



Triangle Housing Association Ltd

**HUMAN RESOURCES
During employment
Equality Impact Assessment**


**Final Report
February 2010**


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1. EXECUTIVE SUMMARY

- 1.1 Triangle Housing Association is committed to fulfilling its responsibilities under Section 75 of the Northern Ireland Act 1998. In its Equality Scheme, the Association gave an undertaking to carry out an Equality Impact Assessment (EQIA) on each policy, or group of related policies, where screening had indicated significant issues in relation to one or more of the nine equality dimensions.
- 1.2 As the representative body for housing associations, the Northern Ireland Federation of Housing Associations (NIFHA) has been assisting its members in the implementation of Section 75 of the Northern Ireland Act 1998 by co-ordinating a joint approach to the equality obligations. Triangle Housing Association is part of this joint exercise which is intended to maximise resources for equality work and to minimise the administrative impact on consultee and/or stakeholder organisations.
- 1.3 The Association screened all of its existing policies during 2004-05. The results of this exercise, including the proposed EQIA programme, were subject to a 12 week period of public consultation between July and September 2005.
- 1.4 The aim of the Human Resources (HR) policies during employment is: To operate procedures, set out in law, best practice and industry standards to:
- ensure effective and efficient management of the association
 - comply with relevant statute
 - and ensure well-being of all staff
- while working to achieve organisational aims, objectives and mission statement

This report provides the following information:

- Background information on the equality duties and Triangle Housing Association
- A description of the Association's current HR during employment policy areas
- Information on the scope of this review
- The sources of quantitative and qualitative data considered during the review
- Assessment of the impact of the policy on the 9 equality dimensions
- Proposed mitigating measures
- Details on the consultation process
- The next stages of the EQIA.

2. INTRODUCTION

Statutory Equality Duties

2.1 Section 75 of the Northern Ireland Act requires Triangle Housing Association, in carrying out its functions, to have due regard to the need to promote equality of opportunity between:

- Persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation;
- Men and women generally;
- Persons with a disability and persons without;
- Persons with dependants and persons without.

2.2 The Association must also, in carrying out its functions relating to Northern Ireland, have regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

2.3 In line with its equality scheme obligations, the Association screened all of its existing policies to assess whether they impacted on the promotion of equality of opportunity or the duty to promote good relations. The following questions were asked during the screening exercise:

- Is there any evidence of higher or lower participation or uptake by different groups?
- Is there evidence that different groups have different needs, experiences, issues and priorities in relation to the particular policy issue?
- Is there an opportunity to promote equality of opportunity between the relevant different groups, either by altering the policy, or by working with others in government or in the larger community, in the context of the policy?
- Have consultations with relevant groups, organisations or individuals indicated that policies of that type create problems specific to any relevant groups.

A report describing the results of the screening process is available from Alan Crilly (see contact details on page 2).

2.4 Following this screening process and the associated consultation, the Association developed a 5 Year Equality Impact Assessment programme. HR during employment policies was scheduled for assessment in year four of this programme.

2.5 This impact assessment has been carried out in accordance with the procedure outlined in the Equality guidance. The eight separate stages of the Equality Impact Assessment are:

1. Determining the aims of the policy
2. Collecting available data
3. Assessing the impact of the policy
4. Consideration of measures to mitigate any adverse impacts and/or alternative policies that might better achieve the promotion of equality of opportunity
5. Formal Consultation
6. Analysis of responses and decision by Association
7. Publication of results of the Equality Impact Assessment
8. Ongoing monitoring of adverse impact.

2.6 The purpose of conducting the Equality Impact Assessment is as follows:

- To identify adverse impacts and to consider mitigating factors which will eliminate adverse impact
- To consider alternative policies which would better promote equality of opportunity.

2.7 This document is a draft for consultation and contains details of the first four elements of the Equality Impact Assessment. The remaining stages will be implemented following consideration of consultation responses.

2.8 **About Triangle Housing Association**

Triangle Housing Association was established in November 1977. The Association is registered with the Department for Social Development. It is a Limited company under the Industrial and Provident Societies Act and has charitable status with the HMRC. Triangle's mission is to "Deliver quality housing and appropriate support to people in need, promoting equality and opportunity for all". Triangle employs over 240 staff in housing, direct care & support, administrative, technical and management roles throughout a range of projects and initiatives across the province. Its corporate objectives are:

- To create sustainable growth through strong financial management
- To deliver excellence for everyone affected by our services
- Enabling our people to meet current and future challenges
- To improve key processes supporting organisational success

3. THE POLICY

Description of Policy

The HR during employment policies describe the HR service the Association provides to its staff and the wider community.

Policy Aim

3.1 The aim of the HR during employment policies is:

To operate procedures as dictated by law, best practice and industry standards to:

- ensure effective and efficient management;
- comply with relevant statute;
- and, ensure well-being of all staff

while working to achieve organisational aims, objectives and mission statement

The scope of the HR activities during employment covered in this policy area include:

- **Employee Relations** – This refers to the interaction of employees with each other or with management. It also covers Trade Union interaction with the associations
- **Terms & Conditions** - This covers the contractual elements of the job
- **Performance Management** – This means the processes the association uses to ensure the objectives of the organisation are achieved
- **Work-Life Balance** – This refers to staff having a measure of control over when, where and how they work
- **Health & Well-being** – This relates to the health and safety of staff

Scope of Review

3.2 The main stakeholders in relation to the Human Resources policies that apply during employment are:

Internal

- Staff
- Management
- Board Members

External

- Applicants for employment and potential recruits
- Department for Social Development (DSD)
- Equality Commission
- Inspection and assessment bodies
- Labour Relations Agency
- Ombudsman*
- Other Housing Associations / partners or providers of Housing Support Services
- Recruitment Agencies
- Regulation and Quality Inspection Authority
- S75 representative groups
- Tenants / Residents / Staff
- Trade Union Representatives
- Tribunals office
- Voluntary and community sector

Department for Social Development

Housing Associations are subject to a high degree of regulation with the DSD having specific responsibility for monitoring their activities. The DSD gathers information on a wide range of Association services including HR during employment.

Equality Commission / LRA

The Equality Commission for NI / LRA carry out a compliance role and publish codes of practice to assist business / organisations meet best practice and statutory obligations.

*Anyone dissatisfied with the way in which the Association carries out its Human Resources service during employment (after having exhausted the Association's Complaints Procedure) can make a complaint directly to the Ombudsman for an independent review.

The lists at 3.2 are not exhaustive. These lists are in alphabetical order.

What this EQIA does not cover

3.3 We anticipate that some aspects of HR during employment may be considered during all equality impact assessments. Whilst considered to be important by the Association, the following areas do not come under the scope of this equality impact assessment:

- Access & Communications generally as the Year 1 EQIA on this policy dealt with overall issues relating to accessing the association's services (including employment) and communicating with the organisation.

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- Complaints generally – This was covered by the Year 1 EQIA on Complaints
 - The HR Recruitment and Selection policies and procedures as these were covered in the Year 3 EQIA.
 - The training of Board Members
 - The specific HR policies of joint management partners and recruitment agencies

3.4 The HR during employment policies are intrinsically linked to all of the Association's key policies and processes, depending on the nature of the service.

Legislative and Regulatory Requirements

3.5 The Association is required to comply with a range of legislative and regulatory requirements. Those listed below are relevant to HR during employment service provision:

- The Equal Pay Act (NI) 1970
- The Sex Discrimination (NI) Order 1976
- Health and Safety at Work (NI) Order 1978
- The Rehabilitation of Offenders (NI) Order 1978
- The Rehabilitation of Offenders (Exceptions) Order (NI) 1979 (amended by 1987, 2001 & 2003 Orders)
- The Disability Discrimination Act 1995
- Employment Rights (NI) Order 1996
- The Race Relations (NI) Order 1997
- Part V Police Act 1997
- The Fair Employment and Treatment (NI) Order 1998
- The Human Rights Act 1998
- Section 75 of the Northern Ireland Act 1998
- The Working Time Regulations 1998
- Maternity and Parental Leave etc Regulations 1999
- Sex Discrimination (Gender Reassignment) Regulations (NI) 1999
- Part time Workers (Prevention of Less Favourable Treatment) Regulations (NI) 2000
- Employment Equality (Sexual Orientation) Regulations (NI) 2003
- The Civil Partnership Act 2004
- The Employment Relations (NI) Order 2004
- The Equal Pay (Amendment) Regulations (NI) 2004
- Employment Equality (Sex Discrimination) Regulations (NI) 2005
- Employment (NI) Order 2003 (Dispute Resolution) Regulations (NI) 2005
- Information and Consultation of Employees Regulations (NI) 2005
- The Disability Discrimination (NI) Order 2006
- The Employment Equality (Age) Regulations (NI) 2006

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- The Work and Families (NI) Order 2006
 - Safeguarding Vulnerable Groups (NI) Order 2007

This list is not exhaustive.

3.6 In addition to HR during employment generally, Triangle Housing Association must also meet certain obligations, under its Equality Scheme, to ensure that complaints made about failure to meet its equality duties are dealt with effectively.

Reasons for Equality Impact Assessment

3.7 The screening report gave the following reasons for carrying out an impact assessment on the policy:

- (a) Whilst there is a HR during employment policy in place, as part of our commitment to delivering an excellent customer service the Equality Impact Assessment presented an opportunity to improve the existing policy and share best practice across the Housing Association sector.
- (b) The Association believes that access to services, including HR during employment, is of high importance to S75 groups.
- (c) Triangle also believes that its HR during employment policy merited an equality impact assessment to demonstrate its commitment to providing an efficient and effective service.
- (d) Due to the absence of available data at the time of screening the policy, the decision was taken to assess actual adverse impacts during the conduct of the equality impact assessment.
- (e) The changing nature of this service area means that HR policies are constantly under review and may have altered since the initial screening decision.

Implementation of the policy

3.8 The HR policies during employment have been defined by its senior management team and approved by the Association's Board. They are implemented by relevant staff throughout the Association

3.9 HR policies are developed in compliance with legal requirements and agreed by Triangle Board and Senior Management Team. The association policies and procedures are managed within the ISO 9001 2008 quality management system. They are available to all staff once logged onto our website.

3.10 Triangle Housing Association carries out the process of policy development in consultation with staff and through negotiation with their representative bodies, where appropriate. The human resources policy is set out in appendix 3 and learning and development policy in appendix 4 listing the associated procedures. Examples of the areas each of these policies cover are itemised below.

3.11 Employee Relations

In Triangle Housing Association employee relations covers:

- Access NI / Independent Safeguarding Authority
- Attendance
- Bullying and harassment
- Capability
- Discipline and grievance
- Staff consultation / briefing
- Trade Unions

3.12 Terms and Conditions

In Triangle Housing Association the contractual elements of the post covered under Terms and Conditions include:

- Equal pay
- Fair retirement procedures
- Grading
- Job evaluation
- Leave
- Minimum wage legislation
- Pensions
- Salaries
- Working time procedures

3.13 Performance Management

Delivering quality services requires competent, motivated and committed staff. Performance management is one of the tools Triangle Housing Association uses to monitor and the contribution of the individual staff member and to assess whether they are meeting the set objectives. Our performance management policies cover:

- Appraisal
- Capability
- Disciplinary and grievance
- Induction
- Performance improvement plans
- Probation
- Supervision
- Training – learning and development

3.14 Work-Life Balance

Triangle Housing Association offers a range of options to support the work-life of staff, these include:

- Enhanced sickness absence payments
- Enhanced Maternity / Paternity arrangements
- Flexi-time working
- Home working
- Parental Leave
- Special leave

3.15 Health and Well-being

Triangle Housing Association aims to ensure the well-being of staff through adherence to health and safety legislation and positive practice in the following areas:

- Control of Substances Hazardous to Health (COSHH)
- Display screen equipment
- Drugs and alcohol
- Immunisations
- Infection Control
- Lone Working
- Manual Handling
- Maternity Risk Assessment
- Occupational Health
- Stress Management

4. CONSIDERATION OF AVAILABLE DATA AND RESEARCH

Sources of information

- 4.1 The following were used in considering available data relevant to the impact of the HR during employment policy:
- a) Targeted pre-consultation meetings with representative bodies held during June – July 2009 as part of the joint exercise co-ordinated by NIFHA
 - b) Internal events to assess the impact of HR (during employment) policies held during April – July 2009
 - c) A general pre-consultation exercise co-ordinated by NIFHA during July 2009
 - d) The Association's internal management information on the profile of applicants and/or job leavers
 - e) Monitoring figures for the Association
 - f) Data collected for the Annual Regulatory Return to the DSD
 - g) 2001 Northern Ireland Census Data
 - h) Northern Ireland Research and Statistics Agency data
 - i) Data from benchmarking exercises

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- j) Staff surveys
 - k) Qualitative Feedback from staff during employment
 - l) Triangle Housing Association's Service Reviews
 - m) Internal and external audits
 - n) Complaints and compliments register
 - o) Grievances about the association's human resources policies
 - p) Information collated for monitoring returns
 - q) Equality Commission Codes of Practice
 - r) CIPD research
 - s) A Unified Guide to Promoting Equal Opportunities in Employment
 - t) General feedback to the association

The key issues highlighted by analysis of the above data sources are presented in the following sections.

Data collection

4.2 Volunteers from NIFHA's Human Resources Forum held targeted preliminary consultation sessions were held with a number of representative organisations. Participants included Age Sector Platform, Carers NI, Coalition on Sexual Orientation, Disability Action, Gingerbread, Multi-cultural Resource Centre and Women's Support Network.

Feedback from these pre-consultation meetings with organisations representative of certain Section 75 groups is shown at Appendix 1

4.3 Invitations were also made to and apologies received from Age Concern/Help the Aged, the Equality Commission, NICEM, NIACRO

4.4 In addition, NIFHA invited all 142 organisations listed at Appendix 2 to participate in the pre-consultation using the policy documentation available at www.nifha.org or provided in hard copy on request. Interested organisations and individuals were asked to review the policy information and consider the following three issues:

- Do you agree with our assessment of impacts?
- In terms of the group you represent have we missed anything?
- Is there anything we could do to improve this policy for the group you represent?

Profile of Employees

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- 4.5 Triangle Housing Association appoints staff periodically throughout year. All relevant monitoring returns were submitted. Staff turnover for 2008/2009 was 8.03% down from 16.4% the previous year.
- 4.6 At present, Triangle Housing Association requests data on groups under Section 75 in accordance with the guidance from the Equality Commission. The Association notified all employees of its responsibilities under Section 75, advising staff were obliged to complete the gender and community background sections but submission of information relation to the remaining categories is voluntary.
- 4.7 The association's profile of employees is set out in appendix 5
- 4.8 The Association has amended its monitoring form for applicants in order to gather the same information.

Staff Surveys

- 4.9 Annual staff surveys are carried out and show that staff agreed or strongly agreed with the statement they felt they had equal access to training and development opportunities relevant to their job.

The age profile of Triangle Housing Association employees is analysed on an annual basis. The Association's retirement policy encourages staff who choose to work beyond retirement age.

Complaints (including grievances)

- 4.10 As stated at 3.3 the overall handling of complaints was dealt with in a previous EQIA. However, the association monitors staff grievances and reports them quarterly to the board of management in a human resources report.

There have been no grievances about HR During Employment policies within the last year and none that indicate an adverse impact resulting from these policies on any of the nine equality groups. Any issues raised have been thoroughly investigated and appropriate action taken

Ombudsman Report

4.11 There have been no complaints submitted to the Ombudsman about **Triangle** Housing Association's Human Resources policies that apply during employment.

Audit

4.12 The last audit which the Association's internal auditors conducted on HR During Employment in 2008/2009 indicated no corrective action to be carried out. Also regular process and compliance audits which are undertaken as part of our ISO 9001 2008 quality management system have shown no equality issues.

General Feedback

4.13 Triangle Housing Association has received several RQIA; supporting people QAF; and DSD regulatory reports over the last three years and there were no adverse impacts highlighted.

4.14 Triangle Housing Association was initially accredited with the Investors in People standard in 2007 and will be applying for re-accreditation in November 2009. The association received three stars in 7 of the ten performance indicators showing the highest level of evidence.

4.15 Exit interviews are carried out with all staff when they leave the Association. A standard question within the exit interview asks if the employee feels that Triangle Housing Association is committed to equality of opportunity in relation to training and development. No adverse impact was identified in the associated exit interviews.

5. ASSESSMENT OF IMPACT

- 5.1 This section outlines our assessment of the impact of the Association's HR during employment policy on the 9 Section 75 groups based on the evidence considered above.
- 5.2 The following points outline our preliminary assessment of adverse impacts arising from our HR during employment policies in relation to each of the nine groups.
- 5.3 **Age:** Having reviewed our policies, and the helpful comments from the Age Sector Platform, our initial assessment indicates **Triangle** Housing Association's HR policies which apply during employment do not bring significant differential impact in terms of age.
- 5.4 **Dependants:** Our assessment of the available information suggests **Triangle** Housing Association's policies do not result in significant differential impact for those with dependants as we offer a range of flexible options for employees. However, we recognise there may be some potential for improvement therefore we have included relevant proposals under mitigating measures (section 6).
- 5.5 **Disability:** Our assessment of impacts did not result in identification of significant differential experiences for disabled people due to **Triangle** Housing Association's HR policies during employment. However, our pre-consultation discussions with Disability Action did highlight a number of areas where improvements could be made.
- 5.6 **Gender:** Our own research has highlighted gender imbalances. Figures for the year 2006-07 indicate that HAs employed just over 2500 staff. The gender split was 21 % male to 79% female but at senior level this changes to 68% male and 32% female, this was reflected even further at Chief Executive level of the 38 posts at that time only seven were held by females. By early 2009 female Chief Executives represented 15% of the total for housing associations. As a result of this information we are exploring measures to mitigate this situation.
- 5.7 **Marital status:** Our research and consultation work have highlighted no significant differential impact in terms of marital status resulting from **Triangle** Housing Association's HR policies during employment
- 5.8 **Political opinion:** This has not been statistically measured but no issues have been raised during consultation that indicate **Triangle** Housing Association's HR policies during employment lead to adverse impact on the grounds of political opinion.

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- 5.9 **Racial Group:** Our research and consultation work suggest **Triangle** Housing Association's HR policies during employment do not cause significant adverse impact for those from different racial groups. However, the individual's ability to communicate in English was highlighted by the Multi-Cultural Resource Centre as a significant factor for both employment and career progression.
- 5.10 **Religious belief:** No issues have been raised during consultations which indicate **Triangle** Housing Association's HR policies during employment result in significant differential impact because of religious belief.
- 5.11 **Sexual orientation:** Our research and consultation work did not highlight any significant differential impacts relating to sexual orientation which resulted from **Triangle** Housing Association's HR policies during employment. The Rainbow Project made a number of useful suggestions for improvements.
- 5.12 Many of the issues raised during pre-consultation highlighted concerns around Access & Communications in relation to services rather than specifically to HR during employment. Access & Communications was addressed as part of the associations' Year 1 EQIAs. As a result the majority of the concerns mentioned by respondents were either covered by the Mitigating Measures proposed at that time or have been identified for action as part of that process. Nevertheless, this is an important consideration and as such is kept under review so some of the Mitigating Measures listed are intended to improve accessibility.
- 5.13 Other issues reflect general concerns but are not a specific comment on housing associations. We recognise the validity of some of these comments, especially as many associations were originally formed to tackle adverse impact and are committed to providing high quality services for the whole community.
- 5.14 Where we indicate that there is no evidence of adverse impact, this does not mean that no action will be taken. The Association is committed to promoting equality of opportunity for all and excellence in customer service, and will seek, where possible, to put measures in place to ensure that all sections of society have an equal opportunity to access appropriate redress when problems occur.

6. CONSIDERATION OF MEASURES TO MITIGATE AGAINST ADVERSE IMPACT

The following options could help mitigate against adverse impact arising from Human Resources policies during employment:

- Full implementation of guidance regarding the extension of monitoring requirements
- Continue to carry out Employee attitude surveys
- Undertake further quantitative and qualitative analysis of employees leaving the association
- Continue to / Offer a range of flexible working options to make posts more suitable for those with caring commitments
- Where appropriate continue to / offer support or training to improve competency in English
- Annual review of policies subsequently authorised at Board level
- Ongoing diversity awareness training for all recruitment panel members
- Continue to reflect diversity in the interview panels
- Highlight the fact that applications can be made available in different formats
- Disability - keep under review accessibility issues/language/disability etc
- Involve staff for consultation when drafting new policies during employment
- IIP re-accreditation
- Proactively take advice from external bodies such as the Labour Relations Agency when drafting or amending policies which may have the ability to be discriminatory
- Promotion of equality issues internally with staff through events, activities and promotional weeks
- Continue to implement our corporate social responsibility strategy
- Continue to work towards Employer of Choice accreditation

7. CONSULTATION

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- 7.1 Triangle has endeavoured to give careful consideration to the measures that might be taken to make the HR during employment policies most efficient, effective and equitable. The measures outlined in section 6 are not intended to be definitive or exhaustive. The Association is planning to formally consult on its findings over a 12 week period and would welcome feedback on these proposals and any other comments that would assist us to improve the policy.
- 7.2 Triangle will ensure that it consults effectively with those groups directly affected by its HR during employment policy, and their representatives.
- 7.3 Staff will be available to discuss these proposals in person, by telephone, or by e-mail, as requested. Meetings may also be arranged to discuss the way forward and the Equality Impacts of this document, if required.
- 7.4 The period of consultation will end on Friday 18 December 2009
- 7.5 Comments in relation to this report should be submitted in writing to:

Alan Crilly
Triangle Housing Association Ltd
60 Eastermeade Gardens
Ballymoney
Co Antrim

Tel No: 028 2766 6880
Fax No: 028 2766 2994
E Mail: alan.crilly@trianglehousing.org.uk

- 7.6 Comments in any other format will also be accepted.
- 7.7 If you require any further information, you may contact the Association using the contact details given in 7.5.
- 7.8 If you require information about housing associations generally or about the Joint Equality Exercise co-ordinated by NIFHA please contact:

The Northern Ireland Federation of housing Associations
38 Hill Street
Belfast

BT1 2LB

T: 028 9023 0446

E: equality@nifha.org

W: www.nifha.org

8. Consultee Feedback

- 8.1 Triangle has seriously considered all comments received in making the final decision on the recommendations of this EQIA.
- 8.2 The results of the EQIA will be published on our website, which will be made available to all consultees. Alternative formats will be available on request.
- 8.3 Systems will be established to ensure the ongoing monitoring of the impact of the policies on relevant groups.

EQIA Consultation Processes

Northern Ireland Federation of Housing Associations (NIFHA), the umbrella body for the 33 registered and 7 non-registered housing associations in Northern Ireland facilitated the participation in a joint approach to the consultation throughout the housing association sector. The Federation assisted members in this process by:

- Developing specific response templates to ensure consistency of draft EQIA's across the 33 designated associations
- organising pre-consultation training at it's forums
- publicising the 12 week consultation period in the three main Northern Ireland daily papers
- issuing a composite disk containing the draft EQIA's of all designated housing associations to the organisations listed at Appendix A (additional discs were also issued on request)
- Acting as a conduit for information and consultee responses

Triangle participated fully in this joint approach and the Director of Finance & Corporate Services and Human Resources Manager sat on the NIFHA Equality working Groups.

Public Consultation

Designated housing associations consulted on their draft EQIA's for a 12 week period to 18th December 2009. Triangle Housing Association will take the following comments or detailed responses from the following consultees into consideration when producing the final versions of its strategic and annual plans commencing April 2010.

Responses from two organisations and staff were received and a summary of their responses is summarised below.

To publish information in different formats and ensure clarity; Commends the reasons for and techniques used in the EQIA; To enhance monitoring and consider more relevant data; identify clearly what measures will be actioned.

There are gender imbalances in the housing association sector and in management positions; disaggregated data of different s75 categories be considered

Triangle response

Publication of information and forms in different formats was covered in an EQIA on Access and Communications in year one of our equality scheme. Triangle is continuing to implement the recommendations which arose then, which address these issues. These measures and the mitigating measures above will be incorporated into the association's strategic and operational plans from April 2010.

Staff Consultation

All staff of Triangle Housing Association were invited to discuss the draft EQIA at their staff team meetings. A letter outlining the consultation was sent to each member of staff and questionnaires were circulated through each manager. There was a employee sub group established to consider the issues. The responses are summarised below.

Sensitivity around the 9 s75 categories; Identify leavers by s75 category; gender imbalance of senior support assistants; review flexible working, leave, attendance; carry out disability awareness training; employee benefits promoted; update some procedures; review induction requirements for all staff considering s75 issues; guidance on career development; embrace the employer of choice strategy

Triangle response

Triangle has now attained ISO 9001; 2000 standard and will keep all policies and procedures under review. Triangle has developed an Employer of Choice Strategy; a work force diversity strategy; a health and well being strategy and will incorporate the above into it's annual and strategic plans from April 2010.

Tenant and Service User Consultation

All tenants of Triangle Housing Association were invited to discuss the EQIA at their tenant meetings or make a direct response. An easy read letter

outlining the consultation was circulated through each manager to tenants with learning disabilities.

Stakeholder Consultation

The association's partner organisations were also invited to respond.

Triangle Housing Association would like to take this opportunity to record their thanks to all individuals and/or organisations that took the trouble to share their experience and submit their comments.

Appendix 1: Consultee comments pre-consultation

Organisation	Summary of comments received	Association's response
Age Sector Platform	2006 research shows 9.6% of men aged 65+ in employment and 11%	

(ASP)	of women aged 60+ in employment – would be interested in profile of staff falling into these categories.	
	Emphasis on choice in terms of retirement – talk of pension age being increased and they would not like to see people forced to work longer. Should be a choice and whether the person is still capable of doing the job.	
	Statistics around people over 50 years old – more likely to still be seeking employment after 2 years than those under 50 years old.	
	Consider the panels used in recruitment – consider panel members over 50 years – sends out a message to applicants – even an observing role.	
	Do associations monitor appointees and current staff in relation to their age?	
	Consider that as people get older, they may like to wind down and get ready for retirement – can they be considered for flexible working requests (albeit here is no legislation on this but in terms of good practice) by considering reduction in hours/phased working.	
	Ageing population – living longer, in better health and growing in size. Need to be aware of what they can contribute.	
	Termination of employment – when people leave, particularly retirement – why not have an information pack for them to include details of support or resources which highlights the range of groups out there which seek to encourage active ageing. Could consider this as part of exit interview – try and support staff the way you would do in a redundancy situation.	
Organisation	Summary of comments received	Association's response
Age Sector Platform (ASP)	Could extend use of packs, not just to those retiring, but in the case of people leaving due to ill health or bereavement etc	
	"Granny leave" – so many people	

	rely on parents for childcare. Impact on employers.	
Carers NI (CNI)	Availability of flexible working is important for carers	
	Access to promotion or other benefits should be the same for those on career breaks or in part-time working – the policy shouldn't depend solely on the manager	
	The two main blocks to carers taking up promotion are: 1. availability of good reliable care services 2. attitude of 1 st line manager (need to be trained, aware, positive)	
Disability Action (DA)	Give consideration to the inclusion of a Textphone number within the list of alternative formats for those with a hearing impairment	
	DA commented the alternative formats were likely to suffice in terms of covering the needs of those with disabilities / different races however some of the other groups may have suggestions too	
	'Access & Communications' were not covered by this EQIA. DA commented that whilst this was dealt with previously, these issues were cross cutting within employment matters and would therefore need to be considered again in the employment context	
	'Recruitment & Selection' is not covered by this EQIA. Again DA commented that whilst this was dealt with in year 3, Associations should be reviewing the impact of this exercise. In terms of issues raised and follow up action, organisations which identified a under representation of staff with a disability should now be trying to identify if anything has since changed	
Organisation	Summary of comments received	Association's response
Disability Action (DA)	'Training of Board members/HR policies of Joint Management partners etc' is not covered by this EQIA. DA reminded Associations that current disability legislation	

	protected and promoted the rights of disabled people to participate in public life. Urged Associations to think about which EQIA will cover these specific circumstances if it isn't 'HR in employment'	
	Suggested that the Human Rights Act should be included in list of legislative/regulatory requirements	
	On Performance Management, DA suggested Associations need to thinking about the training which they are providing to staff on disability issues during induction and beyond	
	Under 'sources of information', DA suggested Associations needed to look at their own monitoring figures and ask the following two questions, 1. Are disabled people applying to our organisation? If not, why not? 2. If disabled people are applying, are they successful in securing employment? If not, why not? DA proposed that the Recruitment & Selection EQIA should have identified the need for collating and reviewing this information. DA suggested that if Associations were still not doing this then now was the time to be taking action to redress this.	
	Recruitment processes can impact on 'in employment' issues e.g. under-representation of disabled people can be made worse by strategies on promoting internally or use of the internal trawl	
	In relation to staff surveys DA urged Associations to think about whether their organisation was a 'safe' organisation in which to declare a disability.	

Organisation	Summary of comments received	Association's response
Disability Action (DA)	Do staff feel comfortable sharing this information or do they fear repercussions for security of employment/career development	
	Suggested merit in regularly asking the question on disability, not only at recruitment stage, but throughout employment as this is an issue which can change from year to staff within a staff team.	
	DA suggested staff focus groups could give good feedback on above point and stressed the importance of qualitative as well as quantitative information	
	Following on from this issue of whether people felt safe declaring a disability during employment, DA urged some caution on the figures of complaints. Suggested that no complaints could still signal a problem particularly if the organisational culture meant that staff did not feel that they could raise a complaint or that it would be dealt with appropriately.	
	With regards to using feedback from inspections and accreditation processes for IIP & ISO etc, DA suggested these inspection reports should be reviewed in terms of disability issues raised or recommendations made. Also suggested that associations should review our systems for self assessment, recording actions to be taken and implementing those recommendations.	
	Implementation of. DA reminded Associations that guidance regarding extension of monitoring duties has been out some time and implementation is required to meet the duties under S75.	
	Suggested Associations contact DA's Human Resources Dept with regards to the specific details of proactive HR policies, procedures and initiatives.	

Organisation	Summary of comments received	Association's response
Disability Action (DA)	DA's suggested measures to mitigate against adverse impact. Included: <ol style="list-style-type: none"> 1. Use of Supported Employment placements 2. Consideration of special schools when school placements are being considered 3. Use of a welcoming statement where there is an under-representation of disabled people 4. Ensuring disability related hospital appointments/treatment was not recorded as sick leave 5. Updating and evaluation of disability awareness training 	
Gingerbread	Would oppose age limits related to applying for flexible working.	
	Concerns about ability of Housing Associations to be flexible in respect of time off during school summer holidays	
	Concerns re: childcare, i.e. access to it, affordability and quality.	
	Noted it can be more economically viable for a lone parent not to be in employment, particularly if they are getting the minimum wage	
	When in employment, lone parents may have to leave due to financial difficulties and go back on benefits	
	Would like to see Flexible Working/Family Friendly policies	
	Would like to see Childcare Initiatives (Gingerbread is aware that whilst childcare vouchers are good idea in theory, they are mainly not in practice due to the lack of childcare on the ground)	
	Be sensitive to domestic violence – skill HR people to sign-post if faced with a disclosure (Woman's Aid)	
	Be sensitive to employees counselling needs during working hours	
	For performance management – each case to be reviewed on an individual basis, taking account of the person's circumstances	

Organisation	Summary of comments received	Association's response
	Ensure employees have access to information on benefit entitlement (lone parents in work are not always fully aware of additional allowances whilst in work)	
	<p>Useful Statistics</p> <ul style="list-style-type: none"> • 25% of families are headed by lone parents • 92,000 lone parent families in N Ireland, incorporating 150,000 children • 90% of lone parents are lone mothers • 56% of lone parents are in work 	
	In the late 90`s government set itself a programme of welfare to work and the target was to have 70% of lone parents in work by 2010. OFMDFM carried out research in respect of how to get a further 14% of lone parents into employment. It was reported that 10,000 jobs would be required and 30,000 childcare places – an impossible target	
Multi-Cultural Resource Centre (MCRC)	The biggest issue for people from another country is often language. Most do not have English; as a result their employment options are limited.	
	Cost of courses may be prohibitive for those in low paid jobs so they cannot improve their language skills which in turn reduces employment / career progression options (e.g. BIFHE course is £106	
	Government needs to offer support by helping people access classes that will enable them to integrate	
Rainbow Project	Review the paternity arrangements to ensure inclusivity. Suggested wording “child in your care”	
	Review the wording in the policy for “maternity” and clarify that it is the main person responsible for providing the childcare	
	Review adoption procedure to ensure inclusive wording	
	Ensure if “marriage” leave is provided it includes Civil Partnerships too.	

Organisation	Summary of comments received	Association's response
Rainbow Project	Issues around allocation of points for housing in intimidation based on sexual orientation	
	Ensure literature is proactive and inclusive language in policies used to promote equality	
	Consider specialised training in issues faced by those of different sexual orientation	
	Look at monitoring key stakeholders in terms of sexual orientation	
	Review Harassment procedure and ensure specific reference is made to "Hate Crimes"	
	Recommendation to draft a Policy for Domestic Violence and include all relationships in this.	
	Ensure Harassment procedures refer to harassment incidents outside the workplace at social gatherings	
	Consider speaking to Lesbian and Gay Older Peoples Network to assess any issues across two of the 9 groups.	
Women's Support Network (WSN)	Suggested promotion flexible working to the male workforce as traditionally women take up most requests.	
	Access to childcare is a big issue for working mothers – no childcare strategy/infrastructure in place.	
	Women may put off having children because of a fear of how it will affect their career, but later encounter fertility issues.	
	Transport infrastructure does not always enable women to manage childcare/work.	
	Future Government changes may force mothers off income support and into work when their children reach 12 years old. Impact of this for women – need retraining and / or re-education as well as somewhere for their children to go.	
	Employers for childcare – voucher scheme to assist parents in work with childcare.	

Organisation	Summary of comments received	Association's response
Women's Support Network	Employers for childcare have also been instrumental in helping employers start up crèche facilities – may wish to consider this as an umbrella group.	
	"gender segregation" within the workplace - where there still might be jobs, particularly lower paid, that would be predominantly female, with no obvious route for progression; suggested that employers should perhaps target these groups with their training programme to provide a chance for development that would allow them to move away from these roles into others with more chance for progression.	

Appendix 2 – Equality Consultation List

Revised July 2009

Age Concern Northern Ireland
Age Sector Platform
Alliance Party for Northern Ireland
Amalgamated Engineering & Electrical Union
Amalgamated Transport & General Workers Union
An Munia Tober
Antrim Borough Council
Ards Borough Council
Armagh District Council
Association of Independent Advice Centres
Bahai Council for Northern Ireland
Ballymena Borough Council
Ballymoney Borough Council
Banbridge District Council
Barnardos
Belfast City Council
Belfast Health & Social Services Board
Belfast Hebrew Congregation
Belfast Islamic Centre
Belfast Trade Unions Council
Brainwaves Northern Ireland
British Deaf Association (NI)
Carafriend
Carers Northern Ireland
Carrickfergus Borough Council
Castlereagh Borough Council
Central Services Agency
Chartered Institute of Housing
Child Poverty Action Group (NI)
Children's Law Centre
Chinese Welfare Association
Citizens Advice Regional Office (Belfast)
CO3 Chief Officers Third Sector
Coalition on Sexual Orientation (CoSO)
Coleraine Borough Council
Committee on the Administration of Justice (CAJ)
Community Development & Health Network (NI)
Community Relations Council (CRC)
Cookstown District Council
Council for the Homeless (NI)
Craigavon Borough Council
Democratic Unionist Party
Department for Social Development
Derry City Council
Derry Well Woman
Disability Action, Belfast

Disability Action, Derry
Down District Council
Down's Syndrome Association
Dungannon & South Tyrone District Council
East Belfast Community Development Agency
Eastern Health & Social Services Board
Equality Commission for NI
Equality Forum NI
Falls Community Council
Family Planning Association (NI)
Fermanagh District Council
Gay & Lesbian Youth Northern Ireland
General Consumer Council
Gingerbread Northern Ireland
Help the Aged Northern Ireland
Housing Rights Service
Indian Community Centre
Irish Council of Churches
Larne Borough Council
Lesbian Line
Limavady District Council
Lisburn Borough Council
Magherafelt District Council
Magherafelt Women's Group
MENCAP
Methodist Church in Ireland
Mind Yourself
Moyle District Council
Multi-Cultural Resource Centre
Newtownabbey Borough Council
NIGRA (Northern Ireland Gay Rights Association)
NIPSA
North Down Borough Council
North West Community Network
North West Forum of People with Disabilities
Northern Health & Social Care Trust
Northern Health & Social Services Board
Northern Ireland Anti-Poverty Network
Northern Ireland Association for Mental Health
Northern Ireland Committee for Refugees & Asylum Seekers (NICRAS)
Northern Ireland Committee, Irish Congress of Trade Unions (NIC-ICTU)
Northern Ireland Council for Ethnic Minorities (NICEM)
Northern Ireland Council for Voluntary Action (NICVA)
Northern Ireland Housing Council
Northern Ireland Housing Executive
Northern Ireland Human Rights Commission (NIHRC)
Northern Ireland Mixed Marriage Association
Northern Ireland Office

Northern Ireland Women's Aid Federation
Northern Ireland Women's European Platform (NIWEP)
Northern Ireland Youth Forum
NUS USI
Office of the First Minister & Deputy First Minister
Omagh District Council
Omagh Women's Area Network
Parents & Professionals & Autism
POBAL
Polish Welfare Association
PRAXIS
Press for Change
Probation Board for Northern Ireland
Progressive Unionist Party
Royal Institute for Deaf People (NI)
Royal National Institute for the Blind (NI)
Rural Community Network
SEEDS
Sense NI
Simon Community
Sinn Fein
Social Democratic & Labour Party
Southern Health & Social Care Trust
Southern Health & Social Services Board
Staff Commission for Education & Library Boards
Strabane District Council
Supporting Communities NI
The Cedar Foundation
The Guide Dogs for the Blind Association
The Rainbow Project The Women's Centre Traveller Movement Northern Ireland UCATT Ulster Democratic Party Ulster Scots Heritage Council Ulster Unionist Party Western Health & Social Care Trust Western Health & Social Services Board Women's Forum Northern Ireland Women's Information Group Women's Resource & Development Agency (WRDA) Women's Support Network Workers Party Youth Action Youth Council for NI

Appendix 3 – Human Resources Policy

Human Resources Policy

Purpose

The Association recognises that its staff team is its most important resource and fundamental to the achievement of high quality services and the overall organisational objectives. It is the policy of the Association to recruit, retain and develop a motivated staff team through the creation of a harmonious work environment facilitated through the effective leadership from its management team.

Policy Statement

In the implementation of this policy, the Association has developed a range of procedures to implement, monitor and record our adherence to all relevant employment legislation and human resource best practice. These procedures have been summarised throughout this policy under 7 key headings as follows:-

	Resourcing
	Performance Management
	Terms and conditions of employment
	Employee Relations
	Work life balance
	Health and Well being
	Exit strategies

Resourcing

The Association develops an annual Workforce Development plan to identify its staffing requirements in line with its corporate objectives and key business activities. This plan outlines the number and skill level of staff required and profiles the composition of the workforce and identifies trends with regard to this over the longer term.

This process, supplemented with information gathered through its Monitoring procedures, enables the Association to identify under-representation across the staff team which it addresses through its diversity strategy and any affirmative action plans within this strategy. It also enables the Association to identify areas with specific resourcing issues which it addressed through its recruitment and retention strategy.

New and vacant substantive posts are filled through comprehensive Recruitment and Selection procedures. Recruitment of casual and temporary staff is governed through supplementary procedures.

- **Monitoring procedure**
- **Recruitment and Selection procedure**
- **Acting up procedure**
- **Use of agency staff procedure**
- **Use of Relief staff procedure**

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- **Use of fixed term contracts procedure**
 - **Secondments procedure**

Secondary employment outside of Triangle is subject to consent from the Association in accordance with its procedures regarding Additional Employment.

All employment with Triangle is subject to the Association's vetting procedures as outlined in the Association's Recruitment & Selection and Use of references procedures and as well as other statutory obligations.

- **Additional Employment procedure**
- **Use of references procedure**

Performance Management

The Association is committed to providing high quality services to all of our tenants and service users and performance management procedures have been developed to ensure uniformity of performance management across the Associations

All Triangle staff receive a comprehensive Induction programme as outlined in the Association's Learning & Development plan and Induction procedures.

Throughout the course of employment, all Triangle staff also receive timely reviews and constructive feedback through the Association's Probation, Supervision & Appraisal procedures facilitating the creation of individual objectives and personal development plans to support the achievement of the Association's corporate goals.

- **Induction procedure**
- **Probation, Supervision & Appraisal procedure**

Terms and conditions of employment

As an Equal Opportunities employer, the Association seeks to ensure equality and fairness of terms and conditions of employment through the implementation of agreed Job Evaluation procedures and Salary, Grading & Conditions of Service arrangements.

All employees receive a written statement of main terms and conditions of employment within 8 weeks of commencement with the Association. This document is supplemented with an addendum to the contract of the Salary, Grading and Conditions associated with particular grades of staff. This information is supplemented by other procedures such as Pension procedures and Annual Leave procedures.

Specific issues with regards to working hours, rest periods and breaks are governed by the Association's Working Time procedures.

- **Job Evaluation procedure**
- **Salary, Grading & Conditions of Service procedure**
- **Working Time procedure**
- **Pension procedure**
- **Annual Leave procedure**

Employee Relations

The Association seeks to promote employee involvement and foster harmonious working relations between staff and management. It has therefore developed a range of procedures to deal with attendance, performance and conduct issues.

- **Trade Union Procedure**
- **Managing Attendance procedure**
- **Capability procedure**
- **Bullying & Harassment procedure**
- **Grievance procedure**
- **Discipline procedure**
- **Employee Consultative Framework procedure**

Work life balance

It is the objective of the Association that all staff attain a positive work-life balance and the Association has in place a range of leave options available to staff to facilitate this aim. These include the following.

- **Maternity Leave procedure**
- **Paternity Leave procedure**
- **Adoption Leave procedure**
- **Parental Leave procedure**
- **Bereavement procedure**
- **Special Leave procedure**
- **Leave for public & civic duties procedure**

In addition, it has developed a number of flexible working opportunities which meet the needs of its tenants and service users as well as its staff team. Communication and consultation with its staff team enables the Association to develop a Work-life balance strategy which now includes a number of flexible working options. Eligible staff can apply for flexible working through the Application for Flexible working procedures.

- **Flexi time procedure**
- **Flexible working procedure**
- **Home working procedure**
- **Dependants leave procedure**

Health and Well being

In addition to work-life balance opportunities, the Association has in place a number of other initiatives which form part of the organisational Health and Well-being strategy. These include the following.

- **Confidential Counselling Service/Stress procedure**
- **Substance Abuse procedure**
- **Working with Display Screen Equipment procedure**
- **Immunisations procedure**

Exit strategies

The Association recognises that its employees will inevitably terminate employment for a range of personal and career development reasons as well as in connection with the cessation of certain business activity. To effectively manage this process, a range of procedures have been developed.

- **Redundancy procedure**
- **Retirement procedure**
- **Termination of Employment procedure**

Human Resource Performance Reporting structures

The Associations Human Resource activities with regards to its Human Resource strategy, policy and the associated procedures are reported to the Senior Management team; Finance Committee and Board of Management through quarterly Human Resource performance reports.

Process Map



Procedure Index

This policy is implemented through:

Procedure	Index
HR1-1	Monitoring Procedure
HR1-2	Recruitment & Selection procedure
HR1-3	Acting up Procedure
HR1-4	Use of Agency staff Procedure
HR1-5	Use of Relief Staff Procedure
HR1-6	Use of Fixed term Contracts Procedure
HR1-7	Use of secondments Procedure
HR1-8	Additional Employment Procedure
HR1-9	Use of references Procedure
HR1-10	Induction Procedure
HR1-11	Probation, Supervision & Appraisal Procedure
HR1-12	Job Evaluation Procedure
HR1-13	Salary, Grading and Conditions of service Procedure
HR1-14	Working Time Procedure
HR1-15	Pensions Procedure
HR1-16	Annual Leave Procedure
HR1-17	Trade Union Procedure

HR1-18	Managing Attendance Procedure
HR1-19	Capability Procedure
HR1-20	Bullying & Harassment Procedure
HR1-21	Grievance Procedure
HR1-22	Discipline Procedure
HR1-23	Employee Consultative Framework Procedure
HR1-24	Maternity Procedure
HR1-25	Paternity Procedure
HR1-26	Adoption Procedure
HR1-27	Parental Leave Procedure
HR1-28	Bereavement Leave Procedure
HR1-29	Special Leave Procedure
HR1-30	Leave for public & Civic Duties Procedure
HR1-31	Flexi Time Procedure
HR1-32	Flexible Working Procedure
HR1-33	Home- working procedure
HR1-34	Dependants Leave Procedure
HR1-35	Confidential Counselling Service/Stress Procedure
HR1-36	Substance Abuse Procedure
HR1-37	Working with display screen equipment Procedure
HR1-38	Immunisations Procedure
HR1-39	Redundancy Procedure
HR1-40	Retirement Procedure
HR1-41	Termination of Employment Procedure

Reference Documents:	Workforce Development plan; diversity strategy; recruitment and retention strategy; Induction Manual; Human Resource Reports
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Learning and Development Policy

Purpose

A Commitment to performance appraisal, supervision, training and personal development is underpinned in the Association's Strategic Plan and its HR Strategy.

The Association sees performance appraisal and supervision as a fundamental part of the normal management process whereby managers and staff meet regularly to discuss issues of importance to the individual, the team, and to the Association as a whole. This is regarded as an integral part of good management practice.

The Association therefore attaches great importance to performance appraisal and supervision as a means of achieving job satisfaction and engaging staff in the achievement of the Association's strategic and operational objectives. The performance appraisal and supervision process is a means of helping all staff to plan their future working lives.

Performance Appraisal and Supervision represents an opportunity to enter into a two way process to:

- Discuss how the work performance of a staff member has contributed to the service/department in which they work the overall objectives of the Association and to set targets for achievement in the forthcoming year.
- Reflect on how the staff member's abilities and interests are being / have been utilised.
- Reflect on how the contribution of an individual staff member has been enhanced by training and development undertaken during the year under review.
- Identify areas of development that will enable a staff member to enhance their contribution to the Association.
- Take note of internal and external working relationships and their impact.

Policy statement

The Association is committed to the personal and professional development of all staff through an annual performance appraisal and supervision system. This process will be a constructive process with a staff member to review their effectiveness in working within the association.

Those with management responsibility for others will, through conducting performance appraisal interviews and supervision meetings, actively support the development and effectiveness of their staff.

A staff member has a right to seek and receive high quality, responsible and balanced feedback on their work performance, to agree work targets and, to identify any relevant and appropriate training needs and personal development plans for the coming year.

The Association will provide training and guidance to all staff to ensure that everyone understands this process and all new staff will be briefed on performance appraisal and supervision as part of their induction programme.

Process Map



This policy is implemented through:

Procedure	Index
Learning and Development Procedure	LD1-1

Reference Documents:	
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Appendix 5– Employee Profile

Equality results for staff 2007

Community Background^a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Protestant Community	60	55.6	58.3	58.3
	Roman Catholic Community	32	29.6	31.1	89.3
	Neither Protestant nor Roman Catholic Community	11	10.2	10.7	100.0
	Total	103	95.4	100.0	
Missing	System	5	4.6		
Total		108	100.0		

a. Year = 2007

Sex^a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	20	18.5	21.5	21.5
	Female	73	67.6	78.5	100.0
	Total	93	86.1	100.0	
Missing	System	15	13.9		
Total		108	100.0		

a. Year = 2007

Ethnic Group^b

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pakistani	1	.9	1.0	1.0
	White	95	88.0	96.9	98.0
	Indian	1	.9	1.0	99.0
	Specified nationality	1	.9	1.0	100.0
	Total	98	90.7	100.0	
Missing	System	10	9.3		
Total		108	100.0		

a. Year = 2007

Nationality^a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Northern Irish	6	5.6	7.5	7.5
	British	62	57.4	77.5	85.0
	Irish	10	9.3	12.5	97.5
	Other	2	1.9	2.5	100.0
	Total	80	74.1	100.0	
Missing	System	28	25.9		
Total		108	100.0		

a. Year = 2007

Disability^a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	4	3.7	4.1	4.1
	No	93	86.1	95.9	100.0
	Total	97	89.8	100.0	
Missing	System	11	10.2		
Total		108	100.0		

a. Year = 2007

Disability Type^e

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Learning Disability	4	3.7	80.0	80.0
	Physical Disability	1	.9	20.0	100.0
	Total	5	4.6	100.0	
Missing	System	103	95.4		
Total		108	100.0		

a. Year = 2007

Sexual Orientation^f

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Of the same sex	7	6.5	6.9	6.9
	A different sex	94	87.0	93.1	100.0
	Total	101	93.5	100.0	
Missing	System	7	6.5		
Total		108	100.0		

a. Year = 2007

Married^g

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	46.3	50.5	50.5
	No	49	45.4	49.5	100.0
	Total	99	91.7	100.0	
Missing	System	9	8.3		
Total		108	100.0		

a. Year = 2007

Civil Partnership^h

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	12.0	25.0	25.0
	No	27	25.0	51.9	76.9
	Divorced/Other	12	11.1	23.1	100.0
	Total	52	48.1	100.0	
Missing	System	56	51.9		
Total		108	100.0		

a. Year = 2007

Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	57	52.8	74.0	74.0
	No	20	18.5	26.0	100.0
	Total	77	71.3	100.0	
Missing	System	31	28.7		
Total		108	100.0		

a. Year = 2007

If yes, are they at school

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	37	34.3	46.8	46.8
	No	42	38.9	53.2	100.0
	Total	79	73.1	100.0	
Missing	System	29	26.9		
Total		108	100.0		

a. Year = 2007

Significant caring responsibilities for other relations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	14.8	61.5	61.5
	No	10	9.3	38.5	100.0
	Total	26	24.1	100.0	
Missing	System	82	75.9		
Total		108	100.0		

a. Year = 2007

Other caring responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	19	17.6	65.5	65.5
	No	10	9.3	34.5	100.0
	Total	29	26.9	100.0	
Missing	System	79	73.1		
Total		108	100.0		

a. Year = 2007

Caring responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	25	23.1	96.2	96.2
	Some caring responsibilities	1	.9	3.8	100.0
	Total	26	24.1	100.0	
Missing	System	82	75.9		
Total		108	100.0		

a. Year = 2007

Date of birth^f

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Given	74	68.5	69.2	69.2
	Not Given	33	30.6	30.8	100.0
	Total	107	99.1	100.0	
Missing	System	1	.9		
Total		108	100.0		

a. Year = 2007

Age band^f

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-21	6	5.6	5.9	5.9
	22-30	36	33.3	35.3	41.2
	31-40	32	29.6	31.4	72.5
	41-50	22	20.4	21.6	94.1
	51-60	6	5.6	5.9	100.0
	Total	102	94.4	100.0	
Missing	System	6	5.6		
Total		108	100.0		

a. Year = 2007