



# **OLON SOUTH WEST HOUSING ASSOCIATION LTD**

## **EQUALITY AND DIVERSITY STRATEGY**

**“Continually striving towards fairness for all”**

<b>Date:</b>	August 2010
<b>Next review:</b>	August 2013
<b>Author:</b>	HR Co-ordinator
<b>Ultimate Responsibility:</b>	Chief Executive
<b>Approval by:</b>	Solon’s Board - 8 <sup>th</sup> September 2010

# Contents Page

<b>1</b>	<b>Why do we have this strategy?</b>	<b>3</b>
1.1	Introduction and key drivers	
1.2	Meeting residents' priorities (consultation and status survey)	
1.3	Contextual issues	
1.4	Strategic Aim and Mission Statement	
1.5	Service Standard link	
<b>2</b>	<b>What do we know about our residents / staff / stakeholders / communities?</b>	<b>7</b>
2.1	Diversity	
2.2	Communication	
2.3	Complaints	
<b>3</b>	<b>Our Promises</b>	<b>8</b>
1	Accessing services	
2	Services shaped by residents	
3	Fair and equal uptake of services	
4	New homes, offices and existing homes tailored to residents' needs	
5	Improving our knowledge of residents' needs	
6	Adapting to new legislation	
7	Procuring contractors	
8	Staff, Board and contractors that reflect our customer base	
9	Assessing the 'equality impact' of all services	
10	Equality in recruitment	
11	Equality for staff	
12	Allocation of resources	
<b>4</b>	<b>How we will keep our promises (achieve our objectives)</b>	<b>16</b>
4.1	Strategic actions	
4.2	How we will measure success	
4.3	Responsibility and Review	
<b>5</b>	<b>Barriers and Communication</b>	<b>17</b>
5.1	Resources	
5.2	Risk	
5.3	Communication	

## **1.0 Why do we have this strategy?**

### **1.1 Introduction and Key Drivers**

Solon embraces and promotes equality and diversity, recognising the value in working creatively with differences to broaden perspectives and empower every person to contribute to building stronger communities and deliver the best possible service. Solon is not only committed to equality and diversity in all areas of the service it provides (as a landlord, an employer, a purchaser and a local organisation) but is also striving to become an example of best practice within our sector. The key drivers for this strategy are:

1. Solon's vision and mission statement which declares our intention to be a 3\* housing association by April 2013
2. Inequality in satisfaction between different equality groups revealed in our STATUS Survey 2008
3. A dramatic change in equality legislation; the introduction of the Equality Act 2010 (replacing 9 acts of law) and introducing new 'protected characteristics'
4. The strong commitment from staff and Board to advance equality and diversity and eliminate unlawful discrimination (as laid out in business plan objective 6)

We are proud to work with such a diverse cross section of residents within our wider communities, general need housing and supported living accommodation. We believe that we have worked hard to design our services so that they are not discriminative but accessible and inclusive; however we know that people continue to suffer discrimination for many reasons, including any one or more of the following 'protected characteristics':

- Age
- Disability
- Gender reassignment
- Marriage and civil partnerships
- Pregnancy and maternity
- Race
- Religion
- Sex
- Sexual orientation

Aside from these 'protected characteristics', we also recognise that individuals suffer discrimination for other reasons such as:

- Socio-economic circumstances
- Nationality
- Gender identity
- Class
- Appearance
- Being HIV positive or with AIDS
- Working part time or working unsociable hours
- Having a criminal record
- Having responsibility for dependants
- Being Homeless/no fixed abode

By using our organisational strengths, influence and resources we will work actively to challenge and eliminate inequality and disadvantage. We strive to create communities where people live and work well together where diversity is valued and respected and

where each individual feels socially included. We will establish and maintain a fair, accessible and safe environment for our residents, staff and everyone who works with us.

This Strategy reflects the leadership and full commitment of our Board and senior management team. We require all our committee members, employees and those who supply us with goods and services to comply with our Equality Policy and procedures relating to it.

We support and uphold all current equality legislation. The relevant statutory requirements are contained in:

- The Race Relations Act 1976, Amendment Act 2000 and amendments/regulations 2006.
- The Sex Discrimination Act 1975.
- The Equalities Act 2006.
- The Disability Discrimination Act 2005 (DDA).
- The Protection from Harassment Act 1997.
- The Human Rights Act 1998.
- The Employment Equality (Religion or Belief) Regulations 2003.
- The Employment Equality (Sexual Orientation) Regulations 2003.
- The Gender Equality Duty 2007.
- The Disability Duty 2006.
- The Sex Discrimination (Gender Reassignment) Regulations 1999.
- The Employment Equality (Age) Regulations Act 2006.
- The Equal Pay Act of 1970.
- The Racial and religious Hatred Act 2006.
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000

And most notably, from October 2010;

- The Equality Act 2010 (which will consolidate and replace much of the above)

Solon will also comply with the requirements of:

- The Housing Corporation's Regulatory Code and Guidance relating to race equality and equal opportunities.
- The Race Equality Code of Practice for Housing Associations.
- The Commission for Equality & Human Rights Codes of Practice in Rented Housing and Employment.
- The Commission for Equality & Human Rights Code of Practice for Employment.
- The Disability Equality Duty as required by HC Circular 10/07.
- The Gender Equality Duty as required by HC Circular 10/07.

## 1.2 Meeting residents' priorities

### *Consultation*

Since November 2009 we have held 3 equality consultation events; a Disability Equality Day, a Vulnerable Persons' Workshop and an Equality and Diversity Service Standard Event. 25 people attended in total and many of the diversity strands were represented; in particular, women, disabled residents and BME residents. The events established the following priorities:

- Aids and adaptations
- Empowering disabled residents
- Understanding residents needs & responding to them (including vulnerable residents)
- Listening to and using resident feedback (actively seeking the views of those who find it difficult to access our services)
- Improving staff and resident awareness of equality issues and support services available
- Assessing residents at the start of their tenancy for potential support needs
- Communicating with residents in the way they prefer
- Making Solon offices & communal areas DDA compliant where possible
- Ensuring there is a consistent approach to all services
- Working closely with outside agencies that can help
- Working with contractors who share our commitment to equality and diversity

Using the priorities established during our 2009-10 resident consultation, a Board working group met in July to establish the aims and objectives for this strategy. A group of staff, contractors and local authority representatives met later in July to establish how we could work together with residents to deliver these objectives and establish how we could measure our ongoing successes. This forms part of the 'how will we keep our promises?' section. We have developed the themes emerging from residents' consultation and have agreed a mission statement of *continually striving towards fairness for all*.

### *Status Survey*

The 2008 Status Survey highlighted that BME and disabled residents were less satisfied with several areas, and significantly less satisfied with repairs and maintenance. More detailed information is provided as appendix 1.

## 1.3 Contextual Issues

We have considered what factors will affect our equality and diversity priorities for the future. These are:

- Implications of the Equality Act 2010
- Future changes to HC/TSA guidance and framework
- Future Changes to regulation and self-assessment
- Financial capacity to resource Equality initiatives
- Changes to the business plan in 2011
- Outcome of a 2011 mock inspection
- Changes in government policy
- Impact of public spend cuts
- Outcomes of the 2011 Census
- Change in resident profile (aging population/migration patterns)

#### **1.4 Strategic Aim and Mission Statement**

The aim of this strategy is to achieve equality in all our service provisions, fully embrace diversity and work pro-actively to redress the wider impact of discrimination.

Two measureable milestones to delivering this aim will be:

- To reach 3 stars by September 2012
- To reach 'Excellent' on the Equality Framework for Social Housing by March 2013

This Equality and Diversity Strategy is intended to be used as a 'living' document; for people to use and understand. It will act as an informative guide about our service improvement journey, as well as being a flexible document which will be regularly adapted to the changing needs of residents and staff.

The Mission Statement for the Strategy is:-

“continually striving towards fairness for all”

#### **1.5 This Strategy links with the following service standards:**

- Equality and Diversity (see appendix 2)
- Working in your home

It should be noted that there are important statements within a number of Service Standards relating to customer service but the two listed above are key in terms of our approach to equality.

## 2.0 What do we know about our residents, staff, stakeholders and communities?

### 2.1 Diversity

Strand		Solon's Residents (2010)	Solon's Staff (2010)	Solon's Board (2010)	Solon's Contractors (2010)	Solon's Consultants (2010)	South Glos. LA (Census '01)	Bristol LA (ONS '07)
<b>Gender</b>	Male	33.4	33.3	50	83.8	72.6	49.4	50
	Female	66.6	66.7	50	16.2	27.4	50.6	50
<b>Age*</b>	under 30	21.3	12.1	0	No data	No data	30.4	16.9
	Over 65	5.2	0	8	No data	No data	14.4	8.0
<b>Race</b>	BME	22	18.2	16.7	4.1	6.2	4.2	11.9
<b>Religion**</b>	No religion	40.3	33.3	40	No data	No data	17.5	24.5
	Christianity	28.9	46.7	20	No data	No data	73.9	62.1
	Islam	10.2	6.7	0	No data	No data	0.5	2.0
	Other	20.6	13.3	40	No data	No data	8.3	11.4
<b>Disability</b>		23.5	8	8	0.8	0.1	14.5	17.8
<b>Sexual*** Orientation</b>	LGBT	1.8	0	0	No data	No data	6	6
<b>% data collected</b>		98	100	100	70	53	100	100

\* Other age categories - South Glos – under 24 and over 65; Bristol – under 24 and over 75

\*\* Board religion has only been collected against 42% to date and 45.5% for staff

\*\*\* Board sexual orientation has only been collected against 42% to date

#### *Key Points*

The above profiling information tells us the following:

- We have a high proportion of female (66.6%), disabled (23.5%) and BME residents (22%), higher than the local community; however our Board, staff and contractors / consultants are not representative, with the exception of female staff.
- We have a high proportion of young residents (21.3% not including children) which is higher than the Bristol area, which includes children; however there is no representation of young people on the Board.

- We have less lesbian, gay or bi-sexual residents (1.8%), than the local community, and there is no representation within staff or Board groups.

Further resident profiling information can be found in appendix 3.

## 2.2 Communication

Our tenancy audit tells us:

- 7.3% of our residents do not have an English speaker in the household
- 3.8% of our residents are unable to read English
- 1.1% of our residents are deaf or hard of hearing
- 0.8% of our residents are blind or partially sighted

## 2.3 Complaints

Complaints provide the most valuable information in terms of where customer service has failed. 50% of the complaints received in 09/10 relate to customer care issues (44 of a total of 88 complaints); specifically communication. Complainants were generally representative of the wider resident body. There are two areas where complainants are over-represented, and this is females and the age group 46-55.

## 3.0 Our promises

In light of priorities identified by residents, the Board has established 12 strategic objectives to ensure we achieve our equality and diversity aim. Staff and other Stakeholders helped to establish how we intend to keep these promises, both through existing actions and developing new initiatives. Many of the objectives will be met by working towards delivering an excellent service against the Diversity KLOE. After each objective there is:

- a summary of current improvement work that has taken place is detailed - these are only some examples
- a priority action - this is the action that directly relates to our residents priorities therefore is our priority (the number correlates to where the action can be found in the main action plan)
- a measurement – this is how we will make sure we achieve our promises
- All actions are included in the action plan at the end of the strategy.

### 1. **Ensure anyone can access our services and that our services are non-discriminatory (including direct, indirect, harassment or victimisation)**

**What are we doing already?**

- Clear policies in place (including harassment and bullying, domestic violence, equality policy and code of practice) to ensure residents can access all of our services in a fair and non-discriminatory way.
- Strategy and Policy template with guidance to ensure the inclusion of equality considerations as well as programming in Equality Impact Assessments of major documents.
- Communicate our equalities commitment to staff, residents, contractors and Board regularly through our newsletter, website, contractor meetings, toolbox talks, staff meetings, equalities reports.
- Provide compulsory equalities training and cultural awareness tours to staff and Board. Contractors and residents are also invited.
- Provide a translation strapline on all leaflets, letters and the resident handbook, have translation and interpretation services that are readily available and guidelines on how and when to use them and have 2 staff translators, covering 3 languages.
- Assess vulnerability at the beginning of a tenancy so that appropriate support can be offered. We also regularly promote the support services available, within and outside of the organisation.

### Priority actions

Action No.	Action	Measurement
1.6	Establish all outstanding preferred communication methods and promote services in this way (include in our database so staff can access this and share with contractors where appropriate)	
3.1	Expand training and guidance for staff and contractors on equalities (to include vulnerable people, harassment, trusted assessor, mental health, language and literacy issues, EIA, equality in recruitment and ensure understanding of all types of discrimination)	

## 2. Ensure that all services and future services are shaped by our residents (across all protected characteristics) and delivered to address their needs

### What are we doing already?

- Have a diverse resident involvement database and employ a wide range of methods to engage (meetings, forums, events, surveys, mystery shopping, suggestions) which we advertise widely.
- Have a designated Equalities Champion group for which we are actively recruiting resident members.

- Employees have compulsory training on the importance of resident involvement and we provide a range of training for our residents to enhance their skills and confidence in involvement.
- Working towards meeting the TSA standards which stresses the importance of residents' diverse needs shaping everything we do.

### Priority action

Action No.	Action	Measurement
2.1	Continue working to attract under-represented and marginalised groups to become involved, ensuring we gain the widest possible range of views and they can assist in informing and monitoring service provision and consult on best methods to maximize involvement	

### 3. Ensure that service uptake is representative of people in housing need, our residents and the communities which we serve, in the following areas:

- |                       |                |
|-----------------------|----------------|
| a. housing management | d. involvement |
| b. maintenance        | e. new homes   |
| c. support            |                |

### What are we doing already?

- Monitor and report against our BME targets for the following areas: Lettings, Resident satisfaction, dealing effectively with racial harassment, Governing body membership, Staffing, Representation in the Residents' Forum (residents' association).
- Monitor and report complaints, support and recruitment against 6 strands of diversity.
- Use the choice based lettings system which is transparent and which has been set up to help amongst others those who may be more disadvantaged through language barriers and disability
- We are assessing our policies for their equality impact to ensure that services are designed fairly and accessible to all.

### Priority action

Action No.	Action	Measurement
1.1	Monitor all services against all protected characteristics and set targets/benchmarks (based on residents, housing register and local community) to ensure that there is no evidence of discrimination or disadvantage, including all satisfaction, housing management (lettings, shared ownership, ASB,	

harassment) asset management (repairs, planned works), resident involvement, support and new homes and act on any findings	
--	--

**4. Ensure that the new homes we develop are designed to address the needs of people in housing need, our residents and the communities which we serve and existing homes and offices are accessible as possible (aids, adaptations and other reasonable adjustments)**

**What are we doing already?**

- Building to Lifetime Homes standards (which are adaptable to physical needs and can accommodate wheelchair users)
- Building to high energy efficiency standards (Code for Sustainable Homes) which will reduce fuel bills
- Working in partnership with local authorities and other housing associations to ensure that new homes meet residents’ and communities’ needs.
- Monitoring satisfaction against new homes and have found that BME residents are as satisfied as non-BME residents.
- Prioritising replacing unsuitable stock with new accessible family housing to respond to local need.
- Have level access and hearing loops installed in our reception and are finalising a reception and office revamp which will make us fully accessible, family friendly and DDA compliant.
- Working with Bristol City Council and other local housing associations to provide an efficient and effective aids and adaptations service. In 2010 we increased our budget for these improvements from £3,000 to £15,000.
- Advertise all adapted properties through home-choice and work with social services to find residents who will utilise the adaptation.

**Priority action**

Action No.	Action	Measurement
1.4	Continue to monitor, review, improve and invest in the aids and adaptations programme, to include considering jointly funding an Occupational Therapist to reduce waiting times for residents	

**5. Improve the way we collect and use tenancy audit data, including evidencing better outcomes for residents**

### What are we doing already?

- Have collected 98% of information from our residents.
- Report to the Customer Service Improvement Committee on targets and performance in areas including analysis against the tenancy data and progress against the Equality and Diversity Strategy.
- Collect tenancy audit data at sign up and have a rolling programme to complete 20% surveys per year to ensure the data is accurate.
- All information is available for staff to refer to, including vulnerability, disability and challenging behaviour; this information is shared with contractors and other agencies, where relevant.

### Priority action

Action No.	Action	Measurement
1.10	Ensure that resident data is up to date to ensure accurate analysis	
1.15	Keep a register of outcomes and service improvement from resident profile information	

## 6. Proactively adapt the way we provide services to encompass new legislation (such as the Equalities Act 2010)

### What are we doing already?

- Report to the Customer Service Improvement Committee regarding changing legislation and actions needed to ensure compliance.
- Have developed race, disability and gender equality schemes and action plans with staff and residents and this group monitor progress against these.
- Provided training for key members of staff on up and coming legislation, most notably the Equality Act 2010.

### Priority action

Action No.	Action	Measurement
5.3	Develop and implement a Single Equality Scheme with residents (which includes monitoring all protected characteristics)	

## 7. Ensure we procure contractors and suppliers who embrace our equalities commitments

### What are we doing already?

- Have an inclusive procurement policy which prioritises equality and diversity and encourages contractors to develop their own E&D policy.
- Contractors, consultants and suppliers adopt our equality commitments; including training (we have had contractors attend equality training, equality impact assessment training, cultural awareness tours and equality consultation events).
- Developing a pilot equality training programme with local trainers and equality specialists SARI targeted specifically to Housing Association contractors. 15 of our operatives will be attending in October.
- Our equality expectations are included in our contractors' contracts, as well as having developed a contractor code of conduct and 'working in your home' service standard.
- Ongoing progress is monitored during monthly meetings and contractor diversity statistics are collected annually

### Priority action

Action No.	Action	Measurement
8.1	Analyse contractor equality data to identify gaps and promote positive action where there is a need	

## 8. Ensure our staff and Board members are representative of our resident base and community and proactively ensure the same with our contractors.

### What are we doing already?

- Monitoring Staff and Board against the 6 strands of diversity and Contractors against the 3. This information feeds into the Board KPI report.
- Staff and Board members are fairly representative of our residents, with the exception of LGBT representation and younger people, however contractors are not; with very low numbers of BME, disabled and female employees.

### Priority action

Action No.	Action	Measurement
3.2	Continually monitor representation and proactively tackle any under representation in innovative ways	

## 9. Ensure we assess the 'equality impact' of all service areas and act on the findings

### What are we doing already?

- Carried out Equality Impact Assessments (EIA) on key service areas (35 initial screenings and 4 full assessments) and programmed in further EIAs for 2010.
- Have a target to complete 80% of all planned EIAs. This is reported to Board quarterly.
- Produced an action plan for improvements identified through EIAs which is monitored by the Equality Champion Group.
- Key members of staff and contractors have been trained in carrying out assessments.

### Priority action

Action No.	Action	Measurement
9.1	Continually publicise the need for and understanding of EIAs to staff, act on findings and communicate outcomes to staff, residents and Board.	

## 10. Ensure equal opportunity for all job applicants and prospective applicants and take positive action to ensure that there are recruitment opportunities for all

### What are we doing already?

- Robust recruitment process which is communicated to all involved staff.
- All recruiting personnel are trained in understanding positive action as opposed to positive discrimination (especially in light of the Equality Act 2010) and we are a member of the 'positive about disabled people' scheme.
- Monitor against all diversity strands for recruitment (permanent and temporary) and we target advertising to maximise applicants from under-represented groups (i.e. local community radio stations, equality websites).
- Have had several BME trainees in the past and are currently recruiting for 3 further posts through the Future Jobs fund.

### Priority action

Action No.	Action	Measurement
3.2	Continually monitor representation and proactively tackle any under representation in innovative ways	

## 11. Ensure that staff management, support, and provision of training and development opportunities are provided on an equitable and non-discriminatory basis

### What are we doing already?

- Carry out an annual staff survey to gauge the effectiveness of employee satisfaction with training, support and staff management. Where satisfaction is not achieved, we carry out independent and anonymous interviews to establish the root cause / source of the dissatisfaction. These issues have been included in the HR Strategy for 2010-13.
- Have a HR Strategy in place to ensure a consistent and a fair approach to staff management.
- Managers are well trained to ensure they have the skills they need, with a rolling training programme in place.
- All HR policies (including performance management, code of conduct, grievance, harassment, training and development and whistle-blowing policies) are promoted widely to staff.
- Provide a flexible workplace which is family friendly and space for specific workplace requirements such as prayer (recognised by Investors in People)

### Priority action

Action No.	Action	Measurement
3.10	Become more systematic in training planning, provision and evaluation, to include formalising applications for training, clarifying criteria for training opportunities, developing managers softer skills, feeding back on learning and celebrating accreditations	

## 12. Ensure our allocation of resources is prioritised in a way to achieve our commitment to equality

### What are we doing already?

- We are a flexible organisation that responds appropriately to change and need.
- The Board sub-committee (CSIC) monitors our commitment to equality.
- Provided additional resources to enable us to collect our resident profile.
- Increasing our investment to aids and adaptations in response to need.
- Significantly investing in improving the condition of our properties to address poor satisfaction in this area (especially BME and disabled residents).
- Increased investment in equality training and cultural awareness.

- Set up a designated equalities group headed by the HR Co-ordinator.
- Supporting local inclusion projects such as Bristol Credit Union, the Sofa Project and SARI that will assist our residents and the wider community.

### Priority action

10.1	Ensure that equality, social inclusion and community cohesion is appropriately resourced (staff time and funds), by maximising partnership working and funding and keeping it under regular review
------	--

## 4.0 How will we keep our promises (achieve our objectives)?

### 4.1 Strategic Actions

All actions have been included in the action plan which appears at the end of this strategy.

There are also a number of other equality actions in our other strategies. The Performance Improvement Manager is working on a single Solon Improvement Plan (due for completion November 2010) which will encompass the actions from all of our strategies. This will make it much easier for individuals to track progress on these actions.

### 4.2 How will we measure if we have achieved our promises?

As we are embedding equalities throughout the whole organisation we need to use a vast range of tools to measure our performance. Specific measures will be included on the action plan, however some methods are highlighted below

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Take up of service against diversity strand targets</li> <li>• Other diversity reports (comparing to whole resident profile and local profile)</li> <li>• Resident feedback / mystery shopping</li> <li>• CBL monitoring and targets</li> <li>• Status Survey</li> <li>• Staff Survey</li> <li>• Equality KPIs and targets</li> </ul> | <ul style="list-style-type: none"> <li>• Monthly contractor meetings minutes</li> <li>• Diversity against satisfaction</li> <li>• Performance against other strategies (procurement, development, resident involvement)</li> <li>• Learning Register</li> <li>• Recruitment equality statistics and targets</li> <li>• Staff profiling and targets</li> <li>• Training KPIs and targets</li> </ul> |
|--|--|

### 4.3 Responsibility and Review

<b>Approval</b>	Solon's Board	3 yearly
<b>Ultimate Responsibility</b>	Chief Executive	n/a
<b>Review Responsibility</b>	HR Co-ordinator	annually
<b>Monitoring Action Plan</b>	Equality Champions Group and CSIC	Quarterly
<b>Leading Actions</b>	Several key staff members to include: Chief Executive, Customer Services Director, HR Co-ordinator, Performance Improvement Manager, Resident Involvement Co-ordinator and all departmental managers	Ongoing
<b>Committing to Equality principles</b>	All staff, Board, contractors and involved residents	Ongoing

The Business Plan being reviewed Jan – March 2010?, therefore this strategy will need to be aligned with the new business plan objectives. This strategy will be reviewed annually to ensure it is still relevant to changing contextual issues, therefore alignment to the new Business Plan can take place in September 2011 as part of the annual review.

### 5.0 Barriers and Communication

#### 5.1 Resources

Resources at Solon are limited in comparison to larger organisations. However, as long as staff work efficiently, there is no reason why we cannot achieve our promises and commitments. In a smaller organisation, it should be easier to communicate our message to staff and embed improvement and equality and diversity throughout the organisation. Board, Senior and Middle managers need to ensure that staff can prioritise the work that matters most to our customers and review when resources need to be increased or reorganised.

#### *Equality and Diversity Budgets for 2010-11*

Donations	£533
Translation	£1,598
Aids and adaptations	£15,000
Positive Action Initiatives	£15,150
<b>Total</b>	<b>£32,281</b>

## 5.2 Risk

There are a number of risks that may impede the implementation of this Strategy. Staff need to feel supported and need to be empowered to make the kind of decisions that will enhance their ability to deliver a tailored and excellent service. IT remains a key risk in all aspects of Solon's business; the ability to use the profiling information and to analyse how services are taken up is of vital importance.

## 5.3 Communication

We will communicate this Strategy and progress against it in the following ways:

<b>Who</b>	<b>What</b>	<b>Where</b>	<b>How often</b>
Residents	E&D Strategy	Website Residents Forum Newsletter	Continuous
Residents	Performance against E&D Service Standard	Newsletter & Website	Quarterly
Board and residents	E&D Strategy Progress	Customer Services Improvement Committee	At each meeting
All stakeholders	E&D Strategy Progress	Annual Report	annually
Staff	Performance against service standard and Strategy	Staff meetings 121s Team meetings	Monthly