

Appendix 3

Equality Impact Assessments conducted 2007/08 – actions or issues arising

Name of policy or service area	Actions/issues arising out of assessment	Target/date for completion
Abandoned vehicles	<p>Address issues relating to language regarding notifications placed on cars parked on grass verges etc</p> <ul style="list-style-type: none"> Information now been added to the stickers placed on vehicles for sale and vehicles parked on grass verges – if you need a translation of this notice please call 01480 388388 	Complete
Bailiff contract	<p>Whilst no concerns were raised that the contract could have a differential impact on any groups (or individuals) as the contract specifically complies with legislation and HDC equality policy. The service will:</p> <ul style="list-style-type: none"> Continue to check all current forms used by the bailiff company and ensure that contract, legislation, and HDC policy requirements are upheld, and that they comply with expected equality standards. Encourage bailiffs to refer customers to the District Council, and advice agencies, where they identify a vulnerable person, or a customer who may be entitled to benefit, exemption, or discount A statement regarding the availability of large format documents, and the translation service could be added to all documents. Customer survey could be sent on a six monthly basis to a random sample of cases passed to bailiffs for collection Review staff awareness on equality and diversity issues and consider appropriate training or information as part of any annual appraisal 	<p>On-going</p> <p>On-going</p> <p>March 2010</p> <p>April 2010</p> <p>Spring 2010</p>
Building control	<ul style="list-style-type: none"> To review whether additional information is required from the 	Spring 2009

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	<p>customer survey questionnaire relating to equality matters on the building control service</p> <ul style="list-style-type: none"> Review staff awareness on equality and diversity issues and consider appropriate training or information as part of annual appraisal process and PDP's. 	Spring 2009
Caravan and camping	Overall this initial equality impact assessment showed that there continues to be comprehensive measures in place to ensure the services delivered by the specialist Environmental Health Officer are inclusive and accessible to all service users. There is no evidence of disadvantage and no action plan is necessary for this service function	
Chartered markets	<ul style="list-style-type: none"> Equality monitor market traders and add equality monitoring data to the application form 	May 2009
	<ul style="list-style-type: none"> Draw up balanced market guide 	May 2009
Customer Feedback Procedure (Complaints)	<ul style="list-style-type: none"> Develop monitoring procedure for customer feedback procedure 	Summer 2009
	<ul style="list-style-type: none"> Introduce an equalities monitoring form when sending out formal complaints information. Ensure equality monitoring is improved across the board and includes all 6 categories 	May 2009
	<ul style="list-style-type: none"> Review new procedures in 12 months e.g. annual customer feedback satisfaction survey that targets those people who have submitted feedback over the previous 12 months 	May 2009
	<ul style="list-style-type: none"> Develop new computer recording systems 	December 2009
	<ul style="list-style-type: none"> Ensure new complaints forms are in Plain English and can be made available in different formats e.g. large print etc. 	May 2009
	<ul style="list-style-type: none"> Develop opportunities to publicise and promote the procedure. 	May 2009
	<ul style="list-style-type: none"> Ensure complaints data is monitored and analysed and information reports are presented to DMTs. 	May 2009
	<ul style="list-style-type: none"> Introduce and promote guidance for officers and customers on 	

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	<p>a revised customer feedback procedure.</p> <ul style="list-style-type: none"> Establish links between the complaints system and Open out 	<p>May 2009 September 2009</p>
Customer services	<p>To identify whether any customers have been treated unfairly because of equality issues:</p> <ul style="list-style-type: none"> To report any incidents where customers feel they have been treated unfairly and share these with the steering group. If any corporate decisions need to be made they will be done via the steering group. Customer satisfaction surveys to include the statement regarding if you require this in another format. Ongoing monitoring, feedback and analyse customer comments and take appropriate action. <p>Improve research to enable Customer Services to meet equality issues:</p> <ul style="list-style-type: none"> Determine if there is sufficient support for the deaf, hard of hearing and visually impaired. Also those with mobility issues & language barriers. Using customer survey data, cross reference ethnicity, disability, age and gender (where applicable) with measure of level of satisfaction with customer service within the Customer services centres. <p>Improve accessibility to Customer services:</p> <ul style="list-style-type: none"> Introduce on-line payments. Train staff and raise awareness in dealing with all equality and diverse groups. All new starters to attend the ½ day Equality & Diversity course. All staff to complete the on-line Equality & Diversity training annually. 	<p>On going</p> <p>April 2009</p> <p>On going</p> <p>December 2009</p> <p>May 2009</p> <p>March 2009 December 2009</p> <p>On going December 2009 (once set up)</p>

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	<ul style="list-style-type: none"> • Train staff on corporate guidance for translation of written materials. <p>Ensure appropriate literature and information is available for customers and staff:</p> <ul style="list-style-type: none"> • Highlight signage and improve on existing signage for the new customer service centre. Especially targeting those who are blind or partially sighted. Use this to role out the changes to St Ives and St Neots. Ensure the new customer service centres are DDA compliant. • Improve Customer services web page that is fully compliant to enable access for people with a disability. • Display clear signage encouraging customers to ask for assistance if they have special requirements. <p>Further develop staff awareness and knowledge:</p> <ul style="list-style-type: none"> • Introduce equality and diversity issues through team meetings using games and activities. • Representative for Customer Services Managers to attend regular Equality and Diversity awareness training. Michelle to attend updates. • Train staff to identify, acknowledge and action their own concerns. 	<p>July 2009</p> <p>July 2010</p> <p>July 2009</p> <p>April 2009</p> <p>July 2009</p> <p>On going</p> <p>December 2009</p>
External Funding	<ul style="list-style-type: none"> • To ensure funding applications submitted by HDC staff and partnership take into account potential beneficiaries from the 6 Equality strands - Review all funding applications before submission • To ensure local funding advice organisations and HDC officers give advice to organisation across the 6 equality strands and take into account any additional needs - To encourage monitoring by organisations by External Funding 	<p>On going from April 2009</p> <p>Quarterly meetings from July 2009</p>

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	Officer as part of the External Funding Action Plan	
Growing Success	<ul style="list-style-type: none"> • Ensure future revisions include a statement regarding the availability of the plan in alternative formats • Improve and promote consultation & engagement database • Produce further guidance on corporate monitoring 	<p>Immediately</p> <p>March 2010</p> <p>March 2010</p>
Housing & Council Tax Benefit Intervention Strategy	<ul style="list-style-type: none"> • To review interventions against the caseload mix and risk profiling - compare the interventions already undertaken in a period against equality data • Improve and monitor delivery of the benefit service - set up communications channels with Customer Services Managers for regular feedback on the outcomes of the items in the Customer Services EIA action plan. • To ensure staff are aware and trained on equality and diversity issues - annually review staff awareness on equality and diversity issues and ensure all members of the team attend training. 	<p>December 2009</p> <p>June 2009</p> <p>March 2010</p>
Housing & Council Tax Benefits Take Up Strategy	<ul style="list-style-type: none"> • To review our caseload against the 'make up' of the district - compare the data we hold on equality categories • Improve and monitor accessibility to service - set up communications channels with Customer Services Managers for regular feedback on the outcomes of the items in the Customer Services EIA action plan. • To ensure customers not currently claiming benefit are targeted on grounds of need/ability to pay - use Mosaic dataset and the current caseload data to identify vulnerable and hard to reach groups and those most likely to have an entitlement to benefit • To ensure staff are aware and trained on equality and diversity issues - annually review staff awareness on equality 	<p>March 2010</p> <p>June 2009</p> <p>September 2009</p> <p>March 2010</p>

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	and diversity issues and ensure all members of the team attend training.	
Planning Appeals	<ul style="list-style-type: none"> • Make sure all staff involved with appeals are aware of equality / diversity issues that affect their work through research / training • Establish if BME's feel adversely impacted against in accessing the service. • Invite other people's perspectives of this assessment. 	<p>By 2010</p> <p>February 2010</p> <p>Spring 2009</p>
Planning Application Consultations and Notifications	<ul style="list-style-type: none"> • Ensure all staff are aware of equality and discrimination issues that effect their work • Review font size and style of documents especially press notices • Consider amending consultation/notification letters and site/press notices to offer to provide in other formats • Review if a consultee or third party survey is required to assess if they are content that discrimination has been avoided and/or include equality questions in next customer satisfaction survey, particularly by race/age/disability. • Consider if a statement is required from the LPA about how a person's disability will be taken into account and weighed up in consideration of planning applications 	<p>By 2010</p> <p>February 2010</p> <p>February 2010</p> <p>February 2010</p> <p>February 2010</p>
Planning Enforcement	<ul style="list-style-type: none"> • Make sure all enforcement staff are aware of equality / diversity issues that affect their work through research / training. • Establish if BME's feel adversely impacted against in accessing the service. • Assess whether complaints from District Councillors would be investigated if judged against the 'harm score'. 	<p>March 2010</p> <p>February 2010</p> <p>April 2010</p>

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	<ul style="list-style-type: none"> • Establish if the 'harm score' needs to be made public. • Invite other people's perspectives of this assessment. 	<p>By October 2009 Spring 2009</p>
Statement of Community Involvement	<ul style="list-style-type: none"> • Ensure all planning staff are aware of equality / diversity issues that affect their work through research / training. • Update SCI • Ensure those working on the Gypsy and Traveller Sites DPD are aware of relevant issues regarding race. • Improved monitoring of respondents to planning documents • Better involvement of young people in plan-making • Better use libraries to encourage involvement of younger and older people • All reasonable communication methods are available • Invite other people's perspectives of this assessment. 	<p>By March 2010</p> <p>Prepare timetable by December 2009 On going over timeframe for this work Decision by July 2009 July 2009 July 2009</p> <p>March 2010 Spring 2010</p>
Preliminary enquiries about development (PENQ)	<ul style="list-style-type: none"> • Ensure all staff are aware of equality and discrimination issues that effect their work • Consider if all preliminary enquiries ought to be recorded • Improve record keeping on preliminary advice given in phone calls, emails and meetings so officers from one team can trace another's records. • Planning staff to be encouraged to use clear, jargon-free language. • Consider amending some forms and correspondence to offer alternative formats • Consider if Development Control's PENQ service should be promoted further to third parties • Review if an enquirer survey is required to assess if enquirers are content that discrimination has been avoided 	<p>By March 2010</p> <p>September 2009 September 2009</p> <p>On going</p> <p>February 2010</p> <p>February 2010</p> <p>February 2010</p>

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	<ul style="list-style-type: none"> Consider if a statement is required from the LPA about how a person's disability will be taken into account and weighed up in advice on preliminary enquiries. 	February 2010
Management of industrial and commercial properties and	<ul style="list-style-type: none"> Ensuring all relevant staff are aware of the policy Whenever tenant consultations are carried out, include questions on equality A tenant vacation questionnaire to be introduced which will also invite comments on equality issues Provide and regularly update information to business tenants in plain English Advertise vacant property on the Council's website Investigate the use of plain English leases and generally consider simplifying documentation Whenever any properties are upgraded by the Council, or improvements are carried out by tenants, ensure that DDA issues are fully considered 	<p>April 2009 April 2010</p> <p>April 2010</p> <p>April 2010 April 2009 October 2009</p> <p>April 2009</p>
Benefit Fraud Prosecution Policy	<ul style="list-style-type: none"> To review investigations undertaken and the outcomes of these against the caseload mix and risk profiling. Improve and monitor delivery of the benefit service. To ensure staff are aware and trained on equality and diversity issues 	
Home energy	<ul style="list-style-type: none"> To ensure that equalities information is logged on access database for easy Interrogation To compare equalities information gathered with proportions of overall population to check for discrepancies Based on feedback consider whether there are any equalities groups which need to be specifically targeted to take advantage of the service Customer satisfaction survey produced for all residents 	<p>Complete</p> <p>2009</p> <p>2009/2010</p> <p>2009</p>

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	<p>receiving service</p> <ul style="list-style-type: none"> • Monitor feedback and % of returns and act on feedback • Review current publicity media to consider any necessary changes to make service more accessible • Review staff awareness on equality and diversity issues and ensure all members of the Environment Team attend training 	<p>2009 2009 2009/2010</p>
Flexible working	<ul style="list-style-type: none"> • Initiatives to raise awareness of flexible working policies across organisations, such as an awareness week or leaflets, updates in handbooks, staff magazines etc. Awareness initiatives will also include training for line managers. • Promotion of other forms of flexible working e.g. term time or compressed hours, job sharing home working etc and consideration of including term time/compressed hours into the flexible working hours framework. • Introduction of a formal monitoring system for measuring applications for and uptake of flexible working policies e.g. equality monitoring of applications for flexible working e.g. home working, part time, job share, term time or compressed hours. • Encourage as many employees as possible to complete the annual staff survey, to improve the validity of the results in relation to flexible working. • Emphasising the opportunity that flexible working policy presents to employees and managers to demonstrate how it promotes equality, diversity and human rights. 	<p>Through Leadership Development Programme – from July 2009</p> <p>On demand</p> <p>May 2009</p> <p>May/June 2009</p> <p>Through Leadership Development Programme – from July 2009</p>
Grievance procedure	<ul style="list-style-type: none"> • Grievances should be recorded in terms of Gender / Race / Disability from 1st April 2009. • Statistics need to be kept in terms of the type of grievances being raised / what areas of the organisation? / are there any 	<p>April 2009</p> <p>May 2009</p>

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	<p>patterns that could be recognised?</p> <ul style="list-style-type: none"> • Look at reasons on Exit Questionnaires to highlight leavers who potentially had a grievance in the workplace • Review the grievance policy in line with the changes / actions recorded above • Consult with ELAG / Unison with regard to the policy (what improvements could be made in the process?) • Clarify what stage the process is classed as a Grievance – initial discussion with Manager? How is this recorded/highlighted to HR • Assess whether employees are fully aware of the procedure • Ensure Grievance policy forms part of the new directory handbook to improve accessibility for employees. 	<p>As and when required</p> <p>September 2009</p> <p>September 2009</p> <p>October/November 2009</p> <p>October 2009</p> <p>October 2009</p>
Performance development reviews	<ul style="list-style-type: none"> • Equality training – to ensure employees are aware of equality issues and any potential discrimination individual employees could face during the PDR process. • PDR process to be evaluated to ensure that it is fair and equitable. • HR to collect stats on how many employees receive a PDR / how many people have attended appraisal training? • Information collected on the use of appraisal and is to be analysed by occupational group, pay scale, ethnicity, disability gender and age for both full-time and part-time staff. 	<p>April 2009 and ongoing as part of the Learning and Development Programme</p> <p>July 2009 based on score analysis</p> <p>July 2009</p> <p>August 2009</p>
Redundancy policy	<ul style="list-style-type: none"> • Ensure managers consider skills rather than age and experience when creating selection criteria. • Monitor redundancy and redeployment by equality strands and consider additional action for groups who may experience 	<p>As and when redundancy situations arise</p> <p>May 2009</p>

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	<p>higher levels of unemployment.</p> <ul style="list-style-type: none"> • Continue training • Collect data via exit interviews on satisfaction with process and any equalities issues • Make procedures for redundancy and redeployment clear and accessible for all staff. • Make clear in the policy wording who it applies to (i.e. not apprentices etc • Needs Updating / Reviewing 	<p>June 2009 On a weekly basis as Exit Questionnaires are returned to the HR Section</p> <p>February 2010</p> <p>February 2010 February 2010</p>
Performance related pay	<ul style="list-style-type: none"> • Research whether there is a problem at HDC by looking at the amount paid in performance related pay, to men and women, by race, disability etc over the past year. Examine each grade and the distribution of performance pay within each grade. • Find out whether employees understand the system and how the amount they are paid is arrived at following their PDR. • Managers need training and guidance to ensure they understand how to avoid equality bias. Where high scores are given a group of managers should agree thereby reducing individual bias. • Ensure the criteria for rewarding performance are clearly defined and achievable and targets are equal across departments within HDC • Ensure all decisions on pay are properly documented? Properly documented decisions will enable the employer to explain the reasoning behind the pay difference not only records of the payments, but also of the evidence used to determine the level. 	<p>January 2010</p> <p>Appraiser/appraisee training annually</p> <p>Review Panel to be introduced April 2010</p> <p>Appraisee /Appraiser Training – annually. Review Panel to be introduced April 2010</p> <p>Personal Development Reviews - annually</p>

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<p>Joint waste strategy (JWOG)</p>	<ul style="list-style-type: none"> • Encourage JWOG to undertake target group consultation when the strategy is implemented on the ground • Take results of this overview EIA to the JWOG for their comments • Where HDC has specific actions within the strategy – these need to be equality impact assessed • Get agreement from JWOG to get actions that each partner is responsible for an EIA on their areas of responsibility. 	<p>September 2009</p> <p>September 2009</p> <p>March 2010</p> <p>September 2009</p>
<p>Leisure services customer care policy</p>	<p>To identify whether any customers have been treated unfairly because of equality issues:</p> <ul style="list-style-type: none"> • Establish liaison arrangements with; community organisations, area, district and regional boards. Advisory boards. HDC Policy division. Through these liaisons determine needs based on race, religion, language, disability and age. • Activity and service surveys to include a question about equality issues. • User survey to include a question about equality issues. • Monitor feedback and analyse customer comments and take appropriate action. <p>Improve Health & Safety of customers:</p> <ul style="list-style-type: none"> • Improve Emergency Evacuation Procedures (EAP) for customers who are mobility or visually impaired. • Establish liaison arrangements with HDC Policy division to identify any changes in local demographics. • Determine if there is sufficient support for the deaf and hard of hearing • Consultation with different age groups to identify preferred method of communication. 	<p>April 2009</p> <p>April 2009</p> <p>December 2009</p> <p>April 2009</p> <p>September 2009</p> <p>April 2009</p> <p>December 2009</p> <p>June 2009</p>

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	<ul style="list-style-type: none"> • Using customer survey data, cross reference ethnicity, disability, age and gender with measure of level of satisfaction with customer service within HDC Leisure Centres. <p>Improve accessibility to HDC Leisure Centres:</p> <ul style="list-style-type: none"> • Introduce on-line payments. • Train staff to assist customers who are in a wheelchair. <p>Ensure appropriate literature and information is available for customers and staff:</p> <ul style="list-style-type: none"> • Train staff on corporate guidance for translation of written materials. • Using the corporate guidance on the translation of written material, and dependant upon request, consider literature, in particular, concerning terms and conditions of use, facilities and courses in different formats e.g. large print, Braille, foreign languages. • Improve clarity and promotion for customers and staff concerning help available for people with a disability e.g. posters, signage and staff training. • Introduce 'Customer Care' web page for Leisure Centres that is fully compliant to enable access for people with a disability. • Display clear signage encouraging customers to ask for assistance if they have special requirements. <p>Further develop staff awareness and knowledge:</p> <ul style="list-style-type: none"> • Include question in staff survey on equality and diversity to assess staff awareness. • Review staff awareness on equality and diversity issues through PDR and consider appropriate training. • Representative for Leisure Centre Managers to attend Equality and Diversity awareness training (corporately 	<p>May 2009</p> <p>April 2009 December 2009</p> <p>July 2009</p> <p>Subject to appropriate staff and financial resources, commence</p> <p>July 2009</p> <p>April 2009</p> <p>April 2009</p> <p>April 2009</p> <p>March 2009.</p> <p>May 2009.</p>
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	<p>arranged and funded by Policy) and feed back to rest of team.</p> <ul style="list-style-type: none"> • Train staff to understand the needs of different groups and where staff can get help to better understand those needs. • Train staff to enable them to give assistance to customers with a disability. • Train staff to identify, acknowledge and action their own concerns. 	<p>Subject to appropriate staff resources, commence April 2009. December 2009 December 2009 December 2009</p>
Local Housing Allowance Vulnerability & Safeguard Policy	<ul style="list-style-type: none"> • To review our LHA caseload against safeguard applications received - compare the data we hold on equality categories • Improve and monitor delivery of the benefit service - Set up communications channels with Customer Services Managers for regular feedback on the outcomes of the items in the Customer Services EIA action plan. • To ensure staff are aware and trained on equality and diversity issues - annually review staff awareness on equality and diversity issues and ensure all members of the team attend training. 	<p>March 2010 June 2009 March 2010</p>
Local taxation	<ul style="list-style-type: none"> • Check all current forms and procedures to ensure they comply with expected standards and that they do not discriminate. • A statement regarding the availability of large format documents, and the translation service could be added to all documents, not just bills and reminders. • Equality questions could be included on all application forms 	<p>On going Review over next 6 months</p>

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	<p>for discretionary reductions. The same questions could be inserted into on-line forms.</p> <ul style="list-style-type: none"> • A general customer satisfaction survey could be included on the HDC website, to include equality questions. • Customer survey could be sent on a six monthly basis to a random sample of cases at all enforcement stages • Review staff awareness on equality and diversity issues and consider appropriate training or information as part of annual appraisal process and PDP 	<p>Review over next 12 months</p> <p>Over next 12 months</p> <p>Over next 12 months</p> <p>On going</p>
Oxmoor Neighbourhood Management area (external EIA)	<ul style="list-style-type: none"> • Consideration of how the Pakistani community are represented on the NM Board. • more co-ordination of how to address the needs of migrant workers and integration with wider community • more work to address the needs of LGBT community e.g. via dHIVerse and Encompass. • Consideration of how gender issues - more work could be done to be inclusive within this sector • Must ensure marketing materials are Easy Read and internet-based documents are JAWS-proof. • Need to start to build intergenerational links. • The future Board membership will need to be monitored for ethnic background (gender and disability too) possibly along with the membership/attendance of representative groups 	No targets available yet.
Press releases	<ul style="list-style-type: none"> • Press release aid memoire and protocols to include a note about equality issues. • Review team awareness on equality and diversity issues and 	<p>September 2009</p> <p>May 2009</p>

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	<p>consider appropriate training or information as part of annual appraisal process and PDP.</p> <ul style="list-style-type: none"> • Consider EIA issues as part of management processes. • Target a more diverse range of local and regional community media – a database of community and voluntary organisations should ensure greater contact with diverse communities. • The communications and marketing team has a media monitoring database. When recording press cuttings, details need to be logged if press releases relate to equality issues. • Promoting the council’s policy on equality • Publicising council initiatives and services relating to diversity and inclusion. 	<p>September 2009 December 2009</p> <p>On going</p> <p>On going On going</p>
Private sector housing	There is no evidence of disadvantage and no action plan is necessary for this service function	
Professional design services	<ul style="list-style-type: none"> • To reassess the equality assessment with the staff that provide the service - hold surgery with staff to discuss the report. • Discuss each scheme with the client to assess any special requirements for equality during the design process - Make staff aware of need for equality assessment for each scheme • To make consultation accessible to wide audience and ensure minorities or hard to reach have opportunity to comment - For each scheme to assess audience and aim to reach them • To analyse who responds to consultation to assess equality. This might be the usual equality groups, but could be specifics for each scheme - Add appropriate questions to consultation document to assess responses 	<p>July 2009</p> <p>On going</p> <p>On going</p> <p>On going</p>
Parks, open space & Countryside Services	<ul style="list-style-type: none"> • Public/Green Space strategy required • Culturally Sensitive marketing and Publicity when considering 	<p>On going</p> <p>On going</p>

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	<p>how to promote the Service/facilities</p> <ul style="list-style-type: none"> • Consider how best to consult/engage with different equality groups • Review staff awareness on equality issues. • Review information sources and ensure compliance with council policy (information in alternative formats) 	<p>On going</p> <p>March 2010</p> <p>March 2010</p>
Waste collection	<ul style="list-style-type: none"> • Ensure new assisted collection form includes monitoring questions • Review staff awareness on equality issues. • Review information sources and ensure compliance with council policy 	<p>Immediate on commencement of use</p> <p>March 2010</p> <p>March 2010</p>
Whistle blowing policy	<p>Improving access to internet forms by people who have reading difficulties - request IMD to make the interactive internet pages readable by the Read Speaker software.</p>	<p>On going</p>