

## 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: Income Collection Policy and Procedures / Financial Inclusion Strategy

Service Standards- Rent payments and arrears

Business Plan-Mission, vision, values.

Assessment Team Leader Name: Martin Cromack

October 2009

Directorate Responsible: Neighbourhood Services

Service Area: Neighbourhood Services/Rent & Income collection

Other members of the assessment team:

Name	Position	Area of Expertise
Martin Cromack	Neighbourhood Services Manager	Neighbourhood Services & Estate Management
Neville Stanley	Customer Finance Team Leader	Income Collection and arrears
Paul Brightmore	Neighbourhood Services Team Leader	Neighbourhood Services & Estate Management
Julie Berry	Neighbourhood Services Team Leader	Neighbourhood Services & Estate Management
Susan Kellaway	Home Ownership Champion	Leaseholders / Right to Buy

Sue Wyche	Home Ownership Champion	Leaseholders / Right to Buy
Kay Kidd	Tenant Representative	Tenant Involvement
Val Ward	Tenant Representative	Tenant Involvement
Syd Ward	Tenant Representative	Tenant Involvement
Peggy Munks	Tenant Representative	Tenant Involvement

## 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>To set out the standards by which Rykneld Homes Ltd delivers it's Income Collection Services.</p> <p>What outcomes do you want to achieve?</p> <p>Agreement for levels of service set out within service standard for Rent Payments and Arrears, and within Income Collection Policy and Procedures</p>
2	<p>Are there any associated services, policies or procedures? Yes</p> <p>If 'Yes' please list below:-</p> <p>All Policies Rykneld Homes-as set out in reports to Board April to September 2008.-Risk Management, VFM, Asset Management, Procurement, 5 year Estate Delivery Plans, Equality/Diversity, Health/Safety, Tenant Involvement ASB policy, Financial Inclusion Strategy etc.</p> <p>Business Plan 2008/9, Business Plan 2009/10.</p> <p>This is a Tenant facing service and thus is primarily based on the identification of Tenant needs against the Tenant Profile.</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>All Tenants, Housing Applicants, all Potential Tenants &amp; Staff.</p> <p>Residents, Owner Occupiers &amp; Leaseholders</p> <p>User Surveys- Satisfaction Survey.</p> <p>Current status survey.</p> <p>Staff profile, so that we can ensure that the staff profile meets the needs of the community which it serves.</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>Rykneld Homes staff in Neighbourhood Services Customer Finance Team, Housing Finance Team, Business Support. NEDDC Call Centre Staff, NEDDC Revenue and Legal sections, Courts and Partner Organisation as listed - see partnership directory</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>See Business Plan-Our Operating Environment paragraph 6</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.

- HQN Mock ALMO Inspection - report attached
- Self Assessment-Mock ALMO Inspection- report attached
- Audit Commission Pre-Inspection Service Assessment Report November 2008

What did they tell you?

The Audit Commission Pre-Inspection Service Assessment Report carried out in November 2008 states;

### **Areas of strength;**

- Rent restructuring being implemented in line with (changes in) government targets.
- Customers are offered a wide range of payment methods – door to door rent collection phased out with good support to vulnerable customers.
- Rent collection and recovery procedures are comprehensive guide (except on the pre-action protocol directly).
- Arrears letters are generally well written with good use of colour/highlighting and include payment methods.
- Eviction and NSP levels are relatively low.
- HB SLA in place, which includes performance measurement.
- Rent statements provided quarterly provide clear information to customers.
- Staff have been trained to provide some welfare benefits advice (but need to know outcomes).
- Corporate debt recovery policy in place.
- Leaflets on arrears, NOSP and Postponed Possession Orders are comprehensive.
- Modern contact methods are used in the income management service. As well as telephone contact, text messaging and emails are used to contact customers, along with visits rather than relying on letters alone. Block texting has been used to remind tenants in arrears over the rent free periods that they need to maintain payments.
- There is some promotion of direct debit payment. Although this is not from a concerted marketing initiative and paperless direct debit is not offered, all BSO payers have been sent mandates and these are also provided at sign-up and information was included at the recent tenant open days. Direct Debit payment has increased to 15 per cent from 6 per cent, but a significant part of this is down to the withdrawal of the rent collection service.

## Questions

- Staff consider the IT system to be effective in helping to manage arrears cases – the escalation process works effectively. However, this is reduced by the arrears not having yet been automated and there being no system to stop escalation where agreements are made.
- Staff can access housing benefit IT systems to understand progress with cases. This helps to follow-up action needed to ensure cases are processed quickly.

### Areas for improvement

- No financial inclusion strategy in place.
- Rent accounts take seven days to get set up (we note comments on action being taken on this).
- Arrears over seven weeks (4.61 per cent) higher than 4 per cent target.
- There are no SLAs in place with agencies such as CAB – and referral levels seem extremely low – 3 and 5 in two half years to June and December 2007: (need data for half year 2008).
- 'Performance report' provided from CAB is extremely poor in providing any useful data.
- FTA responsibility only transferred June –so age/debt profile and need for write off not yet completed to establish clear baseline on performance.
- Little evidence of robust debt profiling and targeting of resources, or clear monitoring arrangements.
- There is no customer feedback collected on the service at the current time.
- Service charges are currently pooled within rents and there is no established project to rectify this comprehensively (grounds maintenance being reviewed – to NEDDC cabinet for approval).
- Although staff have been trained in signposting customers to sources of advice and support, this is undermined by the lack of formal agreement with agencies such as CAB and awareness of outcomes. Staff advise that referrals are significantly higher than the 2007 figures (we have requested 2008 data), but even if this is the case, actual outcomes from the referrals made are not known to determine how well the arrangements are working. Even internally, while we have been told that the tenancy support service is proactively supporting tenants in financial difficulty, within the income management service, its impact on arrears cases is not well understood.
- Performance information in the income service is limited. While there is a recent shift to banding reports as well as overall arrears data, this remains limited. This report only compares data over a ten-week period, rather than longer term (because it is new), but there is no emphasis on the movement between bands, the level of legal actions taken by patch, agreements or court orders maintained, and there is no monitoring of actions overridden – as the IT system does not force a reason to be entered, which is poor practice. Along with the lack of data to date on former tenant arrears this is not enabling the ALMO to properly understand performance within the service. Quality checking of cases is also adhoc and has not been recorded – although we note this has now started in response to our interview feedback (also J2).
- There is a limited understanding of financial inclusion within the service. This appears linked to the lack of current FI strategy, but also suggests that there is not a strong external outlook on good practice and modern service developments. Staff feel that they are able to give greater time to customers as a specialist service (than they could if generic) but this is as a reactive service when arrears occur and not through a strong preventative approach (also J2).
- Tenants do not have information about target rents from Rykneld Homes, nor are signposted to the availability of any information in rent

## Questions

	<p>increase notifications etc. This is important information for tenants to understand the longer term proposals for the rent they pay.</p> <ul style="list-style-type: none"> <li>▪ Arrears letters miss the opportunity to promote support and advice available. Although they do refer to payment methods and give HB contact details, there is no reference to other advice and support or self-help advice that may be available (we note letters now being sent to cross reference).</li> <li>▪ Revised arrears letters are not on the IT system and can not therefore be generated automatically. We are advised this is because of delays in IT implementing this. This reduces the efficiency and effectiveness of the service and is not maximizing the system's potential to assist the income recovery process.</li> <li>▪ The ALMO has not considered arrangements for sending out rent statements in regard to its impact on calls received as a result. All statements are sent at the same time rather than being phased for example. This can result in a deluge of calls and enquiries, which places extra pressure on staff and reduces ability to respond as effectively and quickly.</li> <li>▪ The ALMO has not yet considered any incentive schemes for payment by direct debit or clear rent accounts. It is important that consideration is given to whether this may offer another tool to improve performance in the management of arrears (rent free weeks don't count against this!).</li> <li>▪ There is no effective profiling of debts to target resources. There are tentative small steps towards targeting individual patches, but these are new and not informed by a clear understanding of the nature of arrears in terms of areas, household or wider financial inclusion data. There is also no formal approach to using early morning or evening visits or telephone contact to try to reach difficult to contact cases</li> </ul>
7	<p>How is information about the policy, practice, service or function publicised?</p> <p>RH Ltd communications plan.</p> <p>Tenant Involvement agreement</p> <p>Involvement Monitoring group,</p> <p>Governance BP para 7</p> <p>Web internet,</p> <p>Partner meetings-see partnership directory and Chart-attached chart</p> <p>Board and Sub Board Papers</p> <p>Homing In newsletter</p>

# 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 an adverse impacts/barriers of the policy or procedure on people who may be disadvantaged because of their race</p> <p>Status survey identifies 99% white British, 1% white Irish.</p> <p>2001-census 97.95% white British.</p> <p>No identified adverse impact.</p> <p>Working with NEDDC to identify gen community groups and progress compliance to LGES level 2, Equality framework for LGovt – Approaching excellence with effect from April 2009.</p> <p>Tenant Profile information Sept 09 –</p>
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Ethnic Origin	Extrapolated Figures %
White British	98.27
White Irish	0.53
White Other	0.53
Black African	0.05
Black Caribbean	0.03
Black Other	0.02
Indian	0.00
Pakistani	0.02
Bangladeshi	0.03
Other Asian	0.00
White and Black African	0.02
White and Black Caribbean	0.07
White and Asian	0.08
Other Mixed Background	0.02
Chinese	0.03
Other Ethnic Origin	0.30

Gypsy or Traveller	0.03
Dual Heritage	0.00
Prefer not to answer	

We have contact with translation services if necessary and offer all documentation to be translated also

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
	• Asian or Asian British	
	• Black or Black British	
	• Chinese	
	• Dual Heritage	
	• White	
	• Any other people	
	• Gypsies and Travellers	Awareness of any Local Authority designated traveller and gypsy sites within NEDDC area is limited.
	• Asylum Seekers and Refugees	

10	<p>Where do you think improvements could be made for people of different racial groups?</p> <p>The Status survey identifies that currently our tenant profile is 99% white British, 1% white Irish. In addition, the 2001 Census shows 97.95% of the population in the area is white British.</p> <p>RHL is working closely with NEDDC to identify gen community groups and progress compliance to LGES level 2, Equality framework for LGovt –Approaching excellence with effect from April 2009.</p> <p>In considering this assessment there are limited adverse impacts identified. The awareness of travellers sites has been addressed in the Service Action Plan.</p>
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## 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.	
	Women	<p>Service Standards e.g. Access Customer Care, Implementation of Service Access Principles Strategy, Tenant Involvement, Asset Management Strategy, Repairs, Decent Homes, Aids/Adaptations Policy Rent Payment Strategy &amp; Options.</p> <p>HR strategy-numbers of women employed by Rykneld Homes Ltd. High proportions of our customer facing staff are women, which provides same gender contact for women who choose to discuss any tenancy-related matters with another woman.</p> <p>Status survey details note that there are almost 9% of single parent families</p> <p>Women/older women may be affected by caring responsibilities to close and extended family</p> <p>Often in rural areas when women have been widowed they can suffer isolation</p> <p>Women with children can experience problems in accessing the office in school hours, school holidays</p> <p>Women live longer than men generally, issues of frailty, disability, under-occupation.</p> <p>Instances of DV are increasing significantly in DCC area - see Police partner report 22<sup>nd</sup> September so staff need to be aware of the signs of DV and their responses</p>
	Men	<p>Service standards Access Customer care, Rent payment options</p> <p>Contact with women Household members gains information that often the household has literacy problems. There may be hidden literacy needs for men.</p>

	Transgender	<p>Rykneld Homes Ltd/NEDDC holds negligible information on Transgender. Equality &amp; Diversity training for Board, SMT and Service Managers June 08, and due November 2009.</p> <p>Staff training 07/08, raise possible roles experienced, role play encourages staff to be on the lookout for Transgender hidden needs.</p>
12	<p>Where do you think improvements could be made for people experiencing disadvantage because of their gender?</p> <p>Whilst RHL policies do not adversely affect or create barriers, there are actions we can address to further improve our service/policies on a gender-specific basis include;</p> <ul style="list-style-type: none"> <li>▪ Ensuring staff are aware of the signs of hidden transgender needs</li> <li>▪ Customer-facing staff to receive training on how to recognise the signs of illiteracy and develop appropriate responses</li> <li>▪ Customer-facing staff to receive training on recognising the signs of Domestic Violence and develop appropriate responses</li> <li>▪ Ensure a sensitive approach to recovery action where DV is established</li> <li>▪ Ensure a wide range of venues and times for payment of rent and home-visits</li> <li>▪ Target rural areas for development of tenants and residents groups.</li> <li>▪ Identify networks of community based groups and meetings, particularly in rural areas that can be regularly advertised in Homing In</li> <li>▪ Encourage bus and transport agencies to advertise routes and services in Homing In</li> <li>▪ Ensure a consistent but tailored approach to Income Collection</li> </ul> <p>RHL have a positive and high proportion of their customer-facing staff which are female.</p> <p>Tenant Involvement agreement developed with our customers implements a variety of ways of contacting and involving Tenants in matters affecting their tenancies.</p>	

## 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.	
	People with physical or mobility impairments	Access, Repairs/Maintenance, Decent Homes Service Standards e.g. enhanced specification for, lifetime homes as far as is possible, Aids/Adaptations service standards
	People with sensory impairments (hearing, visual and speech)	Access , Customer Care, Tenant Involvement - Tenants can't hear/can't hear clearly, hear what you are saying-telephone contact needs to be supplemented, update Tenant profile refers to preferred methods of contact, DLO good examples of local knowledge of the Tenant base being utilised to arrange and carry out repairs  Sign language users are available in the organisation.
	People who use mental health services	We do not know /share enough detail reference this user group. We too often list complainers as Persistent complainants, generally cross, without considering whether there is a need for mental health support or whether this is already being given. Link age to dementia possibilities.  Check and use supporting people plans – information obtained 2009.
	People with learning disabilities	Local knowledge from Area Office Staff, Staff identify at application stage & sign up stage, DLO, identifies where Tenants have literacy problems - use of face to face contact is maintained
	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>This is a key area for Rykneld Homes Ltd and NEDDC due to the Resident and Tenant profile. and the MOSAIC resident profile-which will facilitate delivery of Equality framework for Local Government with effect April 09.</p> <ul style="list-style-type: none"><li>▪ Ensure the implementation of Service Access principles and that the strategy does not 'lose' the local Knowledge gained by Area office staff.</li><li>▪ Ensure the names of staff with second languages and sign language skills are known to all staff.</li><li>▪ Identify policies to establish vulnerable tenants and customers (both current tenants and customers who intend to become tenants) and clear procedures</li><li>▪ Consider ways in which tenants impaired (i.e. illiterate etc) can give feedback on our Income Collection Service</li><li>▪ Improve the efficiency of the Aids and Adaptations Strategy.</li></ul>
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## Age

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

15	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their age.	
	0-9	Caring responsibilities may disadvantage Tenant Households from accessing services, resulting in isolation-link to Sure start opportunities
	10-15	These are the tenants of tomorrow-Involve young persons e.g. Youth parliaments, do not disadvantage young people from indiscriminate application of the ASB strategy.
	16-19	School leavers, high level of teenage pregnancies-partner reports 22 <sup>nd</sup> September 2008-support for new Tenants. Do not disadvantage young people from indiscriminate application of the ASB strategy. Consider implications for Vulnerable tenants within the CBL policy revision
	20-29	Tranches of Domestic Violence – ensure Tenancy Enforcement is carried out swiftly & use partner agencies to target harden properties, develop FIP with partner agencies, high levels of Housing Benefit dependency – ensure sign up process identifies benefits rights and link to Rents Service Standards, HB overpayment recharges are assessed.
	30-44	Tranches of Domestic Violence – apply allocations policy and ensure void turn round times are met to make properties available as quickly as possible, high levels of Housing Benefit dependency – ensure sign up process identifies benefits rights and link to Rents Service Standards, see above on target hardening & FIP
	45-59	Employment discrimination - Tranches of Domestic Violence – apply allocations policy and ensure void turn round times are met to make properties available as quickly as possible, high levels of Housing Benefit dependency – ensure sign up process identifies benefits rights and link to Rents Service Standards, Strategies/Policies, Corporate debt recovery policy
	60-64	As above-Age/disability adverse impact, sheltered housing, supporting people QAF assessments. Issues regarding post office closures where elderly or immobile tenants need to find alternative ways to pay their rent

	65-74	As above
	75-over	As above
16	<p>Where do you think improvements could be made for people experiencing disadvantage because of their age?  It is not felt that RHL policies have any adverse impact. However, in order to improve our services to customers and tenants of all ages, we will;</p> <ul style="list-style-type: none"> <li>▪ Establish a HB SLA which clearly sets out the assessment that is made by NEDDC when considering when to pursue an overpayment recharge and at what level the 'clawback' will be</li> <li>▪ Ensure a wide (and growing) range of venues and times for payment of rent and home-visits (i.e. telephone and internet payment, paypoint etc etc)</li> </ul>	

## 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.	
	Christian	
	Buddhist	
	Hindu	
	Jewish	
	Muslim	
	Sikh	
	Other	
	No religion or belief	
18	<p>Where do you think improvements could be made for people experiencing disadvantage because of their religion or religion?            Not enough is known about the numbers of religious groups to make an accurate assessment about the religious impact of our policies. However, we do know of the support to reduce isolation offered by local churches and there are proposals to work with the Churches to reduce worklessness and isolation. RHL will explore this further.</p>	

## Sexuality

19	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their sexuality.	
	Lesbian, gay or bisexual people	See 11 above. We are encouraging Tenants/staff to identify their profile, so that we can meet unmet needs
20	Where do you think improvements could be made for people experiencing disadvantage because of their sexuality? See 11 above	

## Other Categories

21	<p>Rural/Urban</p> <p>This is a real issue for Rykneld Homes Ltd - and must be addressed in the implementation of the Service Access Principles Strategy.</p> <p>Work with NEDDC/Derby CC mobile bus for rural areas welcomed by users.</p> <p>Tenant Involvement agreement implementation – commends outreach work.</p>
22	<p>Any other</p> <p>Consider the needs of the Tenant profile i.e. those who may be affected by the decline in the mining industry, effects of working in coal mines e.g. disabilities, Tenants paid their work pensions in coal-do not insist on the removal of coal fired heating.</p> <ul style="list-style-type: none"><li>▪ Housing Health impact assessment - linking Housing and Health issues to Crime and testing impacts e.g. improved Capital Programme reduction in respiratory disease is being progressed with the LSP.</li></ul>

## Customer Access

23	<p>How do customers currently access the service i.e. what are the access channels e.g. web, telephone, letter etc.</p> <p>What improvements can be made?</p> <p>See service access principles implementation-Report to Board June08.</p> <ul style="list-style-type: none"> <li>▪ Ensure a wide (and growing) range of venues and times for payment of rent and home-visits (i.e. telephone and internet payment etc)</li> <li>▪ Consider the use of 'Twitter' site which is becoming an increasingly popular medium and one which is being taken up by a number of leading Local Authorities – appeals to people of all ages, backgrounds etc</li> </ul>
	<p>Are there any physical barriers to accessing the service</p> <ul style="list-style-type: none"> <li>▪ Some payment methods can be problematic for tenants with limited Mobility or Sight impairment</li> </ul> <p>How are they overcome? As above</p>
	<p>What customer involvement in setting the customer service standards i.e. opening hours, response times, availability etc.</p> <p>Involvement monitoring group, Tenant drop ins, Editorial panel, Federation involvement in open days-include Fed under Estate Management, Customer Service Access User Group</p> <ul style="list-style-type: none"> <li>▪ Make standards simple – they need to be up-front promises, the 'who, what, when' message.</li> </ul>

## 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

<b>Data or information</b>	<b>When and how collected</b>	<b>Source</b>	<b>What it tells you – please consider all 6 equality strands where possible</b>	<b>Gaps in information</b>
Customer feedback and complaints	Performance and quality team		As above when considering strands	Robust complaints analysis required-being addressed as part of ASB Policy & Estate Inspection Matrix
Consultation and community involvement	Involvement agreement		As above	
Performance information including Best Value	See above Audit Commission Inspections		As above	Gaps in all equality strands relating to the Tenant profile.
Take up and usage data	Picked up at open of any ASB cases & on estate walkabouts etc		As above	To be channelled and systematically analysed through the performance and quality team

<b>Data or information</b>	<b>When and how collected</b>	<b>Source</b>	<b>What it tells you – please consider all 6 equality strands where possible</b>	<b>Gaps in information</b>
Comparative information or data where no local information	MOSAIC Resident profile			
Census, national or regional statistics	Census 2001 STATUS survey 2008			
Access audits or assessments e.g. DDA assessments	DDA office assessments			
Workforce profile	Now updated and collected Sept / Oct 09			To be developed
Where service delivered under procurement arrangements – workforce profile for deliverers	Set out in Procurement strategy			
Monitoring and scrutiny outcomes	Board Governance, -see BP para 9			LGES level 2 being identified

## 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.

	<p>How do we know whether our service is accessible to all groups?</p> <p>Arrangements being made to collect Profile data for both staff and Tenants, analyse service data held and systematically relate back to the delivery of policies and service standards.</p> <p>Review of Complaints process, development of Performance and quality services,</p> <p>Review of service specific surveys</p> <p>Involvement Impact assessment carried out in March 09</p> <p>Involvement Timetable</p> <p>Project evaluation reports</p> <p>Viewpoint panel</p> <p>Performance indicator information</p>
	<p>If there is a lack of information, what research will be carried out, and for which groups?</p> <p>As above</p>
	<p>If this is a new policy, or one not currently monitored, what are the arrangements to begin monitoring the actual impacts of the policy?</p> <p>Satisfaction surveys at the finish of arrears cases.</p>

## 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>Who has been consulted and what methods were used?</p> <p>Business Plan consultation-report to board April 08 refers,          Business plan consultation BP 2009/10 – report t Board Oct 08 refers,          Tenant Involvement agreement,          Tenant drop in days, Involvement monitoring group.</p>
	<p>If you need to carry out further consultation, who will you be consulting with and by what methods?</p> <p>See above – report to October Board,          Ongoing delivery of Tenant Involvement agreement          Fed BP consultation and Involvement          Further partner consultation e.g. NEDDC</p>

## STEP 7 Equality Action Plan

Problem/barrier identified

Actions to overcome problem/barrier

Resources required Responsibility Target date –

**see SIPS –Business Plan 2009/10**

**See Neighbourhood Services Service Action Plan**