key achievements in relation to the protected characteristic of disability are:

- WDH continues to be accredited as a two-tick employer and was reaccredited for the two-tick symbol in May 2011.
- WDH monitors trends for the number of employees with a disability through our Diversity and Inclusion Balanced Scorecard and takes action to ensure the trend is always positive.
- WDH has a Disability at Work Group responsible for informing action on the employment and retention of employees with a disability.
- Access audits on all of our workplaces have been carried out to ensure compliance with the Equality Act 2010.



- Documents are always produced in 14 fonts as a minimum and a best practice standard. Documents are available in a range of alternative formats for both tenants and employees.
- Following the success of our pilot scheme in 2010, WDH is providing work placements for people with disabilities across the district. Work placements have been arranged for clients of Back in Touch, part of the charity Mental Health Matters. The placements have been very successful in improving general skills and confidence levels amongst those taking part in the placements.
- WDH uses BrowseAloud to make our internet site accessible for tenants with visual impairments and a range of other disabilities. The websites are built to standards including Royal National Institute of Blind People guidelines and W3C web standards. Our interactive services reduce the need for trips to service access points and for lengthy telephone calls.

## 7.5 Age

Key achievements in relation to the protected characteristic of age are:

- The introduction of a WDH Flexible Retirement Scheme to support retention of older employees.
- An Early Retirement Scheme was introduced for the 2010-2011 financial year that provided an opportunity for employees over 55 to request early retirement. As a result of this 15 employees opted to retire early.
- The extension of pre retirement courses to a wider age range.
- The development of flexible working policies and practices to support employees in maintaining a healthy work-life balance and in carrying out caring responsibilities.
- Promoting a range of events and programmes for different age groups including older persons Christmas parties and a family fun day.

## 7.6 Gender

Key achievements in relation to the protected characteristic of sex (men and women) are:

- Introduction of a job evaluation scheme during 2010.
- Development of a Domestic Violence Policy to include victims of domestic violence being same sex couples or men.
- Flexible working practices that support employees in maintaining their work-life balance.
- Trends on number of women employed by WDH in senior management positions and on the Board and LMCs are monitored through the Diversity and Inclusion Balanced Scorecard.
- Inspiring Women event held 1 April 2011 to encourage women in WDH to reach their potential through a motivational event held at Merefield House that highlighted choice and opportunity for their development within the organisation.

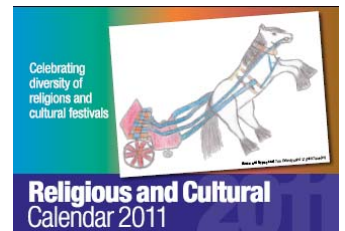
- Opportunity Now Benchmarking completed for 2010/2011. Opportunity Now is a membership organisation representing employers who want to transform the workplace by ensuring inclusiveness for women. WDH accredited at Gold Standard this year compared to Silver Standard last year.
- Part-time and job-share opportunities available at all levels.



## 7.7 Religion or Belief

Key achievements in relation to the protected characteristic of religion or belief are as follows:

- A non-denominational Quiet Room available for use by employees for prayer or contemplation at Merefield House.
- A religious and cultural calendar has been published on the intranet for 2011 to enable employees and line managers to plan for holiday periods and to gain an understanding of events throughout the year.
- Hate Incident Reporting Centres available to all customers for reporting of harassment or discrimination due to religion or belief.
- The 'You and WDH' questionnaire has asked tenants if they have any particular customer service needs in relation to their religion or belief.
- WDH monitors the religion or belief of all employees to ensure we are working towards recruiting and retaining a workforce that represents the demographic make-up of the Wakefield district.



## 7.8 Sexual Orientation

Key achievements in relation to the protected characteristic of sexual orientation include:

- The 2010 Employee Survey asks a monitoring question on sexual orientation so that analysis can be done on this protected characteristic.
- The sexual orientation of tenants is asked as part of the 'You and WDH' questionnaire so that in future we are able to detect any issues on estates such as homophobic bullying.
- A Domestic Violence Policy is in place which includes same sex couples or men who have experienced domestic violence.
- WDH is a Stonewall Diversity Champion and took part in the Stonewall Workplace Equality Index in 2010. Stonewall is Britain's good practice employers' forum on sexual orientation and supports employers in embedding good practice on LGBT issues.
- An action plan has now been put into place where gaps have been identified in our performance on LGBT tenant and employee issues.
- Hate Incident Reporting Centres are available for all customers to report incidents of harassment or discrimination related to their sexual orientation.

## 7.9 Gender Reassignment

- WDH is currently working with Gender Shift to develop a Gender Reassignment Policy for employees.
- All WDH policies and procedures are assessed to ensure they do not discriminate against people who are gender reassigned or undergoing reassignment.



## 7.10 Other Areas

- WDH has been awarded Level 1 accreditation for Investors in Diversity and is working towards Level 2 accreditation. The Investors in Diversity Level 2 Award is recognised as much more than just a highly prized and prestigious quality mark. It is an all-encompassing approach to managing Equality, Diversity and Inclusion (EDI) effectively. It enables organisations to take a structured and planned approach to embedding equality and diversity at the heart of what they do.

## 8. Achievements Timeline

April 2010



- Training on the purpose of EIAs is carried out with senior managers and with members of the Diversity and Inclusion Operational and Monitoring Groups.
- WDH takes part in the Housing Diversity Network Mentoring Scheme aimed at improving prospects for BME employees of housing associations countrywide.
- A new 'You and WDH' questionnaire is developed in consultation with employees and stakeholders. The questionnaire is aimed at collecting information on protected characteristics so that WDH can analyse customer profile data and develop services.
- A Naked Lunch event on Crime and Restorative Justice is held for employees, LMC members and Resident Active Learners.

May 2010



- WDH takes part in the Aim Higher Mentoring Scheme, working with students from local schools to raise attainment levels amongst promising students.
- 12 week work placements take place for clients of Back in Touch.
- WDH takes part in a series of workshops with Jobcentre Plus in Leeds on worklessness within the BME community.

June 2010



- Training on EIAs is carried out with all managers within WDH.
- EIAs on Homesearch policy and all Homesearch procedures and processes completed.
- A door knocking exercise takes place to canvas views on the WDH Local Offer and check the information we have on our tenants is correct.

July 2010



- Diversity and Inclusion Monitoring Group meeting held. The development topic is 'Crime and Restorative Justice'.

August 2010

- 'You and WDH' questionnaire pilot commences. Gas engineers briefed to distribute 'You and WDH' questionnaires when carrying out gas inspections. Following the success of the pilot, questionnaires have been distributed to tenants.

## September 2010



- The Opportunity Now benchmarking exercise is completed. The Opportunity Now benchmarking survey is the UK's most extensive survey on gender equality and diversity in the workplace. It is a biennial survey which is available to all Opportunity Now Champions.
- EIAs on debt policies and procedures carried out with Debt Team.

## October 2010



- Investors in Diversity Level 1 Accreditation awarded to WDH.

## November 2010

**DIVERSITY AND INCLUSION SCORE CARD PERFORMANCE OVERVIEW – APRIL 2010 TO MARCH 2011**

Leadership					Customer Service				
Description of Indicator	2008/10 Outturn	2010/11 Outturn	2010/11 Target	Trend	Description of Indicator	2008/10 Outturn	2010/11 Outturn	2010/11 Target	Trend
Number of BME employees	88	98	88 (8.8%)	→	% of BME tenants satisfied with landlords services	89%	96%	90%	→
Number of BME employees who are senior managers	4 (2.74%)	4 (2.73%)	8 (5.8%)	→	% of BME customers satisfied with contractors	97%	98%	95%	→
Number of employees with a disability	27	31	44 (3.0%)	→	Average length of time to complete all adaptations	10 weeks	5 weeks	12 weeks	→
Number of women that are senior managers	50 (38%)	61 (32%)	79 (90%)	→					
Governance and Efficiency					Sustainable Communities				
Description of Indicator	2008/10 Outturn	2010/11 Outturn	2010/11 Target	Trend	Description of Indicator	2008/10 Outturn	2010/11 Outturn	2010/11 Target	Trend
Number of Board members from BME Communities	0 (0%)	0 (0%)	1 (11%)	→	Percentage of lettings to BME applicants	7.30%	8.80%	7.80%	→
Number of Board members with a disability	0 (0%)	1 (2%)	2 (22%)	→	Number of BME people registered with Homesearch	1443	1704	Not Applicable	→
Number of Board members that are female	5 (66%)	4 (44%)	4 (44%)	→	% of BME people employed by Strategic Partners	3.6%	3.3%	3.6%	→
Number of LAC members from BME Communities	5 (10%)	9 (9%)	4 (8%)	→	% of opportunities taken BME with tenant involvement	4.63%	5.80%	6.00%	→
Number of LAC members with a disability	14 (100%)	16 (100%)	8 (14%)	→					
Number of LAC members that are female	28 (100%)	20 (125%)	20 (40%)	→					

■ Performance on track to meet performance  
■ Performance not on track but within 10%  
■ Performance not on track and not likely to meet target.

- Changes to Diversity and Inclusion Balanced Scorecard made to reflect monitoring of key trends over the past three years.

## December 2010



- Priority EIAs now all complete.
- WDH supports Kidzaware, the Lupset-based charity for children with disabilities, by buying 60 presents that are distributed by our own 'Santa'.

January 2011



- Two Naked Lunch events on the subject of autistic spectrum disorder are held for employees, LMC members and active learners.
- Feedback on the results of the Stonewall Benchmarking Survey received. Report and action plan based on results is agreed by EMT.

February 2011



- Shared Review carried out with Investors in Diversity Advisor in readiness for formal assessment later in the year.

March 2011



- Diversity and Inclusion Monitoring Group meeting held. Development topic included on the subject of dementia and Alzheimer's awareness.
- Resident Involvement Tracker System established to monitor tenant representation at events by protected characteristics.
- 'You and WDH' questionnaire leads to an increase in the amount of customer profiling data WDH holds on tenants from 68% to 75.29%. This information will be used to improve service delivery, across all the protected characteristics.

9. Key Outcomes

- EIAs have now been completed on all policies and procedures and all actions are being monitored. EIAs ensure that the impact of policies and procedures on protected characteristics are assessed and action taken where appropriate.
- The amount of Customer Profiling information WDH has on its tenants has increased to 75.29% from 68%. The more information available on tenants and employees the more effective WDH can be at ensuring services meet customers needs.
- WDH achieved Investors in People 'Gold Standard' in August 2010 demonstrating its commitment to its employees. This puts WDH in the top 1% of organisations that have IiP status.

- WDH has been accredited at Gold Standard by Opportunity Now. The Opportunity Now benchmarking survey is the UK's most extensive survey on gender equality and diversity in the workplace and the gold standard represents our high level of achievement in this area.
- Investors in Diversity, Level 1, has been accredited to WDH. This demonstrates the initial assessment of our policies, procedures and practices for diversity and inclusion. Next year WDH is striving for Level 2.

## 10. Future Challenges

- To ensure that service provision for our customers and employees is reviewed and enhanced, where required, a series of customer profiling workshops will take place during 2011. An action plan will be devised based on the outcomes of the workshops.
- To externally assess how effective WDH is at embedding diversity and inclusion in services and activities there will be a formal assessment for Investors in Diversity Level 2 accreditation in July 2011.
- To improve communities and promote joint working between employees and tenants a volunteering programme – 'Love Where You Live' – will be launched in 2011.
- To improve employee and diversity champions knowledge and understanding of diversity issues a series of 'Naked Lunches' will be held throughout 2011-2012. The next event will be on mental capacity and domestic violence and will be held in July 2011.
- To increase employees understanding of different disabilities and encourage people with disabilities to work for WDH a number of work placements for people with disabilities living in the Wakefield district will be supported by WDH during this year.
- To ensure the Single Equality Scheme meets the requirements of the Equality Act (October 2010) and Public Sector Equality Duty the scheme will be reviewed and revised in 2011.
- The Diversity and Inclusion Balanced Scorecard will be reviewed to ensure that all protected characteristics are considered.
- To continue to report actions from EIAs to the Monitoring Group to ensure that the impact of new and amended policies, processes and procedures on all protected characteristics are examined and action taken where required.



## Vision

to create confident communities

## Mission

to inspire, transform and promote excellence

## Values

to be creative, inclusive and work with integrity