
Value for Money Strategy 2009-2012

Version 3 October 2009

VALUE FOR MONEY STRATEGY

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VALUE FOR MONEY STRATEGY

1. EXECUTIVE SUMMARY

This is Rykneld Homes Value for Money (VFM) Strategy, revised as at November 2009.

Rykneld Homes has put in place a programme that has dramatically improved existing services. Most of all, we ensure tenants, residents and stakeholders become involved in the shaping of the Services we deliver. They influenced the profile of RHL's Business Plan 2009/10 onwards.

We are a transparent and accountable organisation and take steps to ensure that our tenants, residents and stakeholders understand and agree on what we spend their money on. We also ensure that the money available is used to get the best possible outcome for service users.

Our consistent and rigorous approach to VFM has progressed since the Company start up in April 2007. The Company has already made considerable efficiency gains and this revised Strategy allows us to arrive at a position which balances costs and current levels of performance in order to improve the quality and VFM of services delivered to Tenants and Residents

2. VALUE FOR MONEY AND THE EFFICIENCY AGENDA

The Government places an expectation upon local authorities to continue to make efficiency savings. Future public funding settlements will be reduced by Government. Rykneld Homes is delegated to deliver Management and Maintenance Services on behalf of NEDDC. At a time of increased pressure on local Government revenues, our VFM Strategic approach enables us also to identify service areas where costs can be reduced with minimum impact on service delivery standards.

2.1 WHAT IS VALUE FOR MONEY?

The term VFM is often inter-changeable with 'efficiency'. However, efficiency is only one of the three components of VFM. VFM is made up of Economy, Efficiency and Effectiveness.

Economy relates to keeping down the cost of inputs and procuring goods and services at the best possible price.

Efficiency relates to the transformation of inputs to outputs during a production process, focusing on the scale of input against the scale of outputs. Outputs may be expressed in terms of quantity or quality.

Effectiveness relates to achieving desired outcomes, which are important to our Tenants and Residents and link to our strategic objectives.

Communities and Local Government, (CLG,) the Audit Commission and Tenant Services Authority (TSA) will have regard to good practice guidance whether KLOEs, eg KLOE 32 Value for Money, (Audit Commission-Key Lines Enquiry) or TSA Service guidance which requires Landlords to balance the needs of tenants against Organisational viability.

Attached at **Appendix 1** is Rykneld Homes KLOE assessment and plans for VFM.

3. STATEMENT OF INTENT

Rykneld Homes will work to achieve Value for Money in all of its activities.

We will take steps which maximise effectiveness and efficiency for the lowest cost.

Delivery of our Service Standards, Performance and expenditure will be reviewed at quarterly frequencies as part of the Comprehensive Performance Review and Balanced Scorecard, to ensure that VFM is demonstrated.

To assess that VFM is being achieved the following aspects will be considered:

- Whole life costs of a supply or service.
- Materiality of expenditure and the related costs of achieving best prices.
- Quality and performance of product/service.
- Risk management implications – strategic impact of services/products/activities.
- Legal requirements.
- Evidence that current services provide VFM/consideration of alternatives.
- Tenant & Resident Customer satisfaction and outcomes.

4. OUR APPROACH TO DELIVERING, MEASURING AND MONITORING VFM

We ensure that value for money is at the heart of everything we do, for this reason we have set and continuously review VFM objectives as part of this strategy:

- Maintain an embedded VFM culture across the organisation - in management, planning, decision making at all levels in routine and strategic activities.
- Demonstrate VFM opportunities sought across the organisation.
- Adopt best practice which takes account of our local context.
- Measure VFM and set efficiency targets in respect of cost and quality.
- Carry out reviews of our services using internal and external mechanisms with a clear focus on VFM.

Value for Money needs is an integral part of our culture and sits within the heart of our performance management framework. We recognise that we need to constantly review and evaluate how we can do things better to drive up our efficiency and effectiveness.

During 2009 we have moved from a process of recording one off efficiency gains to a more comprehensive VFM monitoring approach.

The detail of our approach to delivering VFM is focussed on the following areas:

- Business Planning
- Service planning and improvements
- Measuring efficiencies through inputs and productivity
- Measuring economy through costs and benchmarking
- Measuring effectiveness through outputs, customer outcomes and satisfaction
- Procurement - including Service Delivery through Service Level Agreements
- Partnerships - Impact Assessment.

The remainder of this Strategy deals with each of these in turn and details our current position, our areas for improvement and the actions to be taken to achieve these improvements along with our mechanisms for monitoring and measuring value for money.

4.1 DEVELOPING AND EMBEDDING A CULTURE OF VFM

The Senior Management Team is responsible for:

- Determining and agreeing RHL's VFM Strategy with the Board of Directors.
- Agreeing with the Board the resources that are available to implement the strategic objectives.
- Determining those areas of expenditure and activity to be reviewed and agreeing the timescales for review.

- Gathering information/evidence to determine which service areas will be reviewed will include:
 - Areas identified by the Company's value and market testing methodology as worthy of review.
 - Benchmarking information.
 - Evidence and management of Performance.
 - Materiality.
 - New areas of service provision.
 - Areas that have been subject to changes in service provision or the method of provision.
 - The impact / risk of interruption to the service.
 - Investigation / confirmation that service provision meets the strategic objectives of the organisation taking into account customer priorities and preferences.
 - Audit reports – internal and external.
- Determining the methodology of the reviews.
- Monitoring the implementation of the VFM strategy – ensuring that systems are in place to facilitate success.
- Ensuring that market testing of all services is properly conducted within agreed frequencies.
- Ensuring that performance against existing performance indicators are useful as an outcome in assessing VFM and determining new PI's where necessary.
- Ensuring that Rykneld are benchmarking with other ALMOs / RSLs through participation in the HouseMark benchmarking club and other Local benchmarks, where HouseMark may not provide a benchmarking service,
- Reviewing comparative data and acting upon the results, eg Service reviews,
- Receiving reports from those responsible for undertaking reviews and acting on the information.
- Reporting to the Board / Staff on VFM.
- Developing a VFM culture throughout the organisation by:
 - Engaging Service managers on VFM as part of monthly budget monitoring,
 - Providing training and information events.
 - Testing Strategy/Service standard development as part of our Equality Impact Assessment process, which includes consideration of VFM, Customer Access.
 - Communication, i.e. newsletters.
 - Test drill down of the VFM culture by eg Drawing out VFM case studies with staff,
 - Maintaining an awareness of external risks/challenges which influence VFM, eg Public Sector Spending reductions, Government - Proposed change in management /maintenance allowances, focus on Core-Non Core services., TSA Service Standards,

Ensuring that the organisation is up to date with VFM developments and reports which may be relevant, i.e. CLG and AC.

5. WHAT IS RYKNELD HOMES DOING TO ACHIEVE VFM?

5.1 BUSINESS PLANNING

Our 2009/10 Business Plan sets out our objectives and priorities projected to the medium term. Our BP has been informed through analysing past, current future Business needs against strengths, opportunities, weaknesses and threats, the Political, Environmental and Technical context This VFM strategy is a key part of business plan delivery and sets out how we will deliver our objectives and targets in the most efficient and effective way.

5.2 FINANCIAL POSITION

The following section details the estimated management fee and anticipated expenditure for RHL for the next 3 years. The table below sets out the overall expenditure position for RHL. In 2009/10 RHL are anticipating a balanced budget position however it should be noted that this is dependant on successfully achieving efficiency savings in the year.

Year	Indicative Management Fee £000	Net Expenditure £000
2009-10	10,480	10,480
2010-11	10,742	10,742
2010-12	11,011	11,011

The estimated budget for 2009/10 was set in conjunction with Service Managers and with regard to service improvements that RHL need to implement in order to provide good/excellent levels of Service delivery.

Once the initial budget setting process had been completed it was clear that the management fee available to RHL was insufficient to fund the level of budget required to deliver services. As a result each directorate was tasked with delivering savings and efficiencies to address this problem, based on service priorities identified by Tenants and informed by relevant Equality Impact Assessments, which guarded against efficiency drives which would have an adverse impact on any particular Tenant/Resident profile.

These are included in the Annual Efficiency Statement attached at **Appendix 2**.

This VFM Strategy addresses the immediate issue for 2009/10, but also builds on this to deliver year on year savings for RHL and NEDDC projected over the life of this strategy

To achieve the savings and efficiencies required we set targets for each budget holder based on their resources and commitments during each year.

Some of the key projects are:

- Delivery of the Capital procurement project, VFM test the Responsive Repairs and Voids services, review the provision of the Asset Mgt structure,
- Setting the basis for the Implementation of the Service Charge Review by NEDDC
- Examine the cost and utility of the NEDDC Contact Centre and Customer Services SLA
- Review the HR SLA
- Investigate the VFM of the IT SLA
- Introduction of IT to promote workforce productivity
- Undertake a VFM review of the Grounds Maintenance Service and SLA
- Deliver the Older Persons Services Project, Review and implement a modern Independent Living Service
- Delivery of the Generic working project
- Deliver the HR strategy including a reduction of sickness absence

Any efficiency savings over and above those required to match the management fee will be redirected into front line service improvements, subject to discussions with the Council.

Resource requirements and implications have been assessed to deliver our Business Plan/ Service Improvement Plans. Improvement actions arising which are not met within existing budgeted resources will be subject to a business case and SMT approval.

5.3 PERFORMANCE MANAGEMENT FRAMEWORK- MEASURING VALUE FOR MONEY – EFFICIENCY, ECONOMY AND EFFECTIVENESS

Performance and quality of service are key elements of any value for money test. For all services we already have performance indicators that we use to manage performance and measure quality. We monitor these indicators on a monthly basis and report this to our Senior Management Team; P&Q sub board, Council and full Board. We benchmark our performance against other ALMOs and set challenging performance targets to ensure continuous improvement and efficiencies. The depth and range of Performance Management will be improved in 2009/10 with a revised Balanced Scorecard, monitoring of Service Standard Performance and the development of a further range of directorate level indicators and targets.

Our Annual report portrays the delivery of Performance, the Tenants Involvement Monitoring Group (IMG) and review performance on a quarterly basis. Our Core Brief, for staff, includes performance which facilitates the communication and ownership of performance at all levels.

We balance performance against resources and given specific circumstances may move resources to an area in order to lift performance.

Measuring Economy

We will measure the economy of our services through costs and inputs. To do this we need to ascertain our unit costs and undertake unit cost and performance benchmarking exercises with HouseMark.

Measuring Effectiveness

We measure the effectiveness of our services through user outcomes. Our customer Satisfaction Surveys and our Complaints Policy outcomes are monitored as part of the quarterly Comprehensive performance report.

5.4 ICT STRATEGY

Our IT Strategy focuses on improvements and development technology projects to improve the efficiency of the services we deliver. We are currently developing an IT action plan to ensure that all projects are planned and resourced. This includes:

- The implementation of Mobile Working
- Full integration of stock condition data with ANITE
- IT training plan
- Develop our IT system to improve speed and quality and integrate our main systems to ensure information and labour is not duplicated.
- Develop the range of management and statistical information, especially in the area of Tenant Services and Service uptake.

5.5 STAFF STRUCTURES AND HUMAN RESOURCES MANAGEMENT

RHL has some 287 employees working across the organisation delivering housing management services on behalf of NEDDC.

We review the effectiveness of elements of our HR Strategy, including:

- Review of the procurement of the Services
- Strengthen the operation of Sickness Management Policy and Procedures
- Planned management training
- Staff training programme
- Annual appraisals - EDPRs
- Regular one to ones with individual targets
- Team and individual work plans
- Development of regular staff briefing from SMT 'Word on the Road'
- Review of Policies and Procedures
- Developed and rolled out staff induction process
- Reviewed recruitment process
- Organisational structure review and TUPE transfer implementation where required

5.6 SERVICE LEVEL AGREEMENTS

We are continuously reviewing our Service Level Agreements (SLAs) with the Council and intend to work in partnership to ensure these services demonstrate value for money, utilising the most effective balance between Challenge and partnership.

SLA performance is considered throughout the organisation as part of the quarterly Comprehensive performance report. The focus of SLA reviews is informed through performance and VFM.

We have developed a SLA review framework and we will continuously review and monitor SLAs annually.

5.7 ASSET MANAGEMENT STRATEGY

We are currently reviewing RHL's Asset Management Strategy in close liaison with the NEDDC.

The Asset Management Strategy details the breakdown and types of assets that we are charged with managing and their condition and investment requirements along with how we will manage estates, analyse stock options and maintain sustainability.

During 2008, RHL commissioned a survey of 25% of the Council Housing stock and a structural stock condition of the Non traditional stock and used that information to inform a revision of the short/mid and Long term investment needs of the stock,

Our Capital programmes are risk based as are that of any ALMOs yet to achieve a 2 star ALMO Assessment. We have a base programme without ALMO funding. As a response to the Governments' review of all ALMO funding in July 2009, for round 6 ALMOs we have put together a mixed funding option which utilises RHL efficiencies and makes an application to Government /NEDDC for Capital funding.

Our Mid Term Review of the Capital programme will be informed by the outcome of the above.

RHL working together with NEDDC will respond to Government proposals for HRA reform being mindful of risks posed to both capital and revenue spend in the short, medium and Long Term.

5.8 REPAIRS AND MAINTENANCE

The Decent Home element of building Services has been let to two Contractors with staff from RHL transferring across.

The client objective focuses on our drive to effectively manage contracts of this scale to ensure the value for money gains made in the procurement exercise are maintained and advanced. And contracts are delivered within the performance framework agreed.

A VFM assessment has been carried out on the remainder of the Responsive Repairs and Voids service with outcomes agreed by Board.

5.9 PROCUREMENT STRATEGY

Procurement is a crucial element that allows the organisation to deliver value for money to its tenants. During 2009 we have reviewed and strengthened our Procurement Strategy and Action Plan, informed by an E&D / VFM, Impact assessment.

RHL's Procurement Strategy covers two main areas. Firstly, how we evaluate and procure all goods and services such as stationary, mobile phones, computers etc to ensure we obtain the best possible price for services with high quality and outputs.

Continue to monitor the benefits of Consortium Membership.

Secondly, the Strategy covers our partnership approach and contracts focusing on how we deliver value for money and efficiencies in component prices and overall costs per property.

Our Procurement Strategy explains how procurement decisions are made using options appraisals and how we will use the full range of procurement methods available including joint procurement, consortia, effective contract packaging and e-procurement.

5.10 KLOE SELF ASSESSMENT

Whilst our new Regulator the TSA is developing a range of service standards, guidance through KLOE 32-VFM is effective in informing our drive towards identifying and implementing a VFM culture. We have undertaken a self assessment of KLOE 32 Value for Money to establish our baseline position and identify the gaps in achieving excellence in VFM. We now understand what we need to do. Our Self-Assessment & Gap Analysis document is attached as **Appendix 1**.

5.11 RECORDING EFFICIENCY SAVINGS

To capture one off efficiency gains we will record good practice with a half year review of gains that may be over and above the original 2009/10 programme and ensure all successes are recorded and reported. We will implement this into all services across the organisation and report this as part of our Annual Efficiency Statement Outcome.

5.12 OUR ANNUAL EFFICIENCY STATEMENT

The primary means for local authorities to report their efficiency gains is the Annual Efficiency Statement (AES). The requirement is in two parts, the forward look statement in April of each year details planned efficiency gains to be made during the year ahead, and the backward look statement in June details gains made during the previous year.

ALMOs are not required to produce their own AES as their efficiency gains should be included in the parent authority's AES. However, it is recommended practice for ALMOs to produce their own AES and this strategy will allow RHL to present the outcomes of our efficiency work in a structure way that is both useful to the Council and the Board and delivers real change , improvement and VFM. Our Forward Look Efficiency Statement is attached as **Appendix 2**.

6. SUMMARY

Value for Money is a priority for the whole organisation. We facilitate the understanding from tenants, residents and front line staff to Board members that balancing costs against performance and efficiencies will allow us to deliver Good / Excellent Services with the resources that we have.

7. ACTION PLAN

Action	Timescale	Lead
Expand and improve the availability of Performance Management information and connect with both budget usage and costs within our peer group.	Ongoing	SMT
Implement the market testing of key projects	October 2009	SMT
Evaluate our approach to partnership working and improve knowledge of outcomes	October 2009	SMT
Develop Service Action Plans (SAPs) which are the detailed expression of improvements outlined in the Business Plan.	April 2009	SMT
Undertake a full review of all Service Level agreements	June 2009	Lorraine Shaw
Embed VFM considerations into all service reviews and Board Reports	Ongoing	SMT

8. REVIEW AND MONITORING

The achievement of VFM and delivery of the AES, against key services and projects led by SMT is reviewed and monitored by Service Managers tasked with monitoring the delivery of our VFM strategy and driving forward the efficiency agenda for Rykneld Homes by:

- Monitoring the actions within the VFM Strategy.
- Identifying areas for VFM improvement from the Balanced Scorecard.
- Monitoring the delivery of efficiency arising from the above, the AES, Key projects across the organisation.
- Review and Implement the Annual Efficiency Statement.
- Receiving information on best practice and actively promoting within the Company.
- Co-ordinating progress on efficiency projects.
- Embedding and sustaining the VFM culture throughout Rykneld Homes.

APPENDICES

Appendix 1 – Self Assessment and Gap Analysis against VFM Key Line of Enquiry 32 (KLOE 32)


Appendix 2 – Annual Efficiency Statement – 2008/09

Appendix 3 – Equality Impact Assessment Recording Form

SELF ASSESSMENT AND GAP ANALYSIS AGAINST VALUE FOR MONEY (KLOE 32)

POOR	0
FAIR	5
GOOD	15
EXCELLENT	5

Prospects for Improvement?

Excellent				
Promising				
Uncertain				
Poor				
	Poor	Fair ★	Good ★★	Excellent ★★

A Good Service?

EFFICIENCY GAINS MADE AND PLANNED 2007/2012

Service Area	Efficiency Gains 2007/2012 £000's*	Quality Cross Check	Activities Undertaken to Achieve Gains
Asset Management – Building Repairs Service	1,365	Customer satisfaction Surveys, complaint & compliment monitoring, performance indicators, compliance with service standard	Service review, introduction of trading, revised schedule of rates, customer involvement
Supporting People Service	190	County Council monitoring, customer satisfaction, support planning, service standard	Service review, care planning, value for money review on care-call service
Corporate Support	423	HouseMark benchmarking, SLA reviews, performance indicators, compliance with statutory critical milestones.	Rationalisation of office provision, VFM reviews on HR, Performance management and rent accounting
Procurement - Methodology	162	Contract register, transaction analysis	Review of contract register, consortium working, changes in internal procurement procedures
Asset Management – Client Services	77	Capital programme, customer satisfaction, estate investment	VFM review culminating in revised staffing structure
Income Management	202	Current and former tenant arrear levels, customer satisfaction	Withdrawal of door to door collection, revised management structure
Homeownership/Leasehold service	48	Leasehold & RTB PI's, leaseholder satisfaction, service standard monitor	Staffing review
Community Involvement service	32	Tenant involvement, satisfaction complaint & service uptake statistics, status survey.	Method of operation reviewed and staffing structure amended.
Total	2,499		

*possible increases during 2010/11 and 2011/12 budget build

APPENDIX 3

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: Value for Money Strategy
Service Standards- Tenant Involvement
Business Plan-Mission, vision, values.

Assessment Manager Name: Paul Griffiths
Directorate Responsible: Corporate Services
Other members of the assessment team:

October 2009
Service Area: Corporate Services Manager

Name	Position	Area of Expertise
Marcus Bishop	Business Development Manager	Business Development
Paul Griffiths	Corporate Services Manager	Finance
Linda Henstock	Tenant Board member	Service user
Heather Summers	Community Involvement Manager	Community 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>The Business Plan includes the Strategic Aim - To be an efficient and effective organisation which provides value for money in the way it conducts its business.</p> <p>What outcomes do you want to achieve?</p> <p>The Value For Money Strategy continues. This strategy is intended to set a clear and unequivocal message that the purpose of value for money and efficiency is to deliver services that meet the expectations of Tenants and customers</p> <p>Rykneld Homes will seek to achieve Value for Money in all of its activities. We will attempt to maximise effectiveness and efficiency for the lowest cost.</p>
2	<p>Are there any associated services, policies or procedures? Yes</p> <p>If 'Yes' please list below</p> <p>All policies and strategies as approved by Board require a consideration of Value For Money. 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: Procurement Strategy, Annual Efficiency Statement, Financial Regulations and Procurement Rules, Corporate Debt Recovery Policy, Service Charge Strategy, Value Assurance Policy, Partnerships Policy.</p>

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 Rykneld Homes Limited internal service areas such as Asset management and, Neighbourhood Services. Service providers through Service Level Agreements. All Tenants, Hsg Applicants, staff, LSP partners - Police, PCT, NEDDC, DCC, Community Groups and Tenant Groups who are active within North East Derbyshire and other involved tenants and residents.</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>Board plays a role of encouraging the Value for money process, approving, monitoring and reviewing policies RH Chief Executive and Staff within each service area as set out in the Business Plan and Value For Money Strategy Capital Works Contractors. Partners working through Service Level Agreements such as North East Derbyshire District Council Federation of North East Derbyshire Tenants and Residents.</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> <p>The Government places an expectation upon local authorities to continue to make efficiency savings. Rykneld Homes is happy to assist NEDDC to achieve their goals, however, this is not the Company's prime motivation for seeking savings, nor do we feel constrained by artificial financial limits. Our aim is to provide the best possible range of Services our Tenants and customers tell us they require at the most competitive price.</p> <p>Audit Commission guidance – Key Lines of Enquiry and Good Practice.</p> <p>Government guidance for individual services expects consideration to be given to VFM – for example; TSA proposed Framework for Standards across the social housing sector.</p>

6	<p>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.</p> <p>Internal Audit report</p> <p>Audit Commission Pre Inspection Assessment 2008</p> <p>What did they tell you?</p> <p>Strengths:</p> <ul style="list-style-type: none">• VFM and procurement strategies in place.• Some efficiency savings have been delivered through improved approach to procurement.• Specialist procurement team in place.• Areas of high cost / poor VFM have been identified and action taken in response to these, eg DLO and starting to challenge SLAs.• Improved approach to performance has improved VFM in some areas – DLO. <p>Weaknesses:</p> <ul style="list-style-type: none">• VFM is not fully embedded throughout the organisation.• Benchmarking and cost analysis is underdeveloped.• Limited examples of resident involvement, both in delivering VFM and agreeing its use of resources.• Performance management not explicitly focussing on VFM.• Ineffective promotion of efficient payment methods at moment.• SLAs late and not yet finalised.
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7	<p>How is information about the policy, practice, service or function publicised?</p> <p>Balance Scorecard includes HouseMark unit cost benchmarking for service areas</p> <p>VFM is a standard agenda item for team meetings at all levels throughout the organisations</p> <p>All Board reports require consideration to be paid to VFM – these are published on the website</p> <p>VFM Strategy is published on the website</p> <p>Articles in Homing In</p> <p>VFM consideration is present when developing new policies and strategies, this is discussed with tenants and customers throughout the consultation process for new and/or reviewing documents.</p> <p>Publish an annual efficiency statement in the Business Plan and to Board and monitored monthly</p>
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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>Status survey identifies 99% white British, white 1% Irish</p> <p>Tenant profile information as at Oct.09 states that 98.2% of tenants are from a white British background with a remaining % from other white backgrounds.</p> <p>No identified adverse impact.</p> <p>We have contact with translation services if necessary and offer all documentation to be translated also.</p> <p>When considering service reviews and strategy development, these will be partly driven by value for money elements. Each action will require an Equality Impact Assessment in its own right for all other strands of diversity. For example; Complaints Policy, Community Involvement, Financial Inclusion Strategy, etc.</p>
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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"> <li data-bbox="255 314 647 360">• Asian or Asian British <li data-bbox="255 360 647 438">• Black or Black British <li data-bbox="255 438 647 494">• Chinese <li data-bbox="255 494 647 550">• Dual Heritage <li data-bbox="255 550 647 606">• White <li data-bbox="255 606 647 662">• Any other people <li data-bbox="255 662 647 718">• Gypsies and Travellers <li data-bbox="255 718 647 796">• Asylum Seekers and Refugees 	<p data-bbox="660 327 2098 405" style="color: red;">Throughout the organisation we have a commitment to offer translation services to ensure all tenants and customers have equal access to the services RHL provide.</p>
10	<p data-bbox="255 825 1485 863">Where do you think improvements could be made for people of different racial groups?</p> <p data-bbox="255 882 887 920" style="color: red;">See service specific Policies and Strategies.</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. All VFM considerations are part of individual service reviews and Strategy development. This will pick up issues relating to gender in relation to service provision and the impact on diversity and VFM. Separate EIAs will also be conducted prior to any service / policy implementation.
	Women
	Men
	Transgender
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	<p>Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their disability.</p> <p>All individual service areas consider disability issues within their individual strategies and policies, this process includes separate EIAs.</p> <p>Adaptations service provision relates directly to disability and is covered within the Adaptations EIA.</p> <p>Flags for vulnerability are added to the Housing Management IT system; therefore, if a disability leads to vulnerability issues, this will be identified.</p> <p>Figures below are taken from the tenant profile information as at Oct. 09.</p>
People with physical or mobility impairments	Mobility – no. 2114 19.98%
People with sensory impairments (hearing, visual and speech)	Hearing – no. 1152 10.89% Vision – no. 941 8.89%
People who use mental health services	
People with learning disabilities	Learning – no. 220 2.08%
People who have a non-visible condition such as epilepsy or diabetes	Other – no. 713 6.74%

14	<p>Where do you think improvements could be made for people experiencing disadvantage because of their disability?</p> <p>Please see individual service EIAs for actions.</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>Service provision for Older People is greater than for our younger tenant population, this includes the Carecall service and Independent Living service, although this does not relate to Older People specifically the provision of this service is primarily used by older people. Independent Living Service EIA covers these points and will make reference to relevant improvement actions.</p> <p>Adaptations service provision relates to age (majority of adaptations are delivered to older people) and is covered within the Adaptations EIA</p>	
	0-9	
	10-15	
	16-19	1.2%
	20-29	9.96%
	30-44	31 – 40 yrs - 13.63%
	45-59	41 – 50yrs – 15.89%
		51 – 60 yrs – 15.04%

	60-64	61 – 70 yrs – 17.25%
	65-74	71 – 80yrs – 15.05%
	75-over	81 – 90 yrs – 10.55%
		91 & over – 1.43%
16	Where do you think improvements could be made for people experiencing disadvantage because of their age? Please see individual service EIAs for specific actions relating to Age and VFM.	

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. All individual service areas consider religion within their individual strategies and policies, this process includes separate EIAs this will relate to all strands of diversity and VFM.	
	Christian	78%
	Buddhist	0.26%
	Hindu	
	Jewish	0.4%
	Muslim	0.13%
	Sikh	
	Other	3.51%

	No religion or belief	17.11%
18	Where do you think improvements could be made for people experiencing disadvantage because of their religion or religion? Please see EIAs for individual service areas.	

Sexuality

19	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their sexuality. Value for money considerations in relation to sexuality and service provision are considered by individual service areas and are covered by separate EIAs	
	Lesbian, gay or bisexual people	Bisexual – 1.07% Gay male / female – 0.78% Heterosexual / Straight - 94.9% Other – 3.24%
20	Where do you think improvements could be made for people experiencing disadvantage because of their sexuality? Please see individual EIAs for each service area.	

Other Categories

21	Rural/Urban Considerations for rural/urban factors are included within all EIAs for separate service areas.
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. VFM not applicable for this question, contained within EIAs for separate service areas. Please see point 7. Corporate points and considerations are made within the Customer Service and Access Strategy; this has a separate EIA and contains all improvement actions.</p> <p>What improvements can be made? Please see individual service area EIAs for specific improvement actions.</p>
	<p>Are there any physical barriers to accessing the service? No</p> <p>How are they overcome? As above</p>

What customer involvement in setting the customer service standards i.e. opening hours, response times, availability etc.

All new strategies, policies and service reviews have a commitment to tenant involvement and they are asked to comment on value for money within this consultation process. For more information on the tenant involvement and consultation surrounding value for money please see individual service EIAs.

Corporate value for money considerations are taken to the Involvement Management Group (tenant group including FNEDTR) as part of the performance challenge and improvement process.

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
Benchmarking Information	National and local benchmarking groups. Quarterly.	HouseMark and local groups	Comparison with other landlords in terms of VFM	

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>VFM is not a specific service, this is considered within all individual service areas and assess appropriately. Please see Access and Customer Care EIA. Work being carried out to identify level of access to all services by tenants and customers. Planning for improvements always considers the tenant profile.</p>
	<p>If there is a lack of information, what research will be carried out, and for which groups?</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>Review annual efficiency statement on a monthly basis. Any other efficiency gains are reviewed on half yearly basis.</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>No comments have yet been received.</p>
	<p>If you need to carry out further consultation, who will you be consulting with and by what methods?</p> <p>N/A</p>

STEP 7 Equality Action Plan

Problem/barrier identified

Actions to overcome problem/barrier

Resources required Responsibility Target date –

See SIPS – Business Plan 2008/9

Equality Action plan-Board report July 08 refers

All actions relating to equality, diversity and value for money are contained within each service area EIA and related action plan. Please also see Equality and Diversity Action Plan attached to our corporate Equality and Diversity Policy.

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

No English? No problem

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☎ **01430 457421** (CANTONESE) 廣東話

☎ **01430 457423** (MANDARIN) 國語

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免費為你提供此項服務。

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☎ **01430 457422** (ITALIAN)

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☎ **01430 457426** (URDU) اُردو

ہم احساس کرتے ہیں۔ ہم چاہتے ہیں کہ ہمارے صارفین ہر ہی تمام سروسز سے استفادہ میں کریں۔ اگر آپ کسی سے اُردو میں بات کرنا چاہیں تو اس لینک پر رابطہ کریں۔ اس سروس کو استعمال کرنے کے لیے آپ سے کوئی معاوضہ نہیں لیا جائے گا۔

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ਇਸ ਸੇਵਾ ਦੀ ਵਰਤੋਂ ਲਈ ਤੁਹਾਡੇ ਕੋਲੋਂ ਪੈਸੇ ਨਹੀਂ ਲਏ ਜਾਣਗੇ।

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