

Equality Impact Assessment Recording Form

This is a new and important process that will require different perspectives to be considered and, in some cases, difficult decisions may need to be made about policy and service delivery.

Whilst it is necessary to identify a lead officer, it is advised that they do not undertake the impact assessment on their own, but set up a group comprising a diverse range of staff responsible for delivery the service, there may also be an opportunity to include a customer, stakeholder, partner or critical friend to get a more rounded understanding of the full implications of the policy, practice, service or function.

For more information on carrying out the assessment please refer to the guidance notes or contact the Equalities and Diversity Officer or your Department's Equality Champion.

STEP1 Equality Impact Assessment Team

Name of Policy, practice, service or function: [Human Resource Strategy](#)

Assessment Manager Name: [Marcus Bishop](#)
Directorate Responsible: [Corporate Services](#)
Other members of the assessment team:

[October 2009](#)
Service Area: [Business Development](#)

Name	Position	Area of Expertise
Marcus Bishop	Business Development Manager	Business Development – Corporate Services
Lucy Gebbie	Human Resource Advisor	Human Resource (NEDDC)
Martha Sharpe	Personal Assistant	Member of Staff

STEP2 Identifying the aims/objectives of the policy, practice, service or function

Questions	
1	<p>What are the main aims and objectives or purpose of the policy, practice, service or function?</p> <p>The purpose of the Human Resource (HR) Strategy is to outline the vision, values and plans which will enable the organisation to recruit, retain, support and develop its employees such that we can deliver excellent services to our tenants and customers as described in the Business Plan.</p> <p>What outcomes do you want to achieve?</p> <p>The HR Strategy is very much focused on delivering ongoing change for the organisation. The overriding outcomes are emphasising management capability, delivering continuous improvement and to engage employees rather than outlining the day-to-day operations of the Human Resources function.</p> <p>The HR Strategy Action Plan is a detailed SMART action plan that defines all the tasks, outcomes, resource requirements, timescale and key accountability necessary to deliver the strategy.</p>
2	<p>Are there any associated services, policies or procedures? Yes</p> <p>If 'Yes' please list below</p> <p>All HR specific policies and strategies as approved by Board require a consideration of HR implications. This is also evident in key projects such as the Capital Works Procurement, Older Persons Transformation Project and Customer Service and Access Project.</p> <p>Specific Policies / Strategies include:</p> <p>Employee Handbook, Sickness Capability Procedure, Grievance & Disciplinary Procedures, Recruitment & Selection, Flexible Working Policy, Home Working Policy.</p>

Questions

3	<p>Who is affected by this policy, practice, service or function, or by the way it is carried out? i.e. Who are the internal and external customers, groups, communities or any other stakeholders?</p> <p style="text-align: center; color: blue;">All Rykneld Homes' staff and applicants for vacant Rykneld Homes' posts.</p>
4	<p>Who implements, carries out or delivers the policy, practice, service or function? Please state where more than one person, team, department or body? – and include any outside organisations who deliver under procurement arrangements etc.</p> <p style="text-align: center; color: blue;">Board plays a role in the HR Strategy by approving, monitoring and reviewing policies RHL Chief Executive, Senior Management Team, Service Managers and Staff within each service area as set out in the Business Plan and HR Strategy Partners working through Service Level Agreements such as North East Derbyshire District Council Capital Works Contractors</p>
5	<p>Is the policy, practice, service or function affected by external drivers for change? e.g. new legislation, national policy, external Inspection etc. Yes</p> <p style="text-align: center; color: blue;">See Business Plan - our Operating Environment - paragraph 6 Investors in People (IIP) Employment Legislation Audit Commission Guidance – Key Lines of Enquiry and Good Practice. Government guidance for individual services expects consideration to be given to HR – for example; TSA proposed Framework for Standards across the Social Housing Sector.</p>

Questions

6

What existing or previous inspections of the policy, practice, service or function are there? E.g. Best Value Inspections, policy reviews, research into the effects of a policy or practice.

Audit Commission Pre Inspection Assessment 2008

What did they tell you?

*** Strengths:**

- There is a focus on developing a performance management culture
- There is evidence of improved leadership challenging current service delivery and enabling change.
- Rykneld Homes has some able managers and staff
- Structural reviews being undertaken with aim to provide greater capacity

*** Weaknesses:**

- Gaps in consistent involvement of staff in plan development.
- Learning is underdeveloped – mixed evidence – which shows inconsistency
- No staff survey yet to ensure staff perceptions are understood.
- Sickness levels are high, though now being managed more robustly.

**Strengths & Weaknesses taken from Pre-Inspection Service Assessment 2009*

Questions

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How is information about the policy, practice, service or function publicised?

Balance Scorecard includes HouseMark unit cost benchmarking for service areas

Quarterly Comprehensive Performance Reports

Intranet

Internet

Word on the Road - biweekly

Core Brief - Monthly

HR is a standard agenda item Sub Board & Board

All Board reports require consideration to be paid to HR – these are published on the website

HR consideration is present when developing new policies and strategies.

STEP 3 Equality Impact Assessment

Although this form is set out under the six strands of equality we are focusing on (race, disability, gender, age, religion and belief and sexuality), consider any impacts/barriers that might cross over between race/disability, gender/religion and belief, sexuality/age etc. or all three. Use the boxes on the next couple of pages to indicate where the policy, practice, service or function could have a positive or negative impact for different groups and your reasons.

Race

This question looks broadly at adverse impacts/barriers in terms of race, whilst the next page considers adverse impacts/barriers which may be particular to people from one ethnic group.

Question 9 considers impact/barriers for different ethnic groups within the five broad census headings.

8	<p>Identify any adverse impacts/barriers of the policy or procedure on people who may be disadvantaged because of their race</p> <p>The table below shows Rykneld Homes' staff profile by ethnic background. This is reflective of the community in which we operate:</p>																																	
<table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Ethnic Background</th> <th style="text-align: center;">Number</th> <th style="text-align: center;">Percentage</th> </tr> </thead> <tbody> <tr> <td>White British</td> <td style="text-align: center;">212</td> <td style="text-align: center;">91.38%</td> </tr> <tr> <td>White British/Irish</td> <td style="text-align: center;">2</td> <td style="text-align: center;">0.86%</td> </tr> <tr> <td>White British/Maltese</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0.43%</td> </tr> <tr> <td>Black/Caribbean</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0.43%</td> </tr> <tr> <td>English</td> <td style="text-align: center;">6</td> <td style="text-align: center;">2.59%</td> </tr> <tr> <td>Irish</td> <td style="text-align: center;">2</td> <td style="text-align: center;">0.86%</td> </tr> <tr> <td>White Asian</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0.43%</td> </tr> <tr> <td>Any Other White Background</td> <td style="text-align: center;">4</td> <td style="text-align: center;">1.72%</td> </tr> <tr> <td>Prefer Not to say</td> <td style="text-align: center;">3</td> <td style="text-align: center;">1.29%</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: center;">232</td> <td style="text-align: center;">100.00%</td> </tr> </tbody> </table>		Ethnic Background	Number	Percentage	White British	212	91.38%	White British/Irish	2	0.86%	White British/Maltese	1	0.43%	Black/Caribbean	1	0.43%	English	6	2.59%	Irish	2	0.86%	White Asian	1	0.43%	Any Other White Background	4	1.72%	Prefer Not to say	3	1.29%	TOTAL	232	100.00%
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9	Broad categories used in 2001 census	Identify any adverse impact/barriers of the policy, practice, service or function on people who may be disadvantaged because of their race
	<ul style="list-style-type: none"> • Asian or Asian British • Black or Black British • Chinese • Dual Heritage • White • Any other people • Gypsies and Travellers • Asylum Seekers and Refugees 	<p>No identified adverse impact.</p> <p>Rykneld Homes values the diversity of its community and aims to have a workforce which reflects this by welcoming applications from all sections.</p>
10	<p>Where do you think improvements could be made for people of different racial groups?</p> <p>RHL staff profile is reflective of the community in which we operate: No identified adverse impact</p>	

Gender

It is worthwhile remembering that women and men have different priorities in relation to what services they want and different needs for how these are provided. Men-only or women-only delivery for some services could be an option.

11	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their gender. No identified adverse impact	
	Women	38.65%
	Men	61.35%
	Transgender	None identified.
12	Where do you think improvements could be made for people experiencing disadvantage because of their gender? See point 11.	

Disability

All service providers have a duty to make reasonable adjustments for people with disabilities, including physical features of premises, so it is advisable to anticipate any adjustments that may be required. Consider the barriers faced by different groups of people with disabilities as listed in the boxes below. Note also that changes to legislation mean that conditions such as MS, HIV and cancer are now included under the DDA from the time of diagnosis.

13	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their disability.																
	No identified adverse impact.																
	Below is a breakdown of staff by disability.																
	<table border="1"> <thead> <tr> <th>Disability</th> <th>Number</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>No</td> <td>186</td> <td>80.17%</td> </tr> <tr> <td>Yes</td> <td>18</td> <td>7.76%</td> </tr> <tr> <td>Prefer Not to Say</td> <td>28</td> <td>12.07%</td> </tr> <tr> <td>TOTAL</td> <td>232</td> <td>100.00%</td> </tr> </tbody> </table>		Disability	Number	Percentage	No	186	80.17%	Yes	18	7.76%	Prefer Not to Say	28	12.07%	TOTAL	232	100.00%
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People with physical or mobility impairments	As above																
People with sensory impairments (hearing, visual and speech)	As above																
People who use mental health services	As above																
People with learning disabilities	As above																
People who have a non-visible condition such as epilepsy or diabetes	As above																

14	<p>Where do you think improvements could be made for people experiencing disadvantage because of their disability?</p> <p>Rykneld Homes are committed to making reasonable adjustments during the recruitment process & duration of employment</p> <p style="text-align: right;">*Sickness Capability Procedure & Recruitment and Selection Policy</p>
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Age

When answers the following questions consider the needs of the wider age range of District

15	<p>Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their age.</p> <p>No adverse impact identified - Rykneld Homes applies the Government Retirement age of 65.</p>
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Age Group	Number	Percentage
61-70	28	9.93%
51-60	113	40.07%
41-50	69	24.47%
31-40	35	12.41%
21-30	24	8.51%
20 and under	5	1.77%
Blank	8	2.84%
TOTAL	282	100.00%

16	Where do you think improvements could be made for people experiencing disadvantage because of their age? Rykneid Homes adherence to age discrimination legislation, as detailed in its Single Equality Scheme (SES)
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Religion and Belief

17	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their religion or belief. No identified adverse impact RHL staff profile is reflective of the community in which we operate	
	Christian	63.79%
	Buddhist	0%
	Hindu	0%
	Jewish	0%
	Muslim	0.43%
	Sikh	0%
	Other	2.59%
	No religion or belief	20.69%
Prefer not to say	12.50%	

18	<p>Where do you think improvements could be made for people experiencing disadvantage because of their religion or beliefs?</p> <p>No identified adverse impact</p> <p>Rykneid Homes values the diversity of its community and aims to have a workforce which reflects this by welcoming applications from all sections.</p>
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Sexuality

19	<p>Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their sexuality.</p> <p>No identified adverse impact</p> <p>Rykneid Homes values the diversity of its community and aims to have a workforce which reflects this by welcoming applications from all sections.</p>
20	<p>Where do you think improvements could be made for people experiencing disadvantage because of their sexuality?</p> <p>No identified adverse impact</p>

Lesbian, gay or bisexual people	<p>Gay male / female – 0.43%</p> <p>Heterosexual / Straight - 85.78%</p> <p>Other – 13.79%</p>
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Other Categories

21	Rural/Urban No adverse impact
22	Any other N/A

Customer Access

23	<p>How do customers currently access the service i.e. what are the access channels e.g. web, telephone, letter etc. Internet & Intranet – Staff can access the current Policies & Strategies, including the Employee Handbook on the Intranet & Intranet</p> <p>What improvements can be made? N/A</p>
	<p>Are there any physical barriers to accessing the service? Yes – Visual & Hearing Impairments</p> <p>How are they overcome? Rykneld Homes are signed up to the Talk Back Service. During interview stage, all steps are taken to overcome any barriers. (see also Rykneld Homes Standard Application for Employment)</p>
	<p>What customer involvement in setting the customer service standards i.e. opening hours, response times, availability etc.</p> <p>The Employee Handbook was adopted by Rykneld Homes following the TUPE transfer of staff in 2007. The applicable procedures, policies and guidance notes included in the Employee Handbook have been negotiated and agreed with NEDDC's recognised Trade Unions. Staff EDPRs assist to formulate Strategy</p>

STEP 4 Collecting the information and data about how the policy, practice, service or function impact on communities

Please record your information and data below with reference to:

- Deciding what information or data you will need or desire
- Using both quantitative and qualitative data
- Ensuring that where possible there is information that allows all perspectives to be considered
- Identified any gaps in the information/data and what it can tell you

Data or information	When and how collected	Source	What it tells you – please consider all 6 equality strands where possible	Gaps in information
Staff Survey	Annually	Staff	Data collection across all strands.	Where staff decline to respond
Staff Profile	New appointees	Staff	Data collection across all strands.	Where staff decline to respond

STEP 5 Monitoring

For this step it is important to refer to any monitoring information which is already held. As stated in the guidance notes arrangements need to be set up for effective monitoring if this is not already taking place.

	How do we know whether our service is accessible to all groups? See performance management framework
	If there is a lack of information, what research will be carried out, and for which groups? NA
	If this is a new policy, or one not currently monitored, what are the arrangements to begin monitoring the actual impacts of the policy? NA

STEP 6 Consultation

	<p>What have service users/non-users or other stakeholders (including employees) already told you about the policy and negative impacts?</p> <p>See Annual Staff Survey.</p>
	<p>If you need to carry out further consultation, who will you be consulting with and by what methods?</p> <p>Staff Survey conducted annually. The HR Strategy is update annually and reviewed every three years.</p>

STEP 7 Equality Action Plan

Problem/barrier identified

Actions to overcome problem/barrier

Resources required Responsibility Target date –

[See Service Improvement Plans – Business Plan 2009/10 and HR/liP Service Action Plan](#)

No adverse impacts identified.

Problem/barrier identified	Actions to overcome problem/barrier	Resources required	Responsibility	Target date
See above.				