



# Equality Impact Assessment Record Form

The Customer Charter  
and  
Our Standards, Our Commitment,  
Our Promise Protocol

## Equality Impact Assessments

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Directorate	Service	Person responsible for the assessment	Date assessment completed
Information	Customer Service	Estelle Bawden	September 2009
<b>Title of the policy being assessed</b>	Our Standards, Our Commitment, Our Promise (protocol) and the Customer Charter (protocol)		
<b>The status of the policy</b>	Operational from January 2006		
<b>1. What are the aims, objectives and purposes of the policy?</b>	<p>To provide information to our customers on the standards they should expect from North Norfolk District Council across all of our access channels.</p> <p>To provide staff within the organisation information on the standards that the organisation expects of them.</p>		
<b>2. Does the policy support other objectives of the council?</b>	<p>It supports Corporate values detailed within the Corporate Plan, Changing Gear –</p> <ul style="list-style-type: none"> <li>• Community Focus – an organisation looking outside</li> <li>• Equality and Diversity</li> <li>• Sustainability</li> <li>• Continuous improvements</li> <li>• Valuing staff</li> </ul> <p>It also supports the Corporate objective detailed within the Corporate Plan, Changing Gear - “We all deliver first class resource management to provide excellent services and the best outcomes for the District”</p> <p>Part of the Standard and Charter are also picked up within the Community Consultation and Community Empowerment Strategy:</p> <ul style="list-style-type: none"> <li>• Listening to the customer</li> </ul>		

	<p>Part of the Standard and Charter also supports the Communications Strategy –</p> <ul style="list-style-type: none"> <li>• Keeping you informed</li> <li>• Access to Information</li> </ul> <p>The Equality Impact Assessment that will be carried out by the Property Services Team will provide the understanding in regards to the environment of the Council Offices and will need to be read in conjunction with this assessment.</p>
<p><b>3. Who is intended to benefit from the policy, and in what way?</b></p>	<p>Customer Services comprises of the following areas :</p> <ul style="list-style-type: none"> <li>• General Enquires Reception Point (Cromer main office)</li> <li>• Planning and Environmental Health Enquires Reception Point (Cromer main office)</li> <li>• Revenues and Benefits Reception Point (Cromer main office)</li> <li>• Cashiers (Cromer main office)</li> <li>• Fakenham Connect -</li> <li>• North Norfolk Information Centre (Cromer)</li> <li>• Tourist Information Centre's (Wells, Holt and Sheringham)</li> <li>• Post and Scanning Services</li> <li>• Telephony Contact Centre (including switchboard)</li> </ul> <p>Within these areas we provide advice, information, resolution or direction to our customers via all access channels (Face-to-face, telephony, web, email, text phone and letter), in a variety of formats (verbal, written), for elements of the following services, Revenues and Benefits, Planning, Environmental Health, Bus Passes, Cashiers, General Enquires and Tourism.</p> <p>We currently have the following standards in place but are only measuring them within Customer Services :</p> <ul style="list-style-type: none"> <li>• Face to Face: We aim to see all our customers within 5 minutes of entering council premises. Approximate volumes via this channel per annum are 11,244.</li> <li>• Telephony: We aim to answer calls within 15 seconds. Approximate volumes via this channel per annum are 146,559.</li> </ul>

	<ul style="list-style-type: none"> <li>• Letters/emails/fax: We aim to respond to all queries within 7 working days of receipt. Approximate volumes via post per annum are 253,317 - emails per annum are 832. The volume of contacts received via fax are not currently measured, however we do know that these are minimal.</li> <li>• Visits: At a mutually arranged time, we will show our identification card. (Performance figures not available as these are managed from the services, e.g. Benefits/Planning/Building control etc).</li> </ul> <p>To understand our variants in regards to our customer profile we are reliant on the census information from 2001.</p> <p>The following groups or people are intended to benefit from the policy:</p> <p><b>Customers</b> - They will have access to information which will enable them to utilise our services, along with an understanding of what they can expect in terms of standards. This will provide them with reassurance that they will receive a fair and consistent provision of service.</p> <p><b>Staff</b> – They will know what is expected of them and everyone will be working towards the same standards, values and vision statement. This will ensure consistency in our approach and increased staff morale. Staff are provided with this information along with an understanding of our requirements at induction stage. However, we have identified that for the information to be more effective a training session as well as a handout should be given. See action plan.</p> <p><b>Organisation</b> – It will give the managers standards to measure against which will again provide consistency. It will reduce complaints and avoidable contact which in turn should create efficiency savings.</p>
<p>4. What outcomes are anticipated from the policy being in place?</p>	<p>The customers are aware of the standards of service they should expect. Staff are aware of the standards of service they should deliver.</p>

5. Identify and select your assessment team.	<b>Name</b>		<b>Role</b>		<b>Responsibilities</b>
	Estelle Bawden Jane Wisson Maggie Phipps		Customer Services Manager Customer Services Team Leader Customer Services Advisor		Please see Job Descriptions.
6. What data have you gathered for this assessment? How have you analysed this data?	<b>Source and Age of Data</b>		<b>Owner</b>	<b>Findings</b>	<b>Data Gaps</b>
	1. <u>Customer volumes</u> <ul style="list-style-type: none"> <li><b>Telephony</b> – Data collected from December 2008 via BT Contact Centre 6 software. (see figures above)</li> <li><b>Face-to-face</b> - Data collected manually on a sampling basis for Customer Services reception points. (see figures above).</li> </ul>		All owned by Customer Services Manager	<b>Telephony</b> - A wealth of management information including; <ul style="list-style-type: none"> <li>Number of Customer contacts by service by 15 minute intervals</li> <li>Average answer times</li> <li>Maximum answer times</li> <li>Agent information</li> </ul> <b>Face-to-face</b> <ul style="list-style-type: none"> <li>Number of customer contacts by service</li> <li>Average Customer waiting time</li> </ul>	<b>Telephony</b> – detailed data available for the last four months only. Further detailed analysis required to ensure that these performances are measured, understood and maintained.  <b>Face-to-face</b> - Information provided reflects a sample period only.

	<ul style="list-style-type: none"> <li><b>Email Contact</b> - Data collected manually from April 2009 for Customer Services emails. (see figures above).</li> </ul>		<p><b>Email Contact</b></p> <ul style="list-style-type: none"> <li>Number of customer contacts by service</li> </ul>	<p><b>Email Contact -</b></p> <p>We can only identify the emails that are sent through to the Contact us email address from April 2009 further information is required from other departments to provide a detail understanding of email contacts.</p>
	2.Customer Satisfaction Survey		<p>Satisfaction survey only launched by customer services early October 2009. Findings have not been identified as yet. Other departments carry out satisfaction surveys but the results need to be shared.</p>	<p>Customer satisfaction consultation/survey required (to understand needs and expectations). This will include information on the six streams which will allow analysis to take place under the equality requirements.(Launched Early Oct 2009). Will enable Customer satisfaction levels to be measured. Details of other outcomes from departmental customer satisfaction surveys. Data gap identified is the lack of</p>

				understanding if survey has any detrimental impact on any of the equality streams this has been identified in our action plan.
	3. Compliments, Complaints and Suggestion procedure	Customer Services – Complaints Champion	Only commenced with a centralised log from August 2009. Trend analysis will be available early November 2009 with the first report on trends – this will help provide an insight to the customer journey.	Detailed trend analysis of the Compliments, complaints and Suggestions process. First Traunch available early November 2009. Monitoring form included on CCS Form
	4 NI14 (avoidable contacts) Data collected from on a sampling basis. Avoidable contact is where a transaction has little or no value to either the customer or the organisation i.e. The customer is seeking unnecessary clarification due to poor communication.	Customer Services Manager	For the year 2008/09 our avoidable contact was 28.6%. This was broken down into five different reasons and is shown as a percentage of the total avoidable contacts. A: 30% - The customer is seeking unnecessary clarification due to poor communication. i.e. unable to	Indepth analysis to enable improvement to service provision.

			<p>understand an application form</p> <p>B: 12% - The contact is caused by poor signposting or poor call transfer to council services i.e. wrong department</p> <p>C. 24% - There is repeat contact with the customer/provision of information i.e. incorrect or insufficient information given out initially</p> <p>D. 15% - Progress chasing i.e. chasing a benefit claim</p> <p>E. 19% - Service failure i.e. bin not emptied</p>	
	5 Census Figures (2001)	Office for National Statistics	Background information on equality groups in the local area	The census did not collect data on sexual orientation
	6 Norfolk County Council Equality impact assessment tool	Norfolk County Council	Figures on sexual orientation in Norfolk	This is for Norfolk, rather than the North Norfolk district, but was the only information available.

	7 Corporate Plan – Changing Gear (2008)	NNDC	Corporate aims and values	n/a
	8 Staff Survey – Employee Survey 2008	NNDC	No clear questions or information provided regarding the Customer Charter and Standards.	No clear Staff consultation on Customer Charter and Standards. Questions to be included in next survey 2010.  Additional staff training requirements.  Include within induction as staff not aware of the clear expectation of the organisation.
<b>7. Who are the main stakeholders of this policy?</b>	<b>Community</b>		<b>Staff/Members</b>	
	<ul style="list-style-type: none"> <li>• Customers</li> <li>• Constituents</li> </ul>		<ul style="list-style-type: none"> <li>• Employees</li> <li>• Management</li> <li>• Members</li> <li>• Trade Unions</li> </ul>	
<b>8. Are there any concerns that the policy could have a negative impact with regard to race and ethnicity?</b>	<b>What evidence (actual data or assumptions) do you have to support this?</b>			
	<b>Yes</b>	The Charter and Standards protocol applies equally to all customers and staff regardless of their race and/or ethnicity. This will ensure that the charter and standards should not have a differential impact based on race or ethnic origin.		

		<p>As at the Census in 2001 it is determined that 97.81% of our customer base is White British. Customer satisfaction survey that will be carried out in 2009 will provide us with limited information to make a more informed determination.</p> <p>However we can demonstrate that we have a system in place to help with race and ethnicity - if English is not the first language – Intran provides an Interpreting/translation service which will ensure that our customers are not unduly discriminated against.</p> <p>Customers can also bring in an advocate to support them when dealing with this local authority.</p> <p>We are unaware of any complaints regarding a negative impact in relation to race and ethnicity.</p> <p>Longer term engagement with differing groups needed to improve our understanding.</p> <p>An ongoing monitoring system needs to be established to ensure that we are capturing, monitoring and reviewing this information to provide a consistent and equitable approach to all equality and diversity streams. See Action Plan</p>
<p><b>9. Are there any concerns that the policy could have a negative impact with regard to gender?</b></p>	<p><b>Yes</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>The Charter and Standards protocol applies equally to all customers and staff regardless of their gender. This will ensure that the charter and standards should not have a differential impact based on their gender.</p> <p>As at the Population statistics in 2007 (from <a href="http://norfolkinsight.org.uk">norfolkinsight.org.uk</a>) it had been determined that 52% of all customers were women and 48% men. We do not have any statistics that relate to customers that are transgender.</p> <p>However we can provide customers with tailored services if required – e.g. if a</p>

		<p>female customer only wants to talk to a female staff member.</p> <p>We are unaware of any complaints regarding a negative impact in relation to gender.</p> <p>Longer term engagement with differing groups needed to improve our understanding. An ongoing monitoring system needs to be established to ensure that we are capturing, monitoring and reviewing this information to provide a consistent and equitable approach to all equality and diversity streams.</p> <p>See Action Plan</p>
<p><b>10.Are there any concerns that the policy could have a negative impact with regard to disability?</b></p>	<p><b>Yes</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>The Charter and Standards protocol applies equally to all customers and staff regardless of their disability. However in some premises the physicality of setup and the furniture layout is not acceptable for disabled access. (see action plan for details of the review of the area that will take place)</p> <p>The charter and standards should not have a differential impact based on customer's disability.</p> <p>However we can demonstrate that we have a system in place to help customers who are deaf (Intran-Deaf connexions) and have visual impairments (large print documents and Braille – on request). We also have a hearing loop and mini-com system available for our customers, if required. The offices are equipped with disabled facilities which include toilets and some signs have the inclusion of Braille.</p> <p>It has been determined that Norfolk is higher than the national average in terms of customers with disabilities (22%).</p> <p>The ability for the customer to bring in an advocate to assist them is openly</p>

		<p>welcomed and accommodated by this authority.</p> <p>Longer term engagement with differing groups needed to improve our understanding.</p> <p>An ongoing monitoring system needs to be established to ensure that we are capturing, monitoring and reviewing this information to provide a consistent and equitable approach to all equality and diversity streams. See Action Plan</p>
<p><b>11.Are there any concerns that the policy could have a negative impact with regard to age?</b></p>	<p><b>Yes</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>The Charter and Standards protocol applies equally to all customers and staff regardless of their age. This will ensure that the charter and standards should not have a differential impact based on age.</p> <p>As at the Census 2001 it is determined that 30% of our customers are over the age of 65 and that we are ranked first in the Norfolk region and fifth nationally on the proportion of retired people in the population. It is not easily identifiable of where our other customers fall in regards to age.</p> <p>We are unable to provide any clear awareness of how certain age groups are contacted and dealt with e.g. how are our younger customers engaged with and responded to and this has been highlighted in our action plan.</p> <p>We are unaware of any complaints regarding a negative impact in relation to age.</p> <p>Longer term engagement with differing groups needed to improve our understanding.</p> <p>An ongoing monitoring system needs to be established to ensure that we are capturing, monitoring and reviewing this information to provide a consistent</p>

		<p>and equitable approach to all equality and diversity streams. See Action Plan</p>
<p><b>12. Are there any concerns that the policy could have a negative impact with regard to religion/belief?</b></p>	<p><b>Yes</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>The Charter and Standards protocol applies equally to all customers and staff regardless of their religion or beliefs. This will ensure that the charter and standards should not have a differential impact based on either religion or beliefs.</p> <p>As at the Census 2001 it is determined that 78% of all customers are of Christian beliefs, with a further 21% described as either no religious beliefs or not stated. In regards to other religions/beliefs we can identify that 1% is made up of Buddhist/Hindu/Jewish/Muslim/Sikh/Other religions (not named).</p> <p>However we do need to be mindful of the needs of certain customers on the grounds of religion and beliefs and therefore services can be tailored to ensure that customers are treated sensitively and equitably e.g. if their religion requires females to discuss issues with the same sex we will try to ensure that this does happen (or ensure that a female member of staff is present). We can also utilise the Intran service if English is not the customers' first language.</p> <p>We are unaware of any complaints regarding a negative impact in relation to religion/beliefs.</p> <p>Longer term engagement with differing groups needed to improve our understanding.</p> <p>An ongoing monitoring system needs to be established to ensure that we are capturing, monitoring and reviewing this information to provide a consistent and equitable approach to all equality and diversity streams. See Action Plan</p>

<p><b>13. Are there any concerns that the policy could have a negative impact with regard to sexual orientation?</b></p>	<p><b>Potentially Yes</b></p>	<p><b>What evidence (actual data or assumptions) do you have to support this?</b></p> <p>The Charter and Standards protocol applies equally to all customers and staff regardless of their sexual orientation. This will ensure that the charter and standards should not have a differential impact based on sexual orientation.</p> <p>As at the Norfolk County Council EQIA toolkit it has shown that in Norfolk we have 6% of the population that are lesbian, gay or bisexual.</p> <p>We are unaware of any complaints regarding a negative impact in relation to sexual orientation.</p> <p>Longer term engagement with differing groups needed to improve our understanding.</p> <p>An ongoing monitoring system needs to be established to ensure that we are capturing, monitoring and reviewing this information to provide a consistent and equitable approach to all equality and diversity streams. See Action Plan</p>
<p><b>14. Could the negative impact you have identified in questions 8 - 13 lead to the potential for adverse impact if the policy is implemented?</b></p> <p><b>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group?</b></p>	<p><b>Yes</b></p>	<p>We have identified that some impacts identified above can be addressed by the contents and outcomes of this protocol – for example Intran (covering both disability and race/ethnicity)</p> <p>The true impact of this protocol is unknown and any true impact is yet to be identified. It is recognised that there may be impacts that have not been anticipated and will be addressed when the protocol is reviewed in 2010.</p> <p>See Action Plan below</p>

<p>Or any other reason?</p> <p>Can the impact be mitigated by existing means?</p> <p>If yes, what actions will you undertake to mitigate these impacts and revise the policy?</p>			
<p>15. Describe the arrangements for reporting and publishing this assessment.</p>	<p>This assessment will be reported to the Equality and Diversity Board and will be published on the NNDC external website (<a href="http://www.northnorfolk.org">www.northnorfolk.org</a>).</p>		
<p>Has this assessment been undertaken by a minimum of two staff?</p>	<p>Yes</p>	<p>Has this assessment been scrutinised by your Directorate Steering Group?</p>	<p>No</p>
<p>If the policy is new, or requires a decision by Councillors to revise, has this Equality Impact Assessment been included with the report?</p>			<p>N/A</p>
<p>Have any actions identified in this assessment been included in your service equality and diversity plan?</p>			<p>Yes</p>
<p>Completed by:</p>	<p>Estelle Bawden Jane Wisson</p>	<p>Signed off by:</p>	

**Appendix A – Action Plan**

Action	Expected Outcome	Person Responsible	Target Date	√
Develop and Implement a customer satisfaction survey	Up to date information on customer profile to provide an understanding of the needs of the customer.	Estelle Bawden – Customer Services Manager	October 2009	
Develop a process for measuring performance standards utilising existing technology.	By measuring our performance against the current standards will provide invaluable data on our delivery on these - and will ensure that when reviewing these protocols we have data that will enable informed decisions to be made,	Estelle Bawden – Customer Services Manager	Implemented Sept 09	
Develop and implement corporate monitoring guidelines for Equality and Diversity which can be included in all customers facing documentation.	Maureen Clarke advises on Equality and Diversity issues. Using this service to devise a form for monitoring of these specific areas will enable equality in data gathered and that all required streams are included.	Kate Sullivan – Community Liaison Officer	2010	
Review Customer Charter	Customer Charter to be reviewed to ensure that it reflects today's society's requirements. This will then need to be continually reviewed to ensure that we reflect the ever changing needs of the customers.	Estelle Bawden – Customer Services Manager	2010	

Review Our Standards, Our Commitment, Our promise	As above	Estelle Bawden – Customer Services Manager	As Above	
Establish Focus Groups	Provide the organisation with an objective view on all our protocols to ensure that it reflects the needs of the customer in today's society. We need to ensure that this includes a cross representation of all customer groups including hard to reach and young people.	Maureen Clarke - Supporting Communities Manager/Estelle Bawden – Customer Services Manager	2010	
Customer satisfaction consultation	Provide in-depth understanding of customer journey and expectations, See above	Maureen Clarke – Supporting Communities/Estelle Bawden – Customer Services Manager	From October 2009	
Compliments, Complaints and Suggestions	Provision of trend analysis will enable a better understanding of our customers problems and ensure that the results are reflective in the overall review of the two protocols	Jane Wisson – Complaints, Compliments and Suggestions Champion	November 2009	
To complete a feasibility study on whether a training session can be developed and implemented during the induction programme for the Standards and Customer Charter.	To understand if we are able to include the training sessions within the induction programme.	Julie Cooke –HR Manager/Estelle Bawden Customer Services Manager	2010	
Identify key questions regarding the Standards and Charter to be included within next Staff Satisfaction Survey	Provide clear understanding of staff awareness of the Standards and Charter requirements	Estelle Bawden – Customer Services Manager	Include in 2010 staff survey	

Identify staff training requirements	Supporting staff to deliver both Charter and standards to the organisation expectations.	Estelle Bawden – Customer Services Manager	As Above	
To use the Ten performances management tool to report on the results of all surveys that are completed within the organisation.	To provide the organisation with a clear understanding of customer profiles and journey when dealing with North Norfolk District Council	Helen Thomas – Policy and Performance Team.	2010	
To work with the Communications team to provide age appropriate language.	Identify channels of communication and outlets of information available to the organisation. Ensuring that this is provided for all staff.	Peter Battrick – Communications Manager/Estelle Bawden – Customer Services Manager	2010	
To ensure a corporate log is set up to identify customers who have specific needs.	Ensure that these customers receive communications in the most appropriate way	Estelle Bawden – Customer Services Manager	2010	
To identify how the standards and Charter could have affect on all equality streams <ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Sexual Orientation</li> <li>• Religion/Beliefs</li> <li>• Race/ethnicity</li> <li>• Gender</li> </ul>	To understand what impact our standards and charter have on the various streams in regards to equality. Qualitative data is required to understand and identify the differences	Estelle Bawden – Customer Services Manager	2010	
To provide clear signage for all our customers	To ensure that we have clear signage in our top three most used languages and to ensure that we review this on a quarterly basis. Current top three are: <ul style="list-style-type: none"> <li>• Portuguese</li> <li>• Cantonese</li> </ul>	Estelle Bawden – Customer Services Manager	2010	

	<ul style="list-style-type: none"> <li>Polish</li> </ul> <p>To ensure that we advertise the use of the Intran service in all these languages and to ensure that we can maintain our service provision as stated in the Charter and Standards</p>			
To work with the Communications team to provide appropriate language and formatting for disabilities.	Identify channels of communication and outlets of information available to the organisation. Ensuring that this is provided for all staff.	Peter Battrick – Communications Manager/Estelle Bawden – Customer Services Manager	2010	
To work with the Communications team to provide appropriate language and formatting for race/ethnicity and religion/beliefs.	Identify channels of communication and outlets of information available to the organisation. Ensuring that this is provided for all staff.	Peter Battrick – Communications Manager/Estelle Bawden – Customer Services Manager	2010	
Review our environments	We will ensure where possible our environments will meet our customer needs and expectations.	Estelle Bawden – Customer Services Manager	By end of March 2010	

Produced by  
David Lloyd associates  
In partnership with North Norfolk District Council May 2008