



**Report to** Personnel and Resources Committee  
Cabinet

**Subject** Gender Equality Scheme

**Date** P&R 24<sup>th</sup> September 2007  
Cabinet 4<sup>th</sup> October 2007

**Author** Head of Customer Services and Organisational  
Development

## **1. Purpose of the Report**

To seek approval for the Council's Gender Equality Scheme.

## **2. Background**

The Equality Act 2006 places a statutory duty on Local Authorities, when carrying out their functions to have due regard to the need

- To eliminate unlawful discrimination
- To eliminate harassment
- To promote equality of opportunity between men and women

In particular we are required to have in place a Gender Equality Scheme which complements the existing Race and Disability Equality Schemes.

Through the Corporate Equalities Groups, a series of equality objectives in relation to gender equality have been developed, these are:

**Objective 1 – to ensure that new policies are assessed for any gender impact before implementation**

**Objective 2 – to ensure that employees and potential employees of the Council are not discriminated against on the grounds of their gender**

**Objective 3 – to ensure that the Council has in place employment policies which provide for a positive work-life balance and enable women to retain employment**

**Objective 4 – to ensure the provisions of the Equal Pay Act are met and that where men and women do work of equal value their remuneration is the same**

**Objective 5 – Where possible the Council will take positive steps to reduce gender related crime and perception of crime**

**Objective 6 – to enable women experiencing domestic violence to find appropriate support and housing**

**Objective 7 – to work with communities to identify any areas of gender related disadvantage**

**Objective 8 – to ensure that the built environment within the Borough eliminates any gender differences**

In order to deliver these objectives a series of actions have been proposed and these are detailed in the Action Plan attached to the Gender Equality Scheme at Appendix A.

The draft scheme has been subject to consultation with Senior Managers, Trade Unions, LSP partners and Elected Members. Some comments have been made and integrated into the scheme.

The Gender Equality Scheme contains service related elements and employment related elements, consequently it is presented to both Personnel and Resources Committee and Cabinet for approval. The employment data will be presented to Personnel and Resources for consideration.

### **3. Proposal**

It is proposed that the Gender Equality Scheme as attached is approved and placed on the website for information.

### **4. Resource Implications**

There are no specific resource implications arising from this proposal.

### **5. Recommendation**

That the Gender Equality Scheme is agreed.



## **GEDLING BOROUGH COUNCIL**

### **GENDER EQUALITY SCHEME**

**2007 – 2010**

#### **1. Introduction**

The Equality Act 2006 places a statutory duty on Local Authorities, when carrying out their functions to have due regard to the need

- To eliminate unlawful discrimination
- To eliminate harassment
- To promote equality of opportunity between men and women

This duty applies to all of the functions which the Council performs and its policies and procedures. Where external providers or partners on our behalf carry out functions or services, they are also required to meet this duty. This duty also applies to the Council's role as an employer and is extended to include people who have undergone gender reassignment (transsexual people).

There are also some specific duties which will enable the Council to deliver the general duty.

- To prepare and publish a gender equality scheme
- Addressing the causes of any gender pay gap
- To gather and use information
- To consult stakeholders and take account of relevant information
- To assess the impact of its current and proposed policies and practices
- To implement the actions set out in the equality scheme
- To report against the scheme every year, and review the scheme every 3 years

Despite the introduction of sex discrimination legislation over 30 years ago, on a national level there is still discrimination and underlying gender inequality which this duty is intended to address. Its aim is to ensure that in its work, the Council does not intentionally or unintentionally discriminate or cause inequality towards one gender, except where there is a legitimate aim which of itself will address gender inequality.

Unlawful discrimination is defined as:

- Direct and indirect discrimination on grounds of sex
- Discrimination on the grounds of pregnancy and maternity leave
- Discrimination on the grounds of gender reassignment
- Direct and indirect discrimination against married persons and civil partners
- Victimisation
- Harassment and sexual harassment

This council is required to take action to eliminate this discrimination. In addition, as an employer, the Council is required, under the Equal Pay Act to eliminate discrimination in terms of pay and benefits. Where jobs have been evaluated as equal, then men and women should receive the same remuneration for that job. This Council has implemented a job evaluation scheme, which has allocated to every job a total number of points. These are then linked to the pay and grading scheme which defines remuneration.

The Sex Discrimination Act also covers people who intend to undergo, are undergoing, or have undergone gender reassignment. The provisions making indirect or direct discrimination unlawful apply also in these circumstances.

The council has in place an Equal Opportunities Policy which states the Council's commitment to ensuring equality of opportunity in service delivery and employment. This is supported by the Corporate Equality Plan, which pulls together a range of actions to support equality, the Race Equality Scheme and the Disability Scheme. The Council has also achieved level 2 of the Equality Standards for Local Government.

## **2. Objectives**

At the time of preparing this scheme, the Council is in the process of reviewing its corporate objectives and priorities. This will start with a joint meeting of the new Cabinet, and Senior Management Team at the end of May 2007.

It would be preferable if the Gender Equality Scheme were linked into the objectives of the Council. However this is not possible at this stage, therefore the action plan at the end of this scheme has been completed in isolation. The scheme will be reviewed in a year's time, and at that stage there will be the opportunity to reflect on the actions to determine if they are still relevant to the achievement of the Council's objectives.

Objectives for addressing gender equality have been set as part of this scheme. These are:

**Objective 1 – to ensure that new policies are assessed for any gender impact before implementation**

**Objective 2 – to ensure that employees and potential employees of the Council are not discriminated against on the grounds of their gender**

**Objective 3 – to ensure that the Council has in place employment policies which provide for a positive work-life balance and enable women to retain employment**

**Objective 4 – to ensure the provisions of the Equal Pay Act are met and that where men and women do work of equal value their remuneration is the same**

**Objective 5 – Where possible the Council will take positive steps to reduce gender related crime and perception of crime**

**Objective 6 – to enable women experiencing domestic violence to find appropriate support and housing**

**Objective 7 – to work with communities to identify any areas of gender related disadvantage**

**Objective 8 – to ensure that the built environment within the Borough eliminates any gender differences**

In order to achieve these objectives, there are a number of actions associated with each one. The Action Plan is attached as Appendix A.

### **3. Leadership**

The Deputy Chief Executive has corporate responsibility for leading on equalities issues, the Head of Customer Services and Organisational Development is the lead professional with respect to equalities. There is a Corporate Equality Group which has representatives from all service areas and meets monthly to review progress against the Equality Standards, to agree on specific equality actions, to review progress against the Departmental Objectives and to promote equalities in their service area.

The Personnel and Resources Committee holds the democratic accountability for equalities in employment.

### **4. Equality Impact Assessment**

The council already has in place a process for equality impact assessments. This was devised and developed by the Corporate Equality Group and endorsed by the Senior Management Team. The process requires consideration of the impact of any policy or service on disabled people, people from minority ethnic groups and on different genders. Through the

process of developing the Race Equality Scheme, the services offered by the Council have been prioritised in terms of their direct impact on individuals (see Appendix B). This prioritisation is equally relevant when considering the gender equality impact as they are services where there is the potential for differential impact in the way in which they are provided or the degree of discretion which can be afforded in its delivery. This will determine the extent of the proportionality and relevance the service has to the potential for gender discrimination.

The analysis of the service ranked the extent to which there was an impact on the 'customer', high, medium or low. Those services where there is a high impact are those that will be prioritised for equality impact assessments. In addition, as part of the Council's service planning process, all key tasks are required to be assessed for their potential equality impact. This is achieved through the Council's project management framework, which requires managers to identify those key tasks where there is a potential equalities impact, and as part of the project will ensure that an equality impact assessment is carried out.

There is a programme of equality impact assessments which is agreed by each Department on an annual basis. The Corporate Equality Group monitors completion of the impact assessments and acts as a reference group for these assessments to ensure consistency and challenge across all services. This process will continue to be applied to assessing the gender impact of services and policies.

Within the Leisure Services Department, there are already some positive actions taken with respect to ensuring different gender equality needs are met. We ensure that there are same sex attendants for the changing rooms within our leisure centres under the Genuine Occupational Qualification criteria for employment. We also run women only swimming sessions to encourage women into sports and activity. This arrangement is particularly for those women for whom wearing a swimsuit publicly is sensitive for religious or personal reasons.

## **5. Use of Information**

Monitoring data forms a key part of any equality impact assessment, through analysis of service take up, complaints etc the impact of any policy on different genders can be assessed and where there is any differential this can be examined. Where data has been obtained from a consultative activity, the gender of respondents is generally available. However for some services it is more difficult to obtain this. In some areas it is because of the volume of the service requests dealt with eg Council tax collection, in some areas it is less relevant to collect eg grounds maintenance. For some service areas, the gender of a customer is relevant to the service they receive, eg council tax discount, crime and disorder issues, housing.

It is recognised that without obtaining information regarding gender, it will not be possible to identify any barriers which exist to providing access to services.

As part of the Council's on-going work regarding equal opportunities, data will be gathered on the gender of customers in an appropriate manner.

There are 3 main ways to obtain the base data on which to carry out monitoring and analysis:

- Ensure that all service users are asked to provide monitoring information at the point of accessing the service, eg housing waiting list applications, applicants for training courses.
- For a specified time period eg one week a quarter, all service users are asked to provide the monitoring information
- A sample of service users eg one in ten, are asked to provide the monitoring information

Any of these approaches are acceptable and Heads of Service will identify which is most appropriate for their functions. In making this decision it will be necessary to have regard to the ease with which this information can be obtained. Employees who are either asking service users directly for the information or who may be contacted about it, must have received training in Equality Awareness and understand why the information is being requested.

In order to ensure that the Council achieves level 2 of the national equality standards, it is necessary for each service area (Department) to establish a process for monitoring and reviewing data. The mechanism for this will vary according to the services and how it collects and uses data. This commitment will ensure that where data is collected it is reviewed holistically and there is an opportunity to identify trends with services, to identify where there are gaps in data collected and for a review of the evidence of how services are meeting people's needs.

### Data Protection

Monitoring information is inevitably personal to the individual and the provisions of the data protection act will be applied at all times. The data will be kept confidential and any reporting will ensure that links can not be made to named or identifiable individuals.

### Analysis

The data gathered will be used to provide information on service usage trends and compared to the population make-up of the Borough.

The Council has available a series of Community Profiles, which takes data from the national census, and presents this by ward within the borough. This information can be used to compare results and to identify if there is any differential between the census statistical data and that collected by the service area. This is particularly useful when considering service take-up

rates in particular areas, and to identify if there are any possible gender related barriers to people accessing the services.

### Benchmarking

Where appropriate, data will be used to compare with other similar authorities. For some areas this can be done through the Best Value Performance Indicators and comparisons made with audited data. It is also possible to benchmark through professional organisations and where these structures are available, individual Departments will do this.

### Targets

Monitoring data provides information for setting targets. Care should be taken in establishing targets for the sake of it without clarity about how these are to be achieved. Where it becomes evident that there is a disproportionate impact of a policy it may be appropriate to review the policy and set a target for improvement. However, in order for there to be an improvement there needs to be action, eg training, publicity etc and the monitoring data will demonstrate whether these actions have been successful.

Departments are not required to set targets for any functions, unless this has already been determined as one of their equality objectives. However as part of their annual review of monitoring information, Heads of Service should consider whether establishing targets and seeking for improvement is appropriate.

## **6. Employment**

The Council already has in place monitoring systems with respect to employment, those with respect to recruitment have been in place for many years. Others have been specifically developed to take account of the Race Relations (amendment) Act. These systems will be extended to include information on gender.

This monitoring is only related to gender differences. At the present time, data is not captured relating to transgender, it is not proposed that the information gathering process be amended to allow for this. It is felt that this is sensitive information to ask for and given the small numbers of people in this grouping throughout the country, any data will not be statistically significant. However the Council is committed to treating any employees or citizens fairly and if any discrimination against transgender people was identified it would be addressed under this scheme.

The following monitoring will be carried out on an annual basis with respect to all employees:

- All applicants for jobs, promotions and training
- Those who receive training



- Those who benefit or suffer disadvantage as a result of performance assessments
- Those who are involved in grievances
- Those who have disciplinary action taken against them
- Those who end employment with the authority

Data is currently collected on all employees in the authority as they commence employment. The make up of the workforce has been reported to Committee for 6 years and this base data can be used in monitoring other aspects of employment practice.

The ethnicity, disability and gender of applicants for posts, analysed by selection for interview and appointment has been carried out for a number of years, this practice will continue.

Monitoring of the Specific Duty requirement on employment will be undertaken annually. The reference period will be the full previous financial year. A full report on the findings of the monitoring exercise will be reported to the relevant Committee after this time. Where the results of the monitoring suggest there is a need, action planning will be included in the report.

Monitoring will be carried out as follows:

#### 5.1 Recruitment and Selection

General description

Monitoring will be carried out for all people who apply for an advertised post with the Council. This includes temporary and casual work and both internal and external advertising. Monitoring of gender will take place at application and shortlisting stages and for each successful candidate.

Specific Method

Monitoring information is collected on the Equal Opportunities Monitoring Form issued with application information. The integrated personnel and payroll system enables collection of this information at all stages of the recruitment process, and subsequent analysis.

#### 5.2 Promotion

General description

Monitoring will be carried out to identify the gender of all employees that have been promoted internally.

Specific method

Payroll records will be interrogated to identify any grade increases in an employee's primary employment.

### 5.3 Disciplinary Action

#### General description

For each hearing held under the Council's Disciplinary Procedure the outcome of decisions will be monitored and the nature of these outcomes assessed against gender to assess the equality of treatment between all employees.

#### Specific method

For each hearing, a record will be made in a master file, held securely, of the employee's name, department, outcome of the decision, special circumstances and gender – taken from the individuals personal record.

### 5.4 Training and Development

#### General description

Initially, the training undertaken through the Corporate Training Programme will be monitored and reported upon. The council have recently purchased an integrated payroll and HR system which enables the capture of data relating to attendance on courses.

#### Specific method

The payroll/HR system can be interrogated to determine current employees who have undertaken training and can identify their gender. The proportionality of women undertaking training can be compared to workforce population and anomalies explored.

### 5.5 Leavers

#### General description

A revised "Exit" procedure was introduced into the Council with effect from 1 April 2002. Under this system, each employee leaving the Authority is issued an Exit Questionnaire. The questionnaire seeks to identify reasons why the employment has ceased, this can then be analysed by gender.

#### Specific method

The results of returned questionnaires are input into a statistical analysis software tool (SNAP). The results, monitored against reasons for leaving, will also be analysed to try to establish trends within departments or particular trends associated with gender.

### 5.6 Performance Assessment

#### General description

Although the Council's Performance and Development Review scheme is not structured in such a way to allow analysis of "disadvantage" arising from the

review process, it is possible to record which employees have not been offered a formal PDR.

#### Specific method

Data can be drawn from the monitoring work already carried out for the local key performance indicator in respect to PDR completion across the Authority. The proportionality of women not being offered a PDR interview can be compared to workforce population and anomalies explored.

#### Part time work

##### General Description

The Council has in place policies which support employees working on a part-time and/or annualised hours basis. Employees can ask to be considered for these work patterns at any time, and their request considered in the light of the needs of the service.

##### Specific Method

Using the integrated payroll and personnel system it will be possible to identify those working part-time (ie less than 30 hours per week). This can then be presented by gender and by grade bandings.

## **7. Training**

The Council is committed to providing Equality Awareness training for all employees and managers. This is done through a variety of means, including courses and cascade training. We endeavour to ensure training is available to all employees, and recognise that different ways of delivering this is important to ensure it is accessible to everyone.

## **8. Procurement**

The Council has recently reviewed its Procurement Strategy and as part of this, the requirement to ensure that equalities are considered as part of a procurement process has been recognised. The Council intends to use a series of standard questions in any pre-qualification process or Invitation to Tender which will ensure suppliers or partners have sound approaches to equalities. Responses to these questions will form part of the evaluation process in determining decisions on final suppliers.

All suppliers will be advised of the Council's commitment to equalities in the terms and conditions included with any order for goods or services.

It is recognised that there is the potential for suppliers to the Council to be responsible for delivery of the Gender Equality Duty on our behalf. This will be made clear within contract documentation and monitored as appropriate

## **9. Consultation**

The Council recognises three Trade Unions for the purposes of collective bargaining, these have been consulted on this Scheme. Through the normal informal meetings with the Trade Union representatives, and through the formal mechanism of the Joint Consultative and Safety Committee, issues of equality can be raised and addressed.

The Trade Unions have been consulted on this scheme and are in agreement with it.

Other Partners from the LSP (Local Strategic Partnership) have also been consulted and comments taken on board where appropriate. The public have also been consulted on the draft scheme through publicity on the Council's website.

## **10. Review**

The action plan will be reviewed on an annual basis through the Corporate Equality Group and progress reported on the Council's website, and where appropriate through Personnel and Resources Committee and Cabinet. The scheme will be reviewed in its entirety after 3 years (ie July 2010).

## Gender Equality Action Plan

<b>Objective 1 – to ensure that new policies are assessed for any gender impact before implementation</b>			
<b>Action</b>	<b>Outcome</b>	<b>Who</b>	<b>Timescale</b>
Equality Impact Assessments to be completed for new service policies and procedures	New policies ensure that equality of opportunity is secured and any gender discrimination is designed out	HoS	Ongoing
Service Areas to identify key policies for prioritisation to carry out Equality Impact Assessments	Improvements to services where EIA identifies potential for discrimination	HoS	Ongoing
<b>Objective 2 – to ensure that employees and potential employees of the Council are not discriminated against on the grounds of their gender</b>			
<b>Action</b>	<b>Outcome</b>	<b>Who</b>	<b>Timescale</b>
Review of competencies within person specifications to ensure no discrimination	Appointment to posts on merit	Personnel manager	
Equality Impact Assessment of the revised Gedling Standard within person specifications	Assurance that recruitment process is not discriminatory	Personnel Manager	
<b>Objective 3 – to ensure that the Council has in place employment policies which provide for a positive work-life balance and enable women to retain employment</b>			
<b>Action</b>	<b>Outcome</b>	<b>Who</b>	<b>Timescale</b>
Identification of further opportunities for home working	Employees able to work in way which suits their own needs and to continue to contribute to the work of the organisation	SMT	ongoing
Review of Flexitime Scheme	Improvements to terms and conditions helping employees in work-life balance requirements	Personnel Manager	

<b>Objective 4 – to ensure the provisions of the Equal Pay Act are met and that where men and women do work of equal value their remuneration is the same</b>			
<b>Action</b>	<b>Outcome</b>	<b>Who</b>	<b>timescale</b>
Carry out an equal pay review	Identification of any work groups with high numbers of male or female employees to determine if there is any inequality of pay	Personnel manager	
Continue to evaluate all posts against the job evaluation scheme	Ensuring that jobs are objectively evaluated and paid	Personnel Manager/TU reps	ongoing
Review the employment status of instructors and coaches within Leisure Services	Clarifying the employment status of instructors and coaches to ensure it is consistent with the Council's pay and grading strategy	Head of Leisure Services/ Personnel manager	

<b>Objective 5 – Where possible the Council will take positive steps to reduce gender related crime and perception of crime</b>			
<b>Action</b>	<b>Outcome</b>	<b>Who</b>	<b>Timescale</b>
Review of all statistical information available nationally and locally to identify trends and differences between genders	Informed understanding of any gender related differences in levels of crime or perception of crime	Head of Strategy and Performance	March 2008
Develop Action Plan in conjunction with partners (Crime and Disorder Partnership) to address any issues arising from above	Improved levels of understanding of partners and reduced levels of gender related crime	Head of Strategy and Performance	March 2009

<b>Objective 6 – to enable women experiencing domestic violence to find appropriate support and housing</b>			
<b>Action</b>	<b>Outcome</b>	<b>Who</b>	<b>timescale</b>
Employment of Domestic Violence Services Co-ordinators	Improved support to women experiencing domestic violence	Head of Housing	Sept 07
Continued support for 'Sanctuary Scheme' (£36K 07/08)	Women at risk of domestic violence are protected from harm	Head of Housing	ongoing

<b>Objective 7 – to work with communities to identify any areas of gender related disadvantage</b>			
<b>Action</b>	<b>Outcome</b>	<b>Who</b>	<b>Timescale</b>
During review of community strategy, to analyse data and other information to identify any gender differences	Better understanding by partners of gender equality issues	Head of Strategy and performance	Autumn 07
Revised Community Strategy takes account of any issues raised and actions are included to address these	The community strategy addresses issues which are gender related to ensure all needs are reflected in the action plan	Head of Strategy and Performance	
Analysis of satisfaction data by gender to identify any trends and identify actions to address any differences	Improved services providing equality of opportunity	SMT/CEG	Ongoing

<b>Objective 8 – to ensure that the built environment within the Borough eliminates any gender differences</b>			
<b>Action</b>	<b>Outcome</b>	<b>Who</b>	<b>timescale</b>
Development Design Briefs drawn up to reflect differing gender needs, eg access to transport, lighting, availability of facilities	Improved quality of life for those living and working in the borough	Head of Planning and Environment	Ongoing
Impact Needs Assessment to be carried out on all Design Briefs	Securing improvements in quality of life	Head of Planning and Environment	Ongoing
Core Spatial Strategy to take account of gender issues in its preparation and identifies spatial planning actions to address these where possible	The core strategy addresses those spatial planning issues which are gender related, to ensure that all needs are relected in the plan'		





## EQUALITY SCHEMES – IMPACT ASSESSMENT PRIORITIES

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
<b>PLANNING &amp; ENVIRONMENT</b>						
<b>Development Control</b>						
Dealing with applications and enquiries under planning legislation	Client business	High	Low	No evidence	3	Language on forms. Monitor applications.
Enforcement of planning law	Cases	High	Low	No evidence	3	Monitoring
Appeals	Cases	High	Low	No evidence	3	Monitoring
<b>Planning Policy</b>						
Planning Policy & Research	Public	Medium	Medium	No evidence	3	Consultaton/monitoring
Conservation Areas	Public	Medium	Low	No evidence	3	Monitoring
Listed buildings	Public	High	Low	No evidence	3	Monitoring
Environmental Improvement Schemes	Public	Medium	Low	No evidence	3	Monitoring
Tree Preservation Orders	Public client	Medium	Low	No evidence	3	Monitoring
Rights of Way	Public	Medium	Low	No evidence	3	Monitoring
<b>Building Control</b>						
Dealing with applications & enquiries under the Building Regulations	Client business	High	Low	No evidence	3	Language Monitoring
Enforcement of Building Regulations	Client business	High	Low	No evidence	3	Language Monitoring

<b>Functions</b>	<b>Who is Customer</b>	<b>Impact on Customer</b>	<b>Potential for differential impact</b>	<b>Evidence of differential impact</b>	<b>Priority</b>	<b>Possible Action</b>
		<b>High/Med/Low</b>	<b>High/Med/Low</b>			
<b>Environmental Protection/Food Licensing &amp; Health &amp; Safety</b>						
Enforcement of food hygiene and health & safety inspections	Businesses	High	High	Post inspection/ complaint questionnaires – No evidence	1	Monitoring responses by ethnicity
Enforcement of nuisance complaints and pollution issues, dog control	Cases	High	High		1	Monitoring
Provision of advice and information to businesses and individuals	Clients	Medium	Medium	No evidence Provision of leaflets in minority languages	2	
Promotion of animal welfare and environmental issues together with food health, safety & welfare initiatives	Businesses & community groups	Medium	High	No evidence	2	
Licensing, including taxi licensing	Businesses & cases	High	High	No complaints No evidence	1	
Involvement in social, crime & cultural matters	Community groups	High	High	No evidence	1	Use 'Build Nottingham Programme at Honeywood Gardens

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
<b>POLICY AND STRATEGY</b>						
Best Value/Performance Planning	Public	Low	Low	No evidence	3	
Crime & Disorder	Public/cases	High	High	Racial incidents	1	C&D strategy
Communications	Public	High	High	No evidence	1	Use of minority languages
<b>DTP</b>						
Publications, documents, forms seen and used by the public	Public employees	High	High	No evidence	1	Language Visual impact
Community Planning	Public/ Community groups	High	High	No evidence	1	Build into communication planning process
<b>CUSTOMER SERVICES &amp; ORGANISATIONAL DEVELOPMENT</b>						
Recruitment & Selection	Public/ employees	High	High	No complaints	1	Review policies & training
Training	Employees	Medium	High	No evidence	2	Need to monitor
Personnel Policies	Employees	High	High	No complaints	1	Review as required
Health & Safety	Public/ Employees	High	Medium	No evidence	2	Analyse accidents by ethnicity

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
<b>One Stop Shop</b>						
Complaints/Compliments	Cases	High	High	No evidence	2	Monitoring
Reception	Public & cases	High	High	No monitoring evidence	1	Documentation Language interpretation Monitoring
Advice	Cases	High	High	No monitoring evidence	1	Documentation Language interpretation Monitoring
Reliefs	Client & cases	High	Low	No monitoring evidence but have applications, refusals etc	3	Documentation available in different languages. Publicity
<b>Cashiers</b>						
Considered possibly not applicable	Client	Low	Low	No evidence	3	
<b>Bus Passes</b>						
Take up (disabled and ethnic groups)	Client	Low	Low	No monitoring evidence	3	Publicity in different languages
<b>Scrutiny</b>						
Scrutiny	Members	Low	Low	No evidence	3	Member awareness

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
<b>CORPORATE SERVICES</b>						
<b>Council Tax</b>						
Billing	Client & cases	High	Medium	No evidence	2	Bills in different languages
Recovery	Client, cases & businesses	High	High	No evidence	1	Documentation available in different languages
Discounts	Client & cases	High	Medium	No monitoring evidence but have applications, refusals etc	2	Documentation available in different languages. Publicity
Exemptions	Client & cases	High	Medium	As above	2	As above
<b>Benefits</b>						
General Admin	Client, cases & businesses	High	High	No monitoring evidence	2	Documentation available in different language
Discretionary	Client, cases & businesses	High	High	No monitoring evidence but have applications, refusals etc	2	As above
Fraud	Client, cases & businesses	High	Medium	No monitoring evidence	1	
<b>NNDR</b>						
Billing	Client & cases	High	Medium	No monitoring evidence	2	Bills in different languages

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Recovery	Client, cases & businesses	High	High	No monitoring evidence	2	Documentation available in different languages
<b>Sundry Debtors</b>						
Payment	Client & cases	High	Low	No monitoring evidence	3	
Recovery	Client, cases & businesses	High	High	No monitoring evidence	1	
<b>Creditors</b>						
Payments	Businesses & client	High	Low	No evidence	3	
<b>Mortgages</b>						
Considered to small to be significant	Client & cases	Low	Low	No monitoring evidence	3	
<b>IT</b>						
Website development & online access	Public/employees	High	High	No evidence	1	Address language & good practice attraction
Hardware/software support	Employees	Low	Low	No evidence	3	None
<b>DEMOCRATIC &amp; COMMUNITY SERVICES</b>						
<b>Legal</b>						
Occasional Landlord harassment	Case	High	High	No evidence	1	Monitor
Estates	Public	Low	Low		3	
Prosecutions	Case	High	High	None	1	Needs monitoring

<b>Functions</b>	<b>Who is Customer</b>	<b>Impact on Customer</b>	<b>Potential for differential impact</b>	<b>Evidence of differential impact</b>	<b>Priority</b>	<b>Possible Action</b>
		<b>High/Med/Low</b>	<b>High/Med/Low</b>			
<b>Electoral</b>						
Registration/language difficulties	Public	High	High	Feedback from officers about language difficulties in filling out form	1	Language Use of form

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
<b>Land Charges</b>						
<b>HOUSING SERVICES</b>						
<b>Housing Management</b>						
General Housing Advice	Public, Client, Cases	High	High	Complaints/compliments	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Homelessness Advice and Assistance	Cases	High	High	Equal Opportunities Monitoring	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Accessing the Housing Register	Public, Client, Cases	High	High	Equal Opportunities Monitoring	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Maintenance of the Housing Register	Cases (Client)	High	High	Equal Opportunities Monitoring	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Letting of Accommodation	Cases	High	High	Equal Opportunities Monitoring	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Estate Management Race Harassment Policy	Cases, Client	High	High	Complaints/Compliments Race Harassment Monitoring	1	Review of procedures Review Equal Opportunities Policy



Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Serving legal documents for possession, anti-social behaviour etc	Cases, Businesses	Medium	Medium	No evidence	2	
Supported Housing e.g. Warden/ECU schemes	Cases	High	High	None	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Responsive Repairs	Cases	Low	Low	Complaints/Compliments	2	
Tenant Consultation/ Participation	Community Groups, Cases	High	High	Satisfaction Survey Tenants Compact Questionnaires	1	Review Tenants Compact Updated Satisfaction Survey Annual Questionnaires with EO form.
Liasing with other agencies	Businesses	Medium	Medium	No evidence	2	
<b>Rent</b>						
Collection/recovery	Cases, client	Medium	Medium	No evidence	2	
Billing	Cases, client	Medium	Medium	No evidence	2	
Service Charge	Cases, client	Medium	Medium	No evidence	2	
Leasehold Charge	Cases, client	Medium	Medium	No evidence	2	
<b>Policy</b>						
Equal Opportunities Monitoring	Public, Client, Cases	High	High	Monitoring process in place through EO policy	1	Review Equal Opportunities Policy

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Consultation	Public, Client, Cases, Community Groups	High	High	Questionnaires Satisfaction Surveys Focus Days Housing Strategy	1	Update, review and draw up an action plan. Review Equal Opportunities Policy
Policy/procedure development	Cases	High	High	Identify good practice examples	1	Continual review Review Equal Opportunities Policy
Partnership working	Businesses	High	<u>High</u>		1	
<b>Public Maintenance</b>						
Planned Maintenance	Cases, Client	Low	Low	Satisfaction Surveys	3	Continual review, draw up an action plan.
Servicing of Appliances	Cases, Client	Low	<u>Low</u>		3	
Stock Condition Survey	Cases, Client	<u>Low</u>	<u>Low</u>		3	
<b>Private Maintenance</b>						
Improvement Grants Approvals	Client, cases	Medium	Medium	Satisfaction Surveys	2	Continual review, draw up an action plan.
Stock Condition Survey	Client, cases	Low	<u>Low</u>		3	
Enforcement of Housing Standards	Client, cases	Medium	Medium		2	
Provision of advice and information to Private Sector Residents and Landlords	Public	High	High		1	

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Administration of Renewal Grants and Disabled Facility Grants	Cases	High	High	Satisfaction Surveys	High	Continual review, draw up an action plan.
<b>LEISURE</b>						
Leisure Centres	Public	High	Medium	User surveys	2	Monitor usage
Community Centres	Public	Medium	Low	Survey of users	2	Monitor usage
Parks & Open Spaces	Public	Low	Low		3	
Twinning & Tourism	Public	Low	Low		3	
Cemeteries	Client	High	High		1	Review services to BME groups
Sport Development	Public	Medium	High		2	Ensuring ranges of activity
Arts Development	Public	Medium	High		2	Ensuring ranges of activity
<b>DIRECT SERVICES</b>						
Refuse Collection	Public	High	Low		3	
Street Cleaning	Public	High	Low		3	
Grounds Maintenance	Public	Low	Low		3	
Highways Maintenance	Public	Low	Low		3	
Bulky Household Waste Collection	Client	High	Medium		2	