

Equality Impact Assessment Template

To complete the template, please refer to the Equality Impact Assessment Process & Guidance Notes. Section 5 (5.1 to 5.8) in pages 11 to 17 provides a step-by-step guide on how to carry out initial, partial and full impact assessments.

- (1) The General Information section must be completed in all assessments.
- (2) For an Initial Impact Assessment, complete Sections 1 - 4
- (3) For a Partial Impact Assessment, proceed to complete Section 5
- (4) For a Full Impact Assessment, proceed to complete Sections 6- 8

General Information	
Name of function/policy: Customer Services Delivery Plan	
Subsidiary/Directorate: PCHA	
Officer completing the assessment	
Name:	Job title: Survey and Procedure Officer
Tel. no:	Email address:
Date of assessment: 25/07/09	
Is this an existing or proposed function/policy? Proposed	
Initial Impact Assessment (Sections 1- 4)	
Section 1. Responsibility and Ownership (refer to 5.1 in pages 11 & 12 in guidance notes)	
1.1 Who is responsible for this function/policy at senior management level? (this could be a named individual or a group e.g. DEG) PCHA Senior Management Team: <ul style="list-style-type: none"> • Deputy Director Housing Services • Head of Business Support • Head of Supported Housing • Deputy Director Property Services 	
1.2 Who is responsible for this function/policy on a day-to-day basis? (this could be a named individual or a group) Service Improvement Manager PCHA Customer Services Champion	
1.3 Who else, both internally and externally, influences delivery of this function/policy? All staff at PCHA Colleagues at Genesis Housing Group Contractors	
Section 2. Aims and Objectives of the Function or Policy	

(refer to 5.2 in page 12 in guidance notes)

2.1 What are the aims and objectives of this function/policy?

- To use resident insight to develop customer service improvements
- To set service standards
- To develop clear and achievable actions to make sure we meet service standards
- To make sure that residents are involved in monitoring our performance in meeting service standards.

2.2 Who are the target groups that will benefit from this function/policy?

All residents will benefit from this plan. Staff and external stakeholders are also targeted by this plan, as we aim to work better internally to deliver better services externally.

2.3 What are the intended outcomes of this function/policy?

- To improve services to residents of PCHA, which will be reflected in increased satisfaction with PCHA as a landlord
- To reduce the number of complaints received about poor communication, including issues with the telephone service and responding to correspondence and messages
- To improve satisfaction for specific service areas when measured as part of ongoing surveys
- To improve staff morale by working better together; this will be reflected in higher staff satisfaction with PCHA as an organisation to work for and high staff retention.

Section 3. Relevance to the General Duty:

- **Eliminating Unlawful Discrimination,**
 - **Promoting Equality of Opportunity, and**
 - **Promoting Good Community Relations**
- (refer to 5.3 in pages 12 - 15 in guidance notes)**

The following questions may help to guide relevance to the General Duty :

- Is the policy/function directly or indirectly discriminatory? Refer to Guidance Notes Section 5.3.1 in page 13 for definition of discrimination.
- Is the policy/function intended to increase equality of opportunity by implementing positive action to redress disadvantages? Is this lawful?
- Is the policy/function likely to result in different outcomes for different groups? How the impacts affect relation between groups or between Genesis and different community groups?

3.1 Is there any evidence that this function/policy may have/has had positive, adverse or neutral impact upon the General Duty on the following groups of people:

	Positive	Adverse	Neutral
	Yes/No	Yes/No	Yes/No
3.1.1 Ethnic Groups	Yes	No	No

List the evidence:

Consultation to Develop the Plan

To develop the actions in the customer services delivery plan, consultation was carried out with a range of residents. This included the main representative body, the Tenants' Consultative Forum, which is made up of residents from different backgrounds. Using a wide range of consultation methodologies promoted the inclusion of a broad range of residents and allowed them to give feedback in the most comfortable way.

When consulting with residents and delivering services, we have access to a range of interpretation and translation services, including language line. Letters sent to residents about consultation have translation lines on the back to advise them that the information can

be sent in different formats. Because a lot of the consultation was carried out face-to-face this meant that residents did not have to read English to be able to participate, which removed a barrier to some people.

Relevant Actions

Most of the actions in the plan will benefit all residents and do not specifically target particular groups, however there are some specific actions which aim to improve services to residents from different ethnic groups:

- To demonstrate that we are using monitoring information effectively, part of the action plan is to identify communication needs arising from diversity and develop a series of flags for our tenancy management software. This will make sure that services are tailored effectively.
- Correspondence audits will ensure that all letters and/or emails that are sent to residents are clear, written in Plain English, and easy to understand.

Monitoring the Plan

A broad range of residents have been involved in the development of this plan from start to finish. Residents will also be key to monitoring the implementation of the plan, to make sure that the improvements they have developed take place. A written report will be sent to each Tenants' Consultative Forum, and an officer will attend to close off each phase of the plan. Feedback will be given to all residents through the newsletter, which is available in reception, on the website, and is sent to all residents.

3.1.2 Gender (including transgender)	Yes	No	No
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List the evidence:

Consultation to Develop the Plan

To develop the actions in the customer services delivery plan, consultation was carried out with a range of residents. This included the main representative body, the Tenant's Consultative Forum, which is made up of residents from different backgrounds. Residents of different genders participated in all the resident groups involved in the consultation. Part of the research included reviewing feedback from the last STATUS survey, which is sent to a representative section of residents. Using a wide range of consultation methodologies promoted the inclusion of a broad range of residents and allowed them to give feedback in the most comfortable way.

Relevant Actions

Most of the actions in the plan will benefit all residents and do not specifically target particular groups, however there are some specific actions which aim to improve services based on residents' gender:

- Communication flags will be developed to make sure that we take account of any preference in how we contact residents. This may include, for example, only sending female staff to carry out home visits for some residents.

Monitoring the Plan

A broad range of residents have been involved in the development of this plan from start to finish. Residents will also be key to monitoring the implementation of the plan, to make sure that the improvements they have developed take place. A written report will be sent to each Tenants' Consultative Forum, and an officer will attend to close off each phase of the plan. Feedback will be given to all residents through the newsletter, which is available in reception, on the website, and is sent to all residents.

3.1.3 Disability	Yes	No	No
<p>List the evidence:</p> <p>Consultation to Develop the Plan To develop the actions in the customer services delivery plan, consultation was carried out with a range of residents. This included the main representative body, the Tenants' Consultative Forum, which is made up of residents from different backgrounds. Consultation was also carried out with the tenant support team user forum, which is made up of residents who receive or have received floating support services.</p> <p>We know that many of our residents have lower literacy levels; because a lot of the consultation was carried out face-to-face this meant that residents did not have to be able to read to participate, which removed a potential barrier to involvement. Using a wide range of consultation methodologies also promoted the inclusion of a broad range of residents and allowed them to give feedback in the most comfortable way.</p> <p>Relevant Actions Most of the actions in the plan will benefit all residents and do not specifically target particular groups, however there are some specific actions which aim to improve services to residents with disabilities or vulnerabilities:</p> <ul style="list-style-type: none"> • Correspondence audits will ensure that all letters and/or emails that are sent to residents are clear, written in Plain English, and easy to understand. • Communication flags will be developed to make sure that we take account of any preference in how we contact residents. This may include, for example, contacting residents with low literacy levels or learning difficulties by phone rather than in writing. • To tailor services more effectively to the needs of vulnerable residents, during all policy and procedure reviews different departments must demonstrate how they have taken the needs of vulnerable service-users into account and tailored their services accordingly. <p>Monitoring the Plan A broad range of residents have been involved in the development of this plan from start to finish. Residents will also be key to monitoring the implementation of the plan, to make sure that the improvements they have developed take place. A written report will be sent to each Tenants' Consultative Forum, and an officer will attend to close off each phase of the plan. Feedback will be given to all residents through the newsletter, which is available in reception, on the website, and is sent to all residents.</p>			
3.1.4 Age	Yes	No	No
<p>List the evidence:</p> <p>Consultation to Develop the Plan To develop the actions in the customer services delivery plan, consultation was carried out with a range of residents. This included the main representative body, the Tenants' Consultative Forum, which is made up of residents from different backgrounds.</p> <p>Older residents were involved in the consultation process through resident meetings at sheltered housing schemes, and an over 50s active citizens' group. As many of the existing resident's groups are skewed towards older residents, consultation with younger people was attempted by working with the community development arm of Genesis. This involved</p>			

working with the youth worker team at Genesis Community and speaking to their youth ambassador, as well as conducting telephone surveys and web surveys. Using such a wide range of consultation methodologies promoted the inclusion of a broad range of residents and allowed them to give feedback in the most comfortable way.

Relevant Actions

Most of the actions in the plan will benefit all residents and do not specifically target particular groups, however there are some specific actions which aim to improve services to residents from different age groups:

- Many of our older residents told us that they preferred to speak to an officer face-to-face, and the implementation of a new contact centre will allow frontline staff to spend more time out of the office meeting with residents. All departments will also have a duty rota to make sure that staff are able to speak to residents in person when they come to the office.
- At the same time, we know that younger residents often prefer communication by text message or online service. This has been reflected by actions to broaden interactive online services and deliver an SMS texting service.
- To tailor services more effectively to the needs of vulnerable residents, during all policy and procedure reviews different departments must demonstrate how they have taken the needs of vulnerable service-users (for example older residents or minors) into account and tailored their services accordingly.

Monitoring the Plan

A broad range of residents have been involved in the development of this plan from start to finish. Residents will also be key to monitoring the implementation of the plan, to make sure that the improvements they have developed take place. A written report will be sent to each Tenants' Consultative Forum, and an officer will attend to close off each phase of the plan. Feedback will be given to all residents through the newsletter, which is available in reception, on the website, and is sent to all residents.

3.1.5 Sexual orientation	No	No	Yes
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List the evidence:

Consultation to Develop the Plan

To develop the actions in the customer services delivery plan, consultation was carried out with a range of residents. This included the main representative body, the Tenant's Consultative Forum, which is made up of residents from different backgrounds. We also used an online survey, phone survey, and consulted with a range of existing residents' groups. Using a wide range of consultation methodologies promoted the inclusion of a broad range of residents and allowed them to give feedback in the most comfortable way.

Relevant Actions

The actions in the customer services delivery plan were developed in consultation with residents, to make sure that we addressed areas that were priorities for service-users. The actions outlines in the plan will improve services to all residents, regardless of sexual orientation.

Monitoring the Plan

A broad range of residents have been involved in the development of this plan from start to finish. Residents will also be key to monitoring the implementation of the plan, to make sure that the improvements they have developed take place. A written report will be sent to each Tenants' Consultative Forum, and an officer will attend to close off each phase of the plan.

Feedback will be given to all residents through the newsletter, which is available in reception, on the website, and is sent to all residents.

3.1.6 Religion or belief	Yes	No	No
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List the evidence:

Consultation to Develop the Plan
 To develop the actions in the customer services delivery plan, consultation was carried out with a range of residents. This included the main representative body, the Tenant’s Consultative Forum, which is made up of residents from different backgrounds. We also used an online survey, phone survey, and consulted with a range of existing residents’ groups. Using a wide range of consultation methodologies promoted the inclusion of a broad range of residents and allowed them to give feedback in the most comfortable way.

Relevant Actions
 Most of the actions in the plan will benefit all residents and do not specifically target particular groups, however there are some specific actions which aim to improve services to residents with different religious beliefs:

- Communication flags will be developed to make sure that we take account of any preference in how we contact residents. This may include, for example, only sending female staff to carry out home visits for some residents.

Monitoring the Plan
 A broad range of residents have been involved in the development of this plan from start to finish. Residents will also be key to monitoring the implementation of the plan, to make sure that the improvements they have developed take place. A written report will be sent to each Tenants’ Consultative Forum, and an officer will attend to close off each phase of the plan. Feedback will be given to all residents through the newsletter, which is available in reception, on the website, and is sent to all residents.

3.2 Is there any evidence to believe that some or all of the groups in 3.1.1 – 3.1.6 could be differently affected by the function/policy?

	Yes	No
		X

Please specify: The customer services delivery plan was developed in consultation with a broad range of residents to make sure that people with different backgrounds were able to feed into service improvements. Because this process started with residents and consultation has taken place at every stage with the main tenants’ representative body, the Tenants’ Consultative Forum, this minimises the potential for discriminatory impact.

3.3 What are the risks and/or benefits to the Genesis Housing Group of the positive or adverse impacts identified above? Please specify.

Risks: It is not possible to consult with all residents, and the residents’ bodies which were heavily involved with the development of this plan for service improvement may not be fully representative of our tenant profile.

Benefits: Consultation was carried out with a wide range of residents, and although they may not have been fully representative of our tenant population other research was used to inform the development of the plan. This included reviewing responses received to the STATUS survey, which is our main survey of a representative sample of residents. The resident newsletter was also used to make sure that all residents had the opportunity to feed into consultation and give their views on services at PCHA.

Section 4. Assessment of Equality Impact (refer to 5.4 in pages 15 - 16 in guidance notes)		
4.1 It is possible to determine the equality impact of the function/policy by answering the following questions:		
	Yes	No
4.1.1 Is any of the adverse impacts identified in 3.1.1 – 3.1.6 justified?	N/A	N/A
4.1.2 Is the differential treatment identified in 3.2 significant and justifiable in the wider policy objectives?	X	
4.1.3 Is the risk identified in 3.3 justified?	X	
4.2 If any of the answers in 4.1.1 to 4.1.3 is 'no', is there a better opportunity to meet the General duty by amending the function/policy?		
	Yes	No
		X
4.3 This next stage of assessment for this function/policy is: (please choose either 4.3.1, 4.3.2 or 4.3.3)		
<ul style="list-style-type: none"> • If any of the answers in 4.1.1 to 4.1.3 is 'no', then a partial assessment should be undertaken. • If additional evidence will be needed in order to support the amendments in Section 5, and an action plan is also needed in order to implement the amendments, then proceed to a full assessment 		
	Yes	No
4.3.1 It will not be assessed further but will continue to be monitored		X
4.3.2 It will proceed to a partial assessment (Section 5)	X	
4.3.3 It will proceed to a full assessment (Sections 5 to 8)		X
Partial Impact Assessment		
Section 5. Consideration of Alternatives (refer to 5.5 in page 16 in guidance notes)		
5.1 What amendments are proposed for this function/policy in order to mitigate the adverse impacts or for positive impacts?		
Amendments	Who By	When by
Make sure that the published plan has translation strap lines on the back to ensure it is available in other formats.	Graphic Designer (Genesis)	End July 09
Plan to be published on the website for residents to download.	Business Development Officer	End July 09
Regular updates to be given to residents about progress in meeting actions identified in the plan.	Survey and Procedure Officer; Customer Services Champion; Policy Officer (Genesis)	Ongoing
Regular written update to be given to Tenants' Consultative Forum showing progress made against actions identified in the plan.	Survey and Procedure Officer; Customer Services	Ongoing

	Champion					
5.2 Will more evidence be needed for supporting the amendments?						
	Yes	No				
		X				
5.3 If 'yes', what the additional evidence will be? e.g. Who has expert knowledge of the issues? Which groups have a direct interest?						
5.4 How will the additional evidence be acquired? (e.g. through consultation, commission new research etc)						
5.5 Will experts or partners be involved in the assessment at this stage?						
	Yes	No				
		X				
5.6 If 'yes', who are they? What are their roles?						
5.7 The next stage is to decide whether a full assessment will be necessary. This decision can be based on the answers to the following questions:						
	Yes	No				
5.7.1	Has significant adverse impact on some groups of people been identified in 3.1.1 – 3.1.6?	X				
5.7.2	Will significant amendments (refer to 5.1) be needed to mitigate the adverse impacts, without affecting the policy's overall aims?	X				
5.7.3	Could the adverse impact result in unlawful discrimination?	X				
5.7.4	Could the adverse impact hinders equality of opportunity?	X				
5.7.5	Could the adverse impact lead to tension between different groups?	X				
5.8 Based on the evidence gathered in 5.71 to 5.75, will this function/policy be subject to a full assessment?						
	Yes	No				
		X				
5.8.1 Date by which the Full Impact Assessment will be completed:						
5.8.2 Officer responsible for carrying out the Full Impact Assessment:						
Full Impact Assessment						
Section 6. Action Plan for Implementing Proposed Changes to the Function or Policy within the next 12 months (refer to 5.6 in page 16 in guidance notes)						
Action	Target Group	Intended Outcome	Monitoring Arrangement	Responsible Officer	Completion Date	Action Completed Yes/No
Issues to be considered:						
Is the action relevant to the: - policy/	- Will the action have the same impact on all target	- Is the intended outcome clear? - Will the	- Can the action be monitored within existing systems? - Are changes to existing monitoring	Who will be responsible for : - implementing action - monitoring action	When the action will be carried out & monitoring completed?	

function - business objectives/ priorities	groups - will another group be adversely affected?	intended outcome address all the concerns? - Any potential unintended impacts?	systems required?	-overall policy development at senior management level?		

Section 7. Consultation on Action Plan
(refer to 5.7 in page 16 in guidance notes)

7.1 Groups that have been consulted:

<u>Groups Consultation</u>	Ethnicity	Gender	Disability	Age	Sexual Orientation	Religion/ Belief
How consultation is carried out?						
When consultation is done?						
How many people are consulted?						
Which organisations are consulted?						
Consultation findings						

7.2 Amendments or changes, if any, proposed as a result of consultation.

7.3 When the amendments will be carried out? By who?

Section 8. Publication of Results of Assessment, Consultation and Monitoring
(refer to 5.8 in page 17 in guidance notes)

8.1 How the results will be published?

Method (e.g. Genie, customer newsletters)	Date

8.2 Will access and language issues be considered? If yes, how?

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Name of officer completed this assessment: Survey and Procedure Officer

Signature:

Date: 25th July 2009

(Instruction : On completion of this assessment, please attach it to the function/policy and submit to the Senior Manager for approval).