

Cabinet BACKGROUND PAPERS 1

DATE: Thursday 19 February 2015

RESOURCES

9. BUDGET

- (a) Final Revenue Budget 2015/16 and Medium Term Financial Strategy 2015/16 to 2018/19: (Pages 3 - 606)

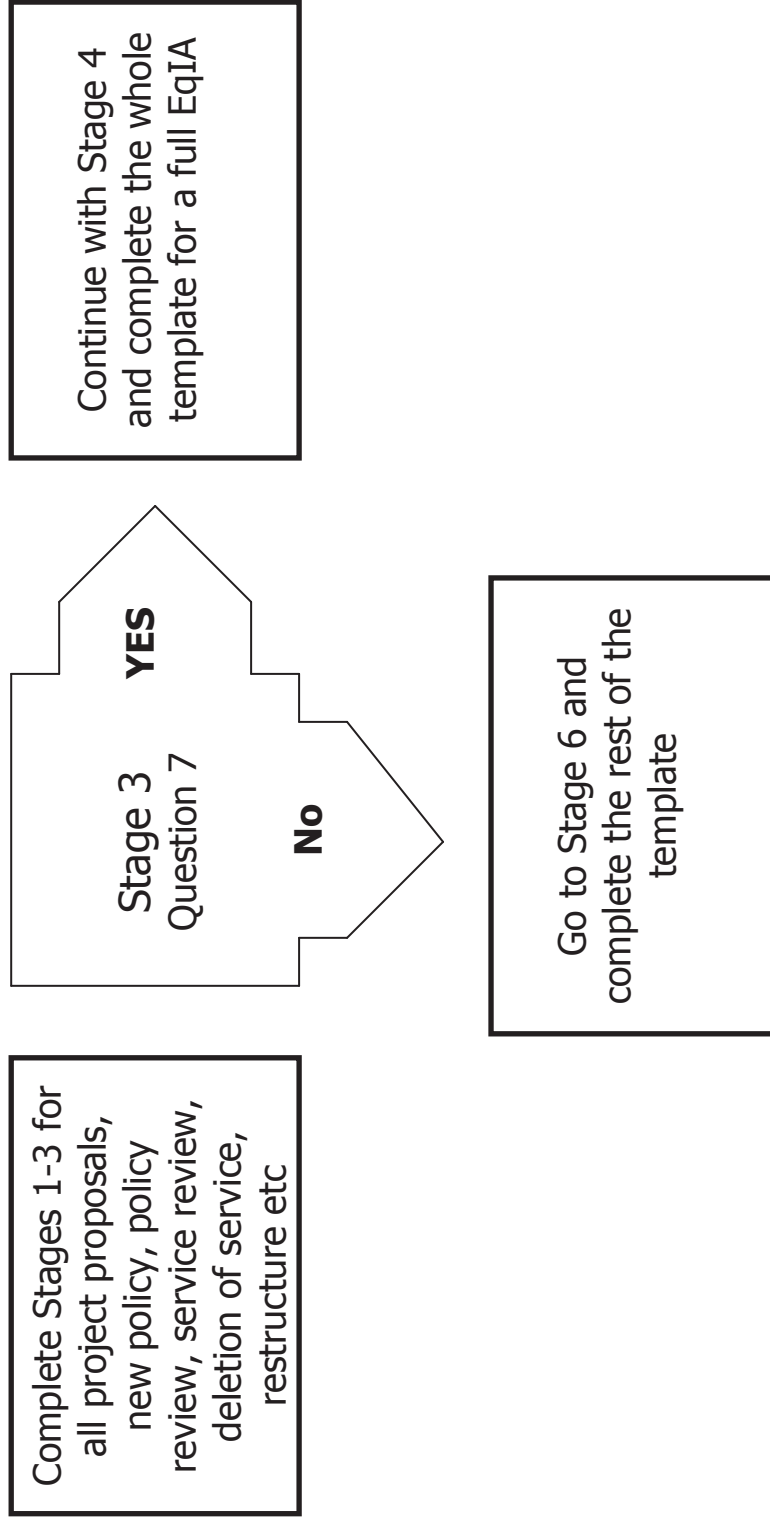
Background Papers to the Report of the Director of Finance and Assurance.

AGENDA - PART II - Nil

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Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation			Cabinet	X
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other	Budget Saving	X	Other	
Title of Project:				
RES 01 Finance & Assurance – Staff Savings				
Directorate / Service responsible:				
Finance & Assurance				
Name and job title of lead officer:				
Simon George, Director of Finance & Assurance				
Name & contact details of the other persons involved in the assessment:				
Simon George				
Date of assessment:				
3/2/15				

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Reduce the cost of delivering the Finance & Assurance whilst minimising the effect on the service.</p> <p>The proposal itself results in the deletion of one management post and one post in the Internal Audit team (Quality Control Auditor)</p> <p>The posts identified for deletion are as a result of a review of work-patterns and output to identify synergies in an already small team.</p>			
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Users	Service	Partners	Stakeholders
	Staff	X	Age	Disability
	Gender Reassignment		Marriage and Civil	Pregnancy and

			Partnership	Maternity
	Race		Religion or Belief	Sex
	Sexual Orientation		Other	

3. Is the responsibility shared with another directorate, authority or organisation? If so:

- Who are the partners?
- Who has the overall responsibility?
- How have they been involved in the assessment?

N/A

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Age (including carers of young/older people)	Review of Annual Equality in Monitoring report 2013/14 http://moderngov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Disability (including carers of disabled people)	Review of Annual Equality in Monitoring report 2013/14 http://moderngov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Gender Reassignment	Review of Annual Equality in Monitoring report 2013/14 http://moderngov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf

Marriage / Civil Partnership	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Pregnancy and Maternity	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Race	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Religion and Belief	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Sex / Gender	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Sexual Orientation	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Socio Economic	None
5. What consultation have you undertaken on your proposals?	
Who was consulted?	What consultation methods were used?
	What do the results show about the impact on different groups / Protected Characteristics?
	What actions have you taken to address the findings of the consultation?

			(This may include further consultation with the affected groups, revising your proposals).
<p>All staff in Directorate – Initial proposal</p>	<p>Distribution of consultation document and all staff meeting</p>	<p>The three posts closed are all occupied by female members of staff.</p> <p>The new post created in the new structure (Graded at D1) will be occupied by one of the above members of staff.</p> <p>Of the two members of staff that will be made redundant one indicated they wanted to be considered for voluntary redundancy.</p> <p>Resources directorate staffing breakdown is 67.04% Female</p> <p>Post closures/creations above still pertain to the revised proposals</p>	<p>A revised structure was consulted on with staff following feedback from circa 6 members of staff.</p> <p>None of the feedback pertained to equalities issues.</p>
<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.</p>			
<p>Stage 3: Assessing Potential Disproportionate Impact</p>			

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

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Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising
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							your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓	✓		
Disability (including carers of disabled people)				
Gender				

Reassignment									
Marriage and Civil Partnership									
Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
Sexual orientation									
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?							Yes	No	
If yes, which Protected Characteristics could be affected and what is the potential impact?									

11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?		Yes		No					
If yes, what is the potential impact and how likely is to happen?									
12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No									
If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)									
→									
If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.									
<ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 									
Stage 6: Decision									
13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)									
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.									
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>									
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse		X							

impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan

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Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have	
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been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)	
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups
	Foster good relations between people from different groups

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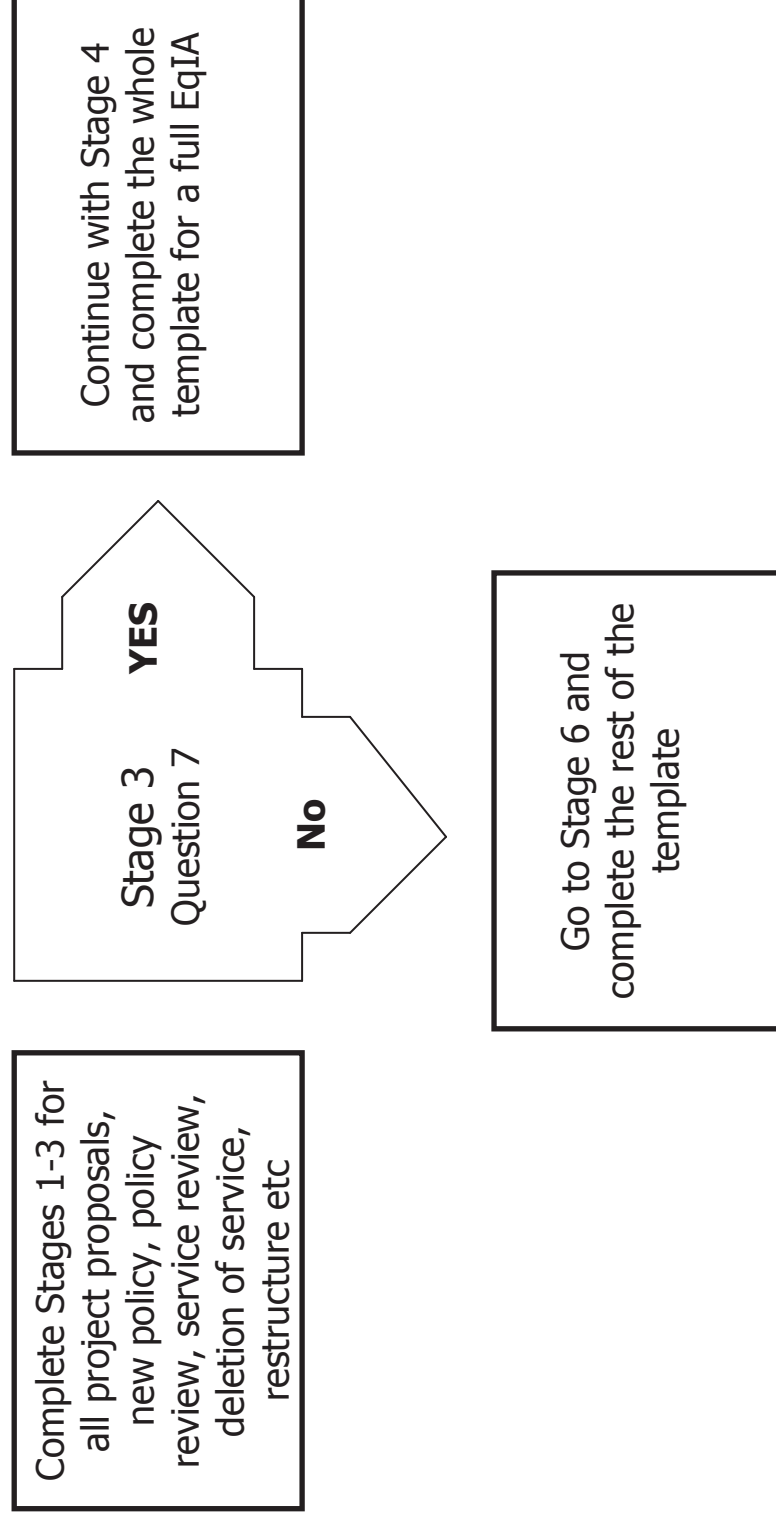
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EqIA)	Simon George
Signed: (Chair of DETG)	
Date:	04/02/2015
Date EqIA presented at the EqIA Quality Assurance Group	Signature of ETG Chair

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Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation	✓	Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	✓
Other		Other	
Title of Project:	RES 07 – Re-organisation of the HR, Development and Shared Service function - HR Service Transformation		
Directorate / Service responsible:	Resources - HRD and Shared Services		
Name and job title of lead officer:	Jon Turner - Divisional Director HRD and Shared Services		
Name & contact details of the other persons involved in the assessment:	Nicholas Toko - Project Manager		
Date of assessment:	13 th January 2015		

Stage 1: Overview

1. What are you trying to do?

(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)

An HR Service Transformation project has been initiated in HRD&SS which forms part of Programme Minerva. The Minerva programme has overall responsibility to oversee the delivery of the HR Service Transformation project and savings initiatives across the Resources Directorate.

The Council's Cabinet of the 15th January 2014 made a number of recommendations arising from the Minerva Project. The recommendations relevant to the HR Service Transformation project were to:

- Approve the launch of a two-year cost reduction programme aimed at achieving a savings target of 17% (i.e. £2.0m per annum) identified from the

	<p>options analysis involving specific service areas including Human Resources and Organisational development.</p> <p>A critical review of the HRD&SS function by the Chartered Institute of Personnel and Development (CIPD) and Institute of Employment Studies (IES) was also carried out and their findings and recommendations are set out in their Final Report May 2014.</p> <p>The HR Service Transformation project aims to address the savings target of £495k in HRD&SS by 1 April 2015 and to implement the recommendations set out in the CIPD/IES Final Report.</p> <p>The primary aims and objectives of the project are to achieve a total of £495k saving in operational costs within HRD (£432k) and Shared Services (Payroll and Pensions) (£62k) by:</p> <ul style="list-style-type: none"> • Developing an improved HR service delivery model • Delivering the transformation on time, on quality and within budget • Ensuring smooth transition to the new delivery model • Managing change, communications and engagement across the wide range of stakeholders • Effectively manage the impact and transition for affected staff • Realise full year savings of £495K by 1 April 2015 • Act as a platform for delivering further savings in the future (2016/17 and beyond) 																
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <thead> <tr> <th data-bbox="1109 94 1197 481">Residents / Service Users</th> <th data-bbox="1109 481 1197 884">✓</th> <th data-bbox="1109 884 1197 1294">Partners</th> <th data-bbox="1109 1294 1197 1975">Stakeholders</th> </tr> </thead> <tbody> <tr> <td data-bbox="1197 94 1241 481">Staff</td> <td data-bbox="1197 481 1241 884">✓</td> <td data-bbox="1197 884 1241 1294">Age</td> <td data-bbox="1197 1294 1241 1975">Disability</td> </tr> <tr> <td data-bbox="1241 94 1364 481">Gender Reassignment</td> <td data-bbox="1241 481 1364 884"></td> <td data-bbox="1241 884 1364 1294">Marriage and Civil Partnership</td> <td data-bbox="1241 1294 1364 1975">Pregnancy and Maternity</td> </tr> <tr> <td data-bbox="1364 94 1407 481">Race</td> <td data-bbox="1364 481 1407 884">✓</td> <td data-bbox="1364 884 1407 1294">Religion or Belief</td> <td data-bbox="1364 1294 1407 1975">Sex</td> </tr> </tbody> </table>	Residents / Service Users	✓	Partners	Stakeholders	Staff	✓	Age	Disability	Gender Reassignment		Marriage and Civil Partnership	Pregnancy and Maternity	Race	✓	Religion or Belief	Sex
Residents / Service Users	✓	Partners	Stakeholders														
Staff	✓	Age	Disability														
Gender Reassignment		Marriage and Civil Partnership	Pregnancy and Maternity														
Race	✓	Religion or Belief	Sex														

	Yes	1.92%	1.59%	3.10%	*Not collected in this format
Gender Reassignment	No data available				
Marriage / Civil Partnership	No data available				
Pregnancy and Maternity	HRD &SS	Whole Council	Excluding Schools		
	Year	September 2014	31 March 2014	31 March 2014	
	Total Workforce	52	5,093	2,192	
	Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31 March 2013	0.00% (0)	3.83% (195)	4.01% (88)	
Race	HRD &SS	Whole Council	Excluding Schools	Harrow Community Data 2011	
	September 2014	31 March 2014	31 March 2014		
	52	5,093	2,192		
	Asian	15.38%	23.44%	21.58%	42.59%
	Black	11.54%	8.50%	14.37%	8.24%
	Mixed	1.92%	2.02%	2.05%	3.97%
	Any other ethnic group	0.00%	0.73%	0.68%	2.95%
	Total BAME	28.84%	34.69%	38.69%	57.75%
	White	67.31%	47.52%	52.14%	42.25%
	Unknown/Unclassified	3.85%	17.79%	9.17%	0.00%
Religion and Belief	HRD &SS	Whole Council	Excluding Schools	Harrow Community Data 2011	
	September 2014	31 March 2014	31 March 2014	Census	
	52	5,093	2,192		
	Christianity	21.12%	11.00%	12.09%	37.30%
	Hinduism	5.77%	4.12%	4.11%	25.30%
	Islam	0.00%	1.44%	1.46%	12.50%
	Judaism	0.00%	0.57%	0.50%	4.40%

Jainism	0.00%	0.51%	0.41%	No category
Sikh	0.00%	0.39%	0.50%	1.20%
Buddhism	0.00%	0.20%	0.27%	1.10%
Zoroastrian	0.00%	0.02%	0%	No category
Other	1.92%	0.86%	1.00%	2.50%
No Religion/Atheist	1.92%	2.09%	2.78%	9.60%
Unknown	69.23%	78.81%	76.87%	6.20%

	HRD & SS		Whole Council		Excluding Schools		Harrow Community Data 2011 (Updated)
	September 2014		31 March 2014		31 March 2014		
		52	5,093	2,192			
Male	21.15%	21.58%	38.28%	49.59%			
Female	78.85%	78.42%	61.72%	50.41%			

	HRD & SS		Whole Council		Excluding Schools	
	September 2014		31 March 2014		31 March 2014	
		52	5,093	2,192		
Heterosexual	19.23%	14.55%	18.57%			
Gay Woman/ Lesbian	0.00%	0.06%	0.09%			
Gay Man	0.00%	0.08%	0.14%			
Bi-sexual	0.00%	0.14%	0.27%			
Prefer not to say	1.92%	0.92%	1.14%			
Other	0.00%	0.04%	0%			
Unknown	78.85%	84.21%	79.79%			

To be added

Year	HRD & SS		Whole Council		Excluding Schools	
	September 2014		31 March 2014		31 March 2014	
		52	5,093	2,192		
Total Workforce	21.15%	No data available	No data available	No data available		
Part Time	78.85%	No data available	No data available	No data available		
Full Time						

There are no staff in HRD & SS on fixed term contract.

5. What consultation have you undertaken on your proposals?

A high level functional structure was recommended in the CIPD/IES Final Report and was released to HRD&SS staff and Council Operations Board (COB) for comments and feedback. HRD&SS staff and COB were kept regularly informed and consulted on an informal basis as the final structure is developed. A final proposed structure was released on 10th November 2014, thereafter, formal consultation with HRD&SS employees commenced until Monday 8th December 2014. We also released a proposed structure and target operating model for informal comments and feedback in October 2014 to COB, Statutory Directors Board (SDB) and all (including HRD and SS staff) Council staff to invite comments and feedback prior to making any final amendments and formal consultation with HRD&SS staff.

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
HRD&SS staff	Newsletters, Presentations, Meetings and 1:1s	Likely headcount reduction, potential adverse impact on HRD&SS equalities profile, particularly, gender and disability	Further consultation with the affected groups to minimise the impact of headcount reduction through voluntary exit and redeployment. Providing outplacement and transition support for all impacted staff.
Council Operations Board	Meetings, Presentations	Less face to face HR support for staff, particularly, line managers	Created a workstream looking at the training needs of line managers aligned to the potential future structure and model
Trade Unions	Meetings, Presentations	Likely headcount reduction and potential risk of redundancy affecting their members	Further consultation with the trade unions to minimise the impact of potential redundancy on their members

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?	None
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List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

For the characteristics with a "No" response, there is no data held or available for analysis. Consideration will be given to whether further actions need to be identified to address this part of the assessment.

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	Yes	Yes				Yes	Yes	Yes	
No			No	No	No				No

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

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Best Practice: You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA

- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of

We intend to identify the number of Council staff who currently do not have access to a PC and therefore do not have access to the HR Intranet or SAP HR Manager and Employee Self Service. The expected outcomes of the HR Service Transformation project will be less face to face HR support and greater support and information available on the intranet, via telephone and self service. As a

documents and website links here)

result staff with little or no access to a PC may be restricted to accessing this information via the intranet or self service. Line managers will also be affected by less face to face HR support and a greater requirement to access HR services by calling a single telephone number and raising a service request. In the majority of cases, queries will be resolved on first contact but if face to face HR support is necessary, particularly for more complex cases, the service request will be escalated for further face to face discussions. The estimated no of line managers impacted is c200. Those staff with no access to a PC is estimated at c400 employees. The impact of these changes on managers and staff with no access to a PC will be captured as part of the development of the Target Operating Model which is expected to be released on 10th November 2014. The impact analysis will be presented to SDB and COB as part of the consultation process and to explore potential actions to address any issues or risks.

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

There has been no further consultation on the proposals as a result of the analysis at Stage 3. However, it is our intention to formally consult with the trade unions and to seek their views and comments and to develop the rest of the EqIA.

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Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact,

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓	✓	The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Disability (including carers of disabled people)	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Gender Reassignment		No data available		Consideration will be given to whether further actions need to be identified to address this part of the assessment.
Marriage and Civil Partnership		No data available		Consideration will be given to whether further actions need to be identified to address this part of the assessment.
Pregnancy		According to current records, there are no HRD&SS		

and Maternity			staff currently on or due to go on maternity leave	Ongoing monitoring and review
Race	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all. See section 4 for HRD&SS workforce profiles. HRD&SS staff and their protected characteristics.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Religion or Belief	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all. HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Sex	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all. HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Sexual orientation			No data available	Consideration will be given to whether further actions need to be identified to address this part of the assessment.
Other (Part Time & Fixed Term Contract	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all. HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	The new roles in the proposed future structure will be open to part time working / job share and any requests will be managed in line with the Council's Flexible Working Policy.

workers)		<p>Therefore there is a potential for less opportunity for flexible working arrangements.</p> <p>Staff currently employed on fixed term contracts may not be renewed as a means to avoid compulsory redundancies.</p>	<p>The impact of the changes on FTC workers will be reviewed throughout the project and impacted staff consulted and informed of any potential changes to their fixed term contracts.</p>
<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>		<p>Yes</p> <p>✓</p>	<p>No</p>
<p>1a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>		<p>Yes</p>	<p>No</p> <p>The wider impact of Council proposals to reduce cost is likely to result in redundancies in other services increasing competition and reducing the opportunities for redeployment.</p> <p>All protected characteristics could be affected, but women and “white” staff represent a greater proportion of the workforce and consequently are more likely to be affected.</p> <p>The majority of Council staff live in the local community. This is one of a number of Council proposals that may result in redundancies. Although there is relatively low local unemployment and growth in private sector employment opportunities, there may be an adverse socio-economic impact if those local authority staff who are made redundant are not able to find local alternative employment. The likelihood will depend on a range of factors: including their skills, mobility and their personal circumstances. The potential impact cannot be more specifically defined at this stage as other proposals affecting the Council will not be confirmed until the budget setting process is completed. This aspect of the assessment will therefore be kept under review and updated as appropriate.</p>

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	No	No	No	No	No	No	No	No	No

There may be the potential for a protected characteristic to be disadvantaged by an adverse impact in relation to the proposed restructure. However, it is not possible to be more precise at this stage as the proposals are subject to prior consultation and review. Therefore, in the box above, the "no" option has been selected based upon the uncertainty of the current position whilst recognising that this will need to be kept under review. It is currently anticipated that consultation will commence on 10 November for a period of 2 weeks.

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

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the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	✓

Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)

The case for change is driven by budget cuts across the Council and HRD&SS is required to review it's service and meet it's savings target in the current financial year. There is also a case for change in how HR operates to meet service requirements and improve current ways of working. Headcount reduction will be an outcome_ however_ -there is a commitment to supporting staff throughout the change programme whether for internal interviews or seeking other posts outside of the organisation, seeking volunteers for redundancy and avoiding compulsory redundancy and redeploying at risk staff to other posts within the Council wherever possible.

13a. If your EqIA is assessed as **outcome 3 or you have ticked 'yes' in Q12**, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan

Race	<p>Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented</p>	1 December 2014	Jon Turner	July 2014
Disability	<p>Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any</p>	1 December 2014	Jon Turner	July 2014

Gender	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented</p>	1 December 2014	Jon Turner	July 2014
Religion or Belief	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group</p>	1 December 2014	Jon Turner	July 2014

		(ETG) and any recommendations implemented			
Age	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented	1 December 2014	Jon Turner	July 2014

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (*Also Include in Improvement Action Plan at Stage 7*)

16. How will the results of any monitoring be analysed, reported and publicised? (*Also Include in Improvement Action Plan at Stage 7*)

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

Ongoing monitoring and review of the EqIA throughout the project in order to identify the actual impact of the final proposals on the protected characteristics.

The EqIA will be analysed on an ongoing basis, reported and presented to the Project Board for monitoring and decision making purposes.

HRD&SS staff are concerned about the changes and the uncertainty regarding their roles. A fortnightly newsletter and regular face to face

		meetings are being put into place to keep staff informed of the changes as they develop and to provide them with certainty and information whenever possible.
Stage 9: Public Sector Equality Duty		
18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)		
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
The proposals do not affect the council's continued commitment to equality of opportunity in employment and the requirements of the PSED Positive action will be taken to ensure all affected staff are able to access information and appropriate support throughout the consultation and implementation phases of the project.	The project board are committed to equalities and ensuring that the potential changes do not have an adverse impact on any groups. The requirement to reduce headcount in light of the budget cuts and financial constraints is unavoidable but we will seek to minimise the impact of any potential redundancies through consultation, ongoing communication and engagement with staff, provide transition support to staff affected, fair and transparent processes in line with the Council's Protocol for Managing Organisational Change, voluntary redundancy and redeployment wherever possible.	We will seek to minimise the impact of any potential changes through consultation, ongoing communication and engagement with staff.
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	HR Service Transformation Project Board	

Signed: (Lead officer completing EqIA)	J Turner	Signed: (Chair of DETG)	
Date:	4 September 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

Update following HRD&SS consultation and selection process

As you will be aware the HR Service is changing from 1st April 2015. A new HR service delivery model will be introduced alongside new roles. The new service will be called HR Operations and Organisation Development.

We entered formal consultation with staff in HR Development & Shared Services about the new operating model from Monday 10th November until Monday 8th December 2014. The outcome of the consultation and the selection process that followed afterwards is listed below:

New structure - Changes to establishment	Reduced from 55.78 to 50.47 FTE Deleted 44.51 FTE Created 39.20 FTE 16 applications 11 (1 pending) 26
Voluntary redundancies (VR)	12 (11 VR 1 Compulsory Redundancy)
Approved VR	1 FTE post
Assimilation	10.1 FTE posts
Notice of redundancy	Progress any unfilled vacancies to external recruitment
Ring fenced competition	Finalise EqIA once all posts have been filled
Internal open competition	Majority of HRD&SS staff assimilated into new roles.
Next steps	A number of staff (15) volunteered to leave on voluntary redundancy grounds. 11 volunteers accepted. Those volunteers declined were on the basis that their knowledge, skills and experience is considered critical to the effectiveness of the new HR service. Transition and outplacement support was provided to all HRD&SS staff during the consultation process. The support included coping with change and 1:1 career coaching.
Current impact of consultation and selection	Consultation with the trade unions took place; job matching and selection processes agreed with the exception of the use of Assessment Centres to fill ring fenced and open competition posts.

<p>Flexible working arrangements will continue and will be considered in line with Harrow Policy. The new HR Service Centre will be open from 830am to 5pm so there will be a business need to cover an earlier start than normal.</p> <p>Some Council staff e.g. staff based at the depot do not have access to a PC and therefore they will be unable to readily access the new HR intranet for information. However, there will be a new single telephone number, staff will be able to contact HR for information.</p> <p>(Decrease) in Age Profile: 35 to 44 (↓4) 8 45 to 54 (↓1) 18 55 to 64 (↓6) 16</p> <p>(Decrease) in Ethnicity Profile: Asian (↓1) 8 Black (↓1) 6 White (↓9) 35</p> <p>(Decrease) in Religion/Belief: Profile Christianity (↓5) 11</p> <p>(Decrease) in Sexual Orientation Profile: Heterosexual (↓2) 10</p> <p>(Decrease) in Part Time/FTC Profile: Part Time (↓2) 11</p>	
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Equalities Profile - Voluntary Redundancy Leavers

Age

16 to 24	0
25 to 34	0
35 to 44	4
45 to 54	1
55 to 64	6
65+	0

Disability

No changes

Gender Reassignment

No data available

Marriage / Civil Partnership

No data available

Pregnancy and Maternity

No changes

Ethnicity

Asian	1
Black	1
Mixed	0
Any other ethnic group	0
White	9
Unknown/Unclassified	0

Religion and Belief

Christianity	5
Hinduism	0
Islam	0
Judaism	0
Jainism	0
Sikh	0
Buddhism	0
Zoroastrian	0

Other	0
No Religion/Atheist	1
Unknown	0

Gender

Male	3
Female	8

Sexual Orientation

Heterosexual	2
Gay Woman / Lesbian	0
Gay Man	0
Bi-sexual	0
Prefer not to say	0
Other	0
Unknown	0

Socio Economic

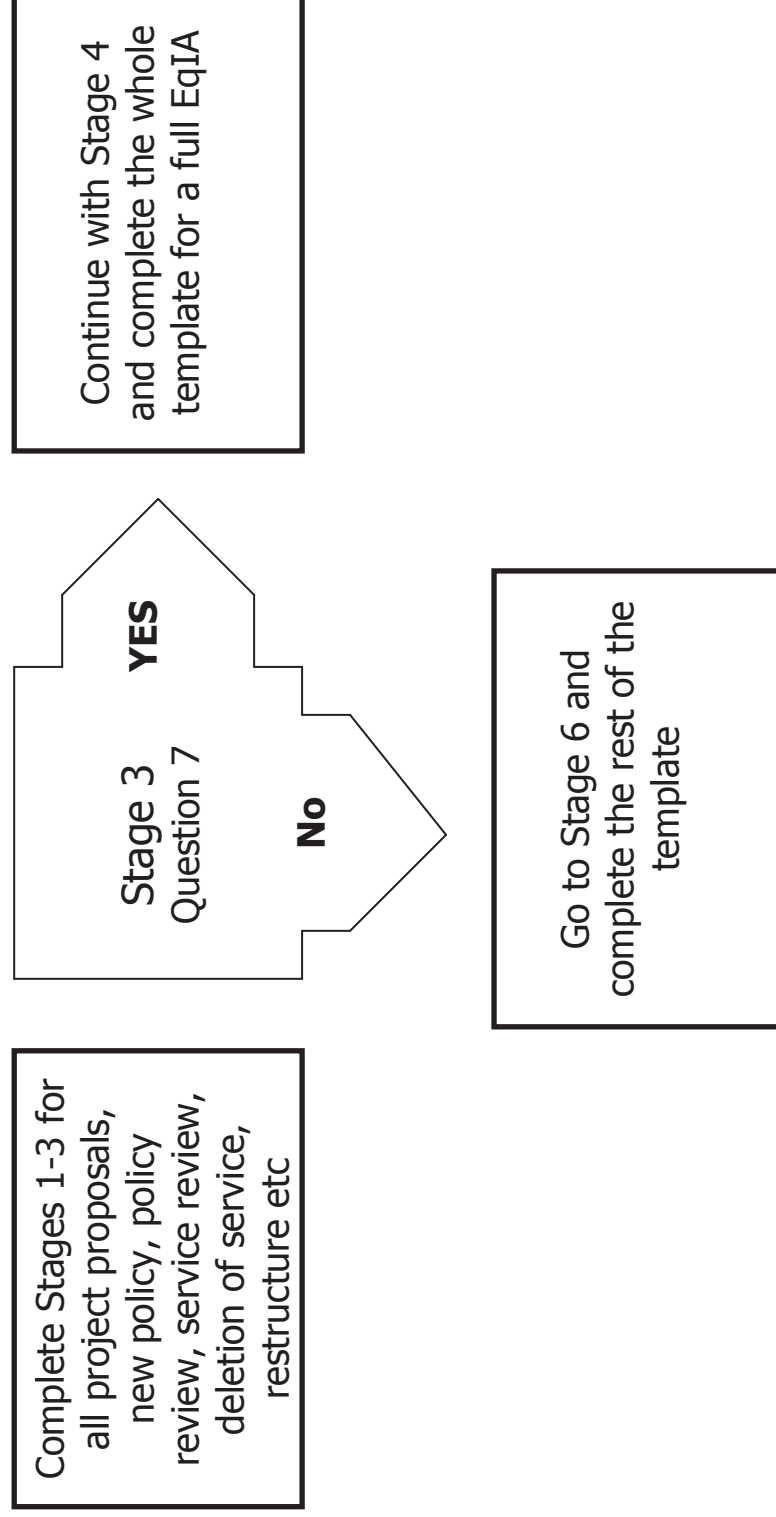
To be added

Other (Part Time and Fixed Term Contract Workers)

Part Time	2
Full Time	9

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project:	RES 09 Transfer of Health & Safety Service to Environmental Services (efficiency savings and minor re-structuring).		
Directorate / Service responsible:	Resources / HR		
Name and job title of lead officer:	Jon Turner, Divisional Director		
Name & contact details of the other persons involved in the assessment:			
Date of assessment:	18 August 2014		

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Reduce the cost of the corporate H&S Service through transferring and integrating the corporate H&S function with the Environmental Health Service in Environment & Enterprise. The integration enables efficiency savings which will be achieved through deletion of vacant posts and a minor restructuring within the Environmental Health Service. No redundancies are anticipated.</p> <p>Further efficiencies will be achieved by charging relevant payroll expenditure to the Pension Fund.</p>		
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Users / Staff	/ Service Users	Partners / Age
		Stakeholders	Disability

	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
	Race	Religion or Belief	Sex
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	Sexual Orientation	Other	
<p>Stage 2: Evidence / Data Collation</p>			
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p>			
<p>Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>			
Age (including carers of young/older people)	Workforce profile identifies younger people as being under-represented		
Disability (including carers of disabled people)	Workforce profile identifies disabled people as being under-represented		
Gender Reassignment	No reliable workforce data		
Marriage / Civil Partnership	Workforce profile does not indicate any disproportionality		
Pregnancy and Maternity	Workforce profile does not indicate any disproportionality		
Race	Workforce profile identifies BAME as being under-represented		
Religion and Belief	No reliable workforce data		

Sex / Gender	Workforce profile identifies men as being under-represented								
Sexual Orientation	No reliable workforce data								
Socio Economic	No reliable workforce data								
5. What consultation have you undertaken on your proposals?									
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).						
Trade Unions	Consultation on options to deliver service savings through the Minerva project	None	This proposal is based on the proposals submitted by Unison in response to the consultation						
Environmental Services	Consultation with Directorate and Service management on Unison's proposal	None	The proposal has been implemented and the transfer took effect in August 2014.						
4									
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?			Workforce Profile						
List the Title of reports / documents and websites here.									
Stage 3: Assessing Potential Disproportionate Impact									
7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?									
The impact is likely to affect all staff equally i.e. any disproportionate impact will be consistent with the current workforce disproportionality									
	Age (including)	Disability (including)	Gender Reassignment	Marriage and Civil	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation

	carers)	carers)	Partnership			
Yes						
No	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage

42?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil				

Partnership									
Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
Sexual orientation									
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?							Yes		No
If yes, which Protected Characteristics could be affected and what is the potential impact?									
11a. Any Other Impact – Considering what else is happening within the							Yes		No

Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?

If yes, what is the potential impact and how likely is to happen?

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No									

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

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the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. **(Explain this in 13a below)**

✓

Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to	
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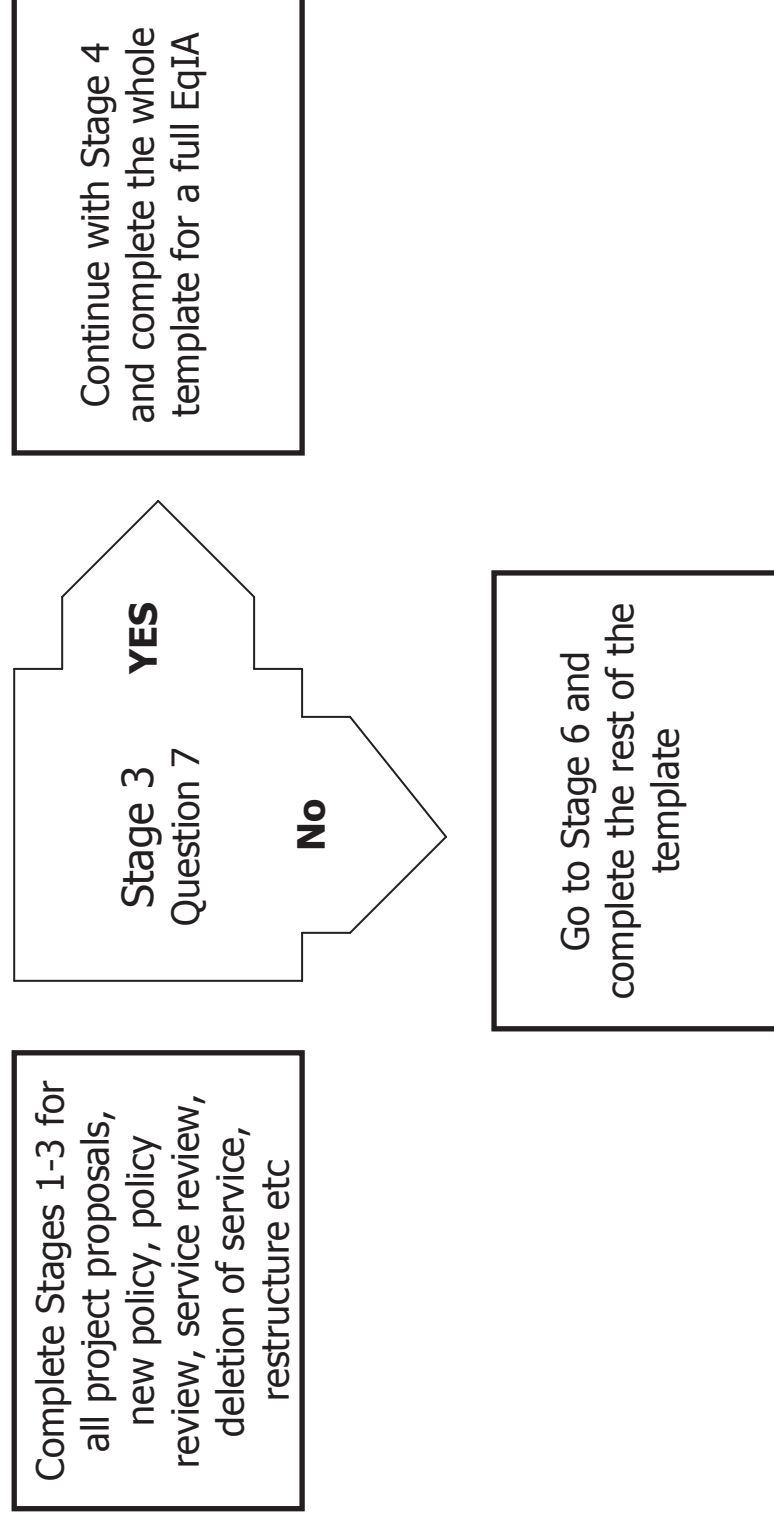
ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	
Stage 9: Public Sector Equality Duty	
18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)	
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups
	Foster good relations between people from different groups

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Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)	
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.	
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EqIA)	J Turner
Date:	August
Date EqIA presented at the EqIA Quality Assurance Group	
Signed:	Signed: (Chair of DETG)
Date:	Date:
	02/02/15
	A Dewsnap
	Signature of ETG Chair
	A Dewsnap

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project: RES 10 Occupational Health Service Reduction			
Directorate / Service responsible: Resources / HR			
Name and job title of lead officer: Jon Turner, Divisional Director			
Name & contact details of the other persons involved in the assessment: February 2015			

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Reduce the cost of the contracted OH Service through replacement of pre-employment checks with applicant declarations and reducing the number of OH referrals under the contract by making use of the Governments Fit for Work Service (see below) and referring only complex / high risk cases e.g. advice on support and adjustments for staff with disabilities and those which involve termination of employment.</p> <p>Fit for Work provides: Free health and work advice through a website and telephone line to help with absence prevention. Free referral for an occupational health assessment for employees who have reached, or whose GP expects them to reach, four weeks of sickness absence. The service will help employees to return to work sooner. Employees will normally</p>
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	<p>be referred by their GP, but employers can also make a referral after four weeks of absence.</p> <p>From 1st January 2015 the Government is also introducing a tax exemption of up to £500 (per year, per employee) on medical treatments recommended to help their employees return to work. This will be applicable to treatments recommended by health professionals within Fit for Work and health professionals within employer-arranged occupational health services.</p>															
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <thead> <tr> <th>Residents / Service Users</th> <th>Partners</th> <th>Stakeholders</th> </tr> </thead> <tbody> <tr> <td>Staff</td> <td>✓ Age</td> <td>✓ Disability</td> </tr> <tr> <td>Gender Reassignment</td> <td>Marriage and Civil Partnership</td> <td>Pregnancy and Maternity</td> </tr> <tr> <td>Race</td> <td>Religion or Belief</td> <td>Sex</td> </tr> <tr> <td>Sexual Orientation</td> <td>Other</td> <td></td> </tr> </tbody> </table>	Residents / Service Users	Partners	Stakeholders	Staff	✓ Age	✓ Disability	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Other	
Residents / Service Users	Partners	Stakeholders														
Staff	✓ Age	✓ Disability														
Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity														
Race	Religion or Belief	Sex														
Sexual Orientation	Other															
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so: Who are the partners? Who has the overall responsibility? How have they been involved in the assessment?</p>	<p>Current service is provided by a contractor</p>															
<p>Stage 2: Evidence / Data Collation</p>																
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>																
<p>Age (including carers of young/older people)</p>	<p>Workforce profile identifies younger people as being under-represented.</p> <p>The Council has an ageing workforce with the majority of employees being aged 45 and over. Incidence of health related problems and disability increases with age and it is therefore likely that there are more</p>															

	referrals amongst our older employees. This would be consistent with the disproportionality in the workforce, however we do not have the data to support this.
Disability (including carers of disabled people)	<p>Workforce profile identifies disabled people as being under-represented.</p> <p>The Council has an ageing workforce (see above) and, as the incidence of disability increases with age, it is possible that there may be more referrals for disabled employees. Employees referred for advice on ill-health retirement are also likely to meet the legal definition of being disabled.</p> <p>Although, we do not have the data to support this, the proposals do not impact on the current arrangements for seeking OH advice on support and adjustments for staff with disabilities or ill-health retirement.</p>
Gender Reassignment	No reliable workforce data
Marriage / Civil Partnership	Workforce profile does not indicate any disproportionality
Pregnancy and Maternity	Workforce profile does not indicate any disproportionality
51 Race	Workforce profile identifies BAME as being under-represented
Religion and Belief	No reliable workforce data
Sex / Gender	Workforce profile identifies men as being under-represented
Sexual Orientation	No reliable workforce data
Socio Economic	No reliable workforce data
5. What consultation have you undertaken on your proposals?	
Who was consulted?	What consultation methods were used?
	What do the results show about the impact on different groups / Protected Characteristics?
	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Environmental Services	Email seeking views on service impact for Schools	None												
OH Contractor	Data on protected characteristics of employees referred to OHS	The contractor does not record this data											We are discussing with the contractor how best to capture data on the protected characteristics	
<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>		Workforce Profile												
Stage 3: Assessing Potential Disproportionate Impact														
<p>7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?</p> <p>52 Based on the information set out in section 4 above, the impact is assessed as being likely to affect all staff equally i.e. any disproportionate impact will be consistent with the current workforce disproportionality</p>														
Yes														
No	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

Collection of data on protected characteristics from OH contractor

Include this evidence, including any data, statistics, titles of documents and website links here)

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9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓	✓		
54 Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
Sexual orientation									
55									
<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>									
						Yes			No
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>									
						Yes			No

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No									

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

5 Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	✓
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

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Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

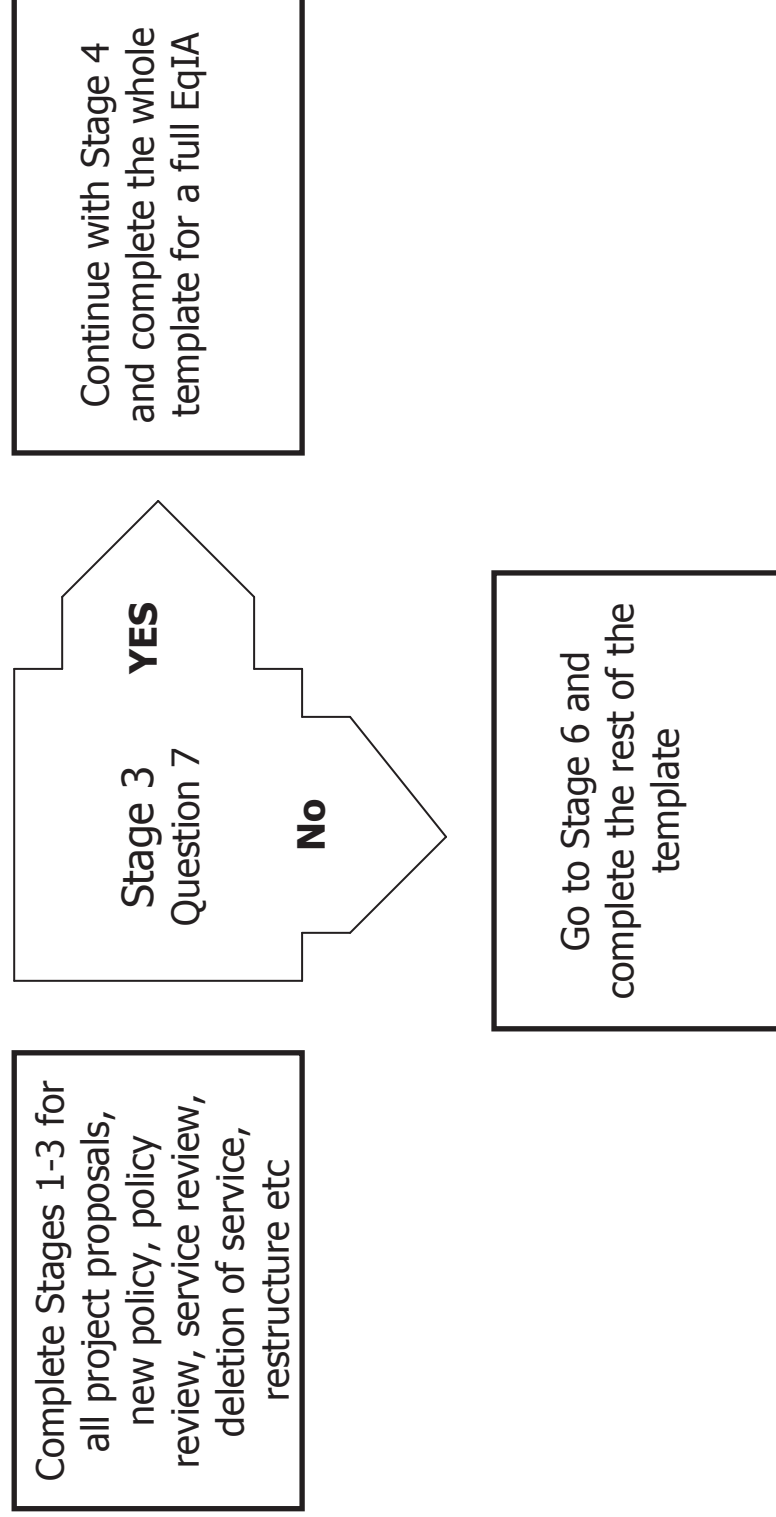
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?

Signed: (Lead officer completing EqIA)	J Turner	Signed: (Chair of DETG)	A Dewsnap
Date:	January 2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group	January 2015	Signature of ETG Chair	

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project: RES 11 Reduce Corporate learning & development			
Directorate / Service responsible: Resources / HR			
Name and job title of lead officer: Jon Turner, Divisional Director			
Name & contact details of the other persons involved in the assessment:			
Date of assessment: 18 August 2014			

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Reduce cost of corporate L&D</p> <p>The Corporate L&D Budget funds delivery of the Corporate Learning and Development Programme including Member Development. The Programme content is a blend of 'in-house' and commissioned events, activities and e-learning. The proposal is predicated on significantly reducing the volume of commissioned content and making greater utilisation of knowledge and skills within the workforce to deliver future events, activities and e-learning.</p> <p>Administrative support would be provided through the new HR service and 'train the trainer' development would be provided to improve the confidence and capability of employees delivering programme content.</p>
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<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <tr> <td data-bbox="67 94 236 1294">Residents / Service Users</td> <td data-bbox="236 94 277 1294"></td> <td data-bbox="277 94 384 1294">Partners</td> <td data-bbox="384 94 491 1294">Stakeholders</td> </tr> <tr> <td data-bbox="236 331 277 1294">Staff</td> <td data-bbox="277 331 384 1294">✓</td> <td data-bbox="384 331 442 1294">Age</td> <td data-bbox="442 331 491 1294">Disability</td> </tr> <tr> <td data-bbox="236 620 277 1294">Gender Reassignment</td> <td data-bbox="277 620 384 1294"></td> <td data-bbox="384 620 442 1294">Marriage and Civil Partnership</td> <td data-bbox="442 620 491 1294">Pregnancy and Maternity</td> </tr> <tr> <td data-bbox="236 689 277 1294">Race</td> <td data-bbox="277 689 384 1294"></td> <td data-bbox="384 689 442 1294">Religion or Belief</td> <td data-bbox="442 689 491 1294">Sex</td> </tr> <tr> <td data-bbox="236 757 277 1294">Sexual Orientation</td> <td data-bbox="277 757 384 1294"></td> <td data-bbox="384 757 491 1294">Other</td> <td data-bbox="442 757 491 1294"></td> </tr> </table>	Residents / Service Users		Partners	Stakeholders	Staff	✓	Age	Disability	Gender Reassignment		Marriage and Civil Partnership	Pregnancy and Maternity	Race		Religion or Belief	Sex	Sexual Orientation		Other	
Residents / Service Users		Partners	Stakeholders																		
Staff	✓	Age	Disability																		
Gender Reassignment		Marriage and Civil Partnership	Pregnancy and Maternity																		
Race		Religion or Belief	Sex																		
Sexual Orientation		Other																			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	<p>Much of the current service is commissioned from contractors</p>																				
<p>Stage 2: Evidence / Data Collation</p>																					
<p>Q1 What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>																					
Age (including carers of young/older people)	Workforce profile identifies younger people as being under-represented																				
Disability (including carers of disabled people)	Workforce profile identifies disabled people as being under-represented																				
Gender Reassignment	No reliable workforce data																				
Marriage / Civil Partnership	Workforce profile does not indicate any disproportionality																				

Pregnancy and Maternity	Workforce profile does not indicate any disproportionality		
Race	Workforce profile identifies BAME as being under-represented		
Religion and Belief	No reliable workforce data		
Sex / Gender	Workforce profile identifies men as being under-represented		
Sexual Orientation	No reliable workforce data		
Socio Economic	No reliable workforce data		
5. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.	Workforce Profile		
Stage 3: Assessing Potential Disproportionate Impact			

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

The impact is likely to affect all staff equally i.e. any disproportionate impact will be consistent with the current workforce disproportionality

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

63

Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation?

						(This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
	✓	✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	
Age (including carers of young/older people)				
Disability (including carers of disabled people)				

Gender Reassignment									
Marriage and Civil Partnership									
Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
Sexual orientation									
11. Cumulative Impact – Considering what else is happening within the								Yes	No

<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>								
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>	Yes	No						
<p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>								
<p>66</p>	Yes							
<p>No</p>								
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p>								
<p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p>								
<ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 								
<p>Stage 6: Decision</p>								
<p>13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>								
<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and</p>								✓

all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
67					

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? *(Also Include in Improvement Action Plan at Stage 7)*

16. How will the results of any monitoring be analysed, reported and publicised? *(Also Include in Improvement Action Plan at Stage 7)*

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

68
 Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010

Advance equality of opportunity between people from different groups

Foster good relations between people from different groups

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?

Signed: (Lead officer completing EqIA)	J Turner	Signed: (Chair of DETG)	A Dewsnap
Date:	18/08/15	Date:	020215
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	A Dewsnap

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	✓
Title of Project: RES 12 Reduction in Legal cost, in the initial instance by growing the business.			
Directorate / Service responsible: Resources / Legal Practice / Legal & Governance			
Name and job title of lead officer: Hugh Peart – Director Legal and Governance			
Name & contact details of the other persons involved in the assessment: Jessica Farmer – Head of legal			
Date of assessment: 15 January 2015			

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>To provide a cost effective service that achieves an increase of £144K savings/growth.</p> <p>To increase the practice so that additional work may be completed and attract greater income generation for the council. To more effectively use resources and optimise on opportunities.</p> <p>Reduce operating costs and be able to secure new work.</p> <p>There should be no negative impact for internal or external clients.</p>
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Residents / Service Users	Partners	Stakeholders	
Staff	Age	Disability	✓
Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	✓
Race	Religion or Belief	Sex	✓
Sexual Orientation	Other		✓
N/A			
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 			
<p>Stage 2: Evidence / Data Collation</p>			
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the action below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p>			
<p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>			
Age (including carers of young/older people)	There will be no negative impact, though employment opportunities may arise.		
Disability (including carers of disabled people)	There will be no negative impact, though employment opportunities may arise.		
Gender Reassignment	There will be no negative impact, though employment opportunities may arise.		
Marriage / Civil Partnership	There will be no negative impact, though employment opportunities may arise.		
Pregnancy and Maternity	There will be no negative impact, though employment opportunities may arise.		

Race	There will be no negative impact, though employment opportunities may arise.		
Religion and Belief	There will be no negative impact, though employment opportunities may arise.		
Sex / Gender	There will be no negative impact, though employment opportunities may arise.		
Sexual Orientation	There will be no negative impact, though employment opportunities may arise.		
Socio Economic	There will be no negative impact, though employment opportunities may arise.		
5. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Current staff within the legal practice have all been made aware and been involved in discussions with potential boroughs that may join the practice.	Team meetings, seminars, departmental meetings.	There will be no negative impact.	N/A
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?			
List the Title of reports / documents and websites here.			

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

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Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

This could provide potential new employment for lawyers, solicitors, administrative staff etc.

(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation)

						with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)				
Disability (including carers of disabled people)				

Gender Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?			Yes	No
				✓

		Yes	No
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p>		This is an opportunity for growth and has no negative impact.	
If yes, what is the potential impact and how likely is to happen?			
<p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>			
	Age (including carers)	✓	
Yes			
No	✓		
	Disability (including carers)	✓	
	Gender Reassignment	✓	
	Marriage and Civil Partnership	✓	
	Pregnancy and Maternity	✓	
	Race	✓	
	Religion and Belief	✓	
	Sex	✓	
	Sexual Orientation		✓
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p>			
<p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p>			
<ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 			
Stage 6: Decision			
<p>13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>			
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.			
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>			
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In			

some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan

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Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	
<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.
(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>

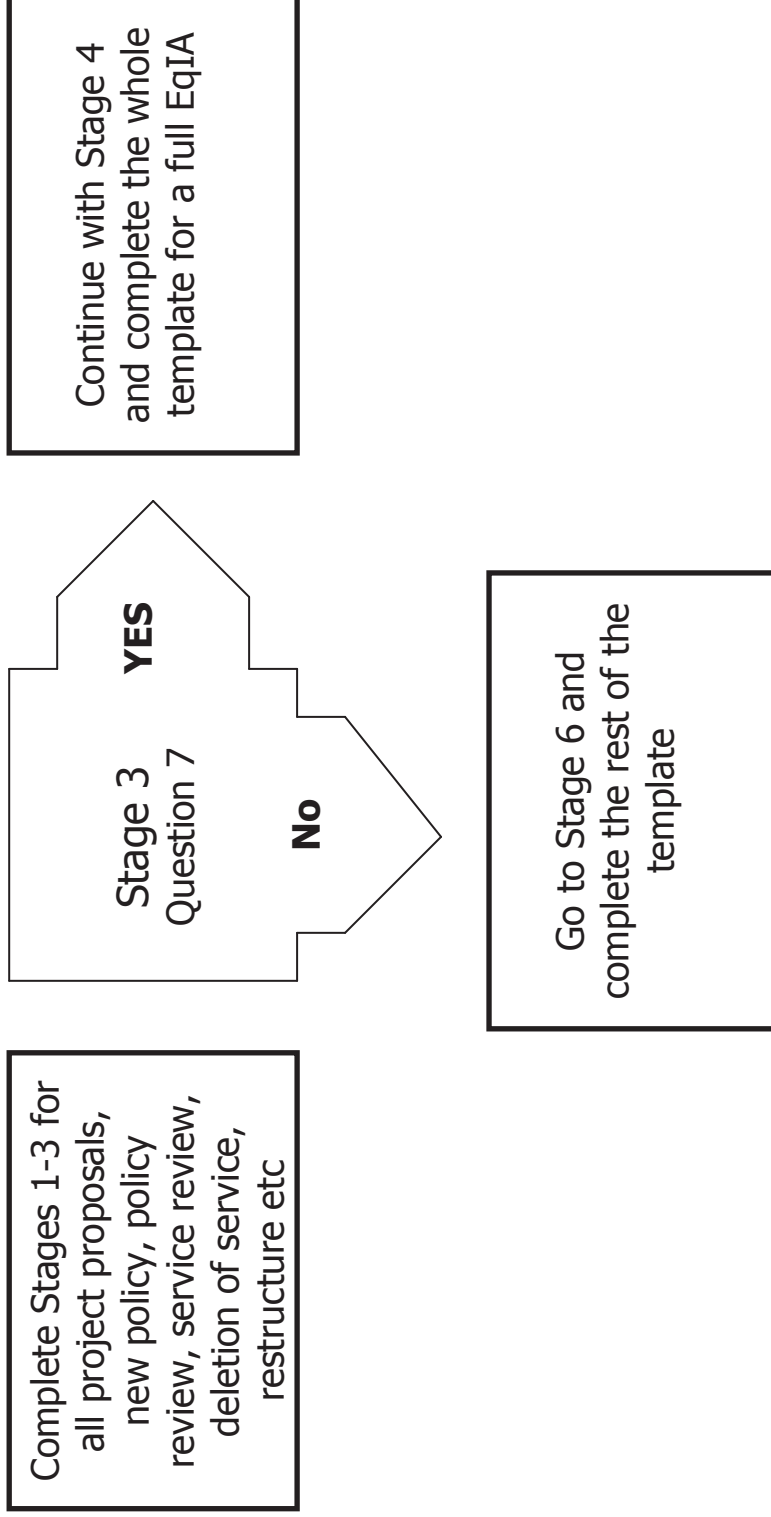
**Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.**

<p>19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>		
<p>Signed: (Lead officer completing EqIA)</p>	<p>H Peart</p>	<p>Signed: (Chair of DETG)</p>
<p>Date:</p>	<p>15/01/15</p>	<p>Date:</p>

Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	
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Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	✓
Title of Project:	RES 13 Amalgamation of two teams to become Democratic and Electoral Services and staff reduction – Major Office (Mayoral Support Team Consultation)		
Directorate / Service responsible:	Resources / Mayoralty / Legal & Governance		
Name and job title of lead officer:	Elaine McEachron – Democratic & Electoral Services Manager		
Name & contact details of the other persons involved in the assessment:	Hugh Peart – Director of legal and Governance Services		
Date of assessment:	15 January 2015		

Stage 1: Overview

1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)	<p>Mayoral Support - To provide a cost effective service that achieves the savings of £36K by the deletion of one post from the current structure.</p> <p>Democratic and Electoral Services – To provide a cost effective service following a restructure that achieves the required saving of £50k following the outcome of the Commissioning Panel.</p> <p>Currently there are two separate teams that will be amalgamating to become Democratic and Electoral Services. This will fully integrate the staff across the two areas so they can assist via cross working.</p> <p>The service will be 'fit' for purpose and be able to meet the challenges</p>
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	There will be no impact on public engagement in committee meetings or the services of the major to the community by reduction in one post.			
	Residents / Service Users		Partners	Stakeholders
	Staff	✓	Age	Disability
	Gender Reassignment		Marriage and Civil Partnership	Pregnancy and Maternity
	Race		Religion or Belief	Sex
	Sexual Orientation		Other	
	N/A			
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>				
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 				

Stage 2: Evidence / Data Collation

What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Age (including carers of young/older people)	No negative impact.
Disability (including carers of disabled people)	No negative impact.
Gender Reassignment	No negative impact.
Marriage / Civil Partnership	No negative impact.

Pregnancy and Maternity	No negative impact.
Race	No negative impact.
Religion and Belief	No negative impact.
Sex / Gender	No negative impact.
Sexual Orientation	No negative impact.
Socio Economic	No negative impact.
5. What consultation have you undertaken on your proposals?	
Who was consulted?	What consultation methods were used?
What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Mayoral Office Staff and Unions	Meetings and provision of Consultation Document
	No impact on different groups/protected characteristics.
	N/A
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?	
List the Title of reports / documents and websites here.	
Stage 3: Assessing Potential Disproportionate Impact	
7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?	

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

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What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

N/A

(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)				
Disability (including carers of disabled people)				
Gender Reassignment				

Marriage and Civil Partnership									
Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
Sexual orientation									
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?								Yes	No
If yes, which Protected Characteristics could be affected and what is the potential impact?									
11a. Any Other Impact – Considering what else is happening within the								Yes	No
									✓

Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?

If yes, what is the potential impact and how likely is to happen?

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

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the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. **(Explain this in 13a below)**

Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan					
14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan

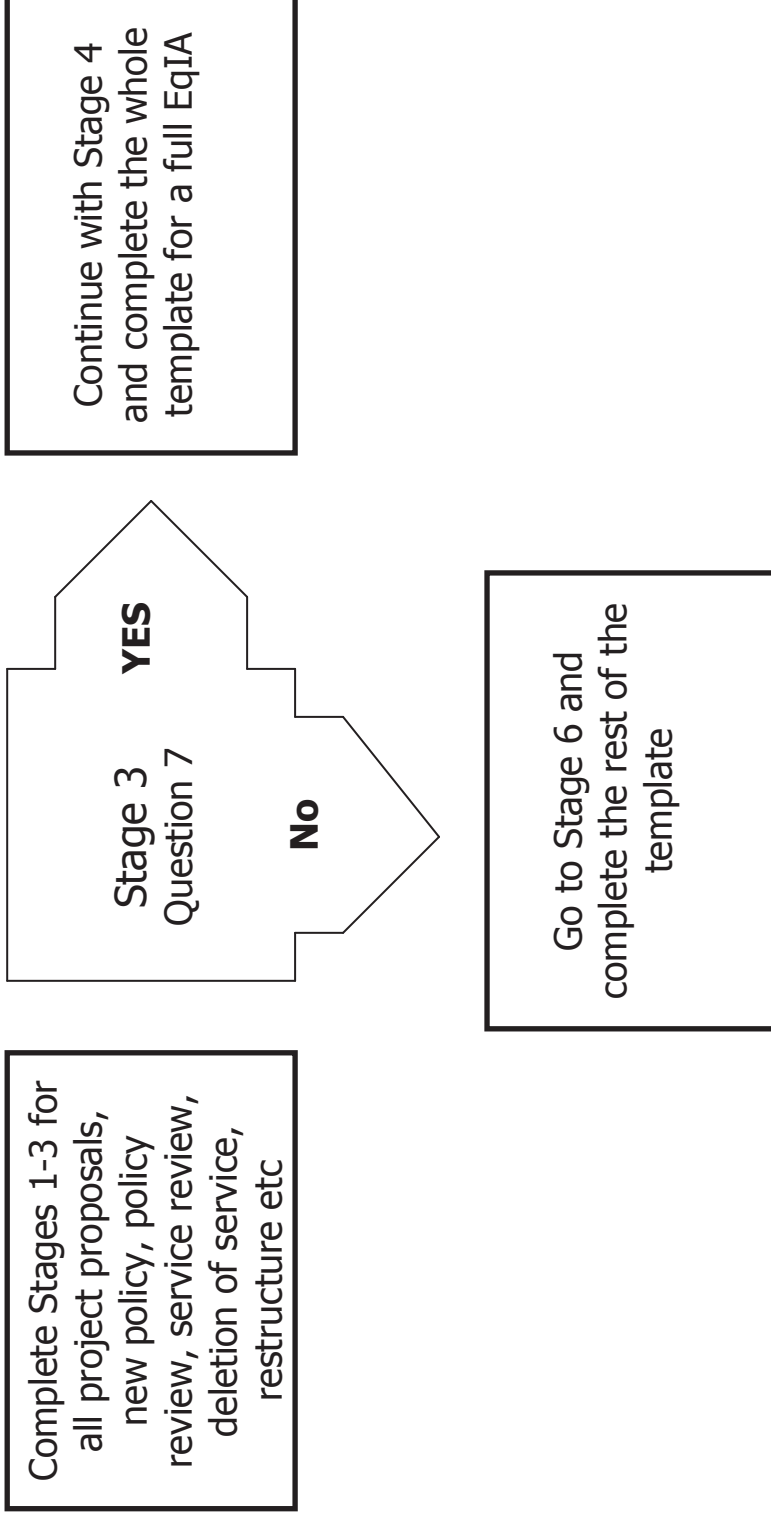
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Stage 8 - Monitoring	
The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.	
15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to	

ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>		
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>		
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.		
Stage 9: Public Sector Equality Duty		
18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)		
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
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Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		
Signed: (Lead officer completing EqIA)	Elaine McEachron	Signed: (Chair of DETG)
Date:	15 January 2015	Date:
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan	✓	Corporate Strategic Board	✓
Other		Other	
Title of Project:			
RES 15 Restructuring of the Commercial, Contracts & Procurement Division's function.			
Directorate / Service responsible:			
Resources – Commercial, Contracts & Procurement			
Name and job title of lead officer:			
Terry Brewer – Divisional Director, Commercial, Contracts & Procurement			
Name & contact details of the other persons involved in the assessment:			
Terry Brewer terry.brewer@harrow.gov.uk			
Date of assessment:			
21/08/14			
Stage 1: Overview			
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)			
Reduce staffing costs through a minor restructure in the current financial year (without any reductions in post numbers) to achieve a £50k saving in 2015/16. The deletion of 5 posts across 2 financial years (2017/18 and 2018/19).		Residents / Service Users	Stakeholders
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Staff	Partners
		Gender Reassignment	Age
			Disability
			Pregnancy and

		Partnership		Maternity	
		Religion or Belief		Sex	
		Other			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 		Sexual Orientation			
<p>Overall responsibility for the savings delivery lies within Commercial, Contracts and Procurement, however its implementation will require working in partnership with other directorates and services within the Council.</p>					
Stage 2: Evidence / Data Collation					
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <ul style="list-style-type: none"> (Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7) 					
Age (including carers of young/older people)	<ul style="list-style-type: none"> 0-4: 6.7%, 5-15: 13.4%, 16-64: 65.8%, 65+: 14.1% As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so. 				
Disability (including carers of disabled people)	<ul style="list-style-type: none"> 8,160 people in Harrow were recipients of Disability Living Allowance (DLA) in February 2012. As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so. 				
Gender Reassignment	<ul style="list-style-type: none"> No information collected. As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be 				

	completed where appropriate to do so.
Marriage / Civil Partnership	<ul style="list-style-type: none"> No information collected. As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Pregnancy and Maternity	<ul style="list-style-type: none"> No information collected, though ONS data reveals 3,585 births in Harrow in 2012. As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Ethnicity	<ul style="list-style-type: none"> 2011 ONS data: White 42%, Mixed 4%, Asian/Asian British 43%, Black/African/Caribbean/Black British 8%, Other 3% As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Religion and Belief	<ul style="list-style-type: none"> Christian: 37%, Hindu: 25%, Muslim: 12%, No religion: 10%, Jewish: 4%, Other: 2%, Sikh: 1%, Buddhist: 1% As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Sex / Gender	<ul style="list-style-type: none"> 50.6 per cent of Harrow's residents are females: 49.4 per cent are males As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.

Sexual Orientation	<ul style="list-style-type: none"> No information collected. As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so. 	
Socio Economic	<ul style="list-style-type: none"> In April 2013, 5,712 businesses were paying business rates to Harrow Council. Between 20-21% of Harrow's households were receiving Housing Benefit and/or Council Tax Benefit in December 2012. 2.9% (4,386) of Harrow's working population were unemployed in February 2012. In February 2012, around 11,400 of Harrow's working age residents were in receipt of either ESA, IS, IB or SDA. As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so. 	
<ul style="list-style-type: none"> 5. What consultation have you undertaken on your proposals? 		
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?
Where necessary, further consultation will be undertaken with staff and any affected groups in particular to shape the delivery of these proposals, in keeping with the ambition of the	The savings delivery programme is based on the manifesto and strategy of the current administration and the Council's MTFS through to 2018/19.	There is no disproportionate impact of different groups.
	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).	No equalities issued identified.

Administration to consult and engage.													
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- 6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?
 - ONS data, census data from 2011, Harrow Vitality Profiles, Disability statistics from the Harrow Council website.

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

IS - If there is a risk of disproportionate adverse Impact on any ONE of the Protected Characteristics, continue with the rest of the template.

- Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to Stage 6

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

- 8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis

at Stage 3?		<ul style="list-style-type: none"> (include this evidence, including any data, statistics, titles of documents and website links here) 9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3? 		<p>What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).</p>
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?		

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Stage 5: Assessing Impact and Analysis

<p>10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?</p>			
Protected Characteristic	Adverse	Positive	<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p>
Age (including carers of young/older people)	✓	✓	<p>What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)</p>

Sexual orientation																					
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?			Yes	No																	
If yes, which Protected Characteristics could be affected and what is the potential impact?	No impact																				
11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?			Yes	No																	
12. If yes, what is the potential impact and how likely is to happen?																					
13. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged?																					
14. Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation																					
Yes																					
No																					
If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)																					
If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.																					

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed. ✓

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. **(Explain this in 13a below)**

Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)

13a. If your EqIA is assessed as **outcome 3 or you have ticked 'yes' in Q12**, explain your justification with full reasoning to continue with your proposals.

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Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
All	Ensure that where appropriate key initiatives resulting from objectives within the Category Management approach have initial Equality Impact Assessments undertaken, and where necessary full EqIAs.	Documentation completed in accordance Council policy.	Before the end of 2015/16 and annually thereafter.	Terry Brewer, Divisional Director, Commercial, Contracts & Procurement	
All	The progress against this approach will be reviewed at least every six months	Progress reports provided to Scrutiny	To fit with the Scrutiny	Terry Brewer, Divisional Director,	

	with Scrutiny.		and their feedback to these.	cycle.	Commercial, Contracts & Procurement	

Stage 8 - Monitoring

- The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? *(Also Include in Improvement Action Plan at Stage 7)*

The progress against this Strategy will be reviewed at least every six months with Scrutiny.

16. How will the results of any monitoring be analysed, reported and publicised? *(Also Include in Improvement Action Plan at Stage 7)*

As above, with Scrutiny.

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

No

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010

Advance equality of opportunity between people from different groups

Foster good relations between people from different groups

The initiatives that deliver this approach are not likely to have any direct impact however if

The initiatives that deliver this approach are not likely to have any direct impact however if

The initiatives that deliver this approach are not likely to have any direct impact however if

they do, will always seek to support the Council in eliminating discrimination, harassment and victimisation.	they do, will always seek to support the advancement of equality of opportunity.	they do, will always seek to support the fostering of good relations between different groups.
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	None at this stage	
Signed: (Lead officer completing EqIA)	Terry Brewer	Signed: (Chair of DETG) Alex Dewsnap
Date:	4/08/14	Date: 04/08/14
Date EqIA presented at the EqIA Quality Assurance Group	N/A	Signature of ETG Chair

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan	✓	Corporate Strategic Board	
Other		Other	
Retender of a Service		Full Council	
Title of Project: RES 16 Communications Service Retender			
Directorate / Service responsible: Resources, Strategic Commissioning			
Name and job title of lead officer: Alex Dewsnap			
Name & contact details of the other persons involved in the assessment: Tom Whiting			
Date of assessment: December 2014			

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>In 2008 Harrow Council made a decision to restructure, develop and outsource its Communication Services to the City of Westminster Council (the WCC). The contract commencement date was 1st May 2008 and expires on 31st March 2015 without the option to extend. A decision was taken in 2012 not to exercise the break clause which could have come into effect on 31st March 2013, on the basis of satisfaction with the current provider.</p> <p>A competitive tendering procedure has been carried out initiating with an invitation for organisations to show an interest in bidding for the contract. Having subsequently viewed the full scope of the Services and the Council's specification for the Services, 5 organisations confirmed they did wish to bid. Those 5 were taken through a qualification procedure, 3 passed through as capable of providing the Councils requirements.</p>
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	<p>The 3 successful organisations were subsequently invited to submit a full tender (offer) to the Council for the Contract to provide the Services for an initial period of 3 years 10 months (to align with the Political cycle) with, at the Council's absolute option, extension for further periods up to an additional 4 years.</p>																														
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <tr> <td>Residents / Service Users</td> <td>x</td> <td>Partners</td> <td>x</td> <td>Stakeholders</td> <td>x</td> </tr> <tr> <td>Staff</td> <td>x</td> <td>Age</td> <td>x</td> <td>Disability</td> <td>x</td> </tr> <tr> <td>Gender Reassignment</td> <td>x</td> <td>Marriage and Civil Partnership</td> <td>x</td> <td>Pregnancy and Maternity</td> <td>x</td> </tr> <tr> <td>Race</td> <td>x</td> <td>Religion or Belief</td> <td>x</td> <td>Sex</td> <td>x</td> </tr> <tr> <td>Sexual Orientation</td> <td>x</td> <td>Other</td> <td></td> <td></td> <td></td> </tr> </table>	Residents / Service Users	x	Partners	x	Stakeholders	x	Staff	x	Age	x	Disability	x	Gender Reassignment	x	Marriage and Civil Partnership	x	Pregnancy and Maternity	x	Race	x	Religion or Belief	x	Sex	x	Sexual Orientation	x	Other			
Residents / Service Users	x	Partners	x	Stakeholders	x																										
Staff	x	Age	x	Disability	x																										
Gender Reassignment	x	Marriage and Civil Partnership	x	Pregnancy and Maternity	x																										
Race	x	Religion or Belief	x	Sex	x																										
Sexual Orientation	x	Other																													
<p>103</p> <p>4. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	<p>The Communications service is ran on behalf of the Council so all other Directorates are impacted by the choice of provider the Council makes. The Housing Service currently contract each year to use the current provider of the service. The OJEU has formally mentioned other public sector partners so there is scope to use the successful organisation to provide communications support for other partners such as the police or Clinical Commissioning Group.</p> <p>There is one member of Harrow staff in the Communications service and they will be subject to TUPE under this proposal.</p>																														
<p>Stage 2: Evidence / Data Collation</p>																															
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action</p>																															

Plan at Stage 7)

The following table has been taken from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and the 2011 census. It shows the known make up of staff working for Harrow Council and residents in Harrow.

		Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	36.08%	57.75%
	White	52.08%	42.25%
	Unknown	11.84%	0.00%
Sex	Male	22.36%	49.40%
	Female	77.64%	50.60%
Disability	Yes	1.81%	16.40%
	No	93.66%	83.60%
	Unknown	4.53%	0.00%
Age	16 to 24	3.34%	11.70%
	25 to 34	17.39%	30.40%
	35 to 44	22.67%	
	45 to 54	32.76%	23.60%
	55 to 64	21.15%	
	65+	2.69%	14.10%
	Unknown	0.00%	0.00%
Religion or Belief	Christianity	11.00%	37.30%
	Hinduism	4.12%	25.30%
	Islam	1.44%	12.50%
	Judaism	0.57%	4.40%
	Jainism	0.51%	No category
	Sikh	0.39%	1.20%

	Buddhism	0.20%	1.10%
	Zoroastrian	0.02%	No category
	Other	0.86%	2.50%
	No Religion/Atheist	2.09%	9.60%
	Unknown	78.81%	6.20%
Sexual Orientation	Heterosexual	15.92%	
	Gay Woman/ Lesbian	0.06%	
	Gay Man	0.08%	
	Bi-sexual	0.14%	No category
	Prefer not to say	1.07%	
	Other	0.04%	
	Unknown	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	4.02%	No category
	No	95.98%	
Same gender assigned at birth?	Yes	95.47%	
	No	0.00%	No category
	Unknown	4.53%	
Age (including carers of young/older people)	There is no direct impact on this group in recommending the new service provider.		
Disability (including carers of disabled people)	There is no direct impact on this group in recommending the new service provider.		
Gender Reassignment	There is no direct impact on this group in recommending the new service provider.		

Marriage / Civil Partnership	There is no direct impact on this group in recommending the new service provider.		
Pregnancy and Maternity	There is no direct impact on this group in recommending the new service provider.		
Race	There is no direct impact on this group in recommending the new service provider.		
Religion and Belief	There is no direct impact on this group in recommending the new service provider.		
Sex / Gender	There is no direct impact on this group in recommending the new service provider.		
Sexual Orientation	There is no direct impact on this group in recommending the new service provider.		
5. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
The Portfolio Holder and CSB have been consulted as part of this proposal to procure the service.	Meetings.	There are no direct impacts from the decision to retender.	No equalities issued identified
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?			
List the Title of reports / documents and websites here.		None	

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

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Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation)

						with the affected groups, revising your proposals).
Stage 5: Assessing Impact and Analysis						
10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?						
Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)		
Age (including carers of young/older people)						
Disability (including carers of disabled people)						

Gender Reassignment									
Marriage and Civil Partnership									
Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
Sexual orientation									
11. Cumulative Impact – Considering what else is happening within the							Yes	No impact	

<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>								
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>	Yes	No						
<p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>								
<p>110</p>	Yes	No						
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p>								
<p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p>								
<ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 								
<p>Stage 6: Decision</p>								
<p>13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>								
<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and</p>								X

all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.						
1111	Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
	None identified. Campaign activity will be considered for its equality impacts, but this is separate to the relet of the service.					

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>The contract provides for performance monitoring against outcomes targets on a regular basis.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>The measurement of the outcomes are reported through the quarterly Strategic Performance Report.</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

<p><i>(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</i></p>		
<p>→ 19. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>
<p>The Councils' communications follows the governmental code of best practice and as such will uphold this duty. The successful provider will be expected to act in this light.</p>	<p>The Councils' communications follows the governmental code of best practice and as such the annual Communications Plan if effectively delivered, will support the advancement of equality of opportunity. The successful provider will be expected to act in this light.</p>	<p>The Councils' communications follows the governmental code of best practice and as such the annual Communications Plan if effectively delivered, will support the fostering of good relations between different groups. The successful provider will be expected to act in this light.</p>

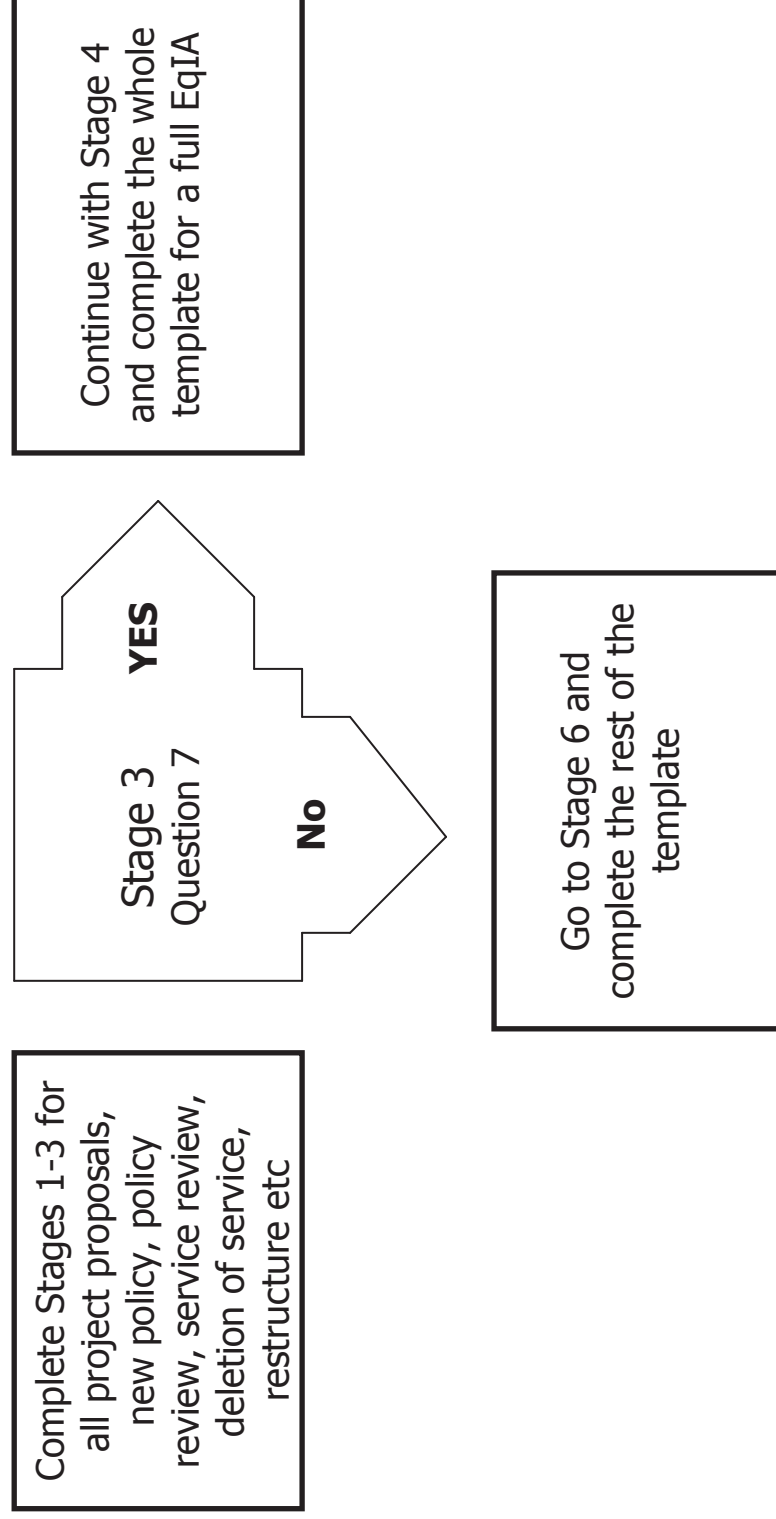
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	None at this stage		
Signed: (Lead officer completing EqIA)	Alex Dewsnap	Signed: (Chair of DETG)	Alex Dewsnap
Date:	08/12/14	Date:	08/12/14
Date EqIA presented at the EqIA Quality Assurance Group	5/1/15	Signature of ETG Chair	

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project/Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project:	RES 17 Reducing the budget provision for commissioning Local HealthWatch		
Directorate/Service responsible:	Resources		
Name and job title of lead officer:	Alex Dewsnap		
Name & contact details of the other persons involved in the assessment:	Mike Howes		
Date of assessment:	15 th January 2015		

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction/removal of service, restructure, deletion of posts etc)</p>	<p>The Health and Social Care Act 2012 created a new body called Local HealthWatch. The Act required local authorities with adult social care responsibilities to commission a Local HealthWatch from 1st April 2013. A tender was let for providing this service until 31st March 2015. Although the contract allowed for the term to be extended, substantial changes in the amount available for the service led to a re-commissioning process for a new service to operate from 1st April 2015. This proposal relates to the re-commissioning of the service. The budget for the service has reduced by 43%</p> <p>The service specification remains unaltered in scope in that it calls for the successful tenderer to benefit patients, users of services, carers and the public by helping them get the best out of services, improving outcomes, and helping services to be more responsive to what people want and need. Local HealthWatch</p>
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	<p>will work with communities to influence commissioners to design and provide better health and social care services. The extent of outreach and pro-active collection of residents' views, experiences and aspirations will reduce in line with the reduced resources available to support Healthwatch but all of its statutory services will continue to be delivered and, in some cases, enhanced.</p> <p>In particular, the new specification calls for a significant increase in the number of times that the unique feature of HealthWatch to undertake "Enter and View" visits at health and social care establishments will be exercised.</p>																				
<p>2. Who are the main people/Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <tr> <td data-bbox="496 91 584 483">Residents/Service Users</td> <td data-bbox="496 483 584 696">✓</td> <td data-bbox="496 696 584 819">Partners</td> <td data-bbox="496 819 584 1294">Stakeholders</td> </tr> <tr> <td data-bbox="584 91 627 483">Staff</td> <td data-bbox="584 483 627 696"></td> <td data-bbox="584 696 627 819">Age</td> <td data-bbox="584 819 627 1294">Disability</td> </tr> <tr> <td data-bbox="627 91 751 483">Gender Reassignment</td> <td data-bbox="627 483 751 696"></td> <td data-bbox="627 696 751 819">Marriage and Civil Partnership</td> <td data-bbox="627 819 751 1294">Pregnancy and Maternity</td> </tr> <tr> <td data-bbox="751 91 794 483">Race</td> <td data-bbox="751 483 794 696"></td> <td data-bbox="751 696 794 819">Religion or Belief</td> <td data-bbox="751 819 794 1294">Sex</td> </tr> <tr> <td data-bbox="794 91 837 483">Sexual Orientation</td> <td data-bbox="794 483 837 696"></td> <td data-bbox="794 696 837 819">Other</td> <td data-bbox="794 819 837 1294"></td> </tr> </table>	Residents/Service Users	✓	Partners	Stakeholders	Staff		Age	Disability	Gender Reassignment		Marriage and Civil Partnership	Pregnancy and Maternity	Race		Religion or Belief	Sex	Sexual Orientation		Other	
Residents/Service Users	✓	Partners	Stakeholders																		
Staff		Age	Disability																		
Gender Reassignment		Marriage and Civil Partnership	Pregnancy and Maternity																		
Race		Religion or Belief	Sex																		
Sexual Orientation		Other																			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 	<p>No</p>																				
<p>Stage 2: Evidence / Data Collation</p>																					
<p>4. What evidence/data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>Harrow Healthwatch has collected performance data on the number of contacts made with the public, the number of enquiries received and the number of signposting responses given. The data relates to the type of contact made, the subject matter and the form of advice and/or</p>																					

assistance provided. It does not include identification of the protected characteristic profile of those making contact.

It can, however, be inferred from the range of events attended, subject matter of the public events arranged and types of information provided that the profile of the people assisted by the organisation reflects the profile of health and social care users rather than the population of Harrow as a whole. This profile includes a higher proportion of older people, disabled people and minority ethnic people than the Borough's general population profile.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Age (including carers of young/older people)			
Disability (including carers of disabled people)			
Gender Reassignment			
Marriage / Civil Partnership			
Pregnancy and Maternity			
Race			
Religion and Belief			
Sex / Gender			
Sexual Orientation			
Socio Economic			
5. What consultation have you undertaken on your proposals?			

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation)

										with the affected groups, revising your proposals).
Portfolio Holder and Scrutiny Leads	Sought comments on the draft specification	Concerns around access to the governance arrangements for the provider								Draft Specification was amended in line with comments received
<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>		<p>London HealthWatch Commissioners Group provided anecdotal benchmark material about the range and quantity of local HealthWatch activity across most London Boroughs which identified that Harrow Healthwatch was not out of line with other providers.</p>								

Stage 3: Assessing Potential Disproportionate Impact

118 Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

Include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?				
Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓	✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity								
Race								
Religion or Belief								
Sex								
Sexual orientation								
<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>								
					Yes		No	
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>								
					Yes		No	

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No									

If you have answered "yes" to any of the above, set out what justification there may be for this in Q13a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

13. Page 6: Decision

Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	
	X

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Insufficient user data to enable detailed analysis to be undertaken	Improve monitoring of the protected characteristics of the users of Harrow HealthWatch to provide better comparisons with the Population	Monitoring reports	Quarterly	Mike Howes	Yes

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Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (<i>Also Include in Improvement Action Plan at Stage 7</i>)	Monitoring reports
16. How will the results of any monitoring be analysed, reported and publicised? (<i>Also Include in Improvement Action Plan at Stage 7</i>)	Reported to Health Sub-Committee and Health and Wellbeing Board
17. Have you received any complaints or compliments about the	No

proposals being assessed? If so, provide details.

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
	Helping Commissioners to provide for the health and social care needs of the whole population	

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

124 Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?

Signed: (Lead officer completing EqIA)	A Dewsnap	Signed: (Chair of DETG)	A Dewsnap
Date:	15/01/15	Date:	February 2015
Date EqIA presented at the EqIA Quality Assurance Group		Signature of DETG Chair	A Dewsnap

Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Resources	Officer completing the template:	Alex Dewsnap
What are the proposals being assessed? (Please also indicate the reference Number from the SI form)		Res 18 – Decommissioning of Harrow Senior Residents Assembly	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p> <p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p> <p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>		<p>The Division currently has a budget of £9k to support Harrow Senior Residents Assembly, which is a budget to support the costs of administration, such as printing and room bookings, rather than any staff support. The support for this work was significantly reduced four years ago when there were 1.5 staff employed to support the group as well as an administration budget. With the withdrawal of all funding the group will have to raise its own funds if needed as the Council support, other than officer advice, will be stopped.</p> <p>Older people will be the main group impacted by this proposal.</p> <p>The Assembly hold 4 events a year at which speakers engage older people about issues such as Health, Crime and Financial wellbeing. The Assembly’s events usually attract around 80 participants. The budget is transferred to the Assembly to manage their own administration, purchasing etc. and an annual account is presented.</p> <p>Yes, although this is a small budget reduction in the context of the Council’s spend supporting older people.</p>	
<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of ‘High’ relevance for Age and Disability and of ‘Low’ relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p>			

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
					IMPACT
LIKELIHOOD					

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			
Age (including carers of young/older people)	h	m	Yes, as this funding supports networking and an opportunity to bring older people together to discuss issues that affect them as a group.	Potential impact is medium on the basis of the size of the funding cut in the context of the Council's overall budget. However, it is recognised that there is likely to be an impact given this is a group that has been active for a number of years, and loss of this funding could dissolve it.	4

Disability (including carers of disabled people)	m	L	The proportion of disabled members of the Network is unknown, but there could be an impact here, but it would be lesser than the age protected characteristic,	Age can lead to a greater level of disability, so it is recognised that there is a potential for an impact on this characteristic.	2
Gender Reassignment	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Marriage and Civil Partnership	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Pregnancy and Maternity	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Race	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Religion or Belief	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Sex	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Sexual orientation	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1

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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	There is the potential that this proposal would have a disproportionate impact on the protected characteristic of age.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	There is a potential for this on the protected characteristic of age.

Signature - Lead Officer	Alex Dewsnap	Date	12/08/14
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Resources	Officer completing the template:	Alex Dewsnap
What are the proposals being assessed? (Please also indicate the reference Number from the SI form)		Res 27 – Decommissioning of Scrutiny Projects Budget	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>		<p>The support for Scrutiny activity following the Policy Team changes has been reduced accordingly. However, there is still a projects budget for Scrutiny Councillors to call upon to support specific reviews. However, Scrutiny is still able to deliver its work programme without necessarily having a discreet projects budget. The scrutiny projects budget is £12k, and this proposal is to reduce it to zero.</p>	
<p>Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>		<p>Scrutiny Councillors and the delivery of their work programmes are the key group affected by this proposal.</p>	
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>		<p>Overall use of Scrutiny projects budget which has been underspent in each of the last four years.</p>	
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>		<p>No.</p>	
5. A - Assessment Relevance			
How relevant are your proposals to each protected characteristic?			
<p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p>			
B - Assessment of potential impact			

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
					IMPACT

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Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			
Age (including carers of young/older people)	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1

Disability (including carers of disabled people)	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Gender Reassignment	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Marriage and Civil Partnership	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Pregnancy and Maternity	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Race	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Religion or Belief	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Sex	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Sexual orientation	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1

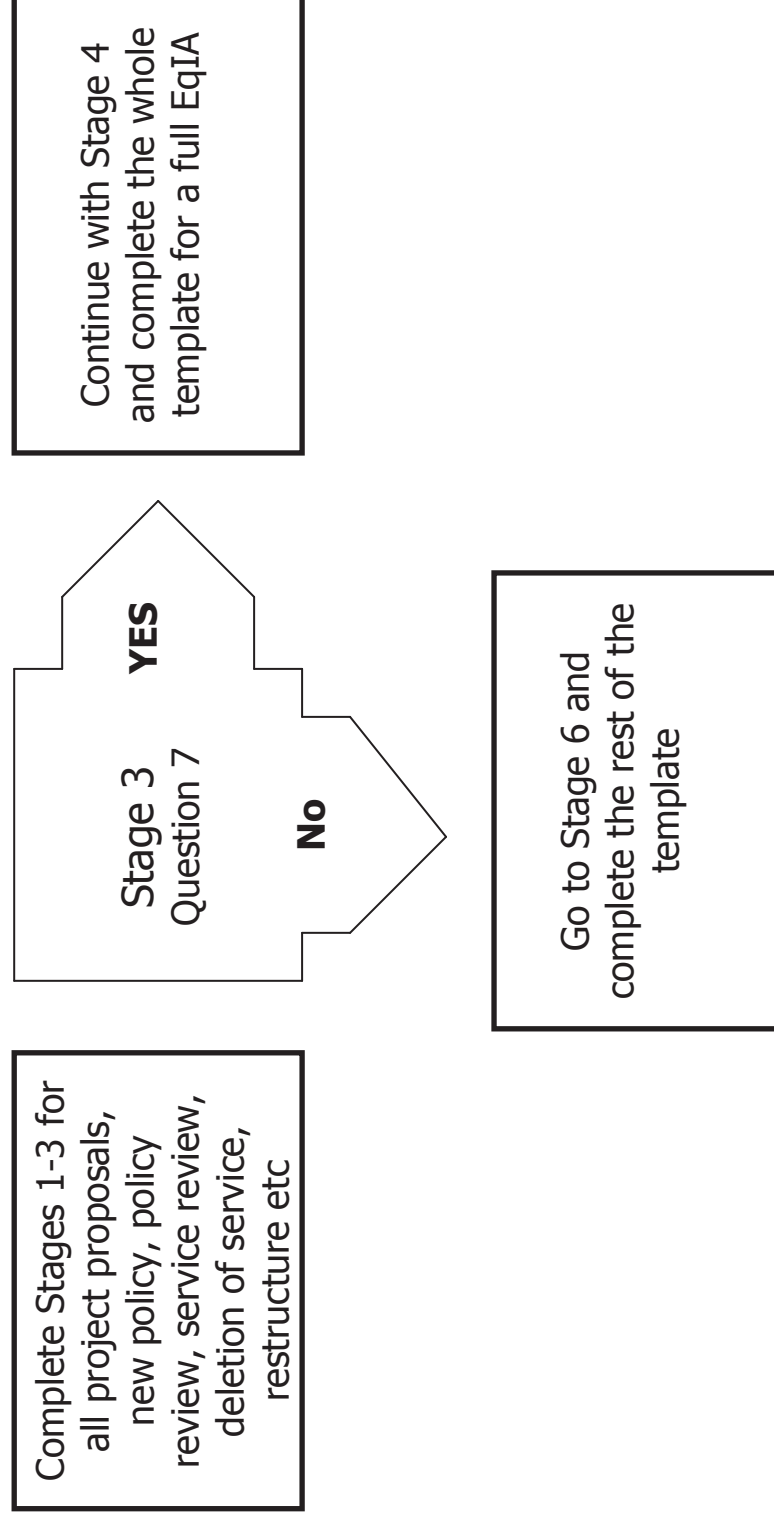
130

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	There are no likely disproportionate equalities impacts from this proposal.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	No.

Signature - Lead Officer	Alex Dewsnap	Date	12/08/14
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Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick✓	Type of Decision:	Tick✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan	✓	Corporate Strategic Board	✓
Other		Other	
Title of Project: RES 20 - Staff savings in Business Intelligence Unit			
Directorate / Service responsible: Resources – Strategic Commissioning			
Name and job title of lead officer: David Harrington, Head of Business Intelligence			
Name & contact details of the other persons involved in the assessment: Alex Dewsnap, Divisional Director			
Date of assessment: Feb 2014			

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Contribute to savings target of the Division through staff restructure. The main impact for consideration is the reduction of management costs by deletion of one Business Intelligence Partner (BIP) post from 1 April 2015. One BIP has come forward for voluntary redundancy (VR). There is a further contribution made through vacant posts and one staff member has chosen to move onto flexible retirement arrangements, but there are no equalities implications relating to these changes.</p>			
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Users	Service	Partners	Stakeholders
	Staff		✓ Age	Disability

	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
	Race	Religion or Belief	Sex
	Sexual Orientation	Other	
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	<p>Overall responsibility for the savings delivery lies within Strategic Commissioning, however its implementation will require working in partnership with other directorates and services within the Council.</p>		
<p>Stage 2: Evidence / Data Collation</p>			
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p>			
<p>1 Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>			
<p>Age (including carers of young/older people)</p>	<p>Harrow age profile from Census 2011 - 0-4: 6.7%, 5-15: 13.4%, 16-64: 65.8%, 65+: 14.1%</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. The age profile of the affected staff group is currently 20% 60 – 70, 40% 50-60 and 40% 40-50.</p> <p>With VR this profile will change to 25% 60 – 70, 25% 50-60 and 50% 40-50.</p>		
<p>Disability (including carers of disabled people)</p>	<p>8,160 people in Harrow were recipients of Disability Living Allowance (DLA) in February 2012.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. None of the affected staff are registered disabled.</p>		
<p>Gender Reassignment</p>	<p>No information collected.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or</p>		

	<p>other stakeholders. None of the affected staff have been involved in gender reassignment as far as is known.</p> <p>No information collected.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. There is no data on marriage / civil partnership status of affected staff group but no negative impact is anticipated</p> <p>No information collected, though ONS data reveals 3,585 births in Harrow in 2012.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders.</p> <p>2011 ONS data for Harrow: White 42%, Mixed 4%, Asian/Asian British 43%, Black/African/Caribbean/Black British 8%, Other 3%</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. Current profile is White 40%, Asian/Asian British 60%.</p> <p>Following VR the profile will be White 50% and Asian/Asian British 50%.</p> <p>Christian: 37%, Hindu: 25%, Muslim: 12%, No religion: 10%, Jewish: 4%, Other: 2%, Sikh: 1%, Buddhist: 1%</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. There is no data on religion and belief of affected staff group but no negative impact is anticipated.</p> <p>50.6 per cent of Harrow's residents are females: 49.4 per cent are males</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. Current profile is Male 40%, Female 60%.</p> <p>Following VR the profile will be Male 50% and Female 50%.</p>
Marriage / Civil Partnership	
Pregnancy and Maternity	
Race	
Religion and Belief	
Sex / Gender	

Sexual Orientation	<p>No information collected.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. There is no data on sexual orientation of affected staff group but no negative impact is anticipated.</p>
Socio Economic	<p>In April 2013, 5,712 businesses were paying business rates to Harrow Council.</p> <p>Between 20-21% of Harrow's households were receiving Housing Benefit and/or Council Tax Benefit in December 2012.</p> <p>2.9% (4,386) of Harrow's working population were unemployed in February 2012.</p> <p>In February 2012, around 11,400 of Harrow's working age residents were in receipt of either ESA, IS, IB or SDA.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. No negative impact anticipated.</p>
What consultation have you undertaken on your proposals?	
<p>Who was consulted?</p> <p>Affected staff group, portfolio holder, Strategic Commissioning management team, unions.</p> <p>Direct reports affected by the reduction of one post were spoken to in one-to-one meetings.</p>	<p>What consultation methods were used?</p> <p>Written consultation document, staff meetings, response to questions.</p>
<p>What do the results show about the impact on different groups / Protected Characteristics?</p>	<p>What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).</p>
<p>No disproportionate impact on groups or protected characteristics was identified</p>	<p>No equalities issued identified.</p>

<p>6.What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>			<p>ONS data, census data from 2011, Harrow Vitality Profiles, Disability statistics from the Harrow Council website.</p>							

Stage 3: Assessing Potential Disproportionate Impact

7.Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

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- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.
- **NO** - If you have ticked 'No' to all of the above, then go to **Stage 6**
- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of

--

documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

137 10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)				

Disability (including carers of disabled people)							
Gender Reassignment							
Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							
Sexual orientation							

<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>										
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>										
<p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>										
1	39									
	Yes	No	No impact							
Yes	No									
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p>										
<p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p>										
<ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 										
<p>Stage 6: Decision</p>										

<p>13. Please indicate which of the following statements best describes the outcome of your EqIA(✓ tick one box only)</p>	
<p>Outcome 1 – No change required:the EqIA has not identified anypotential for unlawful conduct or disproportionate impactand all opportunities to advance equality are being addressed.</p>	✓
<p>Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i></p>	
<p>Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)</p>	
<p>Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)</p>	
<p>13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.</p>	

Page 7: Improvement Action Plan

1. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
All	The impact of this change will be reviewed after six months and then as part of the annual planning process on an ongoing basis	Progress reports through management line.	October 2015	David Harrington, Head of Business Intelligence	2015-16 plan, will be in place March 2015.

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Impact will be reviewed after six months and then as part of the annual planning process.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>As above</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

<p>14 Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>
<p>The change proposed is not likely to have any direct impact however if they do, will always seek to support the Council in eliminating discrimination, harassment and victimisation.</p>	<p>The change proposed is not likely to have any direct impact however if they do, will always seek to support the advancement of equality of opportunity.</p>	<p>The change proposed is not likely to have any direct impact however if they do, will always seek to support the fostering of good relations between different groups.</p>

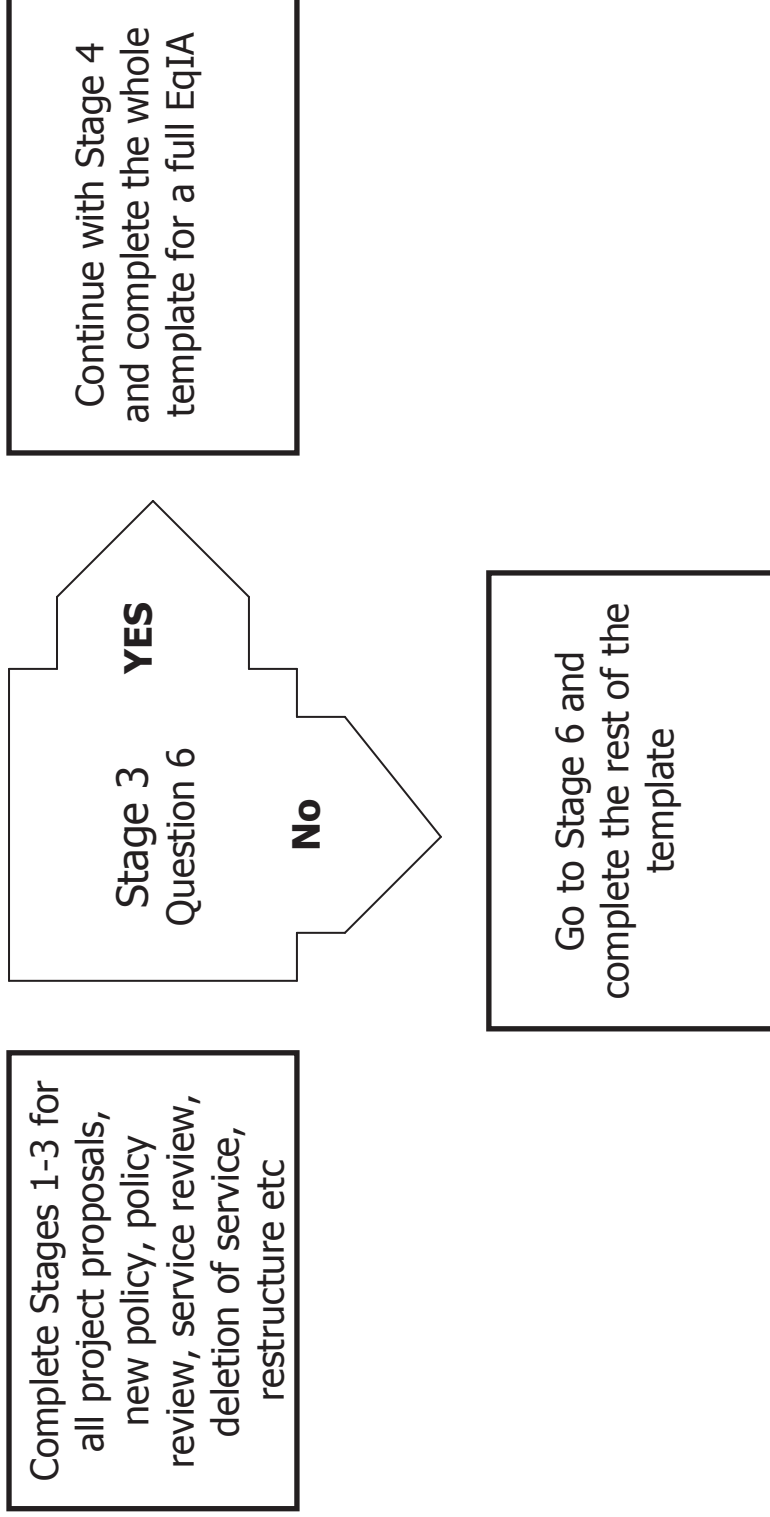
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

<p>19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>None at this stage</p>
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Signed: (Lead officer completing EqIA)	David Harrington	Signed: (Chair of DETG)	A Dewsnap
Date:	5/2/2014	Date:	05/02/15
Date EqIA presented at the EqIA Quality Assurance Group	N/A	Signature of ETG Chair	Pp A Dewsnap

Appendix 1 - Equality Impact Assessment



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation	<input checked="" type="checkbox"/>	Cabinet	<input checked="" type="checkbox"/>
Capital	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>
Service Plan	<input type="checkbox"/>	Corporate Strategic Board	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>	Other	<input checked="" type="checkbox"/>
Title of Project: RES 22 - Collections and Benefits Restructure			
Directorate / Service responsible: Resources / Collections and Benefits			
Name and job title of lead officer: Neil Gann – Project Manager			
Name & contact details of the other persons involved in the assessment: Neil Gann – Project Manager Fern Silverio – Head of Service			
Date of assessment: 28 th May 2014 (updated 12 th December 2014)			
Stage 1: Overview			
<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p> <p>The primary intention of the restructure is to yield the level of savings previously identified through Project Minerva and agreed by Cabinet in January 2014.</p> <p>The restructure is intended to take account of changes to the service as a consequence of implementing new technologies and processes. In particular, the increased use of e-forms integrated to back office systems, greater customer self service and support from the Council's private sector partner through remote processing have all assisted towards achieving the required cost reductions.</p> <p>Where there is the potential for synergies in roles and responsibilities, these have been achieved through the proposed merger of roles and more generic job</p>			

	<p>descriptions.</p> <p>There are also some proposed changes falling outside of the original Project Minerva savings identified that have been included within the restructure plans to facilitate a co-ordinated approach.</p>																														
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <tr> <td>Residents / Service Users</td> <td>✓</td> <td>Partners</td> <td>✓</td> <td>Stakeholders</td> <td>✓</td> </tr> <tr> <td>Staff</td> <td>✓</td> <td>Age</td> <td>✓</td> <td>Disability</td> <td>✓</td> </tr> <tr> <td>Gender Reassignment</td> <td>✓</td> <td>Marriage and Civil Partnership</td> <td>✓</td> <td>Pregnancy and Maternity</td> <td>✓</td> </tr> <tr> <td>Race</td> <td>✓</td> <td>Religion or Belief</td> <td>✓</td> <td>Sex</td> <td>✓</td> </tr> <tr> <td>Sexual Orientation</td> <td>✓</td> <td>Other</td> <td>✓</td> <td></td> <td></td> </tr> </table>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓	Staff	✓	Age	✓	Disability	✓	Gender Reassignment	✓	Marriage and Civil Partnership	✓	Pregnancy and Maternity	✓	Race	✓	Religion or Belief	✓	Sex	✓	Sexual Orientation	✓	Other	✓		
Residents / Service Users	✓	Partners	✓	Stakeholders	✓																										
Staff	✓	Age	✓	Disability	✓																										
Gender Reassignment	✓	Marriage and Civil Partnership	✓	Pregnancy and Maternity	✓																										
Race	✓	Religion or Belief	✓	Sex	✓																										
Sexual Orientation	✓	Other	✓																												
<p>Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	<p>The provision of Collections and Benefits Services is not a shared responsibility although in the case of collection of parking fines, other services (i.e. Parking) have responsibility for the issue of the parking notices. As income received from the issue of parking notices is attributed to a ring-fenced parking account, any variation in income collected as a consequence of the proposals may affect the amount of funding available to contribute to the provision of parking facilities for residents, shoppers, businesses and others, and providing measures that contribute to maintaining traffic flow and road safety.</p> <p>The responsibility for the Collections and Benefits department rests with the Resources Directorate with the Corporate Director Resources having overall responsibility.</p>																														

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics. (Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

The following table has been taken from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and current employee data records relating to the services comprised within Collections and Benefits to which the proposed restructure applies. Consequently, there may be variances between the data shown as different sets of base data have been referenced and compared for the purposes of the analysis.

		Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
Ethnicity	BAME	36.08%	57.75%	75%	38.10%	58.82%	33.33%
	White	52.08%	42.25%	25%	42.86%	32.35%	50.00%
	Unknown	11.84%	0.00%	0.00%	19.04%	8.83%	16.67%
Sex	Male	22.36%	49.40%	25%	38.10%	29.41%	33.33%
	Female	77.64%	50.60%	75%	61.90%	70.59%	66.67%
Disability	Yes	1.81%	16.40%	0%	0%	2.94%	0.00%
	No	93.66%	83.60%	100.00%	100.00%	97.06%	100.00%
	Unknown	4.53%	0.00%	0.00%	0.00%	0.00%	0.00%
Age	16 to 24	3.34%	11.7%	0.00%	0.00%	0.00%	16.67%
	25 to 34	17.39%		50%	23.81%	23.53%	16.67%
	35 to 44	22.67%	30.4%	12.5%	19.05%	29.41%	16.67%
	45 to 54	32.76%	23.6%	37.5%	42.86%	29.41%	33.33%
	55 to 64	21.15%		0.00%	14.28%	17.65%	16.67%
	65+	2.69%	14.1%	0.00%	0.00%	0.00%	0.00%
	Unknown	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers	
Religion or Belief	Christianity	37.30%	0.00%	0.00%	0.00%	0.00%	
	Hinduism	25.30%	0.00%	0.00%	0.00%	0.00%	
	Islam	12.50%	0.00%	0.00%	0.00%	0.00%	
	Judaism	4.40%	0.00%	0.00%	0.00%	0.00%	
	Jainism	No category	0.00%	0.00%	0.00%	0.00%	
	Sikh	1.20%	0.00%	0.00%	0.00%	0.00%	
	Buddhism	1.10%	0.00%	0.00%	0.00%	0.00%	
	Zoroastrian	No category	0.00%	0.00%	0.00%	0.00%	
	Other	2.50%	12.5%	0.00%	20.59%	0.00%	
	No Religion/Atheist	2.09%	9.60%	0.00%	0.00%	0.00%	
Sexual Orientation	Unknown	78.81%	87.5%	100%	79.41%	100%	
	Heterosexual	15.92%	No category	No category	No category	No category	
	Gay Woman/ Lesbian	0.06%	No category	No category	No category	No category	
	Gay Man	0.08%	No category	No category	No category	No category	
	Bi-sexual	0.14%	No category	No category	No category	No category	
	Prefer not to say	1.07%	No category	No category	No category	No category	
	Other	0.04%	No category	No category	No category	No category	
	Unknown	82.69%	No category	No category	No category	No category	
	Yes	4.02%	No category	0.00%	14.29%	5.88%	0.00%
	No	95.98%	No category	0.00%	14.29%	5.88%	0.00%
Pregnancy/ maternity in last 2 years?	Yes	95.47%	No category	No category	No category	No category	
	No	0.00%	No category	No category	No category	No category	
	Unknown	4.53%	No category	No category	No category	No category	
Same gender assigned at birth?	Yes	95.47%	No category	No category	No category	No category	
	No	0.00%	No category	No category	No category	No category	
	Unknown	4.53%	No category	No category	No category	No category	

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records for the Collections and Benefits Service. The age profile of the workforce in proportionate terms and in comparison to the 2011 census is also shown below.

Age	Whole Council 5,125 employees			Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
	2011	2012	2013					
16 to 24	3.66%	3.00%	3.34%	11.7%	0.00%	0.00%	0.00%	16.67%
25 to 34	19.32%	40.39%	17.39%	30.4%	50%	23.81%	23.53%	16.67%
35 to 44	24.04%	22.67%	22.67%		12.5%	19.05%	29.41%	16.67%
45 to 54	30.86%	54.28%	32.76%	23.6%	37.5%	42.86%	29.41%	33.33%
55 to 64	20.16%	21.15%	21.15%		0.00%	14.28%	17.65%	16.67%
65+	1.97%	2.33%	2.69%	14.1%	0.00%	0.00%	0.00%	0.00%
Unknown					0.00%	0.00%	0.00%	0.00%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records for the Collections and Benefits Service. The composition of the workforce in proportionate terms that is disabled in comparison to the 2011 census is also shown below:

Disabled	Whole Council 5,125 employees			Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
	2011	2012	2013					
Yes	1.84%	2.02%	1.81%	*16.40%	0%	0%	2.94%	0.00%
No	98.00%	97.77%	93.66%	*83.60%	100.00%	100.00%	97.06%	100.00%
Unknown	0.16%	0.22%	4.53%	-	0.00%	0.00%	0.00%	0.00%

*Not the same definition - in the 2011 census, 16.4% of Harrow residents self classified their health to be **not** good. 1A target has been set for Harrow Council for 3% of its workforce to declare they have a disability.

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13. The composition of the workforce in proportionate terms that has the same gender as they were assigned at birth in comparison to the 2011 census is shown below. Comparable information for the Collections and Benefits service is not currently held.

Same gender assigned at birth	Whole Council
	5,125
Yes	95.47%
No	0%
Unknown	4.53%

There is no data included for this characteristic within the Harrow Annual Equality in Employment Monitoring Report 2012/13 or in the employee data records as there is currently no requirement to report on this.

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and current Collections and Benefits employee data records. The proportion of the workforce that has been pregnant and / or taken maternity leave within the past two years is shown in the table below.

Percentage of workforce who have been pregnant and/or taken maternity leave in the two years	Whole Council	TPO	Revenues	Benefits	Cashiers
	206 of 5,125	%	%	%	%
	4.02%	0.00%	14.29%	5.88%	0.00%

Gender Reassignment

Marriage / Civil Partnership

Pregnancy and Maternity

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and Collections and Benefits employee data records. The ethnic composition of the workforce in proportionate terms in comparison to the 2011 census is shown in the table below.

Ethnic Classification	Whole Council 5,125 employees			Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
	2011	2012	2013					
Asian	22.64%	23.77%	24.08%	42.59%	50.00%	33.33%	55.88%	33.33%
Black	8.82%	9.33%	9.00%	8.24%	25.00%	4.76%	2.94%	0.00%
Mixed	2.15%	2.21%	2.15%	3.97%	0.00%	0.00%	0.00%	0.00%
Any other ethnic group	1.32%	1.19%	0.86%	2.95%	0.00%	0.00%	0.00%	0.00%
Total BAME	34.92%	36.49%	36.08%	57.75%	75.00%	38.09%	58.82%	33.33%
White	56.36%	54.46%	52.08%	42.25%	25.00%	42.86%	32.35%	50.00%
Unknown/Unclassified	8.71%	9.05%	11.84%	0.00%	0.00%	19.05%	8.82%	16.67%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and 2011 census and is compared in proportionate terms in the table below. There is no comparable data held for the Collections and Benefits service.

	Whole Council 5,125		Harrow Community Data 2011 Census
	%		
Christianity	11.00%		37.30%
Hinduism	4.12%		25.30%
Islam	1.44%		12.50%
Judaism	0.57%		4.40%
Jainism	0.51%		No category
Sikh	0.39%		1.20%
Buddhism	0.20%		1.10%
Zoroastrian	0.02%		No category
Other	0.86%		2.50%
No Religion/Atheist	2.09%		9.60%
Unknown	78.81%		6.20%

Religion and Belief

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and data records for the Collections and Benefits service. The gender composition of the workforce in proportionate terms and in comparison to the 2011 census is shown in the table below.

Sex	Whole Council 5,125 employees			Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
	2011	2012	2013					
Male	24.07%	23.34%	22.36%	49.40%	25%	38.10%	29.41%	33.33%
Female	75.93%	76.66%	77.64%	50.60%	75%	61.90%	70.59%	66.67%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13. There is no comparable data currently held for the employee records for the Collections and Benefits service.

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Sexual Orientation

	Whole Council 5,125 %		TPO	Revenues	Benefits	Cashiers
		%				
Heterosexual	15.92%		%	%	%	%
Gay Woman/ Lesbian	0.06%					
Gay Man	0.08%					
Bi-sexual	0.14%					
Prefer not to say	1.07%					
Other	0.04%					
Unknown	82.69%					

No data currently held.

<p>Socio Economic</p>	<p>Data has been obtained in relation to the Collections and Benefits Department and census data is also available for comparing and reviewing the potential impact of the restructure. The restructure of the Collections and Benefits Department is anticipated to have a minimal local socio-economic impact as 14 of the posts to be deleted are currently vacant and have been for some time. There are 3 further posts to be deleted affecting 4 post-holders and 2 new posts to be created.</p>
<p>5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? 152 List the Title of reports / documents and websites here.</p>	<p>Harrow Equalities Centre website (harrowequalitiescentre.org.uk) indicates that Harrow is made up of people from at least 137 different countries and, based upon the seven religions listed in the standard tables from the census, has the highest level of religious diversity of any local authority in England and Wales.</p> <p>Based upon the 2011 census, Harrow has a population of 239,100 residents. Additionally, the following are of note:</p> <p>Of the resident population, 49.4% are male and 50.6% are female, 14.1% of the population are over the age of 65 compared to 11.1% for London generally.</p> <p>53.7% of couples are married compared to a national average of 46.6% and accordingly ranks Harrow Council highest in London for married couples. In contrast, Harrow is ranked last in London for single people never married or registered in a same-sex civil partnership; 31st for people living in a registered same-sex civil partnership; 31st for separated; last for divorced or formerly in a same-sex civil partnership which is now legally dissolved and last for cohabiting couples.</p> <p>30.9% of Harrow's residents are White British, ranking Harrow fourth lowest nationally. The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7th nationally for ethnic diversity (based on the 18 ethnic group classification), with a score of 5.27. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other.</p> <p>Harrow's Indian group is the borough's largest minority ethnic group, with a population of 63,050 (26.4%), ranking Harrow 2nd nationally, after Leicester.</p> <p>The Harrow Equality in Employment Monitoring Report 2012/13 has been used to obtain data about the organisational composition. Current employee data records for the Collections and Benefits teams have also been used.</p>

Stage 3: Assessing Potential Disproportionate Impact

6. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	✓								
No		✓	✓		✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

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Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

7. What additional data / evidence have you considered to further assess the potential disproportionate impact of your proposals? (include this evidence, including any data, statistics, titles of documents and website links here)

Collections and Benefits employee data records have been obtained from HR and used for comparative purposes with the census, Harrow Annual Equality in Employment Monitoring Report 2012/13 and Harrow Equalities Centre website (harrowequalitiescentre.org.uk). The Staff Survey 2011 has also been referred to for the purposes of completing this assessment.

8. What consultation have you undertaken on your proposals?

<p>Who was consulted?</p>	<p>What consultation methods were used?</p>	<p>What do the results show about the impact on different groups / Protected Characteristics?</p>	<p>What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).</p>
<p>Collections and Benefits employees have been consulted regarding the proposals and also Trade Union representatives from GMB and Unison.</p>	<p>Meetings and Presentations were used. Responses were given to written, verbal and electronic questions received as part of the consultation process. A final response taking into consideration all of the comments and proposals submitted was issued to employees and their Trade Union representatives.</p>	<p>There are 3 posts to be deleted for which there is a job holder in place. The other 14 posts to be deleted are all vacant.</p> <p>Of the 4 post-holders identified as "at risk" as a consequence of the restructure, 2 are male and 2 are female, 1 is from a BAME group, 2 are in the age range 45 to 54, 1 is in the age range 55 to 64 and 1 is in the age range 16 to 24. As the age range of the department is proportionately higher in the 45 to 64 range (i.e. 51%) it was anticipated that the potential for impact was likely to fall on post-holders in the upper age ranges.</p>	<p>The restructure proposals have been revised to take account of comments and suggestions received. In particular, the existing number of Revenues G6 posts will be retained and the proposal to re-evaluate Benefit roles in anticipation of the phased introduction of Universal Credit has been deferred pending greater clarity regarding future work activities and volumes.</p>

Stage 5: Assessing Impact and Analysis

9. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?	
Protected Characteristic	Adverse Positive
Age (including carers of young/older people)	<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p> <p>There are currently 34 employees within the Benefits team, 21 within the Revenues team, 6 within the Cashiers team and 8 within the TPO team.</p> <p>It was previously identified that a potential for a differential impact existed based upon age as the greater proportion of the Collections and Benefits department as a whole was resourced by employees within the age range of 45 to 54, (i.e. 37% TPO, 43% Revenues, 29% Benefits and 33% Cashiers). Other age ranges generally comprise a smaller proportion of employees with the exception of the TPO for which 50% of employees are within the 25 to 34 age category. Of the 4 post-holders identified as being “at risk”, 2 are in the 45 to 54 age range, 1 is in the 55 to 64 age range and 1 is in the 16 to 24 age range.</p>
Disability (including carers of disabled people)	<p>There are currently 34 employees within the Benefits team, 21 within the Revenues team, 6 within the Cashiers team and 8 within the TPO team.</p> <p>There is unlikely to be a potential for a differential impact based upon disability as whilst the Staff Survey 2011 suggested that 7% of the Council workforce were disabled, there is currently only one disabled employee within the Collections and Benefits Department and their post is unaffected by the current proposals.</p>

What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)

Consultation has been undertaken regarding the proposals and due regard was given to questions and comments raised. These were used to review the proposals and amendments were made to these accordingly. Implementation plans will comply with Council policies regarding equalities, change management and organizational change and recruitment.

Gender Reassignment				There is no gender reassignment data held within the Collections and Benefits employee data records.	
Marriage and Civil Partnership				There is insufficient information recorded in the Collections and Benefits employee data records from which to determine any potential impact.	
Pregnancy and Maternity				There are 2 members of the Benefits team (34 employees) and 3 members of the Revenues team (21 employees) that have been pregnant / on maternity leave within the past 2 years. The proposed restructure will impact on the resourcing of the service but there will be no adverse impact in relation to pregnancy / maternity.	
Race				There are currently 34 employees within the Benefits team, 21 within the Revenues team, 6 within the Cashiers team and 8 within the TPO team. There is currently 58% of the Benefits team, 38% of the Revenues team, 33% of the Cashiers team and 75% of the TPO team within a BAME grouping. Of the 4 post-holders identified as being "at risk" under the restructure proposals, one is within a BAME group.	Consultation has been undertaken regarding the proposals and due regard was given to questions and comments raised. These were used to review the proposals and amendments were made to these accordingly. Implementation plans will comply with Council policies regarding equalities, change management and organizational change and recruitment.
Religion or Belief				There is currently insufficient information recorded via employee data records from which to determine any potential impact.	
Sex				There are currently 34 employees within the Benefits team, 21 within the Revenues team, 6 within the Cashiers team and 8 within the TPO team. There is currently 70.59% of the Benefits team, 61.9% of the Revenues team, 66.67% of the Cashiers team and 75% of the TPO team that are female. Of the 4 post-holders identified as being "at risk", 2 are female and 2 are male.	Consultation has been undertaken regarding the proposals and due regard was given to questions and comments raised. These were used to review the proposals and amendments were made to these accordingly. Implementation plans will comply with Council policies regarding equalities, change management and organizational change and recruitment.

Sexual orientation		There is insufficient information currently recorded via employee data records from which to determine any potential impact.	
<p>10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>		<p>Yes</p> <p>Across the organisation, the impact of cost reductions is anticipated to lead to further reductions in the number of posts. However, it is not possible to be more precise about the potential cumulative impact at this stage as this will be dependent upon a number of factors.</p>	<p>✓</p> <p>No</p>
<p>10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>yes, what is the potential impact and how likely is to happen?</p>		<p>Yes</p> <p>As the project workstreams under Programme Minerva affect a number of posts within the Resources Directorate, there is the potential for a number of personnel to be affected by the cost reduction programme. There is also the potential for wider implications to arise from cost reductions being undertaken across other Council Directorates. However, it is not possible to be more precise about the potential impact of these at this stage as this will be dependent upon a number of factors.</p>	<p>✓</p> <p>No</p>

11. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

Of the 4 post-holders identified as being “at risk” under the restructure, 3 are in the age range of 45 to 64. Two of these post-holders roles do not job match and may mean the post-holders being eligible for potential re-deployment under the Council’s PMOC. The other 2 post-holders are ring-fenced for a single post. There is a potential for a protected characteristic to be disadvantaged as a consequence of the restructure as the majority of the employees in the department are in the 45 to 54 age range and 3 of the post-holders affected are in the 45 to 64 age range. However, any applications and interviews required under the restructure will be undertaken in accordance with Council recruitment and selection procedures and policies and support will be provided to applicants in terms of completing an application form and interview practice as appropriate.

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

15 you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

12. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance

<p>equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 12a below)</p>	
<p>Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)</p>	
<p>12a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q11, explain your justification with full reasoning to continue with your proposals.</p>	

Stage 7: Improvement Action Plan

13. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Age	Statistical data available concerning the workforce composition and stakeholders that may be specifically affected by the proposals will be considered and evaluated prior to progressing with any restructure. Where a potential for adverse impact is identified, mitigating actions will be considered and due regard given to potential implications under the Council's Public Sector Equality Duty.	Performance measures / targets will be considered in relation to the specific restructure proposals agreed and to be progressed.	To be determined as part of the implementation plan for the agreed restructure proposals.	Fern Silverio	To be determined as part of the implementation plan.

16 Stage 8 - Monitoring

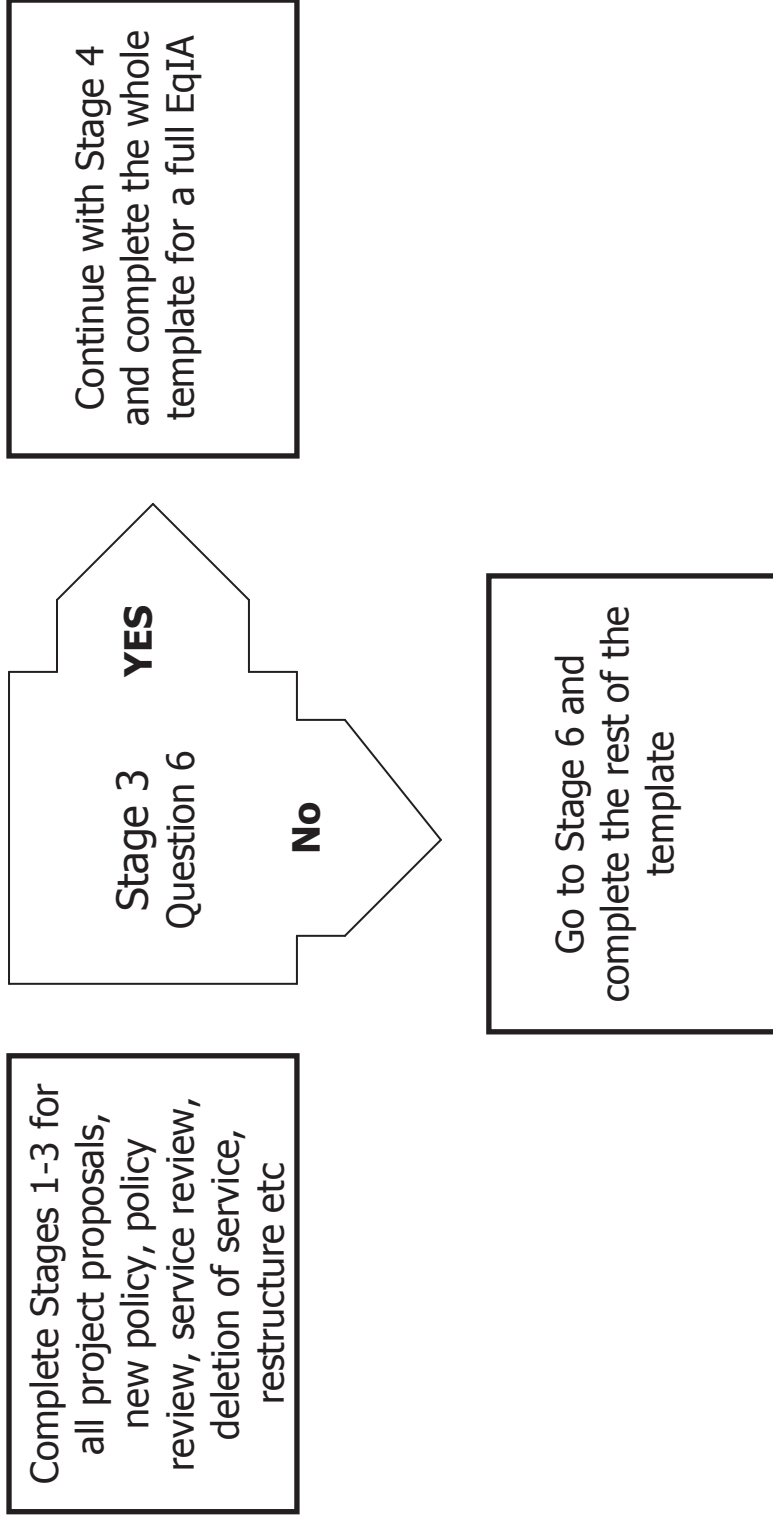
The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (<i>Also Include in Improvement Action Plan at Stage 7</i>)	Monitoring will be undertaken by the Collections and Benefits Management Team with overall responsibility resting with the Head of Service – Collections and Benefits. The timings and frequency of monitoring arrangements have been determined based upon the indicative timescale for implementation.
15. How will the results of any monitoring be analysed, reported and publicised? (<i>Also Include in Improvement Action Plan at Stage 7</i>)	It is anticipated that the results of any monitoring will be analysed, reported and publicised within the department in the manner determined and agreed as appropriate.

<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>A range of comments / complaints regarding the proposals were received during the consultation process. These were considered and responded to with responses being circulated to all Collections and Benefits employees and their Trade Union representatives. Following the closure of the consultation period, due regard was given to all responses received and changes were made to the original proposals. The outcome of the consultation was circulated to all Collections and Benefits employees and their Trade Union representatives.</p>	
<p>Stage 9: Public Sector Equality Duty</p>		
<p>17. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.</p>	<p>(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</p>	
<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>
<p>Consideration was given to how the proposals would contribute towards the PSED. Information regarding the proposals and their implications for employees was communicated through meetings and presentations and advice and support provided through HR and Trade Union representatives. A formal consultation process was undertaken for employees to submit comments and for alternative options to be considered and evaluated as appropriate. Frequently asked questions were captured and responded to accordingly with details of these provided to employees.</p>		

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)			
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.			
18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	EqIA Quality and Assurance		
Signed: (Lead officer completing EqIA)	Fern Silverio	Signed: (Chair of DETG)	
Date:	12 th December 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

Appendix 1 - Equality Impact Assessment



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project:	RES 23 Increased income from Harrow Helpline and reduction in staffing costs		
Directorate / Service responsible:	Resources / Access Harrow		
Name and job title of lead officer:	Jonathan Milbourn – Head of Customer Service and Access Harrow		
Name & contact details of the other persons involved in the assessment:	Griselda Colvin – Service Manager Access Harrow Extension 2349		
Date of assessment:	2 nd February 2015		

Stage 1: Overview

1. What are you trying to do?

(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)

This Equalities Impact Assessment relates to a proposal to increase prices for the Helpline and Telecare service to reflect expenditure associated with providing it. This is an initial assessment prior to determining the precise nature and amount of Telecare charges and the revision of any current Helpline charge exemptions that will be the subject of public consultation and any price increase to be applied to existing Helpline charges.

The Helpline and Telecare services are discretionary services provided to residents that mainly live alone and who are at risk of an emergency. The service operates through a pendant alarm that is worn around the neck or wrist. If the resident becomes unwell or has a fall, they can activate the alarm by pressing the pendant which then goes through to the Council Helpline Operators. The service is available 24 hours a day, 365 days a year.

	<p>There are currently approximately 8800 alarm systems monitored by the Harrow Helpline Service with 22 posts resourcing the service. This number includes those being monitored on behalf of other authorities and customers. The proposal entails increasing some charges for existing chargeable services, as well as increasing the volumes of customers applying for and using the service. The proposal entails carrying out consultation to consider customer and stakeholder views as to whether the Telecare Service should be chargeable and also whether some of the existing charge exemptions should be revised. The proposal also entails reducing service costs through more efficient and effective working arrangements.</p> <p>The current anticipated timetable for the proposals is as follows:</p> <p>Determine proposals for Helpline pricing changes - February 2015 Determine proposals for Telecare pricing – February 2015 Conduct public consultation for Telecare pricing proposals March / April 2015 Evaluate consultation responses – April / May 2015 Report to Cabinet – June 2015 Implementation subject to Cabinet decision – June 2015</p>																														
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <tr> <td>Residents / Service Users</td> <td>✓</td> <td>Partners</td> <td>✓</td> <td>Stakeholders</td> <td>✓</td> </tr> <tr> <td>Staff</td> <td>✓</td> <td>Age</td> <td>✓</td> <td>Disability</td> <td>✓</td> </tr> <tr> <td>Gender Reassignment</td> <td></td> <td>Marriage and Civil Partnership</td> <td>✓</td> <td>Pregnancy and Maternity</td> <td></td> </tr> <tr> <td>Race</td> <td>✓</td> <td>Religion or Belief</td> <td>✓</td> <td>Sex</td> <td>✓</td> </tr> <tr> <td>Sexual Orientation</td> <td></td> <td>Other</td> <td></td> <td></td> <td></td> </tr> </table>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓	Staff	✓	Age	✓	Disability	✓	Gender Reassignment		Marriage and Civil Partnership	✓	Pregnancy and Maternity		Race	✓	Religion or Belief	✓	Sex	✓	Sexual Orientation		Other			
Residents / Service Users	✓	Partners	✓	Stakeholders	✓																										
Staff	✓	Age	✓	Disability	✓																										
Gender Reassignment		Marriage and Civil Partnership	✓	Pregnancy and Maternity																											
Race	✓	Religion or Belief	✓	Sex	✓																										
Sexual Orientation		Other																													
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 	<p>The provision of the Helpline service for access by vulnerable members of the community is through Access Harrow within the Resources Directorate. The service is delivered on behalf of Adults Social Care. This assessment has been prepared in consultation with representatives from Adults Social Care.</p>																														

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics. (Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Age (including carers of young/older people)	Evidence and data has been obtained from Harrow Vitality Profiles and mid-year ONS population estimates. Specific data for the service is not currently held and has therefore been addressed within the improvement action plan at stage 7.
Disability (including carers of disabled people)	Evidence and data has been obtained from Harrow Vitality Profiles and mid-year ONS population estimates. Specific data for the service is not currently held and has therefore been addressed within the improvement action plan at stage 7.
Gender Reassignment	Evidence and data necessary to review the potential impact of the project proposal is limited and has therefore been addressed within the improvement action plan at stage 7.
1 66 Marriage / Civil Partnership	Evidence and data has been obtained from the "Jontec" system used to administer the service and has been compared with 2011 census data for evaluation.
Pregnancy and Maternity	Evidence and data necessary to review the potential impact of the project proposal is limited and has therefore been addressed within the improvement action plan at stage 7.
Race	Evidence and data has been obtained from the "Jontec" system used to administer the service and has been compared with 2011 census data for evaluation.
Religion and Belief	Evidence and data has been obtained from the "Jontec" system used to administer the service and has been compared with 2011 census data for evaluation.
Sex / Gender	Evidence and data has been obtained from the "Jontec" system used to administer the service and has been compared with 2011 census data for evaluation.
Sexual Orientation	Evidence and data necessary to review the potential impact of the project proposal is limited and has therefore been addressed within the improvement action plan at stage 7.

Socio Economic	Evidence and data necessary to review the potential impact of the project proposal is limited and has therefore been addressed within the improvement action plan at stage 7.
<p>5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>	<p>Data in relation to Helpline customers has been evaluated in comparison to the following additional sources of data where applicable.</p> <p>Based upon the 2011 census, Harrow has a population of 239,100 residents. Additionally, the following are of note:</p> <p>Of the resident population, 49.4% are male and 50.6% are female, 14.1% of the population are over the age of 65 compared to 11.1% for London generally.</p> <p>53.7% of couples are married compared to a national average of 46.6% and accordingly ranks Harrow Council highest in London for married couples. In contrast, Harrow is ranked last in London for single people never married or registered in a same-sex civil partnership; 31st for people living in a registered same-sex civil partnership; 31st for separated; last for divorced or formerly in a same-sex civil partnership which is now legally dissolved and last for cohabiting couples.</p> <p>30.9% of Harrow's residents are White British, ranking Harrow fourth lowest nationally. The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7th nationally for ethnic diversity (based on the 18 ethnic group classification), with a score of 5.27. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other.</p> <p>Harrow's Indian group is the borough's largest minority ethnic group, with a population of 63,050 (26.4%), ranking Harrow 2nd nationally, after Leicester.</p>

Stage 3: Assessing Potential Disproportionate Impact

6. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

The proposals to which this Equalities Impact Assessment apply relate to charges and costs for the service and not the service performance itself. Evidence to support the characteristics for which a disproportionate adverse impact may occur is shown in Appendix 1 to this assessment.

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	✓	✓		✓		✓	✓	✓	
No			✓		✓				✓

YES - If there is a risk of disproportionate adverse impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

▪ **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

▪ Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

7. What additional data / evidence have you considered to further assess the potential disproportionate impact of your proposals? (include this evidence, including any data, statistics, titles of documents and website links here)

An analysis of Helpline customer characteristics and other relevant data has been included and evaluated in Appendix 1 to this assessment.

8. What consultation have you undertaken on your proposals?

External consultation and consultation with employees is to be undertaken.

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Adults Social Care	Meetings with Director of Adults Social Care.	Not applicable.	Not applicable.

Stage 5: Assessing Impact and Analysis

9. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data and based on the fact that there is a greater probability of eligibility for the service after pension credit age is reached.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.

Disability (including carers of disabled people)			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data and based on the fact that there is a greater probability of eligibility for the service for residents with limited mobility or who have support from carers.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Gender Reassignment			There is limited information currently held about existing customers from which to determine and evaluate the potential impact of the proposal.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Marriage and Civil Partnership			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Pregnancy and Maternity 170			There is limited information currently held about existing customers from which to determine and evaluate the potential impact of the proposal.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Race			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Religion or Belief			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.

Sex			<p>There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data.</p>	<p>Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.</p>
Sexual orientation			<p>There is limited information currently held about existing customers from which to determine and evaluate the potential impact of the proposal.</p>	<p>Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.</p>

10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?

If yes, which Protected Characteristics could be affected and what is the potential impact?

172

Yes	✓	No
<p>Evidence and data necessary to review the potential impact of the proposal for all protected characteristics is currently incomplete and has therefore been addressed within the improvement action plan at stage 7. There is the potential for a cumulative impact on a protected characteristic. In particular, any reduction in levels of disposable income and financial support available to customers may limit their ability to pay for Helpline services.</p> <p>Other Council budget proposals may impact upon Helpline customers although it is not possible to determine the nature and extent of these at present as future service proposals have not yet been finalised. It is therefore intended that this aspect of the assessment should be kept under regular review and revisited following any consultation process undertaken and as supporting data emerges.</p>		
Yes	✓	No
<p>The potential for wider impact will ultimately be dependent upon budget proposals to be considered by the Council when the budget and Council Tax levels are set. It is not therefore possible to be more precise about the potential impact of these at this stage as this will be dependent upon a number of factors. This aspect of the assessment will therefore be kept under review as more information is obtained and updated accordingly.</p>		

10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?

If yes, what is the potential impact and how likely is to happen?

11. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

There is the potential for a protected characteristic to be disadvantaged by an adverse impact as set out within this assessment. However, it is not possible to be more precise at this stage as there is currently an absence of complete information about customers accessing the service and final proposals have not yet been determined or agreed. This assessment will therefore be kept under review having regard to emerging data and findings and the outcome of the proposed consultation.

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	✓	✓		✓		✓	✓	✓	
No			✓		✓				✓

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

12. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.</p>	
<p>Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i></p>	
<p>Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have ‘due regard’. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 12a below)</p>	✓
<p>Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)</p>	
<p>12a. If your EqIA is assessed as outcome 3 or you have ticked ‘yes’ in Q11, explain your justification with full reasoning to continue with your proposals.</p>	<p>This initial assessment is to support proposals for which the potential introduction of charges or revision of current charge exemptions shall be subject to public consultation. It is also intended to support a price increase for existing charges that is to be determined concurrently with a reduction in service costs.</p> <p>The existing charges and charge exemptions for Helpline have not been reviewed for a number of years despite changes in the service costs. Additionally, the subsidy that previously was available to the Council for Telecare services has ceased.</p>

Stage 7: Improvement Action Plan

13. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Age, Race, Disability, Marital Status, Religion or belief and Gender.	Statistical and equalities data for customers and stakeholders that may be specifically affected by the proposal will be considered and evaluated prior to recommending any proposals. Where a potential for adverse impact is identified, mitigating actions will be considered and due regard given to potential implications under the Council's Public Sector Equality Duty. Consultation with customers and key stakeholders including representative organisations located within the Borough will be undertaken and included in the evaluation prior to making any recommendation.	Service standards / targets will be considered in relation to any specific proposals agreed and to be progressed.	To be determined as part of the implementation plan for any agreed proposals.	Jonathan Millbourn	To be determined as part of the implementation plan for any agreed proposals.

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Monitoring will be undertaken by the Access Harrow Management Team with overall responsibility resting with the Head of Customer Service and Access Harrow. The timings and frequency of monitoring arrangements will be determined based upon the indicative timescale for implementation if the proposal is to be progressed. This Equality Impact Assessment will be kept under review having regard to emerging data and findings and the results of the proposed consultation.</p>
<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>It is anticipated that the results of any monitoring will be analysed, reported and publicised within the department in the manner determined and agreed as appropriate and also included in any report that may be submitted to Cabinet in the future concerning the outcomes from the consultation to be conducted and any proposed price increase for existing charges. This Equality Impact Assessment will be kept under review having regard to emerging data and findings and the results of the proposed consultation.</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>Not applicable at present as proposals have not yet been finalised and subject to consultation. Consultation and the analysis of equalities data obtained from it will be given due consideration prior to determining recommendations. This Equality Impact Assessment will be kept under review having regard to emerging data and findings and the results of the proposed consultation.</p>

Stage 9: Public Sector Equality Duty

<p>17. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.</p> <p>(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</p>		
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
<p>Consideration has been given to how the proposals will contribute towards the PSED. Information regarding the proposal and its implications for customers and stakeholders will be communicated through reports, meetings and presentations as appropriate. Consultation will be undertaken with customers and other stakeholders for them to submit their comments and for alternative options to be considered and evaluated as appropriate. Approval for implementation will be obtained via the Council's standard approvals process for such matters.</p>		
<p>Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)</p> <p>The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</p>		
18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	EqIA Quality and Assurance	
Signed: (Lead officer completing EqIA)	Jonathan Milbourn	Signed: (Chair of DETG)
Date:	2 nd February 2015	Date:
Date EqIA presented at the EqIA Quality Assurance Group	Signature of ETG Chair	

Appendix 1

The composition of the Helpline service customer base for the Harrow Borough area only is set out below:

Total Harrow clients	2954
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Free Service	
Over 75's	363
Adults referral	492
Integrated Care Package	13
"Passported" Benefits	306
Supported Accommodation Local Authority Schemes	510
Total	1684

Paying Clients	
Total Private harrow Clients	610
Private Harrow Schemes	659
Total	1269

Gender

Table 1 below shows the gender of all Helpline customers (including residents of other Boroughs) and indicates that the greater proportion is female although there are approximately 10% of customers for whom gender is not currently known. Based upon this information, there is the potential for a disproportionate impact on the grounds of gender. This contrasts with the 2011 census that indicated that there were 47.79% male and 52.21% female residents.

Table 1

Gender

Description	Customer Count	Percentage
Female	5323	59.48
Male	2788	31.15
Not Specified	533	5.96
Unknown	305	3.41
Total:	8949	100

Religion and Belief

Table 2 below indicates the religious beliefs of all Helpline customers (including residents of other Boroughs). The beliefs with the highest proportions of customers have been highlighted for ease of reference. The greatest proportion of customers currently exist within the “unknown” category representing the fact that religious beliefs for nearly half of all Helpline customers is not currently known.

Results from the 2011 census indicated the following proportions:

Christian – 40.99%
Hindu – 19.03%
Jewish – 7.61%
Muslim – 8.86%
Sikh – 1%
Buddhist – 0.83%
Other – 2.82%
No religion – 11.6%
Not stated – 7.26%

The Helpline data has a considerably higher number of customers than the census for whom their religion is unknown and which could impact upon the relative proportions of other religions. However, in broad terms, the religions comprising the greater proportions of residents appear to be similar to the representation of the Helpline service.

There is a potential for a disproportionate impact on the grounds of religious belief, particularly in relation to the beliefs highlighted.

Table 2

Description	Customer Count	Percentage
7th DAY ADV.	13	0.15
AGNOSTIC	8	0.09
ANGLICAN	12	0.13
ATHEIST	9	0.10
BAHAI	6	0.07
BAPTIST	47	0.53
BUDDHIST	24	0.27
C OF E	618	6.91
CATHOLIC	287	3.21
CE	37	0.41
CH OF GOD PROPHECY	7	0.08
CHRISTIAN	985	11.01
CHRISTIAN SCIENCE	2	0.02
CHURCH OF ENGLAND	159	1.78
CHURCH OF SCOTLAND	6	0.07
DU	3	0.03
FREE CHURCH	2	0.02
GREEK ORTH.	32	0.36
HINDU	919	10.27
HUMANIST	2	0.02
ISH	1	0.01
ISLAM	46	0.51
JAIN	49	0.55
JEHOVAH'S W.	27	0.30

Description	Customer Count	Percentage
JEWISH	452	5.05
L D S MORMON	1	0.01
LIM	2	0.02
METHODIST	72	0.80
MORAVIAN	2	0.02
MUSLIM	278	3.11
NONE	47	0.53
PENTECOSTAL	14	0.16
PRESBYTERIAN	5	0.06
PROTESTANT	8	0.09
QUAKER	2	0.02
RASTAFARIAN	2	0.02
RC-CATHOLIC	472	5.27
SALVATION ARMY	5	0.06
SIKH	30	0.34
SPIRITUALIST	1	0.01
UNITARIAN	2	0.02
UNITED REFORM CHURCH	3	0.03
UNKNOWN	4246	47.45
WELSH CHAPEL	1	0.01
Description	Customer Count	Percentage
ZOROASTRIAN	3	0.03
Total:	8949	100.00

Marital Status

Table 3 below indicates the marital status of all Helpline customers (including residents of other Boroughs) and shows that the marital status is unknown for the greatest proportion of Helpline customers. It is also possible that some customers may have indicated they are “married”, when they are “widowed” particularly as there are 7055 (i.e. 89.2%) single occupancy properties suggesting that many of the existing customers are single.

The 2011 census data indicated that single residents accounted for 26.36% of the Borough population with married and civil partnerships accounting for 58.29%, separated / divorced 6.92% and widowed 8.43%.

The apparent variance between the two sets of data appears to be primarily due to the large number of Helpline customers whose marital status is unknown (i.e. 85.26%) and the eligibility grounds for access to the Helpline service which is predominantly for single persons. There is a potential for a disproportionate impact on the grounds of marital status particularly for those customers that are widowed or married and who comprise the greater proportion of service customers at present.

Table 3

Marital Status

Description	Customer Count	Percentage
Divorced	50	0.56
Married	604	6.75
Not Disclosed	7630	85.26
Separated	6	0.07
Single	172	1.92
Widowed	487	5.44
Total:	8949	100

Race

Table 4 below indicates the race of all Helpline customers (including those resident in other Boroughs) highlighting those with the highest proportions of customers for ease of reference.

Table 4

Ethnic Origin

Description	Customer Count	Percentage
Afro Caribbean	5	0.06
Asian - Bangladeshi (S)	3	0.03
Asian - British	311	3.48
Asian - Chinese (S)	13	0.15
Asian - Indian (S)	181	2.02
Asian - Other (S)	182	2.03
Asian - Pakistani (S)	23	0.26

Description	Customer Count	Percentage
Black - African (S)	51	0.57
Black - Caribbean(S)	156	1.74
Black - Other (S)	18	0.20
Black - British	153	1.71
British	147	1.64
Caribbean	38	0.42
English	32	0.36
Greek	1	0.01
Irish - Other	14	0.16
Italian	6	0.07
Jamaican	1	0.01
Mixed - Other (S)	5	0.06
Mixed - White and Asian (S)	4	0.04
Mixed - White and Black African (S)	2	0.02
Mixed - White and Black Caribbean (S)	2	0.02
Nepalese	1	0.01
Other (S)	36	0.40
Spanish	1	0.01
Sri Lankan	2	0.02
Unknown	6187	69.14
White - British (S)	1054	11.78
White - Caribbean	2	0.02
White - Irish (S)	120	1.34
White - Other (S)	198	2.21
Total:	8949	100

This contrasts with the 2011 census data that indicated the following:

White British – 47.83%
White Other – 8.83%
Mixed – 3.67%
Asian / Asian British 33.1%
Black / Black British 4.48%

Arab and other 2.1%

The greatest proportion of Helpline customers currently exist within the “unknown” category representing the fact that the race of almost 70% of all Helpline customers is not currently known.

There is a potential for a disproportionate impact on the grounds of race, particularly in relation to those groups highlighted.

Age

The age composition of all Helpline customers (including other Boroughs to whom the service is provided is as follows:

16 to 19 =	16
20 to 24 =	37
25 to 29 =	63
30 to 34 =	80
35 to 39 =	68
40 to 44 =	84
45 to 49 =	136
50 to 54 =	215
55 to 59 =	253
60 to 64 =	372
65 to 69 =	587
70 to 74 =	734
75 to 79 =	1171
80 to 84 =	1466
85 to 89 =	1535
90 to 94 =	1011
95 to 99 =	313
100 to 109 =	79
Total	8220

The reason for the difference between the total number of customers identified for the protected characteristic of age and the total number of customers identified for other protected characteristics is that where a customer age is unknown, it is not reported at all. There are currently 729 records where the customer age is not known.

Based upon the ONS 2013 mid-year population estimates published for the Borough, there were 35,500 residents out of the population of 243,400 (i.e. 14.6%) that were of pension credit age. This compared to 34,700 out of a Borough population of 242,400 (i.e. 14.3%) in 2012 and represented an overall increase of 800. This compares to 11.4 per cent of London's population and 17.3 per cent of the population nationally.

Additionally, it was projected that the proportion of Harrow's population aged 65 and over could increase by 25.4% over the next decade, showing a potential increase of 8,830 residents in this age group. Harrow's population aged 80 and over is also projected to grow by 2,980, or 30.6%, over the decade. This is above both the national rate of 27.7% and London's rate of 22.2%. The longer-term projections indicate that by 2037, Harrow's over 80 population could be approximately 20,200 which is more than double (+107.4%) the current over 80 population of 9,700. The number of Helpline customers of pension credit age (including other Boroughs) as a proportion of the customers for whom their age is known is 6,896. This equates to 83.9% of the total customer base. There is therefore a potential for a disproportionate impact on persons of pension credit age (i.e. aged 65 and over).

Disability

The mobility status of Helpline customers is not currently known. However, based upon 2011 census results for the Borough overall, the following information has been determined:

There were 16,187 (6.8%) residents in Harrow with a limiting long-term illness / health problem or disability that significantly affected their day-to-day activities. Limiting long-term illness (LLTI) generally affects older people to a greater extent and overall, 8,724 of residents aged 65 and over (i.e. 54%) had an LLTI significantly limiting their activities. The next largest group affected by LLTI was the working age group (i.e. aged 16 to 64) with 6,788 residents (i.e. 52%). There were 655 residents (i.e. 4.1%) of the 16,167 with a severely limiting LLTI aged 15 and under. Based upon the above information and the eligibility grounds for the Helpline service, there is a potential for a disproportionate impact to occur based upon disability.

Pregnancy and Maternity

The number of Helpline customers that are either pregnant or have recently given birth is not known as this information is not currently held. However, based upon eligibility grounds for the Helpline service, it is currently anticipated that there is unlikely to be the potential for a disproportionate adverse impact for this protected characteristic arising from the proposal.

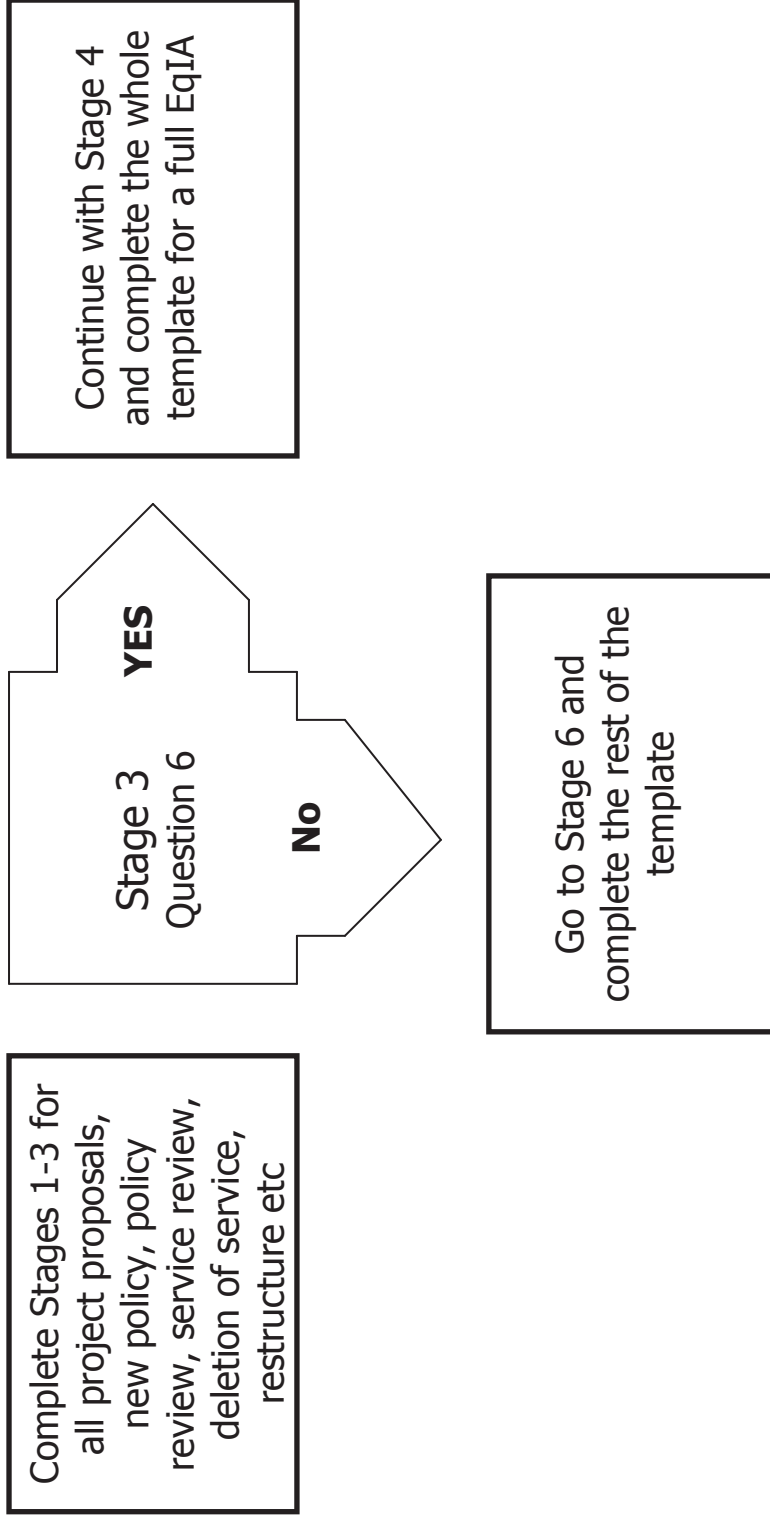
Sexual Orientation

The sexual orientation of Helpline customers is not known as this information is not currently held. However, there is no current evidence to suggest that there is likely to be the potential for a disproportionate adverse impact for this protected characteristic arising from the proposal.

Gender Reassignment

The number of Helpline customers that are either pregnant or have recently given birth is not known as this information is not currently held. However, there is no current evidence to suggest that there is likely to be the potential for a disproportionate adverse impact for this protected characteristic arising from the proposal.

Appendix 1 - Equality Impact Assessment



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project:	RES25 IT Service Re-procurement		
Directorate / Service responsible:	Resources		
Name and job title of lead officer:	Rob Bonneywell – Project Manager		
Name & contact details of the other persons involved in the assessment:	Neil Gann – Project Support Simon Peck – Project Support Rahim St John – Head of Business Transformation Partnership		
Date of assessment:	2 nd February 2015		
Stage 1: Overview			
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)	The initial period of the existing Incremental Partnership Agreement with Capita expires in November 2015. The variation to the above agreement for the provision of IT Services has a break clause permitting cessation of the contract in November 2015 subject to at least 12 months prior written notice. It has previously been agreed through Cabinet that a re-procurement of the ICT service should be undertaken due to the likelihood for changes in future demand for the provision of ICT Services and back-office transactional support services. It is also anticipated that other activities, particularly relating to channel shift and flexible working, will increase volumes of online activity, data storage requirements and requirements		

	<p>for extended system availability in the future. The ICT Service represents the largest cost base within the Resources Directorate and there have been significant changes in the market over the past three years in particular.</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment	✓	Marriage and Civil Partnership	✓	Pregnancy and Maternity	✓
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	✓	Other	✓		
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so: Who are the partners? Who has the overall responsibility? How have they been involved in the assessment?</p>	<p>The provision of ICT Services is not a shared responsibility although other services within the organisation have responsibility for devolved applications that are not intended to form a part of the ICT Service re-tender. Additionally, other service users across the organisation may be affected by the re-procurement.</p> <p>The responsibility for the ICT services within the contract package rests with the Resources Directorate with the Corporate Director Resources having overall responsibility.</p>					

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics. (Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

As future ICT service provision is subject to final tenders following a competitive dialogue process, the impact of a preferred bidder's proposal cannot be determined at this stage. However, as the service is a re-procurement, the impact on external customers to the Council is not currently anticipated to have a significant impact. This EqIA is therefore predominantly focused on internal service users. The following table has been taken from the Harrow Annual Equality in Employment Monitoring Report 2012/13, 2011 national census and current employee data records. Consequently, there may be variances between the data shown as different sets of base data have been referenced and compared for the purposes of the analysis.

	Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	ICT Client Team (8 posts)
Ethnicity	BAME	36.08%	57.75%	50%
	White	52.08%	42.25%	50%
	Unknown	11.84%	0.00%	0%
Sex	Male	22.36%	49.40%	37.5%
	Female	77.64%	50.60%	62.5%
Disability	Yes	1.81%	16.40%	0%
	No	93.66%	83.60%	100%
	Unknown	4.53%	0.00%	0%
Age	16 to 24	3.34%	11.7%	0%
	25 to 34	17.39%	30.4%	12.5%
	35 to 44	22.67%	23.6%	12.5%
	45 to 54	32.76%		75%
	55 to 64	21.15%		0%
	65+	2.69%	14.1%	0%
	Unknown	0.00%	0.00%	0%

	Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	ICT Client Team (8 posts)
Religion or Belief	Christianity	11.00%	37.30%	
	Hinduism	4.12%	25.30%	
	Islam	1.44%	12.50%	
	Judaism	0.57%	4.40%	
	Jainism	0.51%	No category	
	Sikh	0.39%	1.20%	
	Buddhism	0.20%	1.10%	
	Zoroastrian	0.02%	No category	
	Other	0.86%	2.50%	12.5%
	2.78%	2.09%	9.60%	
	82.48%	78.81%	6.20%	87.5%
Sexual Orientation	Heterosexual	15.92%		
	Gay Woman/			
	Lesbian	0.06%		
	Gay Man	0.08%		
	Bi-sexual	0.14%	No category	
	Prefer not to say	1.07%		
	Other	0.04%		
	Unknown	82.69%		100%
	Yes	4.02%		12.5%
	No	95.98%		
Pregnancy/ maternity in last 2 years?	6.62%			
	93.38%			
Same gender assigned at birth?	99.57%	95.47%	No category	100%
	0.00%	0.00%		0%
	0.43%	4.53%		0%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13, employee data records and the 2011 census. The age profile of the workforce in proportionate terms and in comparison to the 2011 census is shown below.

Age	Whole Council 5,125 employees			Excluding Schools 2,375 employees			Harrow Community Data 2011 Census	ICT Client Team (8 posts)
	2011	2012	2013	2011	2012	2013		
16 to 24	3.66%	3.00%	3.34%	2.73%	2.21%	1.47%	11.7%	0%
25 to 34	19.32%	40.39%	17.39%	15.05%		14.15%	30.4%	12.5%
35 to 44	24.04%		22.67%	22.39%	36.50%	21.68%		12.5%
45 to 54	30.86%	54.28%	32.76%	31.36%		33.14%	23.6%	75%
55 to 64	20.16%		21.15%	25.78%	58.09%	25.81%		0%
65+	1.97%	2.33%	2.69%	2.69%	3.20%	3.75%	14.1%	0%
Unknown								0%

Age (including carers of young/older people)

There are three broad age groups for residents in the Borough comprising 0-15, 16-64 and 65+.

The proportion of residents within these groups is as follows:

- 0 to 15 = 20.1%
- 16 to 64 = 65.8%
- 65+ = 14.1%

The median age of residents in Harrow is 36 years, younger than the national median age of 39 years, but older than London's median age of 33.

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13, employee data records for the ICT Client Team and the 2011 census.

	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census	ICT Client Team (8 posts)
	2011	2012	2013	2011	2012	2013			
Disabled									
Yes	1.84%	2.02%	1.81%	3.63%	3.58%	3.33%	5.08%	*16.40%	0%
No	98.00%	97.77%	93.66%	96.29%	96.30%	96.25%	-	*83.60%	100%
Unknown	0.16%	0.22%	4.53%	0.08%	0.12%	0.42%	-	-	0%

Notes

*Not the same definition – in the 2011 census, 16.4% of Harrow residents self classified their health to be **not** good. A target has been set for Harrow Council for 3% of its workforce to declare they have a disability.

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records. There was no data available from the 2011 census for this protected characteristic.

	Whole Council 5,125		Excluding Schools 2,375		ICT Client Team 8	
	%		%			
Yes	95.47%		99.58%		0%	
No	0%		0%		100%	
Unknown	4.53%		0.42%		0%	

<p>Marriage / Civil Partnership</p>	<p>There is no data included for this characteristic within the Harrow Annual Equality in Employment Monitoring Report 2012/13 or in the employee data records as there is currently no requirement to report on this.</p> <p>The 2011 national census indicated that Harrow has a very high percentage of married couples with 53.7 per cent of residents (aged 16+) in a marriage and above the national level of 46.6 per cent. This ranks Harrow as first in London. There has been a 25 per cent increase in the number of married people living in Harrow over the past decade. Correspondingly, the borough has lower levels of people with other marital and civil partnership status. Harrow is ranked last (33rd) in London for single people that have never married or registered in a same-sex civil partnership; 31st for people living in a registered same-sex civil partnership; 31st for separated; last for divorced or formerly in a same-sex civil partnership which is now legally dissolved and last for cohabiting couples.</p>												
<p>194 Pregnancy and Maternity</p>	<p>Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records. There was no data available for this characteristic from the 2011 national census. The proportion of the workforce that has been pregnant and / or taken maternity leave within the past two years is shown in the table below.</p> <table border="1" data-bbox="721 443 989 1512"> <tr> <td data-bbox="721 1064 858 1512"></td> <td data-bbox="721 855 821 1064"> <p>Whole Council 206 of 5,125</p> </td> <td data-bbox="721 649 821 855"> <p>Excluding Schools 98 of 2,375</p> </td> <td data-bbox="721 443 821 649"> <p>ICT Client Team 1 of 8</p> </td> </tr> <tr> <td data-bbox="858 1064 989 1512"> <p>Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31st March 2013</p> </td> <td data-bbox="858 855 989 1064"> <p>%</p> </td> <td data-bbox="858 649 989 855"> <p>%</p> </td> <td data-bbox="858 443 989 649"> <p>%</p> </td> </tr> <tr> <td data-bbox="858 1064 989 1512"></td> <td data-bbox="858 855 989 1064"> <p>4.02%</p> </td> <td data-bbox="858 649 989 855"> <p>4.13%</p> </td> <td data-bbox="858 443 989 649"> <p>12.5%</p> </td> </tr> </table>		<p>Whole Council 206 of 5,125</p>	<p>Excluding Schools 98 of 2,375</p>	<p>ICT Client Team 1 of 8</p>	<p>Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31st March 2013</p>	<p>%</p>	<p>%</p>	<p>%</p>		<p>4.02%</p>	<p>4.13%</p>	<p>12.5%</p>
	<p>Whole Council 206 of 5,125</p>	<p>Excluding Schools 98 of 2,375</p>	<p>ICT Client Team 1 of 8</p>										
<p>Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31st March 2013</p>	<p>%</p>	<p>%</p>	<p>%</p>										
	<p>4.02%</p>	<p>4.13%</p>	<p>12.5%</p>										

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13, employee data records and the 2011 national census. The ethnic composition of the workforce and Borough residents' is shown in the table below.

Ethnic Classification	Whole Council 5,125 employees			Excluding Schools 2,375 employees		London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census	ICT Client Team
	2011	2012	2013	2011	2012			
Asian	22.64%	23.77%	24.08%	20.48%	20.52%	10.67%	42.59%	37.5%
Black	8.82%	9.33%	9.00%	13.96%	14.32%	20.39%	8.24%	0%
Mixed	2.15%	2.21%	2.15%	1.91%	1.87%	2.75%	3.97%	0%
Any other ethnic group	1.32%	1.19%	0.86%	1.44%	1.29%	1.85%	2.95%	0%
Total BAME	34.92%	36.49%	36.08%	37.79%	37.99%	35.67%	57.75%	37.5%
White	56.36%	54.46%	52.08%	56.16%	55.06%	64.33%	42.25%	62.5%
Unknown/Unclassified	8.71%	9.05%	11.84%	6.05%	6.95%	8.03%	0.00%	0%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and 2011 census and is compared in proportionate terms in the table below.

Religion and Belief	Whole Council 5,125		Excluding Schools 2,375		Harrow Community Data 2011 Census	
	%	%	%	%	%	%
Christianity	11.00%	13.09%	13.09%	37.30%		
Hinduism	4.12%	4.00%	4.00%	25.30%		
Islam	1.44%	1.64%	1.64%	12.50%		
Judaism	0.57%	0.59%	0.59%	4.40%		
Jainism	0.51%	0.42%	0.42%	No category		
Sikh	0.39%	0.51%	0.51%	1.20%		
Buddhism	0.20%	0.25%	0.25%	1.10%		
Zoroastrian	0.02%	-	-	No category		
Other	0.86%	0.97%	0.97%	2.50%		
No Religion/Atheist	2.09%	2.78%	2.78%	9.60%		
Unknown	78.81%	75.75%	75.75%	6.20%		

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13, 2011 national census and employee data records.

Sex	Whole Council 5,125 employees			Excluding Schools 2,375 employees		London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census	ICT Client Team (8 posts)
	2011	2012	2013	2011	2013			
Male	24.07%	23.34%	22.36%	37.71%	37.68%	37.67%	49.40%	37.5%
Female	75.93%	76.66%	77.64%	62.29%	62.32%	62.33%	50.60%	62.5%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records. There is no 2011 census data available for this protected characteristic.

	Whole Council 5,125	Excluding Schools 2375	ICT Client Team (8 posts)
	%	%	
Heterosexual	15.92%	18.11%	
Gay Woman/ Lesbian	0.06%	0.08%	
Gay Man	0.08%	0.08%	
Bi-sexual	0.14%	0.21%	
Prefer not to say	1.07%	1.18%	
Other	0.04%	-	
Unknown	82.69%	80.34%	100%

<p>Socio Economic</p>	<p>Data has been obtained in relation to Harrow Council employees and census data is also available to compare and review the potential impact of any options that may subsequently be agreed for implementation. The re-tender of the existing outsourced IT Service is currently anticipated to have a minimal local socio-economic impact.</p> <p>The general equality duty set out in the Equalities Act 2010 applies to procurement and commissioning by virtue of Schedule 19 to that Act. The general equality duty also applies to bodies which are carrying out public functions (in relation to those functions only). For those authorities, the general equality duty will also apply to their procurement and commissioning, in so far as procurement and commissioning are part of the exercise of those public functions. This provision means that any contractor working on behalf of the Council will be obliged to comply with the general Equality Duty as set out in the 2010 Act. A provision concerning Equalities and Diversity has therefore been included within the ICT re-tender contract terms and provisions accordingly.</p>
<p>197</p> <p>5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>	<p>Harrow Equalities Centre website (harrowequalitiescentre.org.uk) indicates that Harrow is made up of people from at least 137 different countries and, based upon the seven religions listed in the standard tables from the census, has the highest level of religious diversity of any local authority in England and Wales.</p> <p>Based upon the 2011 census, Harrow has a population of 239,100 residents. Additionally, the following are of note:</p> <p>Of the resident population, 49.4% are male and 50.6% are female.</p> <p>14.1% of the population are over the age of 65 compared to 11.1% for London generally.</p> <p>53.7% of couples are married compared to a national average of 46.6% and accordingly ranks Harrow Council highest in London for married couples. In contrast, Harrow is ranked last in London for single people never married or registered in a same-sex civil partnership; 31st for people living in a registered same-sex civil partnership; 31st for separated; last for divorced or formerly in a same-sex civil partnership which is now legally dissolved and last for cohabiting couples.</p> <p>30.9% of Harrow's residents are White British, ranking Harrow fourth lowest nationally. The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7th nationally for ethnic diversity (based on the 18 ethnic group classification), with a score of 5.27. Diversity indices measure the number of different/distinct groups present in the</p>

population and the sizes of these distinct groups relative to each other.

Harlow's Indian group is the borough's largest minority ethnic group, with a population of 63,050 (26.4%), ranking Harlow 2nd nationally, after Leicester.

The Harlow Equality in Employment Monitoring Report 2012/13 has been used to obtain data about the organisational composition. Current employee data records have also been used.

Stage 3: Assessing Potential Disproportionate Impact

6. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

As ICT tender submissions have not yet been received, there are no proposals that can currently be referred to. Consequently, the risk of an adverse impact cannot at this stage be determined. Whilst there is the potential for an adverse impact, this will need to be kept under review and evaluated once tender submissions are received and a preferred bidder is appointed.

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

▪ **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA. It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

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NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

▪ Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

7. What additional data / evidence have you considered to further assess the potential disproportionate impact of your proposals? (include this evidence, including any data, statistics, titles of documents and website links here)

Employee data records have been obtained from HR and used for comparative purposes with the census, Harrow Annual Equality in Employment Monitoring Report 2012/13 and Harrow Equalities Centre website (harrowequalitiescentre.org.uk). The Staff Survey 2011 has also been referred to for the purposes of completing this assessment.

8. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Cross Party Member Steering Group	Meetings and Presentations	Not applicable	Not applicable
Overview and Scrutiny Committee	Meetings and Presentations	Not applicable	Not applicable
200	Meetings and Presentations	Not applicable	Not applicable
Internal Operations Board	Meetings and Presentations	Not applicable	Not applicable
Stakeholder Consultative Group	Meetings and Presentations	Not applicable	Not applicable
Resources DMT	Meetings and Presentations	Not applicable	Not applicable
IT Board	Meetings	Not applicable	Not applicable
Trade Unions (GMB and UNISON)	Meetings	Not applicable	Not applicable

Stage 5: Assessing Impact and Analysis

9. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

It is not currently possible to state whether there is likely to be an adverse impact on any groups as tenders for the ICT service are not due to be received until later this month. The impact will be evaluated once final tenders have been received although as the project is a re-procurement of the ICT Service, the impact is currently anticipated to be minimal.

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓ N/A	✓ N/A	<p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p> <p>There may be a potential for a differential impact based upon age as the greater proportion of Council employees (i.e. service users) are above the age of 45. (i.e. 53.91%). However, this age group proportion reduces to 23.6% for the Borough population as a whole.</p> <p>As the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.</p>	
Disability (including carers of disabled people)	✓ N/A	✓ N/A	<p>There may be a potential for a differential impact based upon disability particularly as 16.4% of Borough residents have indicated that they have a long term illness or disability. However, as the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.</p>	

Gender Reassignment	N/A	N/A	There is unlikely to be a potential for a differential impact based upon gender re-assignment as 95.47% of the workforce have the same gender as they were assigned at birth with the remaining 4.53% unknown. Additionally, as the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.
Marriage and Civil Partnership	N/A	N/A	There is insufficient information recorded in the Harrow Council employee data records on which to determine any potential impact. Whilst there is a high proportion of residents in the Borough that are married, living together as husband and wife, civil partners or living together as civil partners, as the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.
Pregnancy and Maternity	N/A	N/A	Approximately 4% of the Council workforce has been pregnant / on maternity leave within the past 2 years. The proportion of residents that have been pregnant or on maternity leave during the past two years is unknown. As the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.
Race	N/A	N/A	There may be a potential for a differential impact based upon race as 34.92% of employees are within a BAME grouping. Additionally, 57.75% of the Borough population is within a BAME grouping. However, as the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.
Religion or Belief	N/A	N/A	There is currently insufficient information recorded via employee data records from which to determine any potential impact. Whilst there are a number of religions represented within the Borough, it is anticipated that as the project is a re-procurement of the ICT service, the potential for an adverse impact arising will be low.

Sex	N/A	N/A	There may be a potential for a differential impact based upon gender as the greater proportion of the workforce is represented by female employees. (i.e. 77.6%). For the Borough as a whole, the proportion of residents is broadly comparable (i.e. 49.4% male and 50.6% female). As the project is an ICT re-procurement, it is currently anticipated that the likelihood of an adverse impact arising is low.		
Sexual orientation	N/A	N/A	There is insufficient information currently held in employee data records from which to determine any potential impact. Equally, there is no data available from the 2011 census from which to be able to determine any potential impact. As the project is an ICT re-procurement, it is currently anticipated that the likelihood of an adverse impact arising for this characteristic is low.		
<p>10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>			Yes	✓	No
			Dependent upon detailed tender submissions received, users of the service across the organisation may be affected. However, it is not possible to be more precise about the effects of this at this time.		
<p>10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>			Yes	✓	No
			Across the organisation, the impact of cost reductions is anticipated to lead to further reductions in the number of posts. However, it is not possible to be more precise about the potential impact at this stage as this will be dependent upon a number of factors.		
			There is the potential for service users to be affected by the re-procurement. There is also the potential for wider implications to arise from cost reductions being undertaken across other Council Directorates. However, it is not possible to be more precise about the potential impact of these at this stage as this will be dependent upon a number of factors.		

11. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

It is not currently anticipated that a protected characteristic is likely to experience any potential adverse impact in relation to the ICT procurement. Therefore, in the box below, the "no" option has been selected based upon the current position whilst recognising that this will need to be kept under review and updated once tender submissions are received and a preferred bidder appointed.

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

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the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

12. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. **(Explain this in 12a below)**

Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)

12a. If your EqIA is assessed as **outcome 3 or you have ticked ‘yes’ in Q11**, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

13. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
	Statistical data available concerning the workforce composition and stakeholders that may be affected will be considered and evaluated prior to progressing with any changes to ICT policy or proposals for implementation. Where a potential for adverse impact is identified, mitigating actions will be considered and due regard given to potential implications arising under the Council's Public Sector Equality Duty.	Performance measures / targets will be determined in relation to the specific options / proposals to be progressed.	To be determined as part of the project plan for the option under consideration	Rahim St John	To be determined as part of the re-procurement project implementation plan

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Monitoring will be undertaken by the ICT Client team. The timings and frequency of proposal monitoring arrangements will be determined having regard to specific policies and proposals to be implemented under the ICT re-procurement.</p>
<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>It is anticipated that the results of any monitoring will be analysed, reported and publicised in the manner determined and agreed as appropriate for the specific policy or proposal under consideration.</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>None.</p>

Stage 9: Public Sector Equality Duty

<p>17. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.</p> <p>206</p> <p>include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</p>		
<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>
<p>There are contractual provisions relating to compliance for Equality and Diversity.</p>		

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

<p>18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>EqIA Quality and Assurance</p>	
<p>Signed: (Lead officer completing EqIA)</p>	<p>Simon Peck</p>	<p>Signed: (Chair of DETG)</p>
<p>Date:</p>	<p>2nd February 2015</p>	<p>Date:</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group</p>		<p>Signature of ETG Chair</p>

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E&E_01: Trading standards

Directorate:	Environment and Enterprise	Officer completing the template:	Venetia Reid-Baptiste
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)	E&E_01: Trading standards		
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p> <p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p> <p>209 Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>Reducing spend on Trading Standards</p> <p>The service is delivered via an SLA and this proposes to reduce the SLA cost to align with the current level of service delivery.</p> <p>Residents / Service Users Partners</p> <p>Not applicable</p> <p>No</p>		
<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p> <ul style="list-style-type: none"> ➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations. ➤ Neutral: where there will be a neutral impact, neither positive nor negative ➤ Negative: where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This 			

disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
	IMPACT					
LIKELIHOOD						

Calculating the score - Severity of Impact X Likelihood = Score

210

Protected Characteristic	A Relevance Low/ Medium/ High	B Impact Positive/ Negative/ Neutral	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
Disability (including carers of disabled people)	Low	Neutral			0
Gender Reassignment	Low	Neutral			0

Marriage and Civil Partnership	Low	Neutral		0
Pregnancy and Maternity	Low	Neutral		0
Race	Low	Neutral		0
Religion or Belief	Low	Neutral		0
Sex	Low	Neutral		0
Sexual orientation	Low	Neutral		0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	No disproportionate adverse implications on any protected characteristic group
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	No

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_03: School Crossing Patrols

Directorate:	Environment and Enterprise	Officer completing the template:	David Corby
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		E&E_03: Schools crossing patrols	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>The proposal is to bring the School Crossing patrol into cost neutrality.</p> <p>This will be by transferring the responsibilities for school crossing patrols to schools so that the Council no longer provides this service or deliver the service through a Service Level Agreement.</p> <p>Although the council may cease to provide the service, it is proposed that schools will provide the service and hence there will be no adverse impact on school aged children.</p> <p>The saving is now proposed for 2016/17.</p>		
<p>212 Who are the main people / groups who may be affected by your proposals? _r example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>		Staff	
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>		Consultation with effected schools. Recognised Trade Unions- Discussion	
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>		No	
<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p>			

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
IMPACT						

213

SEVERITY OF IMPACT

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance Low/ Medium/ High	B Impact Positive/ Negative/ Neutral	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Age (including carers of young/older people)	High			Negative

Disability (including carers of disabled people)	High	Negative	Should the schools be unable to provide an alternative service, this could have a negative impact on disabled children going to school and disabled guardians taking children to school where a road crossing is involved.	12
Gender Reassignment	Low	Neutral		0
Marriage and Civil Partnership	Low	Neutral		0
Pregnancy and Maternity	Low	Neutral		0
Race	Low	Neutral		0
Religion or Belief	Low	Neutral		0
Sex	Low	Neutral		0
Sexual orientation	Low	Neutral		0

214

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	Assessment of impact on school aged children and parents Discussion with schools and parent groups if volunteering is a delivery mechanism
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	Consultation with affected schools is in progress. the proposal will be reviewed once a decision has been made by the schools and a full EQIA submitted No

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_04: Staff efficiencies across the Division (Deletion of Contract Manager Post)

Directorate:	Environment and Enterprise	Officer completing the template:	David Corby
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)	E&E_04: Staff efficiencies across the division – deletion Contract manager post		
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p> <p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>To reduce the back-office support service costs by deleting the currently vacant Contract manager post to save £73k</p>		
216	Staff		
216	Division staff and union consulted. Written consultation Document plus meetings with all the teams in the Division. No response in terms of equalities impact received. This EIA will be updated as necessary.		
216	No		
<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p> <ul style="list-style-type: none"> ➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations. ➤ Neutral: where there will be a neutral impact, neither positive nor negative ➤ Negative: where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This 			

disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	4	3	2	1	0
	5	10	15	20	25	
	4	8	12	16	20	
	3	6	9	12	15	
	2	4	6	8	10	
	1	2	3	4	5	
	0	1	2	3	4	5
	IMPACT					

Calculating the score - Severity of Impact X Likelihood = Score

217

Protected Characteristic	A Relevance Low/ Medium/ High	B Impact Positive/ Negative/ Neutral	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
Disability (including carers of disabled people)	Low	Neutral			0
Gender Reassignment	Low	Neutral			0

Marriage and Civil Partnership	Low	Neutral		0
Pregnancy and Maternity	Low	Neutral		0
Race	Low	Neutral		0
Religion or Belief	Low	Neutral		0
Sex	Low	Neutral		0
Sexual orientation	Low	Neutral		0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	Not possible to identify affected staff at this stage so unable to identify if a specific group will be disproportionately affected.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of?	No
If yes, please explain the cumulative impact and on which groups.	

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_05: Staff efficiencies across the Division (Contract Management and Policy)

Directorate:	Environment and Enterprise	Officer completing the template:	David Corby
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)			
		E&E_05: Staff efficiencies across the division – deletion of three posts	

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p> <p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p> <p>Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>To reduce the back-office support service costs by reducing the Contracts and the Policy and Performance teams to save £134k</p> <p>Staff</p> <p>Division staff and union consulted. Written consultation Document plus meetings with all the teams in the Division. No response in terms of equalities impact received. This EIA will be updated as required.</p> <p>No</p>
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219

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on

another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
	IMPACT					
LIKELIHOOD						

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance Low/ Medium/ High	B Impact Positive/ Negative/ Neutral	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
Disability (including carers of disabled people)	Low	Neutral			0
Gender Reassignment	Low	Neutral			0
Marriage and	Low	Neutral			0

Civil Partnership					
Pregnancy and Maternity	Low	Neutral			0
Race	Low	Neutral			0
Religion or Belief	Low	Neutral			0
Sex	Low	Neutral			0
Sexual orientation	Low	Neutral			0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	Not possible to identify affected staff at this stage so unable to identify if a specific group will be disproportionately affected.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	No

Signature - Lead Officer	Hanif Islam	Date	04 February 2015
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E&E_06: Reduction in Facilities Management Costs

Directorate:	Environment and Enterprise	Officer completing the template:	David Corby
<p>What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)</p>	<p>Environment and Enterprise</p>	<p>E&E_06: Reduction in Facilities Management costs - reduce controllable budget by 20% in the first two years (2014/15 and 2015/16) through re-structuring and changing the ways of service delivery and a further 5% over years 3 & 4.</p>	<p>David Corby</p>
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>This saving was approved as a 2014/15 early saving by July Cabinet (ref E&E01)</p> <p>As part of the councils 4 year budget saving exercise a number of saving proposals are being taken to July 2014 Cabinet for immediate effect which involve deleting a number of posts across the organisation:</p> <p>Staffing efficiencies of 8 FTEs. 3 of the 8 post are currently vacant. Consultation document already issued to staff.</p>	<p>Staff</p>	<p>Staff</p>
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p> <p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p> <p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>Staff</p>	<p>Staff have been consulted in accordance with the Council's HR policies</p>	<p>No</p>
<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p>			

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5	Certain to occur	5
Disproportionate disadvantage	4	Very likely to occur	4
Moderate disadvantage	3	Likely to occur	3
Minor adjustments required	2	Possible to occur	2
Minimal considerations necessary	1	Very unlikely to occur	1

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
LIKELIHOOD					
IMPACT					

SEVERITY OF IMPACT

Protected Characteristic	A	B	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral		
Age (including carers of young/older people)	Low	Neutral		0
Disability (including carers of disabled)	Low	Neutral		0

people)					
Gender Reassignment	Low	Neutral			0
Marriage and Civil Partnership	Low	Neutral			0
Pregnancy and Maternity	Low	Neutral			0
Race	Low	Neutral			4
Religion or Belief	Low	Neutral			0
Sex	Low	Neutral			0
Sexual orientation	Low	Neutral			0

224

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed. The Ela will be updated as the project is rolled out.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	No

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_07: Introduction of staff car parking charges

Directorate:	Environment and Enterprise	Officer completing the template:	Venetia Reid-Baptiste
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)	E&E_07: Introduction of staff car parking charges		

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	Introduction of charging system for staff car park. Either flat rate for all staff or varied rate depending on car allowance criteria. This will help to encourage alternative modes of transport, set an example to other organisations of promoting sustainability and help to achieve the agreed Council budget.
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	Staff Partners
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	No

225

<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p> <p>➢ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.</p> <p>➢ Neutral: where there will be a neutral impact, neither positive nor negative</p>
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➤ **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

LIKELIHOOD	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
0	1	2	3	4	5
IMPACT					

Calculating the score - Severity of Impact X Likelihood = Score

226

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			
Age (including carers of young/older people)	Medium	Negative	Elderly staff may struggle to use alternative modes of transport and have little choice but to drive and as a result may find that they are adversely affected by the proposals.		12
Disability (including carers of disabled people)	Medium	Negative	Disabled staff may struggle to use alternative modes of transport and have little choice but to drive and as a result may find that they are adversely affected by the proposals.		12
Gender	Low	Neutral			0

Reassignment					
Marriage and Civil Partnership	Low	Neutral			0
Pregnancy and Maternity	Low	Neutral			0
Race	Low	Neutral			0
Religion or Belief	Low	Neutral			0
Sex	Low	Neutral			0
Sexual orientation	Low	Neutral			0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.
Some disproportionate adverse impact likely

227

The proposal will be reviewed following staff consultation and a full EQIA submitted

Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of?
No
If yes, please explain the cumulative impact and on which groups.

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_11: Additional Income

Directorate:	Environment and Enterprise	Officer completing the template:	Ian Slaney
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)			
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>The Council obtains income from issuing permits for organisations to temporarily occupy a portion of the highway (Network permitting scheme). This is usually companies sealing off a section of the road to excavate for water/electrical/gas repairs, The additional income is based on historical financial performance over the past 2 years</p>	E&E_11: Network Management additional income	
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	<p>This proposal impacts statutory service providers on the highway</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>Budget data from the last two years has been analysed</p>		
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>			

228

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
	IMPACT					
LIKELIHOOD						

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance	B Impact	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did)	C Assessing Negative
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	Low/ Medium/ High	Positive/ Negative/ Neutral	None	you use to assess this?)	Impact Score
Age (including carers of young/older people)	Low	Neutral	None	NA	0
Disability (including carers of disabled people)	Low	Neutral	None	NA	0
Gender Reassignment	Low	Neutral	None	NA	0
Marriage and Civil Partnership	Low	Neutral	None	NA	0
Pregnancy and Maternity	Low	Neutral	None	NA	0
Race	Low	Neutral	None	NA	0
Religion or Belief	Low	Neutral	None	NA	0
Sex	Low	Neutral	None	NA	0
Sexual orientation	Low	Neutral	None	NA	0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	Low risk – there are no equalities issues identified through this assessment. The additional income is based on historical financial performance in the last 2 years.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	Not applicable

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_12: Changes in Street Lighting Policy

Directorate:	Environment and Enterprise	Officer completing the template:	Venetia Reid-Baptiste
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)	E&E_12: Changes in Street Lighting Policy		
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p> <p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>Include the actual data, statistics and evidence based on the different protected characteristics)</i></p> <p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>Extend the current lighting energy saving project by dimming street lights in more areas of the borough. This proposal is an acceleration of the current existing scheme</p> <p>This will reduce energy cost by £120k over 4 years.</p> <p>Residents / Service Users Staff Stakeholders</p> <p>To assess potential impact on different demographics in relevant areas of the Borough Consultation and data analysis to determine the impact on any protected group Targets will be set to ensure that any impact is kept to a minimum</p> <p>No</p>		
<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p> <p>➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.</p> <p>➤ Neutral: where there will be a neutral impact, neither positive nor negative</p>			

➤ **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
IMPACT						

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance Low/ Medium/ High	B Impact Positive/ Negative/ Neutral	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
Disability (including carers of disabled people)	Low	Neutral			0
Gender Reassignment	Low	Neutral			0

Marriage and Civil Partnership	Low	Neutral	0
Pregnancy and Maternity	Low	Neutral	0
Race	Low	Neutral	0
Religion or Belief	Low	Neutral	0
Sex	Low	Neutral	0
Sexual orientation	Low	Neutral	0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	Elderly / vulnerable residents may be more affected by the perception of crime if lights are dimmed. However, as the dimming will be between 12am and 6am and key corridors will not be dimmed there is no disproportionate adverse impact is likely on any protected characteristic. Data collated on lighting quality has shown that 85% of respondees are not aware of dimming
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	No

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Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_14: Reduction in winter gritting budgets

Directorate:	Environment and Enterprise	Officer completing the template:	Venetia Reid-Baptiste
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)			
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p> <p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>include the actual data, statistics and evidence based on the different protected characteristics)</i></p> <p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>		<p>To reduce spend on winter gritting. The proposal requires a re-negotiation of the contractual arrangements so that spend is linked to the work undertaken. There is no plan to change the current winter gritting policy so impact should be minimal</p> <p>Residents / Service Users Partners Stakeholders Staff</p> <p>No</p>	
<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p> <ul style="list-style-type: none"> ➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations. ➤ Neutral: where there will be a neutral impact, neither positive nor negative 			

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➤ **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
IMPACT						

Calculating the score - Severity of Impact X Likelihood = Score

236

Protected Characteristic	A Relevance Low/ Medium/ High	B Impact Positive/ Negative/ Neutral	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
Disability (including carers of disabled people)	High	Neutral			0
Gender Reassignment	Low	Neutral			0

Marriage and Civil Partnership	Low	Neutral	0
Pregnancy and Maternity	High	Negative	0
Race	Low	Neutral	0
Religion or Belief	Low	Neutral	0
Sex	Low	Neutral	0
Sexual orientation	Low	Neutral	0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

<p>Summary / Conclusion of assessment: (include the key findings and equality implications.</p>	<p>Due to the fact that the proposal is re-negotiating contractual arrangements for gritting so that spend is linked to the work undertaken the saving will be achieved with no disproportionate adverse impact on any protected characteristic. There is no plan to change the current winter gritting policy so impact should be minimal</p>
<p>237 Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.</p>	

Signature - Lead Officer	Hanif Islam
	Date
	04February 2015

E&E_16: Management efficiencies – Staff Reduction in Directorate Management

Directorate:	Environment and Enterprise	Officer completing the template:	David Corby
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		E&E_16: Reduce staff in Directorate management by £130k	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>		This saving was approved as an early 2014/15 saving by Cabinet in July 2014. The July Cabinet ref. was E & E 09: Environment & Enterprise E&E 09 Management efficiencies - a growth budget of £130k was in place for transitional management support as part of the 14/15 budget process. Ad hoc project works will continue to be delivered by integrating into service work plans and the management post will no longer be required.	
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>		Staff	
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>		Staff have been consulted in accordance with the Council's HR policies	
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>		No	
<p>5. A - Assessment Relevance</p>			
<p>How relevant are your proposals to each protected characteristic?</p>			
<p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p>			
<p>B - Assessment of potential impact When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p>			
<p>➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.</p>			

➤ **Neutral:** where there will be a neutral impact, neither positive nor negative

➤ **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
	IMPACT					

SEVERITY OF IMPACT

Protected Characteristic	A	B	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral		
Age (including carers of young/older people)	Low	Neutral		0
Disability (including carers of disabled people)	Low	Neutral		0
Gender Reassignment	Low	Neutral		0
Marriage and	Low	Neutral		0

Civil Partnership					
Pregnancy and Maternity	Low	Neutral			0
Race	Low	Neutral			4
Religion or Belief	Low	Neutral			0
Sex	Low	Neutral			0
Sexual orientation	Low	Neutral			0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	No change required: the EqIA has not identified any disproportionate impact and all opportunities to advance equality are being addressed. This EIA will be reviewed as the project is implemented.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? 240 Yes, please explain the cumulative impact and on which groups.	No

Signature - Lead Officer	Hanif Islam	Date	04 February 2015
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E&E_18: Staff Efficiencies following merger of Business / Service Development and Commissioning Services Divisions

Directorate:	Environment and Enterprise	Officer completing the template:	David Corby
<p>What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)</p>			
<p>E&E_E18: Staff Efficiencies following the merger of two divisions</p>			
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>Delete one performance management post and a cemetery superintendent officer post as of 31 March 2015. In addition further efficiencies to be achieved in Environmental Service delivery and Commissioning divisions in 17/18 realising a saving of £152k</p> <p>Vacancies are held for these posts and there will be no redundancies. There is considered to be no disproportionate impact.</p>		
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	<p>Staff</p>		
<p>2.41 What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>Staff have been consulted in accordance with the Council's HR policies</p>		
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>No</p>		
<p>5. A - Assessment Relevance</p>			
<p>How relevant are your proposals to each protected characteristic?</p>			
<p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p>			
<p>B - Assessment of potential impact</p>			
<p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p>			
<p>➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.</p>			

➤ **Neutral:** where there will be a neutral impact, neither positive nor negative

➤ **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5	Certain to occur	5
Disproportionate disadvantage	4	Very likely to occur	4
Moderate disadvantage	3	Likely to occur	3
Minor adjustments required	2	Possible to occur	2
Minimal considerations necessary	1	Very unlikely to occur	1
		LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
	IMPACT					

SEVERITY OF IMPACT

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Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			
Age (including carers of young/older people)	Low	Neutral			0
Disability (including carers of disabled)	Low	Neutral			0

people)						
Gender Reassignment	Low	Neutral				0
Marriage and Civil Partnership	Low	Neutral				0
Pregnancy and Maternity	Low	Neutral				0
Race	Low	Neutral				4
Religion or Belief	Low	Neutral				0
Sex	Low	Neutral				0
Sexual orientation	Low	Neutral				0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
243	<p>Summary / Conclusion of assessment: (include the findings and equality implications.</p> <p>No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed</p>
<p>Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of?</p> <p>If yes, please explain the cumulative impact and on which groups.</p>	<p>No</p>

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_19: Increase fees and charges

Directorate:	Environment and Enterprise	Officer completing the template:	Mick Wynne
<p>What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)</p>	<p>Environment and Enterprise</p>	<p>E&E_19: Increase fees and charges</p>	
<p>244 What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>		<p>As part of the review of 14/15 fees and charges, budget managers and finance undertook a detailed review on Environment and Enterprise fees and charges by benchmarking charges with neighbouring boroughs, calculating the true costs of delivering the service to ensure that the service is not subsidized by council tax payers and exploring opportunities through maximising our commercial approach.</p> <p>Increases to fees and charges for 14/15 were capped at a maximum of 4%. Opportunities still remain to close the gap on charges identified in benchmarking with other authorities and to bring fees in line with the cost of delivering the service.</p> <p>An increase is now proposed for the following areas.</p> <p>Cemetery fees – the increase in 14/15 was modest and this has widened the differences in prices compared with those charged by neighbouring boroughs. Burial space within the Borough boundary is now limited to re-opened graves, cremated remains and Greek and Muslim faiths at Pinner New and Harrow Weald cemeteries, with Wealdstone, Eastcote Lane and Harrow Cemetery accommodating the burial of cremated remains. Since 2008, the majority of burials have taken place at Carpenders Park, Oxhey Lane, which is managed and maintained by the London Borough of Brent. Attempts have been made in the past to bring our charges in line with Brent but there is still capacity to increase our current charges to offer competitive prices. An average increase of 9% would potentially generate an additional income of £20K.</p> <p>CA site charges for Trade customers – 14/15 charges remained the same as 13/14. It is proposed to increase the minimum charge for residual waste from £65 to £80 to reflect the increase in landfill charges. This would potentially generate an additional income of £30K.</p> <p>The increase in charges would be applied consistently to all service users and, as such, there is no disproportionate impact on any of the protected groups. However some groups may use the services more frequently. And the EIA will be kept under review as the changes are implemented.</p>	
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities,</p>		<p>Residents / Service Users</p>	

partners, stakeholders, the workforce, the elderly, disabled etc.

3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment?

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include the actual data, statistics and evidence based on the different protected characteristics)

Age Structure					
Harrow	2011 Data	2011 %	2011 Rank - National	2011 Rank - London	
All usual residents	239,056				
0 - 4	15,916	6.7	76	24	
5 - 7	9,007	3.8	40	14	
8 - 9	5,414	2.3	87	16	
10 - 14	14,590	6.1	96	9	
15	3,131	1.3	83	8	
16 - 17	6,604	2.8	34	3	
18 - 19	5,369	2.2	192	20	
20 - 24	16,066	6.7	89	25	
25 - 29	19,345	8.1	47	23	
30 - 44	53,358	22.3	45	30	
45 - 59	44,579	18.6	277	8	
60 - 64	12,010	5	301	8	
65 - 74	17,420	7.3	287	5	
75 - 84	11,659	4.9	283	5	
85 - 89	2,982	1.2	288	7	
90 & over	1,606	0.7	252	8	
Average Age (Mean)	37.6		287	8	
Ethnic Group	2011 Data	2011 %	2011 Rank - National	2011 Rank - London	
White:					
British	73,826	30.9	345	30	
Irish	7,336	3.1	6	6	

Gypsy or Irish Traveller	181	0.1	200	19
Other White	19,648	8.2	33	25
2001 classification: Other White	19,829	8.3	N/A	N/A
Mixed:				
White and Black Caribbean	2,344	1.0	58	25
White and Black African	1,053	0.4	46	28
White and Asian	3,417	1.4	11	11
Other Mixed	2,685	1.1	27	26
Asian or Asian British:				
Indian	63,051	26.4	2	1
Pakistani	7,797	3.3	40	10
Bangladeshi	1,378	0.6	58	23
Chinese	2,629	1.1	42	21
Other Asian	26,953	11.3	1	1
Black or Black British:				
African	8,526	3.6	34	26
Caribbean	6,812	2.8	23	18
Other Black	4,370	1.8	16	16
Other ethnic group:				
Arab	3,708	1.6	8	7
Group Totals:				
White total	100,991	42.2	346	31
Mixed total	9,499	4.0	30	25
Asian total	101,808	42.6	2	2
Black total	19,708	8.2	24	20
Other ethnic group	7,050	2.9	18	17

4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another? NO

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		Religion			
Harrow	2011	2011	2011	2011	2011
	Data	%	Rank - National	Rank - London	
All usual residents	239,056				
Christian	89,181	37.3	344	30	
Buddhist	2,700	1.1	16	13	
Hindu	60,407	25.3	1	1	
Jewish	10,538	4.4	6	4	
Muslim	29,881	12.5	24	13	
Sikh	2,752	1.2	38	9	
Other religions	5,945	2.5	1	1	
No religion	22,871	9.6	347	32	
Religion not stated	14,781	6.2	311	33	

Usual Resident Population

Harrow	2011	2011	2011	2011	2011
	Data	%	Rank - National	Rank - London	
All usual residents	239,056				
Males	118,023	49.4	111	16	
Females	121,033	50.6	238	18	
Area (hectares)	5,047		292	12	
Density (persons per hectare)	47.4		23	21	

hectare)

4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?

5.. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

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C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
					IMPACT
LIKELIHOOD					

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance		B Impact		Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Low/ Medium/ High	Positive/ Negative/ Neutral	Positive/ Negative/ Neutral	Positive/ Negative/ Neutral			
Age (including carers of young/older people)	Low	Neutral	Neutral				0
Disability (including carers of disabled people)	Low	Neutral	Neutral				0
Gender Reassignment	Low	Neutral	Neutral				0
Marriage and Partnership	Low	Neutral	Neutral				0
Pregnancy and Maternity	Low	Neutral	Neutral				0
Race	Low	Neutral	Neutral				0
Religion or Belief	Low	Neutral	Neutral				0
Sex	Low	Neutral	Neutral				0
Sexual orientation	Low	Neutral	Neutral				0

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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	No disproportionate effect on any protected group
Do you think that your proposals will have a	A full consultation process involving staff affected by the proposals and the public will be followed.

<p>cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.</p>	<p>Consideration will be given to any potential impact raised as part of the consultation process</p>
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<p>Signature - Lead Officer</p>	<p>Hanif Islam</p>	<p>Date</p>	<p>04February 2015</p>
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E&E_22: Environmental Health staffing

Directorate:	Environment and Enterprise		Officer completing the template:	Richard Le-Brun
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)	E&E_22: Environmental Health staffing			
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>The proposal is to reduce the permanent staffing compliment of the Environmental Health Commercial Safety Team by 1 Environmental Health Officer and 2 Environmental Health Technicians, and the Environmental Health Domestic Team by 1 Environmental Health Officer. These posts are currently vacant</p>			
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	<p>Residents / Service Users Partners Stakeholders People with disabilities</p>			
<p>251 What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>Environmental Health provide a range of functions that's transcends across all areas of the business and residential community of Harrow. The reduction of staff impacts all these functions, and therefore provides no direct adverse impact to any one protected characteristic in particular. The posts being put up for deletion are not, and have never been filled as came about as a result of the recent Towards Excellence project. Therefore no additional impact would be felt by removing what is already not in place. Environmental Health enforcement policies and procedures treat the provision of services on statutory needs, and treats all complaints, service requests etc on their merits. General investigation and benchmarking against local authorities who have introduced such schemes. Unfortunately, each council is unique and can only give a general overview of potential issues.</p>			
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	No			
<p>5. A - Assessment Relevance How relevant are your proposals to each protected characteristic? Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p>				

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
0	0	1	2	3	4	5
IMPACT						

SEVERITY OF IMPACT

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance	B Impact	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Low/ Medium/ High	Positive/ Negative/ Neutral			Score
Age (including carers of young/older)	Low	Neutral			0

people)						
Disability (including carers of disabled people)	Low	Neutral				0
Gender Reassignment	Low	Neutral				0
Marriage and Civil Partnership	Low	Neutral				0
Pregnancy and Maternity	Low	Neutral				0
Race	Low	Neutral				0
Religion or Belief	Low	Neutral				0
Sex	Low	Neutral				0
Sexual orientation	Low	Neutral				0

253

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	No disproportionate effect on protected groups
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of?	At a time of financial cut backs in the Council, the introduction of FPNs addresses community concerns over increased littering and environmental impacts that may increase with a decrease in Council street services
If yes, please explain the cumulative impact and on which groups.	The EQIA will be reviewed following scheme implementation full EQIA submitted if negative impact is identified.

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_28: Parking Enforcement

Directorate:	Environment and Enterprise		Officer completing the template:	Andy Appleby
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)	E&E_28: Parking Enforcement			
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>This saving was approved as a 2014/15 early saving by Cabinet in July 2014, the July reference was E&E10. To improve traffic safety and productivity of street civil enforcement by identifying areas of potential enforcement and deploying additional resources to the areas. In the light of efficiency measures taken in recent years an additional member of staff will be required to generate income. This is a gain of 1 FTE</p>			
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	<p>Residents/ Service Users Disability Protected Characteristic</p>			
<p>254 What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>In terms of the Disability Protected Characteristic, blue badge holders are unlikely to be impacted by these changes as they have the benefit of free parking at Council locations. Increased enforcement can have a positive effect on disabled drivers, freeing up parking locations that otherwise would be obstructed by overstaying vehicles.</p>			
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>No</p>			

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
LIKELIHOOD					IMPACT	

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance	B Impact	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did)	C Assessing Negative
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	Low/ Medium/ High	Positive/ Negative/ Neutral	None	you use to assess this?)	Impact Score
Age (including carers of young/older people)	Low	Neutral	None	NA	0
Disability (including carers of disabled people)	Low	Neutral	None	NA	0
Gender Reassignment	Low	Neutral	None	NA	0
Marriage and Civil Partnership	Low	Neutral	None	NA	0
pregnancy and Maternity	Low	Neutral	None	NA	0
Race	Low	Neutral	None	NA	0
Religion or Belief	Low	Neutral	None	NA	0
Sex	Low	Neutral	None	NA	0
Sexual orientation	Low	Neutral	None	NA	0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	<p>Low risk.</p> <p>Blue badge holders are unlikely to be impacted by these changes as they have the benefit of free parking at council locations. Increased enforcement can have the opposite effect, freeing up parking locations that otherwise would be obstructed by overstay vehicles.</p> <p>The impact would be the same on all other motorists and would not prejudice the interests of any particular individual grouping.</p>
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	Not applicable

Signature - Lead Officer	Hanif Islam	Date	04 February 2015
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E&E_29: Review Parking charges to deal with capacity issues

Directorate:	Environment and Enterprise	Officer completing the template:	Andy Appleby
<p>What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)</p>			
<p>E&E_29: Review Parking charges to deal with capacity issues</p>			
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>The aim is to start to make progress against the £75m total savings required, in light of the Council looking to implement changes to accommodate savings and increase traffic management within the Parking Services, it is proposed that the parking charges are increased by 25% from 1 October 2014. The proposal has no impact on service delivery, staff resources or change of criteria.</p>		
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>The impact would be the same on all motorists except for Blue badge holders as they have the benefit of free parking at council locations.</p> <p>The Council has regular experiences of changes in parking charges and the impacts that arise. No additional information has been sought in this instance.</p>		
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>The impact would be the same on all motorists and therefore would not prejudice the interests of any particular individual grouping. Blue badge holders would not be impacted by these changes as they have the benefit of free parking at council locations.</p>		
<p>5. A - Assessment Relevance</p>			
<p>How relevant are your proposals to each protected characteristic? Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics. B - Assessment of potential impact When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p>			

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
*Minimal considerations necessary	1

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
0	0	1	2	3	4	5

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SEVERITY OF IMPACT

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			
Age (including carers of young/older people)	Low	Neutral	N/A	The impact would be the same on all motorists except for Blue badge holders as they have the benefit of free parking at council locations.	0
Disability	Low	Neutral	N/A	The impact would be the same on all	0

(including carers of disabled people)				motorists except for Blue badge holders as they have the benefit of free parking at council locations.	
Gender Reassignment	Low	Neutral	N/A	The impact would be the same on all motorists except for Blue badge holders as they have the benefit of free parking at council locations.	0
Marriage and Civil Partnership	Low	Neutral	N/A	The impact would be the same on all motorists except for Blue badge holders as they have the benefit of free parking at council locations.	0
Pregnancy and Maternity	Low	Neutral	N/A	The impact would be the same on all motorists except for Blue badge holders as they have the benefit of free parking at council locations.	0
Race	Low	Neutral	N/A	The impact would be the same on all motorists except for Blue badge holders as they have the benefit of free parking at council locations.	0
Religion or Belief	Low	Neutral	N/A	The impact would be the same on all motorists except for Blue badge holders as they have the benefit of free parking at council locations.	0
Sex	Low	Neutral	N/A	The impact would be the same on all motorists except for Blue badge holders as they have the benefit of free parking at council locations.	0
Sexual orientation	Low	Neutral	N/A	The impact would be the same on all motorists except for Blue badge holders as they have the benefit of free parking at council locations.	0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

<p>Summary / Conclusion of assessment: (include the key findings and equality implications.</p>	<p>A figure of 25% is a relatively high percentage above the current rate of inflation and follows changes in parking charges made in January 2014. However, with any parking charge increase, the impact would be the same on all motorists and would not prejudice the interests of any particular individual grouping or protected characteristic. Blue badge holders would not be impacted by these changes as they have the benefit of free parking at council locations</p>
<p>Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.</p>	<p>No</p>

<p>Signature - Lead Officer</p>	<p>Hanif Islam</p>	<p>Date</p> <p>04 February 2015</p>
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E&E_30: Licensing Income

Directorate:	Environment and Enterprise	Officer completing the template:	Richard LeBrun
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		E&E_E30: Licensing income	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>The current income target for Licensing does not give a true reflection of the income generated year on year. Therefore it is to be changed to reflect the income generated, adding an additional £15,000 2014/15 and £15,000 2015/16.</p>	<p>No fees are being increased or any operational impact, just a change of the total income target on the finance report.</p>	<p>Not applicable</p>
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>No</p>	<p>No</p>	<p>No</p>

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5	
Disproportionate disadvantage	4	
Moderate disadvantage	3	
Minor adjustments required	2	
Minimal considerations necessary	1	
SEVERITY OF IMPACT		

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
IMPACT						

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance	B Impact	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did)	C Assessing Negative
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	Low/ Medium/ High	Positive/ Negative/ Neutral	None	you use to assess this?)	Impact Score
Age (including carers of young/older people)	Low	Neutral	None	NA	0
Disability (including carers of disabled people)	Low	Neutral	None	NA	0
Gender Reassignment	Low	Neutral	None	NA	0
Marriage and Civil Partnership	Low	Neutral	None	NA	0
pregnancy and Maternity	Low	Neutral	None	NA	0
Race	Low	Neutral	None	NA	0
Religion or Belief	Low	Neutral	None	NA	0
Sex	Low	Neutral	None	NA	0
Sexual orientation	Low	Neutral	None	NA	0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	Not applicable

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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E&E_41: Free-go planning applications following refusals

Directorate:	Environment and Enterprise	Officer completing the template:	Paul Nichols
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		E&E_41: Free-go Planning Applications	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>		Applicants for planning applications are entitled to a 'free go' to resubmit their applications following a refusal of planning permission. This involves the planning teams in significant additional work, without income, and would slightly reduce the level of appeals. The proposal is to amend the current operational policy which restricts the level of negotiation on schemes that may be heading for a refusal, in order to ensure that Government targets on turnaround times are achieved. A more flexible approach would achieve efficiencies within the planning teams and improve customer satisfaction.	
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>		Potential residents and businesses making planning applications.	
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>		Planning Application stats: free-gos, refusals, appealed	
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>		The proposal would apply to all applicants, offering a negotiated route to planning approval (rather than a subsequent free-go application) to all applicants with a scheme which is in principle supportable.	

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5	
Disproportionate disadvantage	4	
Moderate disadvantage	3	
Minor adjustments required	2	
Minimal considerations necessary	1	
SEVERITY OF IMPACT		

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
IMPACT						

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance	B Impact	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did)	C Assessing Negative
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	Low/ Medium/ High	Positive/ Negative/ Neutral	None	you use to assess this?)	Impact Score
Age (including carers of young/older people)	Low	Neutral	None	NA	0
Disability (including carers of disabled people)	Low	Neutral	None	NA	0
Gender Reassignment	Low	Neutral	None	NA	0
Marriage and Civil Partnership	Low	Neutral	None	NA	0
Pregnancy and Maternity	Low	Neutral	None	NA	0
Race	Low	Neutral	None	NA	0
Religion or Belief	Low	Neutral	None	NA	0
Sex	Low	Neutral	None	NA	0
Sexual orientation	Low	Neutral	None	NA	0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	This is a minor procedural change in the handling of planning applications. A slightly higher proportion of applications will be negotiated through to approval rather than refused ahead of the target decision date (with a 'free-go' application to follow). There are no anticipated differential impacts against the specified criteria.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	Not applicable

Signature - Lead Officer	Hanif Islam	Date	04February 2015
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Appendix 1: Environmental Health Out of Hours Noise nuisance response service EqIA

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project:			
E&E 23 - Environmental Health out of hours noise nuisance response service.			
Directorate / Service responsible:			
E&E / Environmental Health (Domestic)			
Name and job title of lead officer:			
Alex Hauck			
Name & contact details of the other persons involved in the assessment:			
David Corby			
Date of assessment:			
12/01/2015			

Stage 1: Overview

1. What are you trying to do?

(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)

The proposal is to remove the out of hours noise team service. The team will continue to carry out planned proactive visits for the day time teams, such as licensing visits and planning checks

Deletion of the Environmental Health Out of Hours Noise service, to be implemented from 1st October 2014. Saving £50k.

Residents / Users / Staff / Gender Reassignment	Service	Partners	Stakeholders	
X				
X		Age	Disability	
		Marriage and Civil Partnership	Pregnancy and	

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)

						Maternity
						Sex
					Religion or Belief	
					Other	
					Sexual Orientation	
					No.	

3. Is the responsibility shared with another directorate, authority or organisation?

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Age (including carers of young/older people)	No data collected. Unlike to have an adverse disproportionate effect.
Disability (including carers of disabled people)	No data collected. Unlike to have an adverse disproportionate effect.
Gender Reassignment	No data collected. Unlike to have an adverse disproportionate effect.
Marriage / Civil Partnership	No data collected. Unlike to have an adverse disproportionate effect.
Pregnancy and Maternity	No data collected. Unlike to have an adverse disproportionate effect.
Race	No data collected. Unlike to have an adverse disproportionate effect.
Religion and Belief	No data collected. Unlike to have an adverse disproportionate effect.
Sex / Gender	No data collected. Unlike to have an adverse disproportionate effect.
Sexual Orientation	No data collected. Unlike to have an adverse disproportionate effect.
Socio Economic	No data collected. Unlike to have an adverse disproportionate effect.

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation)
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<p>Community Champions Housing Tenants See Appendix 1</p>			<p>with the affected groups, revising your proposals).</p>
<p></p>	<p>An online survey supported by self-completion, plus hard copy questionnaires available at local libraries. The Community Engagement team publicised the web-link through the Community Champion network and key community organisations as well as publicising it on the Harrow website, events, and libraries. A sample of 520 has been achieved to date</p> <p>The survey is around 15 minutes in length, comprised of a mix of pre-coded and open ended questions.</p>	<p>25% of respondents thought that the proposals will have a detrimental effect on their quality of life. Cross tab analysis on age – disability and ethnicity indicated an even distribution across all three protected characteristics.</p> <p>Reasons of effect primarily relate to generalised environmental noise with minimal direct impact.</p>	<p>Data indicates that no protected groups are disproportionately effected. Therefore no further action is programmed</p>

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?
List the Title of reports / documents and websites here.

None N/A

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

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NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?
(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓	✓		
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	X
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. List the actions you propose to take to address this in the Improvement Action Plan at Stage 7	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.	

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Stage 7: Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
N/A				

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to	Through any complaints received / recorded.
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ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	
Stage 9: Public Sector Equality Duty	
18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)	
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups
	Foster good relations between people from different groups

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)
be completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EqIA)	Alex Hauck
Date:	16/01/2015
Date EqIA presented at the EqIA Quality Assurance Group	28/01/2015
Signed: (Chair of DETG)	Hanif Islam
Date:	
Signature of ETG Chair	PP Hanif Islam

Appendix 1

Consultees

Afghan Association of London (Harrow)
Association of Senior Muslim Citizens
Gujarati Arya Association
Harrow Bengalee Association
Harrow Iranian Community Association (HICA)
Harrow Tamil Association
Indian Association of Harrow
Nepalese British Community UK
Pakistan Society of Harrow
Russian Immigrants Association
The Harrow African Caribbean Association (HACAS)
UK Asian Women's Conference (North London)
Harrow in Business (HiB)
Canons Community Association
Harrow Association of Disabled People
Harrow in Leaf
Middlesex Association for the Blind
Harrow Heritage Trust
North West London Lesbian & Gay Group (NWLLG)
Harrow Civic Residents' Association (HCRA)
Hatch End Association
HFTRA (Harrow Federation of Tenants' & Residents' Associations)
Harrow Association of Voluntary Service
Voluntary Action Harrow
Angolan Civic Communities Alliance (ACCA) Harrow
British Afghan Women's Society
Harrow Association of Somali Voluntary Organisations (HASVO)
Harrow Bengalee Association
Harrow Equalities Centre
Harrow Somali Cultural & Educational Association
Jaago Punjabi Women's Group
Pinner Association
Wealdstone Active Community
ADHD and Autism Support Harrow
Mind in Harrow

Harrow Council Equality Impact Assessment Template – Jan 2014

National Osteoporosis Society Middlesex Group
Rethink: Harrow Support Group
Friends of Bentley Priory Nature Reserve
Friends of Canons Park
Friends of West Harrow Park
Harrow Youth Parliament
Capable Communities Ltd.
The Wish Centre
The Stanmore Society
Bessborough Cricket Club
Harrow Rugby Football Club
Harrow St. Mary's Youth Football Club
Pinner Cricket Club
Pinnstars Football Club
Harrow Mencap
Harrow Over 50 club
Harrow Community Transport
Harrow Centre for Volunteering
Harrow Volunteer Centre
Harrow Women's Centre
Headstone Manor Youth Football Club
Parkfield Youth Football Club
Pinner Albion Football Club
Pinner Jewish Football Club
Stanmore Football Club
Age Concern Harrow
Harrow Mencap
CAPRA Canons Park Residents Association
Harrow Nature Conservation Forum
Harrow St Mary's
Kenton Town FC
Parkfield Football Club
Parkfield Youth FC
Pinner Albion FC
St Josephs Youth FC
Stanmore Manor FC

Three Wishes Exiles
Venceremos FC
APB FC
Lankians CC
Pinner Challengers CC
Pinner Cricket Club
South Harrow CC
Tamil Union CC
West Harrow CC
Yarl CC
Youth Wing CC
Culver Bowls Club
Harrow Weald Bowls Club
Pinner Bowls Club
Stanmore Bowls Club
Pinner & Grammarians Rugby Football Club

Appendix 2: Shopping areas street cleaning EqIA

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation			Cabinet	✓
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other	MTFS	✓	Other	
Title of Project:				
E&E 25 Removal of static sweepers from secondary shopping centres				
Directorate / Service responsible:				
E&E				
Name and job title of lead officer:				
Mick Wynne				
Name & contact details of the other persons involved in the assessment:				
David Corby, Andrew Smith, Sajni Durve				
Date of assessment:				
13/01/2015 Review 16/01/15				
Stage 1: Overview				
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p> <p>Harrow Pride currently provides street cleansing services to all Harrow managed highways, with shopping areas covered on a daily basis by a combination of mobile crews covering multiple sites and dedicated beat sweepers who are assigned to a particular shopping area.</p> <p>We are considering a new system to remove dedicated beat sweepers from secondary shopping areas and to remove late evening street cleansing from 1st April 2015. The new system means that a mobile team will undertake one daily single cleansing operation only, still ensuring that the area is cleaned Mon- Fri. There will be a reduced team working during weekends to undertake a cleansing operation and respond to reported cases around the borough.</p>				

Additional cleaning will be available between these cycles - for example if a sudden build-up of litter occurs. We will ensure that a reactive workforce is in place to respond to customer referrals. The council's fly tip removal service will still be able to respond to requests from residents in the case of excessive fly tipping.

The proposals would realise a saving of £150K through the removal of 7 posts from the current staffing establishment.

Residents / Service Users	Partners	Stakeholders
✓	✓	✓
Staff	Age	Disability
Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
Race	Religion or Belief	Sex
Sexual Orientation	Other	

No. The responsibility for service lies with Enterprise & Environment, Harrow Pride.

- 2.** Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)
- 3.** Is the responsibility shared with another directorate, authority or organisation? If so:
 Who are the partners?
 Who has the overall responsibility?
 How have they been involved in the assessment?

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Borough wide 2011 census data (see data below) shows that Harrow has a fairly significant elderly population with 14.1% over the age of 65. The removal of beat sweepers could cause the streets to become more littered therefore the quality of the area could go down. Elderly / vulnerable residents may be more affected by the perception of crime if streets are dirtier and more littered. Elderly / vulnerable residents may also feel relatively unsafe and uncomfortable in areas that are dirtier and more littered when compared to younger residents.

Borough – wide age structure statistics from 2011 census

Harrow	2011 Data	2011 %	2011 Rank - National
All usual residents	239,056		
0 - 4	15,916	6.7	76
5 - 7	9,007	3.8	40
8 - 9	5,414	2.3	87
10 - 14	14,590	6.1	96
15	3,131	1.3	83
16 - 17	6,604	2.8	34
18 - 19	5,369	2.2	192
20 - 24	16,066	6.7	89
25 - 29	19,345	8.1	47
30 - 44	53,358	22.3	45
45 - 59	44,579	18.6	277
60 - 64	12,010	5	301
65 - 74	17,420	7.3	287
75 - 84	11,659	4.9	283
85 - 89	2,982	1.2	288
90 & over	1,606	0.7	252
Average Age (Mean)	37.6		287
Median Age	36		284

In 24% (20,323) of Harrow's households one person has a long-term health problem or disability including dependant and no dependent children (please see table below). This equates to a 10% value across the

Age (including carers of young/older people)
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Disability (including carers of disabled

people)

population. The Environment Consultation results indicate 14% of respondents declaring a disability or health problem of which 9% refer to mobility issues.

If large litter items are not swiftly removed from footways, this could affect access and significantly affect people with mobility and visual impairments.

Adults not in Employment and Dependent Children and Persons with Long-term Health Problem or Disability for all Households

Harrow	2011	2011	2011	2011	2011
	Data	%	Rank – National	Rank – London	
All households	84,268				
Households with:					
No adults in employment with dependent children	3,675	4	116	24	
No adults in employment with no dependent children	18,788	22	324	15	
Dependent children of all ages	30,670	36	6	5	
Dependent children aged 0 - 4	12,435	15	24	13	
One person in household with a long-term health problem or disability: With dependent children	5,038	6	20	6	
One person in household with a long-term health problem or disability: No dependent children	15,285	18	293	10	
One or more person with a limiting long-term illness	N/A	N/A	N/A	N/A	N/A

No data collected. Unlikely to have an adverse disproportionate effect.

Gender Reassignment

Marriage / Civil Partnership	No data collected. Unlikely to have an adverse disproportionate effect.		
Pregnancy and Maternity	No data collected. Unlikely to have an adverse disproportionate effect.		
Race	Data available but not presented here as unlikely to have an adverse disproportionate effect.		
Religion and Belief	Data available but not presented here as unlikely to have an adverse disproportionate effect.		
Sex / Gender	<table border="1"> <tr> <td><u>Users</u> Borough- wide census data available, but not presented here as unlikely to have an adverse disproportionate effect.</td> <td><u>Staff</u> 7% of staff in the Harrow Pride team are female. However, impact on staff is a reduction in numbers in equal measure and does not disproportionately affect this protected characteristic.</td> </tr> </table>	<u>Users</u> Borough- wide census data available, but not presented here as unlikely to have an adverse disproportionate effect.	<u>Staff</u> 7% of staff in the Harrow Pride team are female. However, impact on staff is a reduction in numbers in equal measure and does not disproportionately affect this protected characteristic.
<u>Users</u> Borough- wide census data available, but not presented here as unlikely to have an adverse disproportionate effect.	<u>Staff</u> 7% of staff in the Harrow Pride team are female. However, impact on staff is a reduction in numbers in equal measure and does not disproportionately affect this protected characteristic.		
Sexual Orientation	No data collected. Unlike to have an adverse disproportionate effect.		
Socio Economic	If streets and roads are left untidy, this could devalue surrounding properties. Untidy roads could also lead to shops closing down resulting in fewer turnovers for businesses. However, no particular roads or streets have been specifically targeted therefore a particular shopping street/parade is unlikely to be adversely disproportionately affected.		

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5. What consultation have you undertaken on your proposals?		
Who was consulted?	What consultation methods were used?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
What do the results show about the impact on different groups / Protected Characteristics?		

<p>The consultation was carried out over the period 11th September 2014 to 8th November, 2014.</p> <p>The consultation has given all residents the opportunity to respond.</p>	<p>The consultation has been promoted widely through posters, articles in the press and the web.</p> <p>The consultation has had the most engagement in recent years and a variety of mechanisms to engage residents were taken forward:</p> <p>100,000 Take part Booklets developed with survey distributed widely to stakeholder distribution list and through Harrow People</p> <p>6000 booklets distributed as part of events</p> <p>Specific web pages relating to the consultation and online web survey</p> <p>7 Roadshows and 10 Drop in sessions held across Harrow and attendance at 50 Community Group meetings across Harrow resulting in</p>	<p>A presentation giving a summary of all of the consultation feedback is attached to this EqIA at Appendix A.</p> <p>Survey Responses</p> <p>Specifically in relation to impacts of the proposed changes in the survey residents were specifically asked which impacts would affect them most as an individual/family and a further question asking which proposals would impact the community as a whole. The following were fed back in order as having the most impact:</p> <p>E&E sections include</p> <p><i>Impact on you and your family:</i></p> <ol style="list-style-type: none"> 1. Introducing a separate weekly food waste collection and charge for fortnightly collections of garden waste 2. Switch off some streetlights, or reduce the hours that they are on for <p><i>Impact on the community as a whole</i></p> <ol style="list-style-type: none"> 1. Introducing a separate weekly food waste collection and charge for fortnightly collections of garden waste 2. Changes to parks maintenance 3. Relocation of beat sweepers from secondary shopping centres 4. Reduction in grass verge cutting <p>The impact on the protected characteristics for each of these proposals has not been specifically collected however this will be explored in the individual Equality Impact Assessments if proposals are taken forward for further consideration. However the proposals that have been highlighted by the community as ones with the most impact that will have an obvious impact on groups with protected characteristics because they are users of their services are:</p> <ul style="list-style-type: none"> - Cutting some support provided to older and disabled people in Harrow under the Supporting People programme and - Close or reduce some of the Council's early support services to families, including Children's Centres. 	<p>Based on the findings from this consultation elected members will be making a decision on the proposals that are to be taken forward for individual consultation. All proposals that are being taken forward to consultation will have their own individual detailed EqIA.</p> <p>Councillors have confirmed that they will be taking forward a campaign for a fairer grant for Harrow.</p>
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	<p>361 face to face in depth conversations</p> <p>Translated documents on the web and in hard copy</p> <p>Easy read of the consultation booklet and survey</p> <p>Information on Facebook, Twitter and 4 responses received by video</p>	<p>Formal Letters</p> <p>23 formal responses were received which included feedback that some of the proposals could have impacts on groups that sit within the protected characteristics. These letters are not related to Environment proposals</p> <p>Petitions</p> <p>15 Petitions were received however none related to this proposal.</p> <p>Harrow Youth Parliament</p> <p>The Youth Parliament tailored their own survey in response to Take Part which was asking whether young people agreed with proposals and therefore no feedback on impact. There were 495 responses received by the Council. The young people also held a debate and within this there was some concern relating to closure of libraries as used by young people and people to avoid isolation.</p>
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<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>	<p>N/A</p>
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Stage 3: Assessing Potential Disproportionate Impact										
7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?										
Yes	No	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
		X	X	X	X	X	X	X	X	X

YES - If there is a risk of disproportionate adverse impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

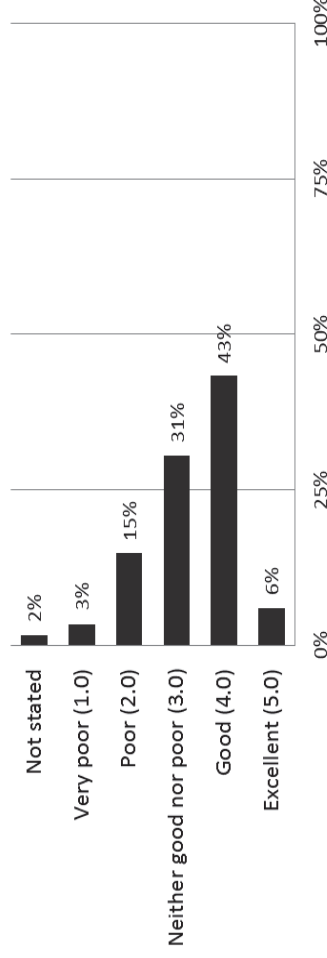
NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

These graphs below are from the consultation questions:

Around half of respondents (49%) rated current cleaning standards as good or excellent, with only 15% saying they were poor or and 3% very poor. This gave a mean score of 3.3 out of 5 for this rating question.

Q22. How do you rate the current cleaning standards within shopping areas? (mean score = 3.3)

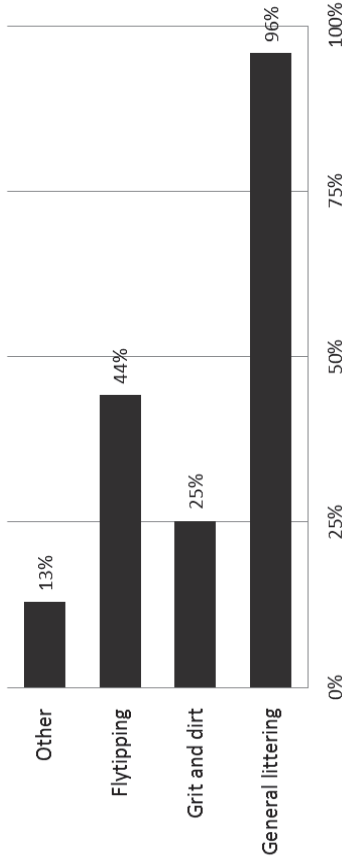


8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

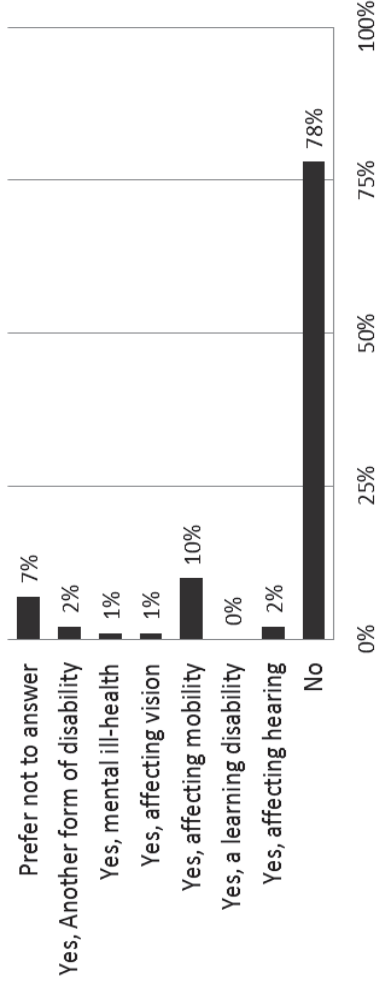
include this evidence, including any data, statistics, titles of documents and website links here)

Of those who rated it poor or very poor, the majority cited general littering (96%) followed by flytipping (44%) as the main reason for that rating.

Q23. If you are not happy with the current cleaning is it due to...?



Are your day-to-day activities limited because of a health problem or disability which has lasted or is expected to last at least 12 months??



This equates to a 10% value across the population. The Environment Consultation results indicate 16% of respondents declaring a disability or health problem of which 10% refer to mobility issues.

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?

What do the results show about the impact on different groups /

What actions have you taken to address the findings of the

		Protected Characteristics?	consultation? (This may include further consultation with the affected groups, revising your proposals).
<p>Community Champions Housing Tenants Key Community groups</p>	<p>An online survey supported by self-completion, plus hard copy questionnaires available at local libraries. The Community Engagement team publicised the web-link through the Community Champion network and key community organisations as well as publicising it on the Harrow website, events, and libraries. A sample of 520 has been achieved to date</p> <p>The survey is around 15 minutes in length, comprised of a mix of pre-coded and open ended questions.</p> <p>Members of staff were advised of the proposals that had staff impacts prior to the commencement of the Take Part and Cabinet reports proposing savings and took part in the Take Part Employee consultation. In addition, Trade Union colleagues have been given briefings prior to each Cabinet meeting agenda publication.</p>	<p>Over 50% of respondents consider the current service to be good or better.</p> <p>Of those who rated it poor or very poor, the majority cited general littering (97%) followed by flytipping (42%) as the main reason for that rating.</p> <p>There will be a staff impact through the deletion of seven posts from the establishment. These posts are currently filled by agency workers so there will be no reduction in the number of permanent staff or redundancy but the reduction in posts may have an impact on remaining staff.</p> <p>There is also a wider impact on staff across the Council as the deletion of full time equivalent posts reduces the redeployment opportunities to displaced staff as the organisation progress its change programme.</p>	<p>Consultation feedback has identified key priorities for any targeted cleaning the use of the rapid response teams to mitigate impacts.</p> <p>Socio-economic and health impacts will be monitored using the Action Plans in the EqIAs.</p> <p>E&E will work with the corporate Organisational Development team in mitigating this impact.</p>



Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓	✓	<p>The streets are likely to be more littered as dedicated beat sweepers are being removed and therefore the quality of the area may go down. Elderly / vulnerable residents may be more affected by the perception of crime if streets are dirtier and more littered. Elderly / vulnerable residents may also feel unsafe and uncomfortable in areas that are dirtier and more littered.</p> <p>The prime implication is likely to be an increase in general littering throughout the day.</p>	<p>Of the 20% who rated standards poor or very poor, the majority cited general littering (97%) followed by flytipping (42%) as the main reason for that rating. Of these 34% (6.8% of total sample) were ages 65+</p> <p>More efficient use of mobile teams to deal with excessive accumulation</p> <p>There will remain rapid response teams who will be able to address fly tips and unacceptably excessive amounts of litter and other debris in between any scheduled cleansing operation, maintaining the existing SLA time for addressing such issues.</p> <p>If monitoring indicates continuing issues the roads affecting can be reviewed under the Zonal cleansing approach.</p>
Disability (including carers of disabled people)	✓		<p>If large litter items are left on the road, this could affect access mobility and significantly affect people with mobility and visual impairments.</p>	<p>Of the 20% who rated standards poor or very poor, all respondents who declared a disability cited general littering</p> <p>There will remain rapid response teams who will be able to address fly tips and unacceptably excessive amounts of litter and other debris in between any scheduled cleansing operation, maintaining the existing SLA time for addressing such issues.</p>
Gender			<p>Unlikely to have an adverse disproportionate effect.</p>	

Reassignment				Unlikely to have an adverse disproportionate effect.	
Marriage and Civil Partnership				Unlikely to have an adverse disproportionate effect.	
Pregnancy and Maternity				Unlikely to have an adverse disproportionate effect.	
Race				Unlikely to have an adverse disproportionate effect.	
Religion or Belief				Unlikely to have an adverse disproportionate effect.	
Sex				Unlikely to have an adverse disproportionate effect.	
Sexual orientation				Unlikely to have an adverse disproportionate effect.	
Socio Economic				Potential redundancy impact on employed staff	Staff reduction will be met by existing vacancies or discontinuation of Agency staff. There will be no redundancies affecting permanently employed staff

	Yes	✓	No
<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	<p>The newly introduced Zonal cleaning system – is that likely to have a cumulative impact on non-shops roads. However the adaptive nature of the zonal scheme will allow flexibility to respond to local 'hotspots'</p> <p>The potential negative impacts can be justified when the proposed mitigating steps are considered.</p> <p>Harrow's current street cleansing service provides for: the removal of all litter and debris from streets and paths and other areas adjoining the public highway and the collection of leaf fall.</p> <p>The requirement to make financial economies is likely to impact the frequency at which some aspects of street cleansing are provided. Although the cleansing approach will look to utilise resources more effectively through a targeted approach to cleansing frequencies, the reduction in static cleaners to secondary shopping centres could potentially result in a greater accumulation of litter, debris, flytips, and other obstructions on the public highway which may detrimentally and disproportionately impact upon older people, people with mobility impairments and/or people with impaired vision. An increase in litter and debris may also increase the likelihood of slips, trips and falls in the borough.</p> <p>As mitigating steps against these potential impacts, there will remain rapid response teams who will be able to address fly tips and unacceptably excessive levels of litter and other debris in between any scheduled cleansing operation. In addition, the Council will be introducing enforcement measures to tackle anti social behaviour such as littering, which should minimise obstructions, improve the street scene and enhance local environmental.</p>		

		Yes	✓	No						
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>		<p>If streets and roads are left untidy, this could devalue surrounding properties. Untidy roads could also lead to shops closing down resulting in fewer turnovers for businesses. However, no particular roads or streets have been targeted therefore this group is unlikely to be adversely disproportionately affected.</p>								
<p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>										
		Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes										
No	X	X		X	X	X	X	X	X	X
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p> <p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p> <ul style="list-style-type: none"> ■ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ■ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 										

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. List the actions you propose to take to address this in the Improvement Action Plan at Stage 7	X
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
<p>Disability & Age</p> <p>Possibility that the reduced cleansing frequency in some areas may affect people in wheelchairs and/or people with other mobility impairments and/or those with visual impairments</p>	<p>Retention of Rapid Response teams to be able to respond to service requests relating to excessive littering, debris or fly tipping to allow for removal within the current SLA of 24 hours</p> <p>Monitor deployment of mobile and amend work schedules to meet variable demand</p>	Sept 2015	Michael Wynne	

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>As well as in house monitoring through the creation of random inspections via the Collective system, further monitoring of street cleansing performance is undertaken by an independent external body on 3 occasions per year.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>A full breakdown of performance, causes of litter, land class performance is provided as part of the external monitoring and assessment of cleansing performance. The classification of areas into zones is not rigid and, if data suggests that the classification of an area into a particular zone disproportionately affects one of the protected groups, this will be reviewed and appropriate adjustments made.</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>Full consultation analysis to be completed.</p>

Stage 9: Public Sector Equality Duty

30 How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>
<p>N/a</p>	<p>N/a</p>	<p>N/a</p>

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?

Signed: (Lead officer completing EqIA)	Mick Wynne	Signed: (Chair of DETG)	Hanif Islam
Date:	16/01/2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group	28/01/2015	Signature of ETG Chair	PP Hanif Islam

Appendix 1

Consultees

Afghan Association of London (Harrow)
 Association of Senior Muslim Citizens
 Gujarati Arya Association
 Harrow Bengalee Association
 Harrow Iranian Community Association (HICA)
 Harrow Tamil Association
 Indian Association of Harrow
 Nepalese British Community UK
 Pakistan Society of Harrow
 Russian Immigrants Association
 The Harrow African Caribbean Association (HACAS)
 UK Asian Women's Conference (North London)
 Harrow in Business (HIB)
 Canons Community Association
 Harrow Association of Disabled People
 Harrow in Leaf
 Middlesex Association for the Blind
 Harrow Heritage Trust
 North West London Lesbian & Gay Group (NWLLG)
 Harrow Civic Residents' Association (HCRA)
 Hatch End Association
 HFTRA (Harrow Federation of Tenants' & Residents' Associations)
 Harrow Association of Voluntary Service
 Voluntary Action Harrow
 Angolan Civic Communities Alliance (ACCA) Harrow
 British Afghan Women's Society
 Harrow Association of Somali Voluntary Organisations (HASVO)
 Harrow Bengalee Association
 Harrow Equalities Centre
 Harrow Somali Cultural & Educational Association
 Jaago Punjabi Women's Group
 Pinner Association
 Wealdstone Active Community
 ADHD and Autism Support Harrow
 Mind in Harrow
 National Osteoporosis Society Middlesex Group

Rethink: Harrow Support Group
Friends of Bentley Priory Nature Reserve
Friends of Canons Park
Friends of West Harrow Park
Harrow Youth Parliament
Capable Communities Ltd.
The Wish Centre
The Stanmore Society
Bessborough Cricket Club
Harrow Rugby Football Club
Harrow St. Mary's Youth Football Club
Pinner Cricket Club
Pinnstars Football Club
Harrow Mencap
Harrow Over 50 club
Harrow Community Transport
Harrow Centre for Volunteering
Harrow Volunteer Centre
Harrow Women's Centre
Headstone Manor Youth Football Club
Parkfield Youth Football Club
Pinner Albion Football Club
Pinner Jewish Football Club
Stanmore Football Club
Age Concern Harrow
Harrow Mencap
CAPRA Canons Park Residents Association
Harrow Nature Conservation Forum
Harrow St Mary's
Kenton Town FC
Parkfield Football Club
Parkfield Youth FC
Pinner Albion FC
St Josephs Youth FC
Stanmore Manor FC
Three Wishes Exiles

Venceremos FC
APB FC
Lankians CC
Pinner Challengers CC
Pinner Cricket Club
South Harrow CC
Tamil Union CC
West Harrow CC
Yarl CC
Youth Wing CC
Culver Bowls Club
Harrow Weald Bowls Club
Pinner Bowls Club
Stanmore Bowls Club
Pinner & Grammarians Rugby Football Club

Appendix 3: Reduce Parks service to statutory minimum

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation			Cabinet	✓
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other	MTFS	✓	Other	
Title of Project:				
E&E 26 Reduce Parks service to statutory minimum and reduce parks management cost				
Directorate / Service responsible:				
E&E				
Name and job title of lead officer:				
Mick Wynne				
Name & contact details of the other persons involved in the assessment:				
David Corby, Andrew Smith, Sajni Durve				
Date of assessment:				
14/01/2015				
Stage 1: Overview				
<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>				
<p>Harrow Pride currently provides a full maintenance service to all parks & open spaces within the Borough, with the aim of providing leisure, recreational and play facilities for the community whilst maintaining the environmental assets of the Boroughs Parks & Open Spaces.</p> <p>The main proposal is to convert some of the parks into wildlife open spaces. This is a complex proposal involving: reducing grass cutting to only that which is needed for Health and Safety reasons, reducing pruning, and removing some shrub, rose and flower beds. The Local Authority has a duty to ensure that open spaces and parks are safe for public enjoyment and that people using the areas, so far as is</p>				

practical, can enjoy the areas without exposure to risks to their health and safety.

The proposals would see parks maintenance reduced to a statutory minimum with the exception of sports provision, where an income is received from clubs to provide a suitable playing surface in line with the relevant requirements. The move to a statutory minimum would see the following changes to the current maintenance regime: A table of changes is also included in Table 1

- Parks would cease to be locked overnight
- Grass areas would be left naturalised (with the exception of sports pitches) and be subject to an annual conservation cut only
- Pruning of shrubs and hedges would reduce from up to 3 times per year to once a year
- Litter picking and emptying of bins would reduce from twice weekly to once a week

No parks would be submitted for the Green Flag award (currently 5 parks have attained this national recognition). The proposals would realise savings through the removal of 11 posts from the current staffing establishment and associated vehicles.

The reduction in management posts within the parks structure is linked to a proposed reduction in parks maintenance to a statutory minimum level, with the exception of sports provision, where an income is received from clubs to provide a suitable playing surface.

If the reduction in parks maintenance is agreed, this proposal would also see the removal of 1 Team Leader post and 2 Charge hand posts from the current staffing establishment, which would realise savings.

These changes combined will produce a saving of £327k

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	✓	Partners		Stakeholders	
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	Sexual Orientation		Other			

3. Is the responsibility shared with another directorate, authority or organisation? If so:

- Who are the partners?
- Who has the overall responsibility?
- How have they been involved in the assessment?

No

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

308 (where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Age (including carers of young/older people)

Borough wide 2011 census data (see data below) shows that Harrow has a fairly significant elderly population with 14.1% over the age of 65. There is a possibility that the reduced cleansing frequency and changes in the grass cutting regime may affect older people and those with mobility impairments and/or impaired vision. Long grass can hide litter and obstructions which could contribute to slip/trip hazards and make movement off the main paths more hazardous for those that are old and infirm. Perception of increase in crime if gates left opened and appearance of unmanaged and unmaintained facility.

Borough – wide age structure statistics from 2011 census

	2011 Data	2011 %	2011 Rank - National
Harrow			

All usual residents	239,056		
0 - 4	15,916	6.7	76
5 - 7	9,007	3.8	40
8 - 9	5,414	2.3	87
10 - 14	14,590	6.1	96
15	3,131	1.3	83
16 - 17	6,604	2.8	34
18 - 19	5,369	2.2	192
20 - 24	16,066	6.7	89
25 - 29	19,345	8.1	47
30 - 44	53,358	22.3	45
45 - 59	44,579	18.6	277
60 - 64	12,010	5	301
65 - 74	17,420	7.3	287
75 - 84	11,659	4.9	283
85 - 89	2,982	1.2	288
90 & over	1,606	0.7	252
Average Age (Mean)	37.6		287
Median Age	36		284

In 24% (20,323) of Harrow's households one person has a long-term health problem or disability including dependant and no dependent children (please see table below). This equates to a 10% value across the population. The Environment Consultation results indicate 14% of respondents declaring a disability or health problem of which 9% refer to mobility issues.

There is a possibility that the reduced cleansing frequency and changes in the grass cutting regime may affect people in wheelchairs and/or people with other mobility impairments and/or those with visual impairments. Long grass can hide litter and obstructions which could contribute to slip/trip hazards and make movement off the main paths more hazardous for those in wheelchairs and/or people with other mobility impairments and/or those with visual impairments.

Adults not in Employment and Dependent Children and Persons with Long-term Health Problem or Disability for all Households

Harrow	2011	2011	2011	2011
	Data	%	Rank - National	Rank - London
All households	84,268			
Households with:				
No adults in employment with dependent children	3,675	4	116	24
No adults in employment with no dependent children	18,788	22	324	15
Dependent children of all ages	30,670	36	6	5
Dependent children aged 0 - 4	12,435	15	24	13
One person in household with a long-term health problem or disability: With dependent children	5,038	6	20	6
One person in household with a long-term health problem or disability: No dependent children	15,285	18	293	10
One or more person with a limiting long-term illness	N/A	N/A	N/A	N/A

Disability (including carers of disabled people)

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Gender Reassignment	No data collected. Unlikely to have an adverse disproportionate effect.		
Marriage / Civil Partnership	No data collected. Unlikely to have an adverse disproportionate effect.		
Pregnancy and Maternity	No data collected. Unlikely to have an adverse disproportionate effect.		
Race	No data collected. Unlikely to have an adverse disproportionate effect.		
Religion and Belief	Data available but not presented here as unlikely to have an adverse disproportionate effect.		
Sex / Gender	<table border="1"> <tr> <td><u>Users</u> Borough- wide census data available, but not presented here as unlikely to have an adverse disproportionate effect.</td> <td><u>Staff</u> 7% of staff in the parks team are female. However, impact on staff is a reduction in numbers in equal measure and does not disproportionately affect this protected characteristic.</td> </tr> </table>	<u>Users</u> Borough- wide census data available, but not presented here as unlikely to have an adverse disproportionate effect.	<u>Staff</u> 7% of staff in the parks team are female. However, impact on staff is a reduction in numbers in equal measure and does not disproportionately affect this protected characteristic.
<u>Users</u> Borough- wide census data available, but not presented here as unlikely to have an adverse disproportionate effect.	<u>Staff</u> 7% of staff in the parks team are female. However, impact on staff is a reduction in numbers in equal measure and does not disproportionately affect this protected characteristic.		
Sexual Orientation	No data collected. Unlikely to have an adverse disproportionate effect.		
Socio Economic	No data collected. Unlikely to have an adverse disproportionate effect.		
5. What consultation have you undertaken on your proposals?			
Who was consulted?	What do the results show about the impact on different groups / Protected Characteristics?		
	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).		

<p>The consultation was carried out over the period 11th September 2014 to 8th November, 2014.</p> <p>The consultation has given all residents the opportunity to respond.</p>	<p>The consultation has been promoted widely through posters, articles in the press and the web.</p> <p>The consultation has had the most engagement in recent years and a variety of mechanisms to engage residents were taken forward: 100,000 Take part Booklets developed with survey distributed widely to stakeholder distribution list and through Harrow People</p> <p>6000 booklets distributed as part of events</p> <p>Specific web pages relating to the consultation and online web survey</p> <p>7 Roadshows and 10 Drop in sessions held across Harrow and attendance at 50 Community Group meetings across Harrow resulting in 361 face to face in depth conversations</p> <p>Translated documents on the web and in hard copy</p>	<p>A presentation giving an summary of all of the consultation feedback is attached to this EqIA at Appendix A.</p> <p>Survey Responses</p> <p>Specifically in relation to impacts of the proposed changes in the survey residents were specifically asked which impacts would affect them most as an individual/family and a further question asking which proposals would impact the community as a whole. The following were fed back in order as having the most impact: E&E sections include <i>Impact on you and your family:</i></p> <ol style="list-style-type: none"> 1. Introducing a separate weekly food waste collection and charge for fortnightly collections of garden waste 2. Switch off some streetlights, or reduce the hours that they are on for <p><i>Impact on the community as a whole</i></p> <ol style="list-style-type: none"> 1. Introducing a separate weekly food waste collection and charge for fortnightly collections of garden waste 2. Changes to parks maintenance 3. Relocation of beat sweepers from secondary shopping centres 4. Reduction in grass verge cutting <p>The impact on the protected characteristics for each of these proposals has not been specifically collected however this will be explored in the individual Equality Impact Assessments if proposals are taken forward for further consideration. However the proposals that have been highlighted by the community as ones with the most impact that will have an obvious impact on groups with protected characteristics because they are users of their services are:</p> <ul style="list-style-type: none"> - Cutting some support provided to older and disabled people in Harrow under the Supporting People 	<p>Based on the findings from this consultation elected members will be making a decision on the proposals that are to be taken forward for individual consultation. All proposals that are being taken forward to consultation will have their own individual detailed EqIA.</p> <p>Councillors have confirmed that they will be taking forward a campaign for a fairer grant for Harrow.</p>
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	<p>Easy read of the consultation booklet and survey</p> <p>Information on Facebook, Twitter and 4 responses received by video</p>	<p>programme and</p> <ul style="list-style-type: none"> - Close or reduce some of the Council's early support services to families, including Children's Centres. <p>Formal Letters</p> <p>23 formal responses were received which included feedback that some of the proposals could have impacts on groups that sit within the protected characteristics. These letters are not related to Environment proposals</p> <p>Petitions</p> <p>15 Petitions were received and these the following was received in relation to Environmental services:</p> <ul style="list-style-type: none"> - 1 petition about locking of park gates with 108 signatures <p>Harrow Youth Parliament</p> <p>The Youth Parliament tailored their own survey in response to Take Part which was asking whether young people agreed with proposals and therefore no feedback on impact. There were 495 responses received by the Council. The young people also held a debate and within this there was some concern relating to closure of libraries as used by young people and people to avoid isolation.</p>
<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>	<p>None</p>	

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	X	X							
No			X	X	X	X	X	X	X

YES - If there is a risk of disproportionate adverse impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

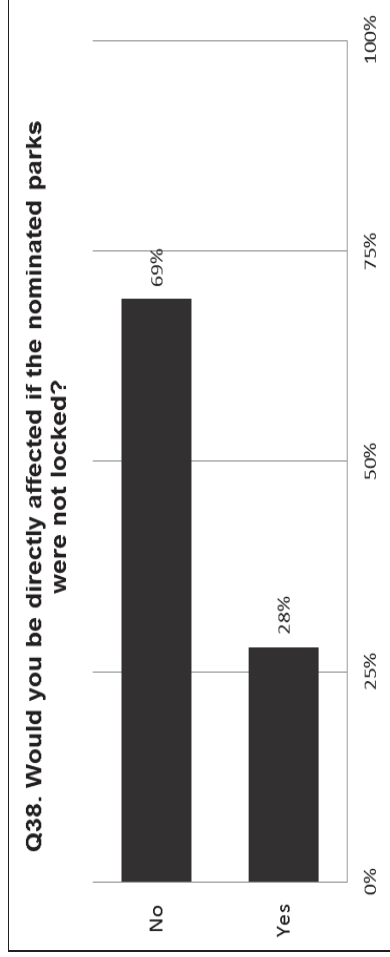
include this evidence, including any data, statistics, as of documents and website links here)

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Just over 4 out of 10 respondents (42%) said that the proposal would have a detrimental affect on their quality of life, with around a quarter (26%) saying it wouldn't.

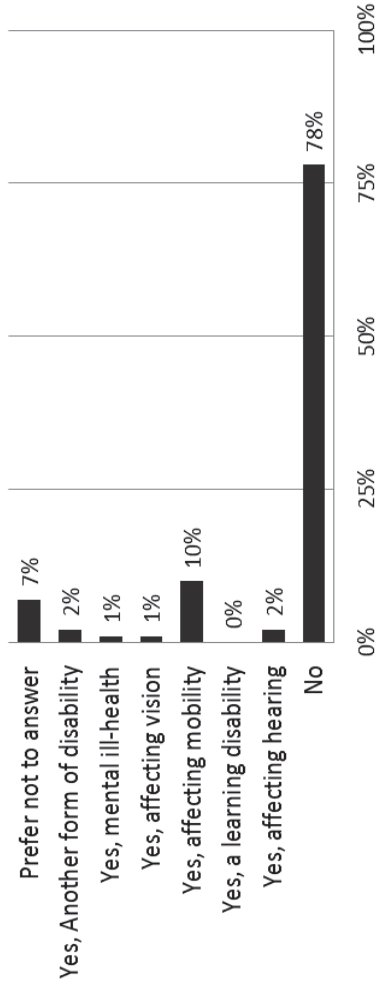


In terms of park locking, just under 7 out of 10 respondents (69%) said that they would not be directly affected if the nominated parks were not locked. Around 3 out of 10 respondents (28%) said they would be affected.



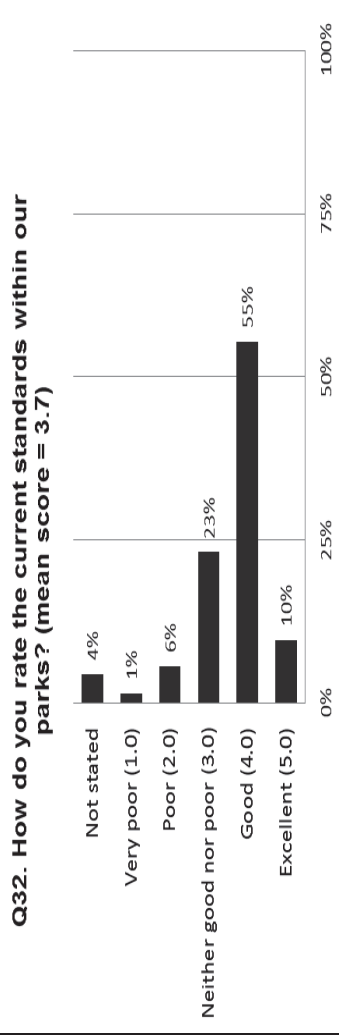
Of those who said they would be affected, 'illegal activity' followed by 'fear of crime' and 'disturbance' were the main concerns.

Are your day-to-day activities limited because of a health problem or disability which has lasted or is expected to last at least 12 months??



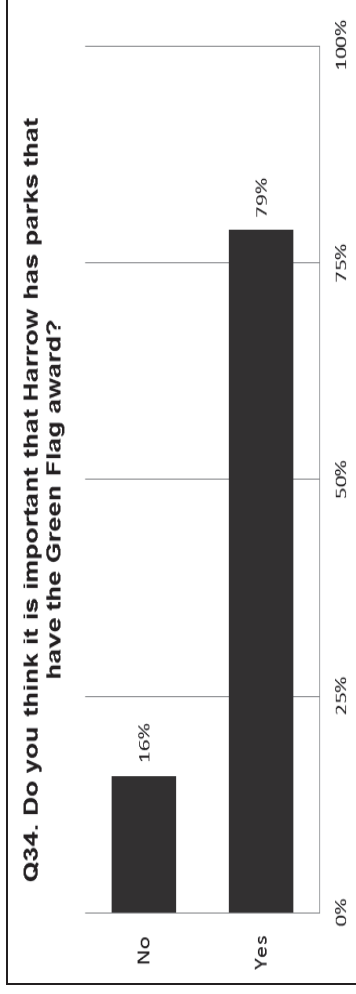
This equates to a 10% value across the population. The Environment Consultation results indicate 16% of respondents declaring a disability or health problem of which 10% refer to mobility issues.

When asked to rate current standards within our parks, 65% of respondents said they were good or excellent. Only 7% of respondents said they were poor or very poor. This gave a mean score rating of 3.7 out of 5.



Those who rated poor or very poor were asked for their reasons, and 'general standards of maintenance' followed by 'general littering' were the two largest responses, albeit from a very small base who rated them as poor.

Almost 8 out of 10 respondents (79%) thought it was important that Harrow has parks with Green Flag status.



9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

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Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Community Champions Housing Tenants Key Community groups	An online survey supported by self-completion, plus hard copy questionnaires available at local libraries. The Community Engagement team publicised the web-link through the Community Champion network and key community organisations as well as publicising it on the Harrow website, events, and libraries. A sample of 520 has been achieved to date	Just over 4 out of 10 respondents (42%) said that the proposal would have a detrimental affect on their quality of life, with around a quarter (26%) saying it wouldn't.	Consultation feedback has identified key priorities for any targeted maintenance to direct mitigations

Staff	<p>The survey is around 15 minutes in length, comprised of a mix of pre-coded and open ended questions.</p> <p>Members of staff were advised of the proposals that had staff impacts prior to the commencement of the Take Part and Cabinet reports proposing savings and took part in the Take Part Employee consultation. In addition, Trade Union colleagues have been given briefings prior to each Cabinet meeting agenda publication.</p>	<p>There will be a staff impact through the deletion of fourteen posts from the establishment. These posts are currently filled by agency workers so there will be no reduction in the number of permanent staff or redundancy but the reduction in posts may have an impact on remaining staff.</p> <p>There is also a wider impact on staff across the Council as the deletion of full time equivalent posts reduces the redeployment opportunities to displaced staff as the organisation progress its change programme.</p>	<p>Socio-economic and health impacts will be monitored using the Action Plans in the EqIAs</p> <p>E&E will work with the corporate Organisational Development team in mitigating this impact</p>
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Stage 5: Assessing Impact and Analysis

<p>10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?</p>			
Protected Characteristic	Adverse ✓	Positive ✓	<p>What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)</p>
Age (including carers of	✓	<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p>	<p>Just under 4 out of 10 respondents (38%) said that the proposal would have a detrimental affect on their quality of life, with around 3 out of 10 (31%) saying it wouldn't.</p>

<p>young/older people)</p>			<p>hazards and make movement off the main paths more hazardous for those that are old and infirm. Perception of increase in crime if gates left opened and appearance of unmanaged and unmaintained facility.</p>	<p>Path borders and accessible fencelines will be cut and/or pruned at current standards to ensure safe passage from vegetation and possibly hidden litter and natural surveillance in terms of reducing fear of crime.</p> <p>More efficient use of mobile teams to deal with excessive accumulation</p> <p>There will remain rapid response teams who will be able to address fly tips and unacceptably excessive amounts of litter and other debris in between any scheduled cleansing operation, maintaining the existing SLA time for addressing such issues</p> <p>If monitoring indicates continuing issues in key parks, they can be reviewed under the Zonal cleansing approach</p>
<p>Disability including carers of disabled people)</p> <p>320</p>	<p>✓</p>		<p>Possibility that the reduced cleansing frequency and changes in the grass cutting regime may affect people in wheelchairs and/or people with other mobility impairments and/or those with visual impairments. Long grass can hide litter and obstructions which could contribute to slip/trip hazards and make movement off the main paths more hazardous for those that are old and infirm.</p>	<p>Just under 4 out of 10 respondents (38%) said that the proposal would have a detrimental affect on their quality of life, with around 3 out of 10 (31%) saying it wouldn't.</p> <p>Path borders and accessible fencelines will be cut and/or pruned at current standards to ensure safe passage from vegetation and possibly hidden litter and natural surveillance in terms of reducing fear of crime.</p> <p>More efficient use of mobile teams to deal with excessive accumulation</p> <p>There will remain rapid response teams who will be able to address fly tips and unacceptably excessive amounts of litter and other debris in between any scheduled cleansing operation, maintaining the existing SLA time for addressing such issues</p> <p>If monitoring indicates continuing issues in key parks, they can be reviewed under the Zonal cleansing approach</p>

Gender Reassignment				No disproportionate adverse effect.	
Marriage and Civil Partnership				No disproportionate adverse effect.	
Pregnancy and Maternity				No disproportionate adverse effect.	
Race				No disproportionate adverse effect.	
Religion or Belief				No disproportionate adverse effect.	
Sex				No disproportionate adverse effect.	
Sexual orientation				No disproportionate adverse effect.	
Socio Economic				<p>Parks can be considered an integral part of the social support network. Green spaces have been shown to have a positive effect on mental wellbeing and parks are a regular venue for sports, casual fitness activity and walking, which can have a significant positive effect on fitness. Following</p>	<p>Whilst the resource model to key parks will change it is now proposed to maintain a capability to aspire to retaining Green Flag status at most of the current Green Flag Parks.</p> <p>Maintaining key major parks at disparate</p>

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<p>that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p> <p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p> <ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 	
<p>Stage 6: Decision</p>	
<p>13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>	
<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.</p>	
<p>Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i></p>	X
<p>Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)</p>	
<p>Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)</p>	
<p>33 a. If your EqIA is assessed as outcome 3 or you have ticked 's' in Q12, explain your justification with full reasoning to continue with your proposals.</p>	<p>The roads / pavements through the parks will not be affected. The proposals are needed to achieve the savings.</p>

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	<i>Action required to mitigate</i>	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team / Plan
Disability & Age	<p>Retention of Rapid Response teams to be able to respond to service requests relating to excessive littering, debris or fly tipping to allow for removal within the current SLA of 24 hours</p> <p>Monitor deployment of mobile and amend work schedules to meet variable demand</p>	<p>The Collective system captures all service requests and is used to monitor the response time to rectify.</p> <p>The retention of Rapid Response teams and flexible staff deployment</p>	December 2015	Michael Wynne	
socio Economic	<p>Whilst the resource model to key parks will change there is still the capability to aspire to retaining Green Flag status at most of the current Green Flag Parks. Maintaining key major parks at disparate geographic locations will mitigate some perception and fitness implications.</p> <p>Existing booked sports facilities in parks will be maintained to existing standards</p> <p>28% of responders have expressed concern over not locking park gates with a significant bias towards fear of crime</p>	<p>Monitor Green Flag success</p> <p>Parks will be monitored for increases in crime, especially in terms of car parks where there is a greater likelihood of nuisance occurring</p>	July 2015	Michael Wynne	

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (Also Include in Improvement Action Plan at Stage 7)</p>	<p>As well as in house monitoring through the creation of random inspections via the Collective system, further monitoring of parks standards is undertaken by an independent external body annually. The Collective system captures all service requests and is used to monitor the response time to rectify.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? (Also Include in Improvement Action Plan at Stage 7)</p>	<p>A full breakdown of performance, causes of litter, land class performance is provided as part of the external monitoring and assessment of cleansing performance. The classification of areas into zones is not rigid and, if data suggests that the classification of an area into a particular zone disproportionately affects one of the protected groups, this will be reviewed and appropriate adjustments made.</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>Full consultation analysis to be completed</p>

Stage 9: Public Sector Equality Duty

How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>
<p>N/a</p>	<p>N/a</p>	<p>N/a</p>

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		
Signed: (Lead officer completing EqIA)	Mick Wynne	Signed: (Chair of DETG) Hanif Islam
Date:	14/01/2015	Date:
Date EqIA presented at the EqIA Quality Assurance Group	28/01/2015	Signature of ETG Chair PP Hanif Islam

Table 1: Parks Service Standards per designation type

Parkland	Open Spaces
Hedge and shrub pruning up to twice a year CURRENTLY UP TO 3 TIMES Leaf clearance once a year	Hedge and shrub pruning up to twice a year CURRENTLY UP TO 3 TIMES Leaf clearance once a year
Empty litter bins once a week CURRENTLY EMPTIED TWICE WEEKLY ALONG WITH LITTER PICKING OF THE PARK, WHICH WILL ALSO REDUCE TO ONCE PER WEEK. THIS WILL ALSO APPLY TO DOG BINS IF EMPTYING OF DOG BINS COMES BACK IN HOUSE General inspection of playgrounds and infrastructure once every 3 months CURRENTLY INSPECTED MONTHLY	Empty litter bins once a week CURRENTLY EMPTIED TWICE WEEKLY ALONG WITH LITTER PICKING OF THE PARK, WHICH WILL ALSO REDUCE TO ONCE PER WEEK. THIS WILL ALSO APPLY TO DOG BINS IF EMPTYING OF DOG BINS COMES BACK IN HOUSE General inspection of playgrounds and infrastructure once every 3 months CURRENTLY INSPECTED MONTHLY
Strimming of high visibility boundary areas every 3 weeks during growing season (March to October depending on seasonal changes) CURRENTLY CUT EVERY 3 WEEKS	Strimming of high visibility path boundaries every 3 weeks during growing season (March to October depending on seasonal changes). CURRENTLY CUT EVERY 3 WEEKS

Grass cutting every 6 weeks CURRENTLY CUT EVERY 3 WEEKS Rake Play bark areas once a week	Grass cut once a year forage cut CURRENTLY CUT EVERY 3 WEEKS Rake Play bark areas once a week
Grass cutting every 6 weeks during growing season (March to October depending on seasonal changes) CURRENTLY DONE ON A 3 WEEKLY CYCLE Pond clearance once a month	Cut grass on park path and boundary every 3 weeks during growing season (March to October depending on seasonal changes) CURRENTLY DONE ON A 3 WEEKLY CYCLE Pond clearance every 3 months
Shrub and flower beds are mulched once a year	No mulching of beds
Mechanical sweeping once a month	

Table 2: Parks by designation type

Parkland	Open Spaces	Country Parks, Nature Reserves & Woodland
Alexandra Park	Brockhurst Corner	Bentley Priory
Bernays Gardens	Brockley Hill	Belmont Rattler
Byron Recreation Ground	Church Fields	Brewery Reservoir Open Space
Cedars O.S.	Chrutchurch Avenue Open Space	Church Farm
Centenary Park	Cuckoo Hill Open Space	Glenthorne
Chandos Recreation Ground	Croft	Grimsdyke Open Space
Harrow Recreation Ground	Elms Road Open Space	Harrow Weald Common
Harrow Weald Recreation Ground	Greenway	Pinner Park Farm
Hatch End Playing Fields	Grove Fields	Roxbourne Rough
Headstone Manor	Harrow Garden Village	Stanmore Common
Hooking Green	Kenton Recreation Ground	Stanmore Country Park
John Rummey	Lake Grove	
Lowlands Recreation Ground	Little Common Pinner	

Parkland	Open Spaces	Country Parks, Nature Reserves & Woodland
Melbourne Ave	Little Common Stanmore	
Montesoles P.F.	Lynwood Close Open Space	
Pinner Memorial Park	Montrose Walk	
Priestmead Recreation Ground	Newton Ecology Park	
Queensbury Recreation Ground	Newton Park West	
Rayners Mead	Pinner Recreation Ground	
Roxbourne Park	Pinner Village Gardens	
Roxeth Recreation Ground	Ridgeway Playing Fields	
Saddlers Mead	River Pinn Open Space	
Shaftesbury P.F.	Streamside	
Stanmore Marsh	Sylvia Avenue Open Space	
Stanmore Recreation Ground	Thackery Close Open Space	
Weald Village	Tookes Green	
West Harrow Recreation Ground	Whitchurch Playing Fields	
	Whitefriars Open Space	
	Woodlands	
	Yeading Walk	

Nb: Due to funding criteria, Canons Park will retain the current maintenance regimes. Countryside Parks, Nature Reserves and Woodland already have separate maintenance regimes that are not affected by these proposals

Appendix 1

Consultees

Afghan Association of London (Harrow)	Angolan Civic Communities Alliance (ACCA) Harrow	Harrow Community Transport
Association of Senior Muslim Citizens	British Afghan Women's Society	Harrow Centre for Volunteering
Gujarati Arya Association	Harrow Association of Somali	Harrow Volunteer Centre
Harrow Bengalee Association	Voluntary Organisations (HASVO)	Harrow Women's Centre
Harrow Iranian Community Association (HICA)	Harrow Bengalee Association	Headstone Manor Youth Football Club
Harrow Tamil Association	Harrow Equalities Centre	Parkfield Youth Football Club
Indian Association of Harrow	Harrow Somali Cultural & Educational Association	Pinner Albion Football Club
Nepalese British Community UK	Jaago Punjabi Women's Group	Pinner Jewish Football Club
Pakistan Society of Harrow	Pinner Association	Stanmore Football Club
Russian Immigrants Association	Wealdstone Active Community	Age Concern Harrow
The Harrow African Caribbean Association (HACAS)	ADHD and Autism Support Harrow	Harrow Mencap
UK Asian Women's Conference (North London)	Mind in Harrow	CAPRA Canons Park Residents Association
Harrow in Business (HiB)	National Osteoporosis Society	Harrow Nature Conservation Forum
Canons Community Association	Middlesex Group	Harrow St Mary's
Harrow Association of Disabled People	Rethink: Harrow Support Group	Kenton Town FC
Harrow in Leaf	Friends of Bentley Priory Nature Reserve	Parkfield Football Club
Middlesex Association for the Blind	Friends of Canons Park	Parkfield Youth FC
Harrow Heritage Trust	Friends of West Harrow Park	Pinner Albion FC
North West London Lesbian & Gay Group (NWLLG)	Harrow Youth Parliament	St Josephs Youth FC
Harrow Civic Residents' Association (HCRA)	Capable Communities Ltd.	Stanmore Manor FC
Hatch End Association	The Wish Centre	Three Wishes Exiles
HFTRA (Harrow Federation of Tenants' & Residents' Associations)	The Stanmore Society	Venceremos FC
Harrow Association of Voluntary Service	Bessborough Cricket Club	APB FC
Voluntary Action Harrow	Harrow Rugby Football Club	Lankians CC
	Harrow St. Mary's Youth Football Club	Pinner Challengers CC
	Pinner Cricket Club	Pinner Cricket Club
	Pinnstars Football Club	South Harrow CC
	Harrow Mencap	Tamil Union CC
	Harrow Over 50 club	West Harrow CC
		Yarl CC
		Youth Wing CC

Culver Bowls Club
Harrow Weald Bowls Club
Pinner Bowls Club
Stanmore Bowls Club
Pinner & Grammarians Rugby Football
Club

Appendix 4: Highways Verge Grass Cutting

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project:			
E&E 27 Highways verge grass cutting, moving from a three weekly to a six weekly cycle.			
Directorate / Service responsible:	E&E		
Name and job title of lead officer:	Mick Wynne		
Name & contact details of the other persons involved in the assessment:	David Corby, Andrew Smith, Sajni Durve		
Date of assessment:	13/01/2015		
Stage 1: Overview			
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)	<p>The council currently delivers this service on a three week cycle from March to November although this can be affected by weather conditions. Clippings are left distributed evenly over the verge to compost down back into the soil. The objective is to extend of the cutting frequency to a 6 weekly cycle which will apply to all verges across the borough is anticipated to achieve financial savings within the current residential street services budget of £82,000.</p> <p>The reduction in cutting frequency will realise these savings through the removal of 3 posts from the current staffing establishment and associated vehicles.</p>		
2. Who are the main people / Protected Characteristics that	Residents	Service	Stakeholders
	✓		
		Partners	

may be affected by your proposals? (✓ all that apply)	Users					
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	Sexual Orientation		Other			

3. Is the responsibility shared with another directorate, authority or organisation? If so:

- Who are the partners?
- Who has the overall responsibility?
- How have they been involved in the assessment?

No.

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Age (including carers of young/older people)

It is unlikely that this proposal will have a significant on this characteristic as this is more an aesthetic matter. However, in the rare event that pedestrians need to cross and there isn't hard surfacing or a crossing nearby, elderly / vulnerable residents may find it difficult if they are faced with the option of longer grass verge or a significant distance to get to the nearest crossing. Borough wide 2011 census data (see data below) shows that Harrow has a fairly significant elderly population with 14.1% over the age of 65.

Borough – wide age structure statistics from 2011 census

		Age Structure		
	2011 Data	2011 %	2011 Rank - National	2011 Rank - London
Harrow				
All usual residents	239,056			

0 - 4	15,916	6.7	76	24
5 - 7	9,007	3.8	40	14
8 - 9	5,414	2.3	87	16
10 - 14	14,590	6.1	96	9
15	3,131	1.3	83	8
16 - 17	6,604	2.8	34	3
18 - 19	5,369	2.2	192	20
20 - 24	16,066	6.7	89	25
25 - 29	19,345	8.1	47	23
30 - 44	53,358	22.3	45	30
45 - 59	44,579	18.6	277	8
60 - 64	12,010	5	301	8
65 - 74	17,420	7.3	287	5
75 - 84	11,659	4.9	283	5
85 - 89	2,982	1.2	288	7
90 & over	1,606	0.7	252	8
Average Age (Mean)	37.6		287	8
Median Age	36		284	8

335

In 24% (20,323) of Harrow's households one person has a long-term health problem or disability including dependant and no dependent children (please see table below). This equates to a 10% value across the population. The Environment Consultation results indicate 14% of respondents declaring a disability or health problem of which 9% refer to mobility issues.

It is unlikely that this proposal will have a significant on this characteristic as this is more an aesthetic matter. However, in the rare event that pedestrians need to cross and there isn't hard surfacing or a crossing nearby, residents with visual and/or mobility impairments may find it difficult if they are faced with the option of longer grass verge or a significant distance to get to the nearest crossing.

Disability (including carers of disabled people)

Adults not in Employment and Dependent Children and Persons with Long-term Health Problem or

Disability for all Households						
Harrow		2011	2011	2011	2011	2011
All households : 84,268		Data	%	Rank - National	Rank - London	
Households with:						
No adults in employment with dependent children		3,675	4	116		24
No adults in employment with no dependent children		18,788	22	324		15
Dependent children of all ages		30,670	36	6		5
Dependent children aged 0 - 4		12,435	15	24		13
One person in household with a long-term health problem or disability: With dependent children		5,038	6	20		6
One person in household with a long-term health problem or disability: No dependent children		15,285	18	293		10
One or more person with a limiting long-term illness		N/A	N/A	N/A		N/A
Gender Reassignment	No data collected. Unlikely to have an adverse disproportionate effect.					
Marriage / Civil Partnership	No data collected. Unlikely to have an adverse disproportionate effect.					
Pregnancy and Maternity	No data collected. Unlikely to have an adverse disproportionate effect.					
Race	No data collected. Unlikely to have an adverse disproportionate effect.					
Religion and Belief	No data collected. Unlikely to have an adverse disproportionate effect.					
Sex / Gender	No data collected. Unlikely to have an adverse disproportionate effect.					
Sexual Orientation	No data collected. Unlikely to have an adverse disproportionate effect.					
Socio Economic	No data collected. Unlikely to have an adverse disproportionate effect.					
5. What consultation have you undertaken on your proposals?						

<p>Who was consulted?</p>	<p>What consultation methods were used?</p>	<p>What do the results show about the impact on different groups / Protected Characteristics?</p>	<p>What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).</p>
<p>The consultation was carried out over the period 11th September 2014 to 8th November, 2014. The consultation has given all residents the opportunity to respond.</p>	<p>The consultation has been promoted widely through posters, articles in the press and the web. The consultation has had the most engagement in recent years and a variety of mechanisms to engage residents were taken forward: 100,000 Take part Booklets developed with survey distributed widely to stakeholder distribution list and through Harrow People 6000 booklets distributed as part of events Specific web pages relating to the consultation and online web survey 7 Roadshows and 10 Drop in sessions held across Harrow and attendance at 50 Community Group meetings across Harrow resulting in 361 face to face in depth</p>	<p>Survey Responses Specifically in relation to impacts of the proposed changes in the survey residents were specifically asked which impacts would affect them most as an individual/family and a further question asking which proposals would impact the community as a whole. The following were fed back in order as having the most impact: E&E sections include <i>Impact on you and your family:</i></p> <ol style="list-style-type: none"> Introducing a separate weekly food waste collection and charge for fortnightly collections of garden waste Switch off some streetlights, or reduce the hours that they are on for <p><i>Impact on the community as a whole</i></p> <ol style="list-style-type: none"> Introducing a separate weekly food waste collection and charge for fortnightly collections of garden waste Changes to parks maintenance Relocation of beat sweepers from secondary shopping centres Reduction in grass verge cutting <p>The impact on the protected characteristics for each of these proposals has not been specifically collected however this will be explored in the individual Equality Impact Assessments if proposals are taken forward for further consideration.</p>	<p>Based on the findings from this consultation elected members will be making a decision on the proposals that are to be taken forward for individual consultation. All proposals that are being taken forward to consultation will have their own individual detailed EqIA. Councillors have confirmed that they will be taking forward a campaign for a fairer grant for Harrow.</p>

	<p>conversations</p> <p>Translated documents on the web and in hard copy</p> <p>Easy read of the consultation booklet and survey</p> <p>Information on Facebook, Twitter and 4 responses received by video</p>	<p>However the proposals that have been highlighted by the community as ones with the most impact that will have an obvious impact on groups with protected characteristics because they are users of their services are:</p> <ul style="list-style-type: none"> - Cutting some support provided to older and disabled people in Harrow under the Supporting People programme and - Close or reduce some of the Council's early support services to families, including Children's Centres. <p>Formal Letters</p> <p>23 formal responses were received which included feedback that some of the proposals could have impacts on groups that sit within the protected characteristics. These letters are not related to Environment proposals</p> <p>Petitions</p> <p>15 Petitions were received and this included the following in relation to Environmental services:</p> <ul style="list-style-type: none"> - 1 petition about locking of park gates with 108 signatures <p>Harrow Youth Parliament</p> <p>The Youth Parliament tailored their own survey in response to Take Part which was asking whether young people agreed with proposals and therefore no feedback on impact. There were 495 responses received by the Council. The young people also held a debate and within this there was some concern relating to closure of libraries as used by young people and people to avoid isolation.</p>
<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>		

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	X	X							
No			X	X	X	X	X	X	X

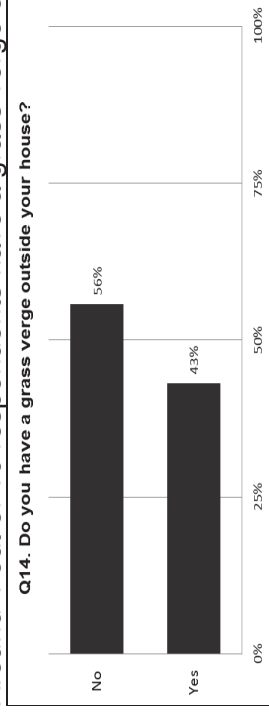
YES - If there is a risk of disproportionate adverse impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

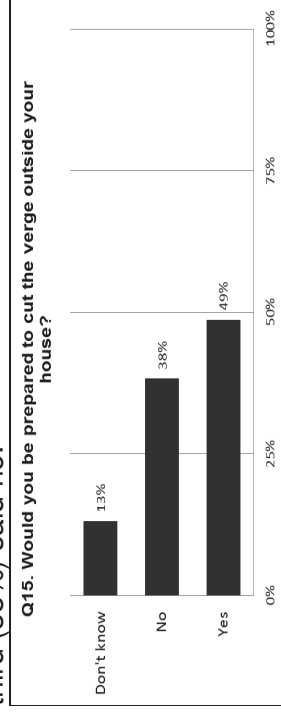
NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

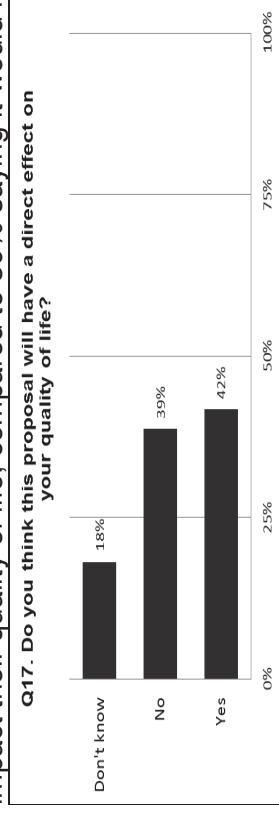
Around 4 out of 10 respondents have a grass verge outside their house (43%).



Half of those with verges (49%) would be prepared to cut the verge. Just over a third (38%) said no.



When asked about impact on quality of life from this proposal, 42% said it would impact their quality of life, compared to 39% saying it would not.

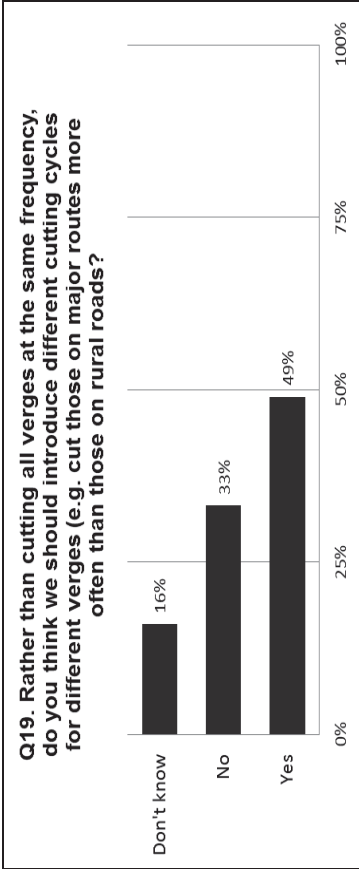


8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

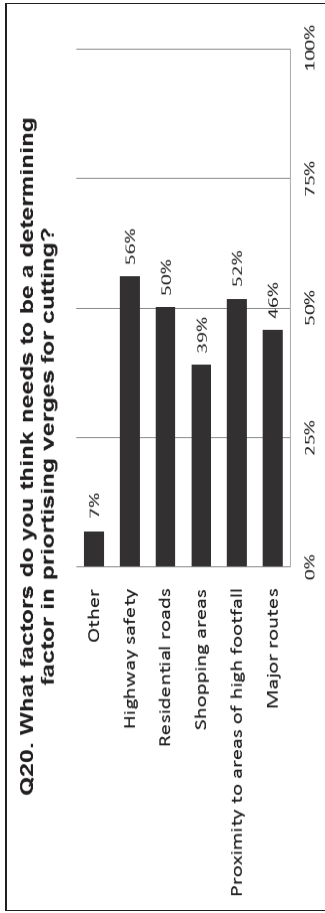
340

include this evidence, including any data, statistics, titles of documents and website links here)

Respondents were asked their views on the introduction of different cutting cycles for different verges. Half of respondents (49%) agreed with this suggestion.



When considering this prioritisation, highway safety was the most frequent response (56%), followed by proximity to areas of high footfall (52%).



9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation)

<p>Community Champions Housing Tenants Key Community groups</p>	<p>An online survey supported by self-completion, plus hard copy questionnaires available at local libraries. The Community Engagement team publicised the web-link through the Community Champion network and key community organisations as well as publicising it on the Harrow website, events, and libraries. A sample of 520 has been achieved to date</p> <p>The survey is around 15 minutes in length, comprised of a mix of pre-coded and open ended questions.</p> <p>Members of staff were advised of the proposals that had staff impacts prior to the commencement of the Take Part and Cabinet reports proposing savings and took part in the Take Part Employee consultation. In addition, Trade Union colleagues have been given briefings prior to each Cabinet meeting agenda publication.</p>	<p>When asked about impact on quality of life from this proposal, 42% said it would impact their quality of life, compared to 39% saying it would not.</p> <p>When considering this prioritisation, highway safety was the most frequent response (56%), followed by proximity to areas of high footfall (52%).</p> <p>There will be a staff impact through the deletion of seven posts from the establishment. These posts are currently filled by agency workers so there will be no reduction in the number of permanent staff or redundancy but the reduction in posts may have an impact on remaining staff.</p> <p>There is also a wider impact on staff across the Council as the deletion of full time equivalent posts reduces the redeployment opportunities to displaced staff as the organisation progresses its</p>	<p>with the affected groups, revising your proposals).</p> <p>Consultation feedback has identified potential priorities for any targeted zonal cutting regimes if required</p> <p>Socio-economic and health impacts will be monitored using the Action Plans in the EqlAs</p> <p>E&E will work with the corporate Organisational Development team in mitigating this impact</p>
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		change programme.		
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Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓	✓	<p>Longer grass could potentially cause a nuisance for residents, also may be hidden objects in longer grass.</p> <p>Impact on staff is a reduction in numbers – but does not disproportionately affect one or more protected characteristic.</p>	<p>Due to the fact that pedestrians are not expected to be walking on verges there is no direct implications</p> <p>The potential negative impacts are limited to aesthetics.</p> <p>Monitor Service Requests through the Council's 'Collective' computer system which is used to monitor the queries and response time to rectify.</p>
Disability (including carers of disabled people)	✓		<p>Longer grass could potentially affect mobility for people with mobility and visual impairments.</p> <p>Impact on staff is a reduction in numbers – but does not disproportionately affect one or more protected characteristic.</p>	<p>Due to the fact that pedestrians are not expected to be walking on verges there is no direct implications</p> <p>The potential negative impacts are limited to aesthetics.</p> <p>Monitor Service Requests through the Council's 'Collective' computer system which is used to monitor the queries and response time to rectify.</p>
Gender			No disproportionate adverse effect.	
Reassignment			No disproportionate adverse effect.	
Marriage and Civil Partnership			No disproportionate adverse effect.	
Pregnancy			No disproportionate adverse effect.	

and Maternity													
Race				No disproportionate adverse effect.									
Religion or Belief				No disproportionate adverse effect.									
Sex				No disproportionate adverse effect.									
Sexual orientation				No disproportionate adverse effect.									
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?					Yes	No							
If yes, which Protected Characteristics could be affected and what is the potential impact?													
11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?					Yes	No							
If yes, what is the potential impact and how likely is to happen?													
12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation													
Yes													
No	X				X					X			X
If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)													
If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is													

proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – **No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.**

X

Outcome 2 – **Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7***

Outcome 3 – **Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)**

Outcome 4 – **Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)**

13a. **If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.**

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Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability

Action required to mitigate

How will you know this is achieved? E.g. Performance Measure / Target

Target Date

Lead Officer

Date Action included in Service / Team Plan

<p>Disability & Age</p> <p>Possibility that the increased verge cutting frequency may affect appearance of streets and people with other mobility impairments and/or those with visual impairments</p>	<p>Monitor deployment of mobile and amend work schedules to meet variable demand.</p> <p>Monitor Service Requests through the Council's 'Collective' computer system which is used to monitor the queries and response time to rectify.</p>	<p>The Collective system captures all service requests and is used to monitor the response time to rectify.</p>	<p>Michael Wynne</p>	
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Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do so? *(Also Include in Improvement Action Plan at Stage 7)*

As well as in house monitoring through the creation of random inspections via the Collective system, further monitoring of street cleansing performance is undertaken by an independent external body on 3 occasions per year.

16. How will the results of any monitoring be analysed, reported and publicised? *(Also Include in Improvement Action Plan at Stage 7)*

A full breakdown of performance, causes of litter, land class performance is provided as part of the external monitoring and assessment of cleansing performance. This will be reviewed and appropriate adjustments made.

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

Full consultation analysis to be completed

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited

Advance equality of opportunity between people from different groups

Foster good relations between people from different groups

by the Equality Act 2010		
N/a	N/a	N/a
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		
Signed: (Lead officer completing EqIA)	Mick Wynne	Signed: (Chair of DETG) Hanif Islam
Date:	13/01/2015	Date:
Date EqIA presented at the EqIA Quality Assurance Group	28/01/2015	Signature of ETG Chair PP Hanif Islam

Appendix 1

Consultees

Afghan Association of London (Harrow)
 Association of Senior Muslim Citizens
 Gujarati Arya Association
 Harrow Bengalee Association
 Harrow Iranian Community Association (HICA)
 Harrow Tamil Association
 Indian Association of Harrow
 Nepalese British Community UK
 Pakistan Society of Harrow
 Russian Immigrants Association
 The Harrow African Caribbean Association (HACAS)
 UK Asian Women's Conference (North London)
 Harrow in Business (HIB)
 Canons Community Association
 Harrow Association of Disabled People
 Harrow in Leaf
 Middlesex Association for the Blind
 Harrow Heritage Trust
 North West London Lesbian & Gay Group (NWLLG)
 Harrow Civic Residents' Association (HCRA)
 Hatch End Association
 HFTRA (Harrow Federation of Tenants' & Residents' Associations)
 Harrow Association of Voluntary Service
 Voluntary Action Harrow
 Angolan Civic Communities Alliance (ACCA) Harrow
 British Afghan Women's Society
 Harrow Association of Somali Voluntary Organisations (HASVO)
 Harrow Bengalee Association
 Harrow Equalities Centre
 Harrow Somali Cultural & Educational Association
 Jaago Punjabi Women's Group
 Pinner Association
 Wealdstone Active Community
 ADHD and Autism Support Harrow
 Mind in Harrow
 National Osteoporosis Society Middlesex Group

Rethink: Harrow Support Group
Friends of Bentley Priory Nature Reserve
Friends of Canons Park
Friends of West Harrow Park
Harrow Youth Parliament
Capable Communities Ltd.
The Wish Centre
The Stanmore Society
Bessborough Cricket Club
Harrow Rugby Football Club
Harrow St. Mary's Youth Football Club
Pinner Cricket Club
Pinnstars Football Club
Harrow Mencap
Harrow Over 50 club
Harrow Community Transport
Harrow Centre for Volunteering
Harrow Volunteer Centre
Harrow Women's Centre
Headstone Manor Youth Football Club
Parkfield Youth Football Club
Pinner Albion Football Club
Pinner Jewish Football Club
Stanmore Football Club
Age Concern Harrow
Harrow Mencap
CAPRA Canons Park Residents Association
Harrow Nature Conservation Forum
Harrow St Mary's
Kenton Town FC
Parkfield Football Club
Parkfield Youth FC
Pinner Albion FC
St Josephs Youth FC
Stanmore Manor FC
Three Wishes Exiles

Venceremos FC
APB FC
Lankians CC
Pinner Challengers CC
Pinner Cricket Club
South Harrow CC
Tamil Union CC
West Harrow CC
Yarl CC
Youth Wing CC
Culver Bowls Club
Harrow Weald Bowls Club
Pinner Bowls Club
Stanmore Bowls Club
Pinner & Grammarians Rugby Football Club

Appendix 5: Garden Waste

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation			Cabinet	✓
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other	MTFS	✓	Other	
Title of Project:				
E&E 34 Change mixed organic waste collection system with separate collection of food waste and introduce charges for garden waste from 1st October 2015.				
Directorate / Service responsible:				
E&E				
Name and job title of lead officer:				
Alan Whiting				
Name & contact details of the other persons involved in the assessment:				
David Corby, Sajni Durve				
Date of assessment:				
14/01/2015				
Stage 1: Overview				
<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p> <p>The proposal is to alter the current garden waste recycling collection to a chargeable service. The introduction of charges for garden waste collections will enable protecting of key front line services such as social care. A number of Boroughs currently charge for this service and it is expected that more will follow in the near future etc. The new proposal will change the brown (organic waste) bin system to a separate free collection of food waste and a charged collection for garden waste. Provision of a weekly food collection only to the 74,000 households the container will collect food waste separately for disposal to an AD facility. Before introduction all users will receive a letter detailing the changes. Any language</p>				

	barriers will be mitigated by a well-designed and flexible communications strategy and action plans put in place.					
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	✓	Partners		Stakeholders	
	Staff		Age	✓	Disability	✓
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	✓
	Race		Religion or Belief		Sex	
3. Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	Sexual Orientation		Other			
	No.					

354 Page 2: Evidence / Data Collation

What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Borough wide 2011 census data (see data below) shows that Harrow has a fairly significant elderly population with 14.1% over the age of 65. Pensioners on low income may have difficulty financing the new paid-for service. There may be difficulty for older people with mobility impairments and/or impaired vision to travel to the CA site, which is an option in order to avoid paying the charge.

Borough – wide age structure statistics from 2011 census

Harrow	2011 Data	2011 %	2011 Rank - National
All usual residents	239,056		
0 - 4	15,916	6.7	76
5 - 7	9,007	3.8	40
8 - 9	5,414	2.3	87
10 - 14	14,590	6.1	96
15	3,131	1.3	83
16 - 17	6,604	2.8	34
18 - 19	5,369	2.2	192
20 - 24	16,066	6.7	89
25 - 29	19,345	8.1	47
30 - 44	53,358	22.3	45
45 - 59	44,579	18.6	277
60 - 64	12,010	5	301
65 - 74	17,420	7.3	287
75 - 84	11,659	4.9	283
85 - 89	2,982	1.2	288
90 & over	1,606	0.7	252
Average Age (Mean)	37.6		287
Median Age	36		284

Age (including carers of young/older people)

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In 24% (20,323) of Harrow's households one person has a long-term health problem or disability including dependant and no dependent children (please see table below). This equates to a 10% value across the population. The Environment Consultation results indicate 14% of respondents declaring a disability or health problem of which 9% refer to mobility issues.

If residents can't afford garden waste fees, the only other option would be to drop waste at CA site. This may prove difficult for residents with mobility and visual impairments.

Adults not in Employment and Dependent Children and Persons with Long-term Health Problem or Disability for all Households

Harrow	2011	2011	2011	2011	2011
	Data	%	Rank - National	Rank - London	
All households	84,268				
Households with:					
No adults in employment with dependent children	3,675	4	116	24	
No adults in employment with no dependent children	18,788	22	324	15	
Dependent children of all ages	30,670	36	6	5	
Dependent children aged 0 - 4	12,435	15	24	13	
One person in household with a long-term health problem or disability: With dependent children	5,038	6	20	6	
One person in household with a long-term health problem or disability: No dependent children	15,285	18	293	10	
One or more person with a limiting long-term illness	N/A	N/A	N/A	N/A	N/A

No data collected. Unlikely to have an adverse disproportionate effect.

Gender Reassignment

Disability (including carers of disabled people)

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Marriage / Civil Partnership	No data collected. Unlikely to have an adverse disproportionate effect.
Pregnancy and Maternity	<p>No full data held however a recent survey indicates that 2% of responders have been pregnant and / or on maternity leave during the past 2 years.</p> <p>If residents can't afford garden waste fees, the only other option would be to drop waste at CA site. This may prove difficult for residents affected by pregnancy and maternity.</p> <p>Data collected. Unlikely to have an adverse disproportionate effect.</p> <p>Data collected. Unlikely to have an adverse disproportionate effect.</p> <p>Data collected. Unlikely to have an adverse disproportionate effect.</p> <p>No data collected. Unlikely to have an adverse disproportionate effect.</p>
Race	Data collected. Unlikely to have an adverse disproportionate effect.
Religion and Belief	Data collected. Unlikely to have an adverse disproportionate effect.
Sex / Gender	Data collected. Unlikely to have an adverse disproportionate effect.
Sexual Orientation	No data collected. Unlikely to have an adverse disproportionate effect.
Socio Economic	Some residents may not be able to afford the new proposed fees and therefore may need to travel to the CA site to dispose of garden waste. This may prove difficult for those who cannot afford the cost of travelling to the CA site. Furthermore, this may lead to an increased disposal of waste on streets which could lead to fly tipping, increased crime perception, infestations, blocking access and devaluing areas.

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5. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
<p>The consultation was carried out over the period 11th September 2014 to 8th November, 2014.</p> <p>The consultation has been open to all residents the opportunity to respond.</p>	<p>The consultation has been promoted widely through posters, articles in the press and the web.</p> <p>The consultation has had the most engagement in recent years and a variety of mechanisms to engage residents were taken forward:</p> <p>100,000 Take part Booklets developed with survey distributed widely to stakeholder distribution list and through Harrow People</p> <p>6000 booklets distributed as part of events</p> <p>Specific web pages relating to the consultation and online web survey</p> <p>7 Roadshows and 10 Drop in sessions held across Harrow and attendance at 50</p>	<p>Specifically in relation to impacts of the proposed changes in the survey residents were specifically asked which impacts would affect them most as an individual/family and a further question asking which proposals would impact the community as a whole. The following were fed back in order as having the most impact:</p> <p>E&E sections include <i>Impact on you and your family:</i></p> <ol style="list-style-type: none"> 5. Introducing a separate weekly food waste collection and charge for fortnightly collections of garden waste 6. Switch off some streetlights, or reduce the hours that they are on for <p><i>Impact on the community as a whole</i></p> <ol style="list-style-type: none"> 9. Introducing a separate weekly food waste collection and charge for fortnightly collections of garden waste 10. Changes to parks maintenance 11. Relocation of beat sweepers from secondary shopping centres 12. Reduction in grass verge cutting <p>The impact on the protected characteristics for each of these proposals has not been specifically collected however</p>	<p>Based on the findings from this consultation elected members will be making a decision on the proposals that are to be taken forward for individual consultation.</p> <p>All proposals that are being taken forward to consultation will have their own individual detailed EqIA.</p> <p>Councillors have confirmed that they will be taking forward a campaign for a fairer grant for Harrow.</p>

	<p>Community Group meetings across Harrow resulting in 361 face to face in depth conversations</p> <p>Translated documents on the web and in hard copy</p> <p>Easy read of the consultation booklet and survey</p> <p>Information on Facebook, Twitter and 4 responses received by video</p>	<p>this will be explored in the individual Equality Impact Assessments if proposals are taken forward for further consideration. However the proposals that have been highlighted by the community as ones with the most impact that will have an obvious impact on groups with protected characteristics because they are users of their services are:</p> <ul style="list-style-type: none"> - Cutting some support provided to older and disabled people in Harrow under the Supporting People programme and - Close or reduce some of the Council's early support services to families, including Children's Centres. <p>Formal Letters</p> <p>23 formal responses were received which included feedback that some of the proposals could have impacts on groups that sit within the protected characteristics. These letters are not related to Environment proposals</p> <p>Petitions</p> <p>No petitions were received in respects of this proposal.</p> <p>Harrow Youth Parliament</p> <p>The Youth Parliament tailored their own survey in response to Take Part which was asking whether young people agreed with proposals and therefore no feedback on impact. There were 495 responses received by the Council. The young people also held a debate and within this there was some concern relating to closure of libraries as used by young people and people to avoid isolation.</p>	
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6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

None

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	X	X			X				
No			X	X		X	X	X	X

YES - If there is a risk of disproportionate adverse impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

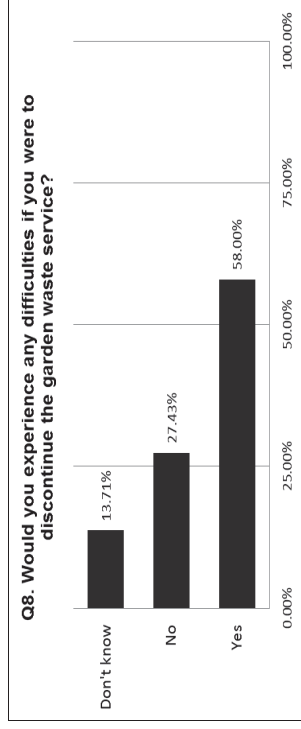
▪ **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA. It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

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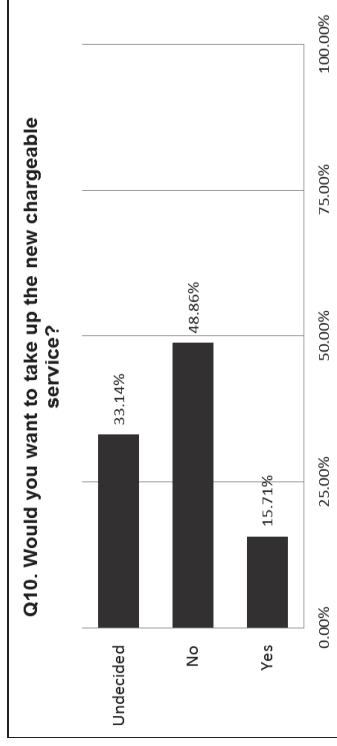
NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

▪ Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

When asked if difficulties would be experienced if we were to discontinue the garden waste service, just over half (58%), said yes. (There is a high proportion of over 65s in this group)

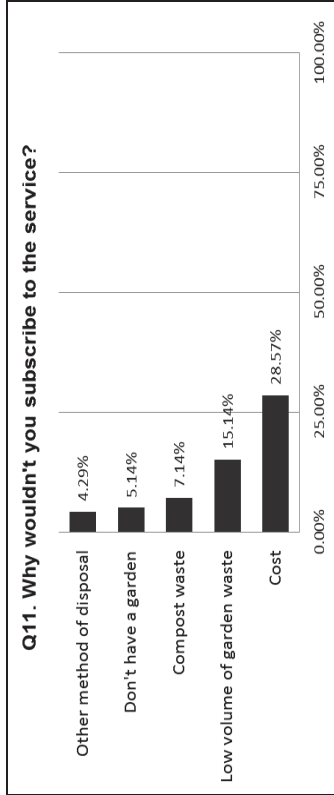


When asked if they would take up the new chargeable service, almost half of the respondents (49%) said no, with a third undecided, and 16% saying yes. (There is a high proportion of under 45s white and asian in the NO group)

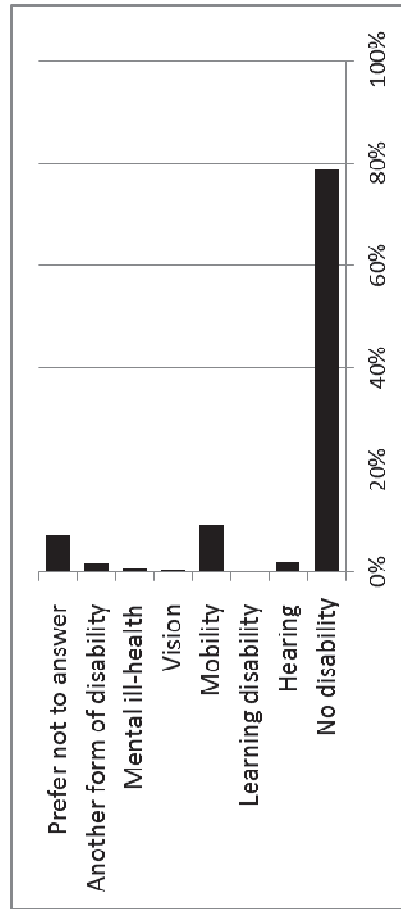


8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3? (Please include this evidence, including any data, statistics, titles of documents and website links here)

When asked why they wouldn't subscribe to this service, cost was the most frequent response, made by 29% of the sample. (High proportion of under 45s)



Are your day-to-day activities limited because of a health problem or disability which has lasted or is expected to last at least 12 months?



This equates to a 10% value across the population. The Environment Consultation results indicate 14% of respondents declaring a disability or health problem of which 9% refer to mobility issues.

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?

What do the results show about

What actions have you taken to

Community Champions Housing Tenants Key Community groups	<p>An online survey supported by self-completion, plus hard copy questionnaires available at local libraries.</p> <p>The Community Engagement team publicised the web-link through the Community Champion network and key community organisations as well as publicising it on the Harrow website, events, and libraries. A sample of 520 has been achieved to date</p> <p>The survey is around 15 minutes in length, comprised of a mix of pre-coded and open ended questions.</p>	used?	<p>The results of the consultation underline the need for a comprehensive communications campaign relating to the service, careful consideration of a concessionary charging scheme and scalability of service provision to meet an uncertain level of demand. All of these factors will be considered during the development and implementation of the scheme</p>	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
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Stage 5: Assessing Impact and Analysis

<p>10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?</p>	
<p>Protected Characteristic</p>	<p>Adverse ✓</p> <p>Positive ✓</p>
<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p> <p>What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)</p>	

Age (including carers of young/older people)	✓		Pensioners on low income may have difficulty financing the new paid-for service. The only other option would be to drop waste at CA site. This may prove difficult for elderly / vulnerable residents.	Implement concessionary rates for low income retirees. Review operation of the scheme to explicitly consider mitigations for low income groups and update EQIA
Disability (including carers of disabled people)	✓		If residents can't afford garden waste fees, the only other option would be to drop waste at CA site. This may prove difficult for residents with mobility and visual impairments.	Implement concessionary rates for low income residents with impairments. Review operation of the scheme to explicitly consider mitigations for low income groups and update EQIA
Gender Re-assignment			No disproportionate adverse impact.	
Marriage and Civil Partnership			No disproportionate adverse impact.	
Pregnancy and Maternity	✓		If residents can't afford garden waste fees, the only other option would be to drop waste at CA site. This may prove difficult for pregnant residents.	This is a low volume group. Monitor impact
Race			No disproportionate adverse impact.	
Religion or			No disproportionate adverse impact.	

Belief						
Sex			No disproportionate adverse impact.			
Sexual orientation			No disproportionate adverse impact.			
Socio Economic			There may be a general impact regarding the ability to afford the service. Although age and disability are identified there may be other groups disadvantaged		Review operation of the scheme to explicitly consider mitigations for low income groups and update EQIA	
			Change in working practice may have implications to staff working practice		Undertake Health and Safety and method of work assessment prior to go-live	
				Yes	No	X
<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p><i>If yes, which Protected Characteristics could be affected and what is the potential impact?</i></p>						
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p>						
				Yes	No	X
<p>If yes, what is the potential impact and how likely is to happen?</p>						
<p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>						

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	X	X			X	X	X	X	X
No			X	x					

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – **No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.**

Outcome 2 – **Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7***

Outcome 3 – **Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)**

Outcome 4 – **Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)**

13a. **If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.**

The results of the consultation underline the need for a comprehensive communications campaign relating to the service, careful consideration of a concessionary charging scheme and scaleability of service provision to meet an uncertain level of demand. All of these factors will be considered during the development and implementation of the scheme

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate			How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Disability Age	Introduction of concessionary pricing	Service take-up	October 2015	Alan Whiting			
Pregnancy and Maternity	Monitor impact to this group	Monitor through the 'Waste Collector' computer system	October 2015	Alan Whiting			
367 ocio Economic	Review EQIA to clarify policy of introduction of concessionary pricing for the service	Delivery of revised EQIA	April 2015	Dave Corby			

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

- 15.** How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? *(Also Include in Improvement Action Plan at Stage 7)*
- 16.** How will the results of any monitoring be analysed, reported and publicised? *(Also Include in Improvement Action Plan at Stage 7)*
- 17.** Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

In house monitoring through Service requests from the 'Waste Collector' computer system and Council complaints.	
Internal monitoring	
Full consultation analysis to be completed	

Stage 9: Public Sector Equality Duty

<p>18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.</p> <p>(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</p> <p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>		<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>
N/a	N/a	N/a	N/a
<p>Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)</p> <p>The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</p>			
<p>19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
308	Alan Whiting	Signed: (Chair of DETG)	Hanif Islam
Date:	14/01/2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group	28/01/2015	Signature of ETG Chair	PP Hanif Islam

Appendix 1 Consultees

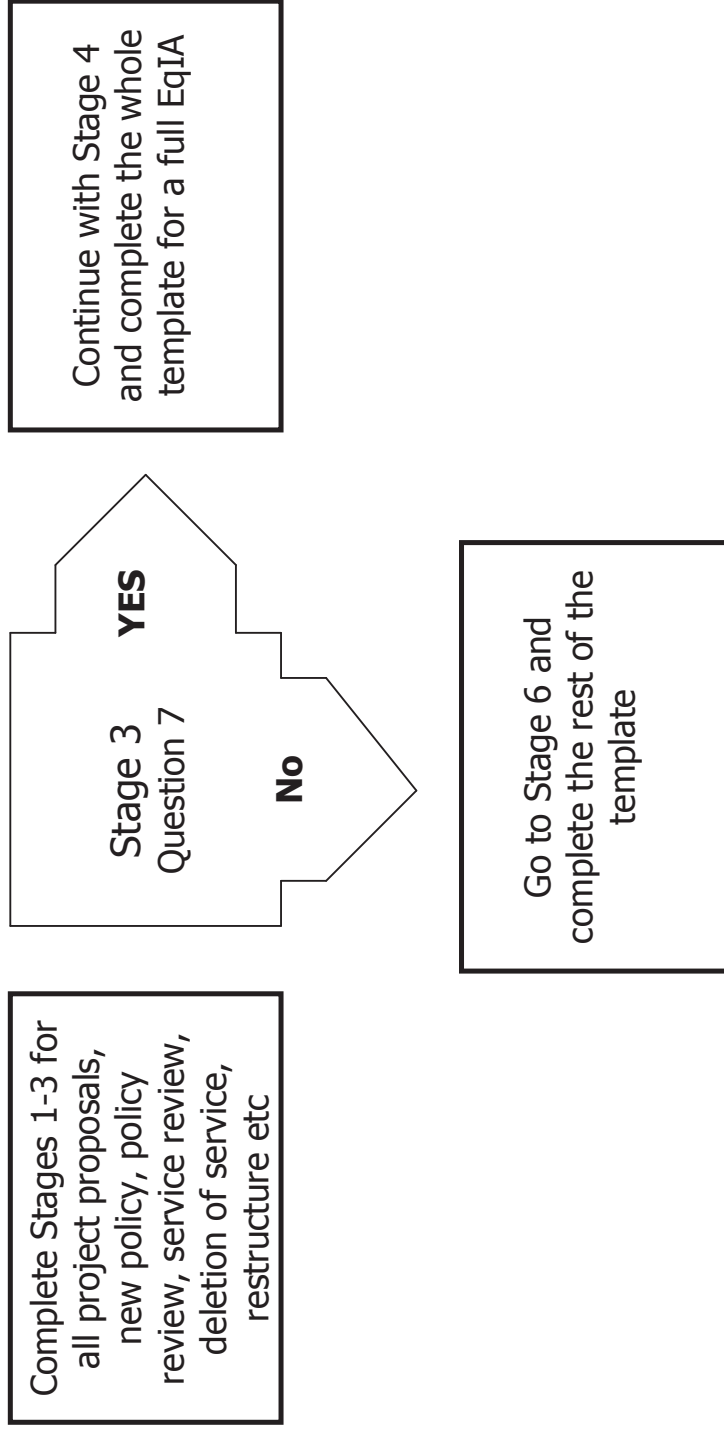
Afghan Association of London (Harrow)
 Association of Senior Muslim Citizens
 Gujarati Arya Association
 Harrow Bengalee Association
 Harrow Iranian Community Association (HICA)
 Harrow Tamil Association
 Indian Association of Harrow
 Nepalese British Community UK
 Pakistan Society of Harrow
 Russian Immigrants Association
 The Harrow African Caribbean Association (HACAS)
 UK Asian Women's Conference (North London)
 Harrow in Business (HIB)
 Canons Community Association
 Harrow Association of Disabled People
 Harrow in Leaf
 Middlesex Association for the Blind
 Harrow Heritage Trust
 North West London Lesbian & Gay Group (NWLLG)
 Harrow Civic Residents' Association (HCRA)
 Hatch End Association
 HFTRA (Harrow Federation of Tenants' & Residents' Associations)
 Harrow Association of Voluntary Service
 Voluntary Action Harrow
 Angolan Civic Communities Alliance (ACCA) Harrow
 British Afghan Women's Society
 Harrow Association of Somali Voluntary Organisations (HASVO)
 Harrow Bengalee Association
 Harrow Equalities Centre
 Harrow Somali Cultural & Educational Association
 Jaago Punjabi Women's Group
 Pinner Association
 Wealdstone Active Community
 ADHD and Autism Support Harrow
 Mind in Harrow
 National Osteoporosis Society Middlesex Group

Rethink: Harrow Support Group
Friends of Bentley Priory Nature Reserve
Friends of Canons Park
Friends of West Harrow Park
Harrow Youth Parliament
Capable Communities Ltd.
The Wish Centre
The Stanmore Society
Bessborough Cricket Club
Harrow Rugby Football Club
Harrow St. Mary's Youth Football Club
Pinner Cricket Club
Pinnstars Football Club
Harrow Mencap
Harrow Over 50 club
Harrow Community Transport
Harrow Centre for Volunteering
Harrow Volunteer Centre
Harrow Women's Centre
Headstone Manor Youth Football Club
Parkfield Youth Football Club
Pinner Albion Football Club
Pinner Jewish Football Club
Stanmore Football Club
Age Concern Harrow
Harrow Mencap
CAPRA Canons Park Residents Association
Harrow Nature Conservation Forum
Harrow St Mary's
Kenton Town FC
Parkfield Football Club
Parkfield Youth FC
Pinner Albion FC
St Josephs Youth FC
Stanmore Manor FC
Three Wishes Exiles

Venceremos FC
APB FC
Lankians CC
Pinner Challengers CC
Pinner Cricket Club
South Harrow CC
Tamil Union CC
West Harrow CC
Yarl CC
Youth Wing CC
Culver Bowls Club
Harrow Weald Bowls Club
Pinner Bowls Club
Stanmore Bowls Club
Pinner & Grammarians Rugby Football Club

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation	✓	Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	✓
Other		Other	
Title of Project: BSS01 Business Support Service Review CHW 03 Review of Business Support Services			
Directorate / Service responsible: Community Health and Well-Being			
Name and job title of lead officer: Carol Yarde, Head of Transformation, CHWB Directorate			
Name & contact details of the other persons involved in the assessment: Finlay Flett. Ext 6230			
Date of assessment: August 2014			
Stage 1: Overview			
<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p> <p>Business Support Services are being reviewed in order to provide a service which best meets the emerging business needs of the council. The review is expected to provide financial savings as outlined in the MTF5 (£730K). The review will consider structures, staffing levels, service delivery methods and deliver an additional CHW specific saving of £90k in 15/16 (CHW03).</p> <p>The review is considering the scope and level of business support required by the council's directorates and the manner in which this is provided. Specific review projects are being undertaken in the following cross-council service areas: central scanning and indexing, post services, corporate print services.</p> <p>The precise impact of these projects upon staffing is not possible to gauge at this</p>			

	<p>point as delivery arrangements have not been finalised. However, in the past year BSS has adopted a policy of filling vacancies by agency staff in order to minimise the impact of any post reductions upon permanent staff. This should be considered alongside the issues which are flagged in this assessment.</p>																				
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <thead> <tr> <th>Residents / Service Users</th> <th>Partners</th> <th>Stakeholders</th> <th></th> </tr> </thead> <tbody> <tr> <td>Staff</td> <td>✓ Age</td> <td>Disability</td> <td>✓</td> </tr> <tr> <td>Gender Reassignment</td> <td>✓ Marriage and Civil Partnership</td> <td>Pregnancy and Maternity</td> <td>✓</td> </tr> <tr> <td>Race</td> <td>✓ Religion or Belief</td> <td>Sex</td> <td>✓</td> </tr> <tr> <td>Sexual Orientation</td> <td>✓ Other</td> <td></td> <td></td> </tr> </tbody> </table>	Residents / Service Users	Partners	Stakeholders		Staff	✓ Age	Disability	✓	Gender Reassignment	✓ Marriage and Civil Partnership	Pregnancy and Maternity	✓	Race	✓ Religion or Belief	Sex	✓	Sexual Orientation	✓ Other		
Residents / Service Users	Partners	Stakeholders																			
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Gender Reassignment	✓ Marriage and Civil Partnership	Pregnancy and Maternity	✓																		
Race	✓ Religion or Belief	Sex	✓																		
Sexual Orientation	✓ Other																				
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? <p>How have they been involved in the assessment?</p>	<p>Responsibility is cross-council. Review is led by a cross-council steering group chaired by Carol Cutler and with representation from stakeholder directorates. The review reports to the Council Operations Board which will make the final decision on any changes proposed by the review.</p>																				
<p>Stage 2: Evidence / Data Collation</p>																					
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>	<table border="1"> <tbody> <tr> <td>Under 20:-</td> <td>1</td> </tr> <tr> <td>20-30:-</td> <td>6</td> </tr> <tr> <td>30-40:-</td> <td>13</td> </tr> <tr> <td>40-50:-</td> <td>37</td> </tr> <tr> <td>50-60:-</td> <td>38</td> </tr> </tbody> </table>	Under 20:-	1	20-30:-	6	30-40:-	13	40-50:-	37	50-60:-	38										
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<p>Age (including carers of young/older people)</p>																					

	Over 60:-15
Disability (including carers of disabled people)	No Disability:- 98 Disability affecting mobility:- 1 Other form of Disability:- 13
Gender Reassignment	0
Marriage / Civil Partnership	Single:- 28 Married:- 47 Divorced:- 10
Pregnancy and Maternity	Maternity since 2009:- 4

Race	<p>Asian- Bangladeshi:- 1 Asian- Chinese:- 1 Asian- Indian:- 36 Asian- Other:- 5 Asian- Pakistani:- 1 Asian- Sri Lankan:- 3 Black- African:- 3 Black- Caribbean:- 9 Black- Other:- 8 White- English:- 40 White- Irish:- 4 White- Other:-3</p>		
377	<p>Buddhism:- 1 Christianity:- 13 Hinduism:- 13 Islam:- 5 Jainism:- 1 No Religion:- 1 Other:- 1 Sikh:- 1</p>		
Sex / Gender	<p>Male:- 16 Female:- 96</p>		
Sexual Orientation	<p>Heterosexual:- 24 Prefer not to say:- 2</p>		
Socio Economic	<p>No data available</p>		
5. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups /	What actions have you taken to address the findings of the

				Protected Characteristics?	consultation? (This may include further consultation with the affected groups, revising your proposals).				
Stakeholder directorates	Direct meetings with management teams, inclusion of directorate representatives on steering group	Informal briefing meetings and routine agenda item on CHW DJC	Team meetings	See below	See below				
Unions				See below	See below				
Staff groups				The BSS teams are statistically over-represented in the following groups: female; older age groups; BAME. As such changes to services will be likely to have a significant impact upon individuals with one or more of these characteristics	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review				
378									
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?			No external data used. Harrow's business support model is not widely used.						
List the Title of reports / documents and websites here.									
Stage 3: Assessing Potential Disproportionate Impact									
7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?									
Yes	Age (including carers) ✓	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
No		✓	✓	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

An equalities monitoring form was sent to every member of staff, requesting that they provide details about themselves in order to assist in completing as comprehensive an EQIA as possible.

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Include this evidence, including any data, statistics, titles of documents and website links here)

Results have been analysed and included in the attached document.

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Stakeholder directorates	Direct meetings with management teams, inclusion of directorate representatives on steering group	See below	
Unions	Informal briefing meetings and routine agenda item on CHW DJC	See below	

Staff groups	Team meetings	The BSS teams are statistically over-represented in the following groups: female; older age groups; BAME. As such changes to services will be likely to have a significant impact upon individuals with one or more of these characteristics	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review
Stage 5: Assessing Impact and Analysis			
10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?			
Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9 What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓		Further information gathering (see action plan) will confirm the current staff breakdown- current data only available for approx. 75% of BSS. At point of implementation, tailored support can be made available to displaced staff which appropriately reflects their personal circumstances
Disability (including carers of disabled people)			Not significant impact due to low numbers
			Not significant impact due to low numbers

Gender Reassignment					
Marriage and Civil Partnership				Not significant impact due to low numbers	
Pregnancy and Maternity				Not significant impact due to low numbers	
Race	✓			If proposals are taken forward which reduce the size of the Business Support service, this would be more likely to impact upon people in the older age bandings (approx. 55% of BSS staff are from minority backgrounds)	Further information gathering (see action plan) will confirm the current staff breakdown- current data only available for approx. 75% of BSS. At point of implementation, tailored support can be made available to displaced staff which appropriately reflects their personal circumstances
Religion or Belief				Not significant impact due to low numbers	
Sex	✓			If proposals are taken forward which reduce the size of the Business Support service, this would be more likely to impact upon people in the older age bandings (approx. 86% of BSS staff are female)	Further information gathering (see action plan) will confirm the current staff breakdown- current data only available for approx. 75% of BSS. At point of implementation, tailored support can be made available to displaced staff which appropriately reflects their personal circumstances
Sexual orientation				Not significant impact due to low numbers	

		Yes	✓	No
<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>		<p>Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.</p>		
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>		<p>Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.</p>		
<p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>				
382	Age (including carers)			
	✓			
	Disability (including carers)			
	✓			
	Gender Reassignment			
	Marriage and Civil Partnership			
	Pregnancy and Maternity			
	✓			
	Race			
	✓			
	Religion and Belief			
	Sex			
	✓			
	Sexual Orientation			
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p> <p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p> <ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 				
<p>Stage 6: Decision</p>				
<p>13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>				

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	✓
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.				
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Date Action included in Service / Team Plan	
Gender	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review	Monitoring of uptake of support Monitoring of consultation	September 2014 onwards Finlay Flett	Included in BSS Board agendas/plans from September 2014
Race	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review	Monitoring of uptake of support Monitoring of consultation	September 2014 onwards Finlay Flett	Included in BSS Board agendas/plans from September 2014

Age	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review	Monitoring of uptake of support Monitoring of consultation	September 2014 onwards	Finlay Flett	Included in BSS Board agendas/plans from September 2014
All Categories	Additional data gathering exercise to be undertaken in order to improve the quality of data	Custom report on Equalities profile in BSS	September 2014	Finlay Flett	Included in BSS Board agendas/plans from September 2014

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (*Also Include in Improvement Action Plan at Stage 7*)

16. How will the results of any monitoring be analysed, reported and publicised? (*Also Include in Improvement Action Plan at Stage 7*)

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

Actions monitored by the BSS Review Steering Group and a monitoring report to the Operations Board

BSS Review Board and Stakeholder Group

No

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010

Advance equality of opportunity between people from different groups

Foster good relations between people from different groups

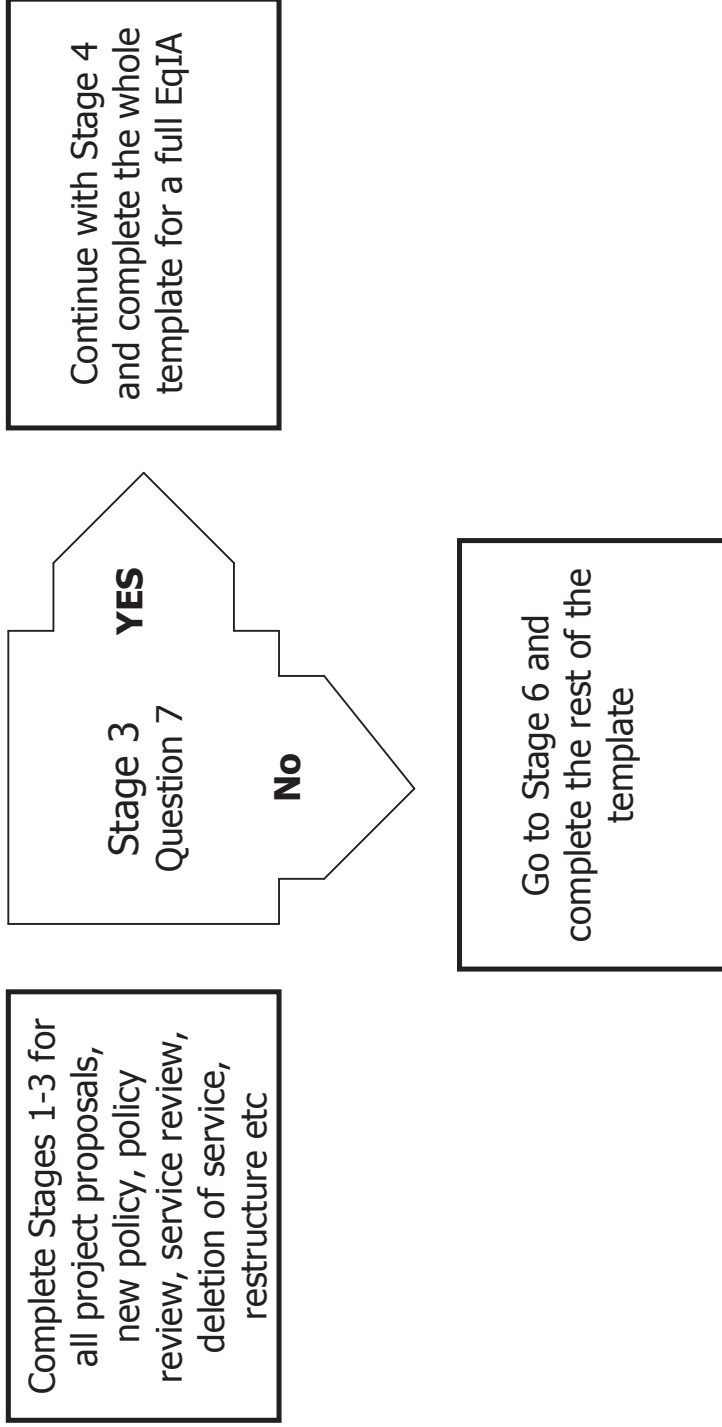
Consultation and tailored support as outlined above	Consultation and tailored support as outlined above	Consultation and tailored support as outlined above
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	BSS Review Board Operations Board	
Signed: (Lead officer completing EqIA)	F Flett	Signed: (Chair of DETG) C Yarde
Date:	August 2014	Date: 03/02/15
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair Pp C Yarde

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Equality Impact Assessment Template

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Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation	✓	Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	
Title of Project:			
C & F 01 Closure of Harrow Teachers' Centre			
Directorate / Service responsible:			
Children and Families			
Name and job title of lead officer:			
Alison Murphy, Divisional Director, Education and Commissioning			
Name & contact details of the other persons involved in the assessment:			
Patrick O'Dwyer, Education Professional Lead, Education Strategy			
Date of assessment:			
29 th January 2015 / amended 2 February 2015			
Stage 1: Overview			
1. What are you trying to do?			
(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)			
As a result of Cabinet's decision on 13 March 2014 to approve the secondary school expansion programme, the Teachers' Centre site has been approved for the expansion of Whitefriars Community School. The school will now include a			

	<p>secondary phase of education.</p> <p>This decision meant that staff employed at the Teachers' Centre were identified in that report as at 'risk' and it was clear that they needed to be re-located or another solution found.</p> <p>The services that these colleagues provided, through managing and serving the site, to the community of schools and to the council's Education Strategy and School Organisation and school improvement services (the HSIP) were no longer needed.</p> <p>Following the Council's policy, 'The Protocol for Managing Organisational Change', consultation was held with Teachers' Centre staff and they received risk of redundancy notices in January 2014. This affected five members of staff. The Council has sought to re-deploy staff where this was possible and to assist them in finding alternative employment where they could not be re-deployed. Redundancies took effect at the end of July 2014 (or in once case August).</p>																				
<p>389</p> <p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <thead> <tr> <th>Residents / Service Users</th> <th>Partners</th> <th>Stakeholders</th> <th></th> </tr> </thead> <tbody> <tr> <td>Staff</td> <td>Age</td> <td>Disability</td> <td>✓</td> </tr> <tr> <td>Gender Reassignment</td> <td>Marriage and Civil Partnership</td> <td>Pregnancy and Maternity</td> <td>✓</td> </tr> <tr> <td>Race</td> <td>Religion or Belief</td> <td>Sex</td> <td>✓</td> </tr> <tr> <td>Sexual Orientation</td> <td>Other</td> <td></td> <td></td> </tr> </tbody> </table>	Residents / Service Users	Partners	Stakeholders		Staff	Age	Disability	✓	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	✓	Race	Religion or Belief	Sex	✓	Sexual Orientation	Other		
Residents / Service Users	Partners	Stakeholders																			
Staff	Age	Disability	✓																		
Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	✓																		
Race	Religion or Belief	Sex	✓																		
Sexual Orientation	Other																				
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	<p>The overall responsibility for staff rests with The Corporate Director, Children and Families. The arrangements for the disposal of the site was delegated to the Corporate Director, Environment and Enterprise.</p> <p>The site was used principally by three Council services: The Harrow Tuition Service, The Education Strategy and School Organisation</p>																				

Harrow School Improvement Partnership (in partnership with schools)

The site was also hired out for training purposes to other local firms and educational providers and to community groups and individuals.

Rooms at the Teachers' Centre were used by HSIP for training purposes and by schools, other agencies and the community for a range of work related and community based activities. These latter events included weddings, birthdays and religious celebrations.

The site was urgently needed to provide secondary places for the Local Authority's secondary school expansion programme. Without these places there would not be sufficient places in secondary provision for our children in the near future. The Teachers' Centre was a cost to the Council for many years. The subsidy to retain it could no longer be justified in the context of local and national pressures.

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This EQIA does not comment on support to individuals that may identify them within this small group of staff. All staff were actively supported at every step.

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Age (including carers of young/older people)

These proposals will help to provide an additional 750 secondary age places (11-16) for Harrow's children and 75 places in the 6th Form.

	<p>Facilities used for teacher training and community activities are available elsewhere in the LA area and the loss of the HTC is not likely to affect services to the borough's communities adversely. The newly expanded school, when built, may continue to hire out its premises to the community.</p> <p>The Council has worked to ensure that staff who have been made redundant have continued to be supported into employment. One member of staff was re-deployed in the Council. Since redundancy, one member of staff has found employment externally, another works for an agency and a fourth has since emigrated.</p>
Disability (including carers of disabled people)	The new Whitefriars Community School expansion will take full account of the best building practice with respect to accessibility for all.
Gender Reassignment	
39 Marriage / Civil Partnership	
Pregnancy and Maternity	
Race	These proposals will help to provide an additional 750 secondary age places (11-16) for Harrow's children and 75 places in the 6 th Form. These will be available to all children regardless of ethnicity and faith and will meet the needs of a diverse and growing community in the area.
Religion and Belief	see above
Sex / Gender	see above
Sexual Orientation	
Socio Economic	see above
5. What consultation have you undertaken on your proposals?	
Who was consulted?	What consultation methods were
	What do the results show about
	What actions have you taken to

	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
<p>Teachers' Centre Staff were consulted about the proposed closure of the teachers' Centre and five staff informed of risk of redundancy.</p>	<p>Group and individual meetings; letters to individuals to offer additional support and response. One to one meetings with line-manager.</p>	<p>No specific group was disproportionately affected by this change.</p>	
<p>One to one meetings with staff before and after the issue of redundancy notices</p>	<p>One to one meetings with line-manager.</p>	<p>Some staff were very keen to be re-deployed within the Council but others were confident of finding alternative employment beyond the Council.</p>	<p>Two members of staff offered re-deployment; one accepted the offer and the other changed plans. Vacancy bulletin shared with all staff and HR advice offered.</p>
<p>Staff at the HTS, ESSO and HSIP were informed of the need to change location.</p>	<p>Meetings</p>	<p>HTS moved to Bentley Day Care Centre (now called The Helix Education Centre). ESSO to the Civic Centre (July 2014). HSIP to Grange School (July 2014).</p>	<p>Moves were assisted by other Council departments as appropriate to need and all were carried out successfully.</p>
<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this</p>		<p>GLA data on projected growth in pupil numbers</p>	

assessment? Harrow's School Expansion policy reports

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?
 (include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Stage 5: Assessing Impact and Analysis			
10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?			
39 40 Protected Characteristic	Adverse ✓	Positive ✓ Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)			There is no differential impact for this or the following characteristics.
Disability (including carers of disabled)			

people)											
Gender Reassignment											
Marriage and Civil Partnership											
Pregnancy and Maternity											
Race											
395											
Religion or Belief											
Sex											
Sexual orientation											
1.1. Cumulative Impact – Considering what else is happening within the									Yes	No	✓

<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p>								
<p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p> <p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p> <p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>	Yes	No					✓	
39	96	<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p> <p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p> <ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) <p>Stage 6: Decision</p> <p>13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p> <p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and</p>						

all opportunities to advance equality are being addressed.		
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>		
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)		
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)		
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.		

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.			
397	Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	Date Action included in Service / Team Plan
	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>The Teachers' Centre closure means that the Council will provide no further services from that site. The Council will not be carrying out any further monitoring of the impact of this decision as alternatives are available and there is no resource to continue monitoring or any valuable purpose in doing so.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>There will be no on-going monitoring and, therefore, no results to report, to analyse or to publish.</p>
<p>3908 Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No, other than staff related concerns regarding re-deployment. This decision enabled the provision of additional secondary school places in Harrow, meeting a significant demand. This was well received.</p>

Stage 9: Public Sector Equality Duty

<p>18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</p>	
<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>
	<p>Foster good relations between people from different groups</p>
	<p>The provision of additional secondary school</p>

	places ensures that children of all backgrounds will have high quality education close to home in modern purpose built environment.	
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		
Signed: (Lead officer completing EqIA)	A Murphy	Signed: (Chair of DETG) R Rickman
Date:	2 February 2015	Date: 4.2.15
39 39 39 Quality Assurance Group	28.1.15	Signature of ETG Chair pp R Rickman

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	
Title of Project:			
C & F 02 – Review of Morning Lane Contract - Harrow Systemic Support Service			
Directorate / Service responsible:			
Children and Families			
Name and job title of lead officer:			
Priya Ganatra			
Name & contact details of the other persons involved in the assessment:			
16 th January 2015/ updated 2 nd February 2015			
Date of assessment:			

Stage 1: Overview

<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Reduce Children and Families Directorate spends on external contracts managed by the Commissioning Team.</p> <p>The service provided by Morning Lane Associates (MLA) is split into two core components:</p> <ol style="list-style-type: none"> 1. Direct support to children who are in need, edge of care or in care and have emotional and behavioural needs. MLA works with c. 64 cases (per annum) for an average of 4.8 months, seeing them for 1 hour every two weeks.
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	<p>2. Training for social workers in reflective practice and supervision and challenge to individual social workers and social work teams.</p> <p>There is no legislative requirement for either service – these services are designed to reduce the needs of children and young people, i.e. by reducing the number coming into care (which reduces overall costs) and by improving the ability of our staff to hold cases safely and address mental health issues of children in need.</p> <p>The proposal is to reduce the budget from £322k to £272k, a reduction of 16%. The reduction in service would be for the direct work with children and young people whilst ensuring that there is continued staff development for the social work teams.</p> <p>MLA were successful in their innovation bid to the DfE for additional funding to work with social care teams. The budget reduction and any potential negative impact will be mitigated by this new service which includes a team of MLA staff to work with children on the edge of care thus reducing numbers coming into care. Children & Families Service can also mitigate the impact of the cuts by targeting services to those children who have the greatest level of need.</p>																									
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <tr> <td>Residents / Service Users</td> <td>✓</td> <td>Partners</td> <td></td> <td>Stakeholders</td> </tr> <tr> <td>Staff</td> <td>✓</td> <td>Age</td> <td></td> <td>Disability</td> </tr> <tr> <td>Gender Reassignment</td> <td></td> <td>Marriage and Civil Partnership</td> <td></td> <td>Pregnancy and Maternity</td> </tr> <tr> <td>Race</td> <td></td> <td>Religion or Belief</td> <td></td> <td>Sex</td> </tr> <tr> <td>Sexual Orientation</td> <td></td> <td>Other</td> <td></td> <td></td> </tr> </table>	Residents / Service Users	✓	Partners		Stakeholders	Staff	✓	Age		Disability	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	Race		Religion or Belief		Sex	Sexual Orientation		Other		
Residents / Service Users	✓	Partners		Stakeholders																						
Staff	✓	Age		Disability																						
Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity																						
Race		Religion or Belief		Sex																						
Sexual Orientation		Other																								
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p>	<p>There is no shared responsibility with another directorate.</p>																									

<ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	
Stage 2: Evidence / Data Collation	
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>	
Age (including carers of young/older people)	There will be a reduction from 160 children and families per annum, to 109, a reduction of 41 cases per annum. This reduction in service will be overcome by the successful innovation bid to the DfE and also mitigating negative impact by prioritising which cases MLA support – based on Strengths and Difficulties Questionnaires (SDQ's) and needs assessment of each family to increase capacity and expertise in the edge of care service.
40 Disability (including carers of disabled people)	As above
Gender Reassignment	As above
Marriage / Civil Partnership	As above
Pregnancy and Maternity	As above
Race	As above
Religion and Belief	As above
Sex / Gender	As above
Sexual Orientation	As above

Socio Economic		As above							
5. What consultation have you undertaken on your proposals?									
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).						
Children and Families Corporate Director									
Children and Families Portfolio Holder									
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?									
403 List the Title of reports / documents and websites here.									
Stage 3: Assessing Potential Disproportionate Impact									
7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

... include this evidence, including any data, statistics, titles of documents and website links here)

404

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

<p>10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?</p>				
Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓	✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	
405 Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity								
Race								
Religion or Belief								
Sex								
Sexual orientation								
<p>406</p> <p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p> <p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>								
					Yes			No
					Yes			No

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation								
Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes								
No								
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p> <p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p> <ul style="list-style-type: none"> If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 								
407								
13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)								
<input checked="" type="checkbox"/> Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.								
<input type="checkbox"/> Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>								
<input type="checkbox"/> Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)								
<input type="checkbox"/> Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)								
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.								

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan

408

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (*Also Include in Improvement Action Plan at Stage 7*)

Quarterly monitoring by the lead Commissioner within Children and Families with Morning Lane will explore what measures can be taken on how the service is delivered to reduce the impact.

16. How will the results of any monitoring be analysed, reported and publicised? (*Also Include in Improvement Action Plan at Stage 7*)

The Lead Commissioner will work with the Business Intelligence Partner to ascertain if the reduction in service has an impact on other areas of Children and Families delivery such as an increase in the number of CLA and highlight any areas of concern to CSMT

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No
Stage 9: Public Sector Equality Duty	
18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.	
(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)	
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups
Foster good relations between people from different groups	
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)	
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.	
409. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EqIA)	P Ganatra
Signed: (Chair of DETG)	R Rickman
Date:	02/02/15
Date EqIA presented at the EqIA Quality Assurance Group	28.1.14
Date:	4.2.15
Signature of ETG Chair	pp R Rickman

TEMPLATE 2 - Full Equality Impact Assessment (EqIA)

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this form and assessment.

What are the proposals being assessed? (Note: 'proposal' includes a new policy, policy review, service review, function, strategy, project, procedure, restructure)	C & F 06 - Reduction and consolidation of Children & families management staffing structure including proposed deletion of 1 Divisional Director post and 1 Service Manager post.
Which Directorate / Service has responsibility for this?	Chris Spencer, Corporate Director, Children & Families
Name and job title of lead officer	Chris Spencer, Corporate Director, Children & Families
Name & contact details of the other persons involved in the EqIA:	Kamini Rambellas
Date of assessment:	15.01.15

Stage 1: Overview

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1. What are the aims, objectives, and desired outcomes of your proposals?
(Explain proposals e.g. reduction / removal of service, deletion of posts, changing criteria etc)

The aim of this proposal is to reduce and consolidate senior management: reducing one divisional director post

The current senior management team comprises five posts in addition to the Corporate Director:

- Divisional Director for Quality Assurance, Commissioning and Schools (vacant from 01 Sept.2013);
- Divisional Director for Targeted Services;
- Divisional Director for Early Intervention Services;
- Divisional Director for Special Needs Services.

The Council has committed to reducing the number of senior managers . These proposals will contribute to this.

A comparison with other local authorities of similar population size in London suggests that it is quite common practice to have 3 divisional directors within children's services across London.

Currently the EIS Service has two service managers posts , one with responsibility for the 4 early Help teams and the other with responsibility for the Children Centres. This proposal would merge those two roles in line with proposals set out in C+F 12

A MTFS saving of £205 k is linked to this proposal.

The principles underlying this proposal are focussed on:

- the importance of child's journey with 5 themes:
 1. Culture that changes things for children

	<p>2. Working together for children 3. Quality of casework and managing risk to children 4. Holding the perspective of the child (ie not just 'voice') 5. Good systems</p> <ul style="list-style-type: none"> ▪ achieving the right outcomes for the right child; <p>In summary, this proposal:</p> <ul style="list-style-type: none"> (i) Makes a contribution to the Children and Families and Council's Medium Term Financial Strategy; (ii) Rationalises the management functions <p>- Lack of political support and level of perceived risk relating to this change - Workforce does not support organisational changes</p> <p>Staff Young people & families Partners including schools</p> <p>No. External partners include Health and Schools but they do not hold the Local Authority responsibilities</p>
<p>2. What factors / forces could prevent you from achieving these aims, objectives and outcomes?</p> <p>3. Who are the customers? Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p> <p>4. Is the responsibility shared with another department, authority or organisation? If so:</p> <ul style="list-style-type: none"> - Who are the partners? - Who has the overall responsibility? 	
<p>4a. How are/will they be involved in this assessment?</p>	
<p>Stage 2: Monitoring / Collecting Evidence / Data</p>	
<p>5. What information is available to assess the impact of your proposals? Include the actual data, statistics and evidence (including full references) reviewed to determine the potential impact on each equality group (protected characteristic). This can include results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, workforce profiles, service users profiles, local and national research, evaluations etc</p> <p>(Where possible include data on the nine protected characteristics. Where you have gaps, you may need to include this as an action to address in the action plan)</p>	
<p>Age (including carers of young/older people)</p>	<p>Data on 9 protected characteristics is included in the information below where relevant</p> <p>Staffing data [NOTE: balancing information with the need to prevent individuals being identifiable.]</p>

	<p>Equality statistics breakdown of 4 current postholders: 2 women and 2 men; 2 jobshare a single post. All white UK; one from a particular faith group. Disabilities NIL; none are pregnant, 1 is caring for young children. [1 female postholder not included has resigned and leaves 31.08.13.]</p> <p>These staff are contained within the Council's top 5% workforce earners as reported in the Annual Equalities in Employment Report http://www.harrow.gov.uk/downloads/file/13514/appendix_1-annual_equalities_in_employment_report_201112 this includes:</p> <p>"The Council has set a BVPI of 20% of the top 5% of earners to be from BAME communities, currently this is 16.13%.....</p> <p>...the Council has set a BVPI performance indicator of 50% of the top 5% of earners being women. This is currently 44.72%.....</p> <p>...Concerns were raised by the Trade Unions, Harrow Equalities Centre and Harrow Association of Disabled People, of pay and status inequalities of females at the higher Paybands. A Corporate Equalities in employment sub-group is considering these findings however given that there are only 47 employees at Paybands 5 and 6 (1.95% of the non-schools workforce) consideration needs to be given to the low number of employees at these pay bands, when interpreting the data...</p> <p>...The Council has set a BVPI performance indicator of 5% of the top 5% of earners in the authority to have a disability (excluding those in maintained schools). The Council's performance against this indicator was 1.63% for this period however, the relatively small number of roles at Payband 6 mean the indicator is highly volatile. Performance may also be impacted by the Council's transformation programme..."</p> <p>http://www.harrow.gov.uk/downloads/file/13515/appendix_2-interim_annual_equalities_in_employment_report_dec_2012</p>
Disability (including carers of disabled people)	See above
Gender Reassignment	See above
Marriage / Civil Partnership	See above
Pregnancy and Maternity	See above
Race	See above
Religion and Belief	See above
Sex / Gender	See above
Sexual Orientation	See above
6. Is there any other (local, regional, national research, reports, media) data sources that can inform this assessment?	<p>See above hyperlinks to the corporate overview.</p> <p>As the number of staff is relatively small we have clear information and will be</p>

Include this data (facts, figures, evidence, key findings) in this section.		able to monitor impact.	
7. Have you undertaken any consultation on your proposals? (this may include consultation with staff, members, unions, community / voluntary groups, stakeholders, residents and service users)		Yes	No
<p>NOTE: If you have not undertaken any consultation as yet, you should consider whether you need to. For example, if you have insufficient data/information for any of the protected characteristics and you are unable to assess the potential impact, you may want to consult with them on your proposals as how they will affect them. Any proposed consultation needs to be completed before progressing with the rest of the EqIA.</p> <p>Guidance on consultation / community involvement toolkit can be accessed via the link below http://harrowhub/info/200195/consultation/169/community_involvement_toolkit</p>		Yes	No
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different equality groups (protected characteristics)?	What action are you going to take as a result of the consultation? This may include revising your proposals, steps to mitigate any adverse impact. (Also Include these in the Improvement Action Plan at Stage 5)
Ch&F Senior Management Team meeting	Informal 1:1 discussion with Corporate Director re the possible options Facilitated discussion on the principles and elements to be considered prior to any consultation options documentation Children and Families Senior Management Team meeting discussions	There are a number of options some involving radical change which is felt unwise at a time when an unannounced Ofsted inspection is overdue.	Nothing specific demonstrated.
Directorate Joint Committee			
Stage 3: Assessing Impact and Analysis			
8. What does your information tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?			
Protected Characteristic	Positive	Adverse	What measures can you take to eliminate or reduce the adverse impact(s)? E.g. consultation, research,
			Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.

				implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Age (including carers of young/older people)			Staff The process for deleting one post will be done fairly without any age discrimination. Any required redundancy will be carried out in a fair manner with no discrimination based on the 9 protected characteristics.	Balanced selection panels.
Disability (including carers of disabled people)			There are no implications	
Gender Reassignment			There are no implications	
Marriage and Civil Partnership			There are no implications	
Pregnancy and Maternity			There is no specific impact on any group	
Race			There is no specific impact on any group	
Religion or Belief			There is no specific impact on any group	
Sex			There is no specific impact on any group	
Sexual Orientation			There are no implications	
Other (please state)			There are no implications	
9. Cumulative impact – Are you aware of any cumulative impact? For example, when conducting a major review of services. This would mean ensuring that you have sufficient relevant information to understand the cumulative effect of all of the decisions. Example: A local authority is making changes to four different policies. These are funding and delivering social care, day care, and respite for carers and community transport. Small changes in each of these policies may disadvantage disabled people, but the cumulative effect of changes to these areas could have a significant effect on disabled			Not aware of any cumulative impact but will continue to improve our monitoring framework to assess any potential impacts to any particular groups.	

<p>people's participation in public life. The actual and potential effect on equality of all these proposals, and appropriate mitigating measures, will need to be considered to ensure that inequalities between different equality groups, particularly in this instance for disabled people, have been identified and do not continue or widen. This may include making a decision to spread the effects of the policy elsewhere to lessen the concentration in any one area.</p>	<p>10. How do your proposals contribute towards the requirements of the Public Sector Equality Duty (PSED), which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</p>												
<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>	<p>Are there any actions you can take to meet the PSED requirements? <i>(List these here and include them in the Improvement Action Plan at Stage 5)</i></p>										
<p>415 Harrow's Children & Families sectorate currently operate within these requirements and will continue to do so if this proposal is implemented. There could be an adverse impact on disadvantaged children and young people and this will be monitored through ongoing performance data analysis and feedback.</p>	<p>See left column</p>	<p>See left column</p>	<p>See left column</p>										
<p>11. Is there any evidence or concern that your proposals may result in a protected group being disadvantaged (please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act)?</p>					<p>Age (including carers)</p>	<p>Disability (including carers)</p>	<p>Gender Reassignment</p>	<p>Marriage and Civil Partnership</p>	<p>Pregnancy and Maternity</p>	<p>Race</p>	<p>Religion and Belief</p>	<p>Sex</p>	<p>Sexual Orientation</p>

Stage 6 - Monitoring

The full impact of the decision may only be known after the proposals have been implemented, it is therefore important to ensure effective monitoring measures are in place to assess the impact.

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<p>How will you monitor the impact of the proposals once they have been implemented? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 5)</i></p>	<ul style="list-style-type: none"> - Monitoring of impact on individuals and active redeployment search for any displaced staff - Clear and fair consultation process with timeframes and balanced selection panels - Ongoing monitoring of performance data across Children and Families 			
<p>15. Do you currently monitor this function / service? Do you know who your service users are?</p>	<table border="1"> <tr> <td data-bbox="943 793 1015 1039">Yes</td> <td data-bbox="943 554 1015 793">X</td> <td data-bbox="943 310 1015 554">No</td> </tr> </table>	Yes	X	No
Yes	X	No		
<p>16. What monitoring measures need to be introduced to ensure effective monitoring of your proposals? <i>(Also Include in Improvement Action Plan at Stage 5)</i></p>	<ul style="list-style-type: none"> - No new measures - Maintain equalities data monitoring in line with council practice 			
<p>17. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 5)</i></p>	<p>Council Equalities reporting</p>			
<p>18. Have you received any complaints or compliments about the policy, service, function, project or proposals being assessed? If so, provide details.</p>	<p>None</p>			

Stage 7 – Reporting outcomes

The completed EqIA must be attached to all committee reports and a summary of the key findings included in the relevant section within them.

EqIA's will also be published on the Council's website and made available to members of the public on request.

19. Summary of the assessment

The deletion of one divisional director post delivers £125k MTFS required savings and rationalises senior management function in line with the commitment made by the Chief Executive. It also positions Ch&F in line with expected national/statutory changes and ongoing reduced council budgets into the future.

There is a potential risk of some adverse impact on disadvantaged children, young people and their families, which will be monitored through performance data.

The consultation to delete one divisional director post will proceed.

- NOTE:** This section can also be used in your reports, however you must ensure the full EqIA is available as a background paper for the decision makers (Cabinet, Overview and Scrutiny, CSB etc)
- What are the key impacts – both adverse and positive?
 - Are there any particular groups affected more than others?
 - Do you suggest proceeding with your proposals although an adverse impact has been identified? If yes, what are your justifications for this?
 - What course of action are you advising as a result of this EqIA?

20. How will the impact assessment be publicised? E.g. Council website, intranet, forums, groups etc

Council website, Directorate Joint Committee

418 Stage 8 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

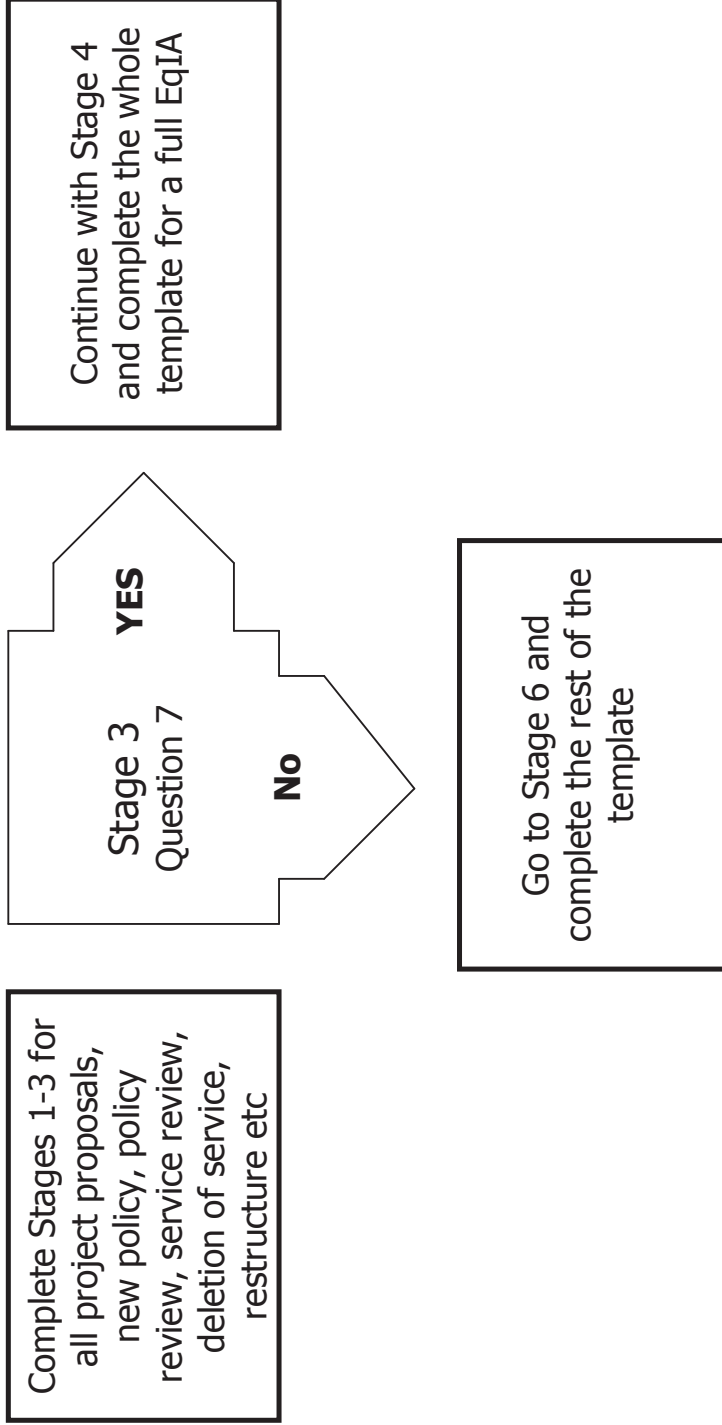
418 The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

... Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?

Signed: (Lead officer completing EqIA)	Chris Spencer	Signed:	R Rickman
Date:	4 February 2015	Date:	4.2.15
Date EqIA presented at the EqIA Quality Assurance Group	28.1.14	Signature of ETG Chair	pp R Rickman

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation	<input type="checkbox"/>	Cabinet	<input checked="" type="checkbox"/>
Capital	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>
Service Plan	<input type="checkbox"/>	Corporate Strategic Board	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>	Other	<input type="checkbox"/>
Title of Project: C&F 10 - Savings plan through recruitment of in-house foster carers			
Directorate / Service responsible: Children and Families Directorate. Targeted Services Division.			
Name and job title of lead officer: Kamini Rambellas			
Name & contact details of the other persons involved in the assessment: Peter Tolley Service Manager Looked After Children and Placements			
Date of assessment: 14 January 2015 / updated 2 February 2015			
Stage 1: Overview			
<p>1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>To achieve £200K savings by increasing the number of in house foster carers which provide better value for money than alternative placements.</p> <p>The average cost of an in-house foster placement is £350 per week compared to £750 per week for an agency foster carer and £2,000 per week for a residential placement</p>		
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Users	Partners	Stakeholders
	Staff	Age	Disability
	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
	Race	Religion or Belief	Sex

	Sexual Orientation	Other	Youth Offending/criminal records
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	<p>The responsibility for recruitment of foster carers lies with the Children and Families Directorate. They have worked closely with the council's communications team in raising the profile of fostering within the borough through local media and poster campaigns.</p> <p>Children and Families have also worked closely with other departments in building up links with community groups and places of worship to facilitate the recruitment of a diverse pool of local foster carers</p>		
<p>Stage 2: Evidence / Data Collation</p>			
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>4.1 Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>			
Age (including carers of young/older people)	As we are recruiting more local foster carers the only impact will be positive		
Disability (including carers of disabled people)	As we are recruiting more local foster carers the only impact will be positive		
Gender Reassignment	As we are recruiting more local foster carers the only impact will be positive		
Marriage / Civil Partnership	As we are recruiting more local foster carers the only impact will be positive		
Pregnancy and Maternity	As we are recruiting more local foster carers the only impact will be positive		
Race	As we are recruiting more local foster carers the only impact will be positive.		
Religion and Belief	As we are recruiting more local foster carers the only impact will be positive		

	As we are recruiting more local foster carers the only impact will be positive		
Sex / Gender	As we are recruiting more local foster carers the only impact will be positive		
Sexual Orientation	As we are recruiting more local foster carers the only impact will be positive		
Socio Economic	As we are recruiting more local foster carers the only impact will be positive		
5. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Staff in Fostering and Adoption 422	Provided to all staff and discussed in open staff and team meetings with Directors and Team Manager	Limited or nil impact. There is the potential for better value for money and improved service quality for Harrow Council.	Further consideration of possible options and future service requirements in the light of ongoing local and national statutory change.
Councillors, Corporate Parenting Panel	Discussion with Portfolio Holder and Corporate Parenting Panel	Limited or nil adverse impact. There is the potential for more local foster carers who can meet the needs of local children	.
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?			
List the Title of reports / documents and websites here.		Fostering Services Regulations 2011 Care Planning and Review Regulations 2010. Harrow Councils Placement Sufficiency Strategy	

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

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) - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups /	What actions have you taken to address the findings of the

			Protected Characteristics?	consultation? (This may include further consultation with the affected groups, revising your proposals).
				.
Stage 5: Assessing Impact and Analysis				
10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?				
Protected characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
424 Age (including carers of young/older people)	✓	✓		
Disability (including carers of disabled people)				

Gender Reassignment									
Marriage and Civil Partnership									
Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
Sexual orientation									
1.1. Cumulative Impact – Considering what else is happening within the								Yes	No

Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?									
If yes, which Protected Characteristics could be affected and what is the potential impact?				Yes				No	
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p> <p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>									
426									
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p> <p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p> <ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 									
Stage 6: Decision									
13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)									
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and								Yes	

all opportunities to advance equality are being addressed.		
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>		
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)		
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)		
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.		

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.			
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Date Action included in Service / Team Plan

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

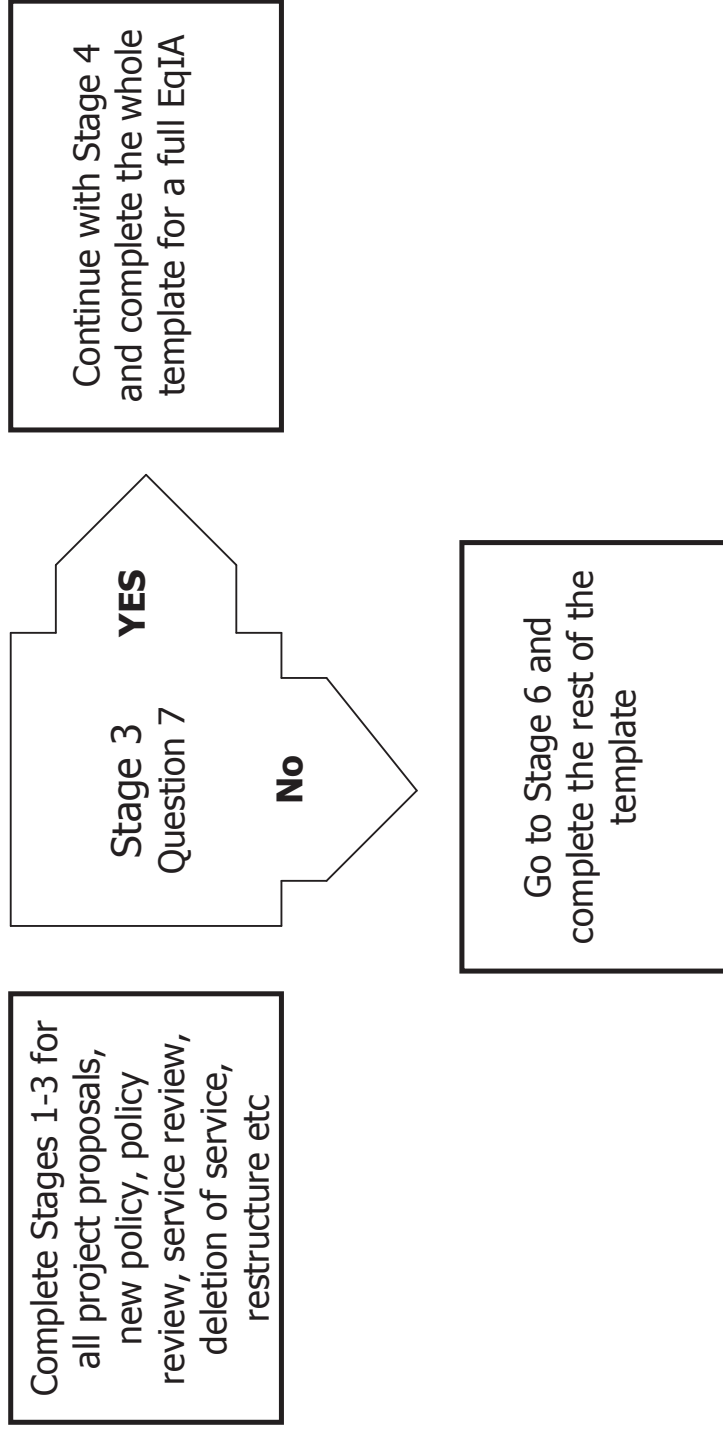
<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (<i>Also Include in Improvement Action Plan at Stage 7</i>)</p>	<p>There is a Fostering Monitoring Group which meets monthly and is chaired by the Service Manager for Placements. This will then report to the Divisional Director.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? (<i>Also Include in Improvement Action Plan at Stage 7</i>)</p>	<p>The Fostering Recruitment Strategy and Placements Sufficiency Strategy is updated every year and presented to the Corporate Parenting Panel for approval. These reports are available on the Harrow Council website</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>None</p>
<p>Stage 9: Public Sector Equality Duty</p>	
<p>18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</p>	<p>Foster good relations between people from different groups</p>
<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>
<p>Fostering Recruitment Strategy has included raising the profile of fostering through visits to places of worship and local community groups to ensure foster carers reflect the diversity local community</p>	<p>There is an active local foster carer association which represents foster carers from different backgrounds which works together to promote the needs of looked after children.</p>

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	This document will be reviewed by all members of the Children and Families Senior Leadership Team and the Directorate Equalities Task Group.	
Signed: (Lead officer completing EqIA)	Peter Tolley	Signed: (Chair of DETG) R Rickman
Date:	2.2.15	Date: 4.2.15
Date EqIA presented at the EqIA Quality Assurance Group	28.1.15	Signature of ETG Chair pp R Rickman

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Appendix 2 Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation/consultation		Cabinet	X
Capital	X	Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	
CF 12 - Children's Centre Consultation (as part of EIS/CS savings)			
Title of Project:	Proposal to remodel and to close some Children's Centres and Children's Centre delivery sites.		
Directorate / Service responsible:	Children's Services/ Early Intervention		
Name and job title of lead officer:	Hilary O'Byrne Children's Centre Project Lead		
Name & contact details of the other persons involved in the assessment:	Kamini Rambellas – civic 1 ext 6978 /Performance intelligence – Sita Mistry – civic 1 ext 8140/stakeholder group- Joy Collins – civic 1 ext. 8856 / Priya Ganatra – civic 1 ext. 5237/Rachelle O'Byrne – 020 8736 6222 /Gemma Williams – 020 8416 8400		
Date of assessment:	on-going from 24/09/14 – 15 January 2015		
Stage 1: Overview			
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)	<p>The aim of this proposal is to reduce the amount of children centres as part of the Early Intervention service in the Children and Families Directorate in order to achieve council savings of £16 million over the next 4 years. Children's Centres provide support and assistance to families with children aged under 5, and some for those above, to achieve better outcomes for children and their families. Children's Centres statutory guidance, April 2013</p> <p>The core purpose of children's centres is to improve outcomes for young children and their families, with a particular focus on families in greatest need of support in order to reduce inequalities in:</p> <ul style="list-style-type: none"> Child development and school readiness Parenting aspirations and parenting skills; and Child and family health and life chances <p>Harrow has 16 Children's Centres providing a range of early education, care and support services to young children and their families. The Children's Centres are currently grouped in three Hubs with 5 lead full core offer centres and eleven delivery sites. We are currently consulting on</p>		

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proposals to reduce the number of Children's Centre (CC) as part of the expected savings within the council and specifically within Children's Service Directorate. There are 3 new CC model options being consulted on - each model means a **reduction** in venues and reach to deliver CC services, and within the reduced models a **reduction** of staffing levels in some roles, and **deletion** of some posts will be required. In one model **an increase** in some grade positions is included. Other service providers will be impacted upon e.g. health provision, commissioned services, preschools provision and school communities.

A greater focus on targeted services and a reduction in the universal offer could lead to a public perception of stigmatisation with a lower voluntary take up of services by families that need them the most and missed opportunities for prevention and early intervention. There is a need to ensure that the Council's Children's Centres continue to provide universal and targeted services to meet the needs of the local communities; have the flexibility to respond to changes to promote a sustainable model; and are able to meet increasing pressures from changing demography.

The three models proposed are:

- **Option 1:** Retain 3 full core offer Children's Centres and 4 centre delivery points.
- **Option 2:** Retain 3 full core offer Children's Centres and 6 centre delivery points.
- **Option 3:** Retain 2 full core offer Children's Centres and 10 centre delivery points.

Option 1:

Children's Centres: Kenmore Park, Cedars and Grange

Delivery points: Elmgrove, Stanmore Park, Earlsmead and Hillview.

This would involve **closing** the following sites:

- Whitefriars
- Chandos
- Pinner Wood
- Gange
- St. Josephs
- Rayners Lane
- The Pinner Centre
- Vaughan
- Roxbourne

Option 2:

This option proposes retaining 3 Children's Centres and 6 'delivery points':

Children's Centres: Kenmore Park, Cedars and Hillview

Delivery points: Gange, Chandos, Stanmore Park, Whitefriars, Grange and Pinner Wood

This would involve **closing** the following sites:

- Rayners Lane
- Vaughan
- Roxbourne
- St Josephs

	<ul style="list-style-type: none"> • Earlsmead • The Pinner Centre • Elmgrove <p>This option also includes expenses for the Pinner Centre and Elmgrove buildings: This allows for the possibility of community-run projects</p> <p>Option 3: This option proposes retaining 2 Children's Centres and 8 'delivery points': Children's Centres: Cedars and Hillview Delivery points: Kenmore Park, Gange, Chandos, Stanmore Park, Whitefriars, Grange, Elmgrove and Pinner Wood</p> <p>This would involve closing the following sites:</p> <ul style="list-style-type: none"> • Rayners Lane • Earlsmead • St Josephs • Vaughan • Roxbourne • The Pinner Centre <p>This option also includes expenses for the Pinner Centre building: This allows for the possibility of community-run projects</p> <p>Following consultation there is much opposition to making any changes to the Children's Centres sites and services with strong views about the impact on children's learning and development and strong views about the impact from the potential loss of support, advice and guidance for parents. These views, in one way or another, are echoed throughout the responses to the consultation.</p> <p>In recognition by some of the need to make savings Option 3 emerges as the preferred option to be implemented.</p> <p>Option 1 34.13% strongly disagree or disagree 24.00% strongly agree or agree 27.78% either did not respond or 'don't know' 14.09% were neutral</p> <p>Option 2 lift 34.33% strongly agree or agree 23.41% strongly disagree or disagree 26.24% did not respond or 'don't know' 15.48% were neutral</p>
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	<p>Option 3 44.45% strongly agree or agree 19.84% strongly disagree or disagree 22.42% did not respond or 'don't know' 13.29% were neutral</p> <p>Recommendation Following the responses to 12 posed questions, designed with the intention of hearing the views and voice of; users, staff, partners and other interested parties about a future preferred model the recommendation to council is to approve Option 3 as the preferred future model, namely:</p> <p>Retain 2 Full Core Offer Children's Centres at Cedars and Hillview</p> <p>Operate 8 "delivery sites" that will continue to offer access to some of the early childhood services on behalf of the 2 children's centres.</p> <p>Option 3. Option 3 offers the most places to provide Children's Centre services reaching as far as possible albeit through a reduced number of centres. The expectation is that those most in need of support are reached.</p> <p>It is clear that there will be an overall impact on communities because of reducing the number of centres and hence impacting on the proximity to people's homes. However no one particular community within LSOA's would need to be disproportionately impacted upon.</p> <p>Full monitoring of centre reach to families will continue to take place. There is opportunity for outreach work within the model and increased partnership working, particularly with schools. Health services have been retained as far as is possible and retaining Pinner building offers the opportunity for reduced impact in the Pinner area. Relocation of services has been planned to reduce any impact on those most in need of support.</p>																		
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <tr> <td data-bbox="1136 898 1218 1213">Residents / Service Users</td> <td data-bbox="1136 835 1218 898">*</td> <td data-bbox="1136 510 1218 835">Partners</td> <td data-bbox="1136 457 1218 510">*</td> <td data-bbox="1136 226 1218 457">Stakeholders</td> <td data-bbox="1136 79 1218 226">*</td> </tr> <tr> <td data-bbox="1218 898 1263 1213">Staff</td> <td data-bbox="1218 835 1263 898">*</td> <td data-bbox="1218 510 1263 835">Age</td> <td data-bbox="1218 457 1263 510">*</td> <td data-bbox="1218 226 1263 457">Disability</td> <td data-bbox="1218 79 1263 226">*</td> </tr> <tr> <td data-bbox="1263 898 1369 1213">Gender Reassignment</td> <td data-bbox="1263 835 1369 898"></td> <td data-bbox="1263 510 1369 835">Marriage and Civil Partnership</td> <td data-bbox="1263 457 1369 510"></td> <td data-bbox="1263 226 1369 457">Pregnancy and Maternity</td> <td data-bbox="1263 79 1369 226">*</td> </tr> </table>	Residents / Service Users	*	Partners	*	Stakeholders	*	Staff	*	Age	*	Disability	*	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	*
Residents / Service Users	*	Partners	*	Stakeholders	*														
Staff	*	Age	*	Disability	*														
Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	*														

	Race	*	Religion or Belief	Sex	*
	Sexual Orientation		Other		
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 	<p>Responsibility is not shared however there are key partners involved in service delivery in centres and therefore a small stakeholder equality group will be formed and will plan to meet on 3 occasions through the process.</p> <p>This stakeholder group, although not attended by some key partners, was a proactive and positive way of ensuring that we gained the views of all communities and partners in Harrow and in particular to reflect the users of the centres.</p>				
Stage 2: Evidence / Data Collation					
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics. (Where you have gaps (data is not available/being collated), you may need to include this as an action in your Improvement Action Plan at Stage 7)</p>					
<p>Age (including carers of young/older people)</p>	<p>The reduction in Children Centres will affect children, their families e.g. parents, stakeholders, partners including partners in statutory services and voluntary sector services and some staff members.</p> <p>It is clear that families with children under 5 and their parents/carers will be affected by these proposals as they are the highest percentage of users access the children's centre services. There are also specific services for children over the age of five that will be affected and the consultation includes information about reviewing services for over five year olds that cannot continue to be met through CC funding which is specifically for under-fives. (small numbers of 5-12 years). The greatest impact would be on the Children's Centres services which are positioned in areas of deprivation using the demographic data from the previous decision making. (CC's were set up to be within a 1.5 mile pram pushing distance of each geographical community). Children's Centres provide services that are universal and targeted to mixed communities and this could affect the range and availability including proximity of access to service delivery for these families.</p> <p>There could be the potential impact on BME children and disabled children because of the nature of services and the vulnerability of the children that need services such as Speech and Language Therapy and support for children who have English as an additional language. However the discarded option of reducing to 1 centre did mitigate this, there will be a number of centres and our priorities will be to meet the needs of those most in need of centres help and support.</p> <p>Harrow generic data and Children's Centre specific data have been used to support decision making in putting forward the options for the future. Decisions have been made to minimise the impact on the users of centres and redesign of CC approach using the LSOA's and SOA's has been reviewed and considered for each option. A specific approach to supporting health provision to continue has been collated to 'reassign' where services that are no longer available in centres that close can be accessed elsewhere across the network; this has been done for each option and it is clear that each option will have a different impact. However each model does have a reassignment approach, and the impact is aligned with the number of centres e.g. the lower the number the greater the impact, the higher the number the lesser impact – an impact on reach to those not in LSOA's will occur for each proposed model.</p> <p>Harrow data: Children's Centres are primarily there to serve families with children in the Early Years age group: that is children aged from pre-birth -5 years.</p> <p>Based on Census 2011 data:</p>				

- In total 6.7 per cent (15,916) of Harrow's residents are children aged four and under in 2011.
- There has been a 32% (+3,900) increase in 0-4 year olds since 2001.
- 6.7 per cent (15,916) of Harrow's residents are children aged four and under, compared to 5.8% (12,019) in 2001
- Harrow is ranked in the top quartile nationally for 0-4 year olds
- 81.6 per cent (12,991) of all children aged 0 to 4 in Harrow are from minority ethnic groups (all groups excluding White British). 44.8 per cent (7,134) of all Harrow's young children are of Asian/Asian British ethnic origin, the largest ethnic grouping.
- There are pockets of high concentration of 0-4 year olds in central and south-west harrow.
- Approximately, 6,100 children (Age 0-5) live in the 30% most deprived areas of Harrow (based on the Index of Deprivation affecting Children)

The intention is to retain and/ or increase preschool places.

Nursery/Pre-Schools based in centres	689 families	84% from BME groups 62% from most deprived areas	A high % of nursery children live in deprived areas
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Key Features of Population / Focus areas around each Childrens Centre (Source: census 2011):

Centre	Characteristics
Cedars Centre (Main Ward: Harrow weald/Hatch end)	Includes 4 of the most deprived Lower super output areas in Harrow. High percentage of lone parent households. High percentage of low income households. Higher proportion of families with more than 3 children Lower level of attainment at age 5 (EYFSP) Social housing
Chandos (Main Ward: Edgware)	Includes 4 of the most deprived Lower super output areas in Harrow. High percentage of White Other families, in particular Romanian High proportion of Black African families High proportion of 0-4 year olds High proportion of families who cannot speak English or cannot speak English well. High percentage of lone parent households
Pinner Wood (Main ward: Pinner)	Includes 1 of the most deprived Lower super output areas in Harrow. High proportion of White British families
Stanmore Park (Main ward: Stanmore Park, Canons)	Includes 4 of the most deprived Lower super output areas in Harrow. High percentage of low income households Lower level of attainment at age 5 (EYFSP) Social Housing
Whitefriars	Includes 5 of the most deprived Lower super output areas in Harrow.

	<p>(Main ward: Wealdstone)</p>	<p>High proportion of 0-4 year olds High proportion of families who cannot speak English or cannot speak English well. High percentage of lone parent households High percentage of low income households High proportion of Asian Arab families High proportion of Black Caribbean families Social Housing</p>	
	<p>Kenmore Park (Main ward: Kenton East, Queensbury)</p>	<p>Includes 8 of the most deprived Lower super output areas in Harrow. High proportion of 0-4 year olds High proportion of Asian families High percentage of White Other families High proportion of families who cannot speak English or cannot speak English well. Lower level of attainment at age 5 (EYFSP) High percentage of lone parent households High percentage of low income households Higher proportion of families with more than 3 children</p>	
	<p>Gange (Main ward: Marlborough)</p>	<p>Includes 3 of the most deprived Lower super output areas in Harrow. High proportion of 0-4 year olds High percentage of lone parent households. High percentage of White Other families, in particular Polish High percentage of low income households Lower level of attainment at age 5 (EYFSP)</p>	
	<p>Elmgrove (Main ward: Greenhill, Kenton West)</p>	<p>Includes 2 of the most deprived Lower super output areas in Harrow. High proportion of Asian families High percentage of White Other families High proportion of families who cannot speak English or cannot speak English well. Lower level of attainment at age 5 (EYFSP)</p>	
	<p>St. Josephs (Main ward: Belmont)</p>	<p>Includes 3 of the most deprived Lower super output areas in Harrow. High proportion of Asian families High percentage of low income households</p>	
	<p>Hillview (Main ward: Harrow on the Hill)</p>	<p>Includes 3 of the most deprived Lower super output areas in Harrow. High proportion of 0-4 year olds High proportion of Asian Other families High proportion of families who cannot speak English or cannot speak English well. Lower level of attainment at age 5 (EYFSP)</p>	
	<p>Pinner Centre (Main ward: Pinner South)</p>	<p>Includes 1 of the most deprived Lower super output areas in Harrow.</p>	
	<p>Rayners Lane (Main ward:)</p>	<p>Includes 2 of the most deprived Lower super output areas in Harrow. High proportion of 0-4 year olds</p>	

Roxbourne)	High proportion of Asian Other families High proportion of Black African families High percentage of lone parent households High percentage of low income households Social housing Higher proportion of families with more than 3 children
Roxbourne (Main ward: Rayners Lane)	Includes 2 of the most deprived Lower super output areas in Harrow. High proportion of families who cannot speak English or cannot speak English well. High percentage of Asian Other families
Grange (Main ward: West Harrow)	Includes 3 of the most deprived Lower super output areas in Harrow. High percentage of Mixed families
Earlsmead (Main ward: Roxeth)	Includes 2 of the most deprived Lower super output areas in Harrow. High percentage of Asian Other families High proportion of families who cannot speak English or cannot speak English well. Higher proportion of families with more than 3 children
Vaughan Road (Main ward: Headstone South/ West Harrow)	Includes 2 of the most deprived Lower super output areas in Harrow. High percentage of Asian Other families

Birth Rate Data

- The ONS live births for Harrow have substantially increased from 2,581 in 2001, to 3,088 in 2007 and to 3,585 in 2012 which is an increase of 39% since 2001.
- Of the 3,585 live births in 2012 69% were to non-UK born mothers. Of the 69% non-UK born mothers 51% were born in the Middle East & Asia, 29% in the European Union and 15% in Africa. A quarter of the mothers from the European Union were born in the 'New EU', which constitutes the twelve countries which joined the European Union (EU) between 2004 and 2012. Birth rates among British-born mothers have fallen from 1,307 births in 2001 to 1,126 in 2012.

Children's Centre Reach data (taken from eStart database)

As at 1st September 2014:

Harrow Reach data for 2 year period from: From 1st July 2012 up to 30th June 2014:

- 12,915 different families accessed Children's Centre services at least once.
- 15,788 carers/parents accessed Children's Centre services at least once.
- 11,360 Female Carers/Parents accessed Children's Centre services at least once.

- 3,789 Male carers/parents accessed Children's Centre services at least once
- 3,710 Fathers accessed Children's Centre services at least once.
- 665 known Lone Parent families accessed Children's Centre services at least once
- 104 Teenage parents accessed Children's Centre services at least once

Children

- 11,985 children under 5 accessed Children's Centre services at least once.
- 8,619 children seen were from BME (All groups except White British) groups (where Ethnicity was provided by the family – so the BME number is likely to be higher than reported). 37% of these BME children were of Asian Indian origin, 19% are White Other, 18% are Asian Other.
- 245 children seen with known disabilities/special needs

Hub level Reach data for 2 year period from: From 1st July 2012 up to 30th June 2014:

Cedars Hub (Cedars, Chandos, Pinner Wood, Stanmore Park,)

Approximately 85% of children living in the Reach areas around the Centres have accessed Children's Centres.

- 4,551 families accessed centres/services in the Cedars Hub
- 43% of these families live in the most deprived areas of Harrow
- 82% of these families are known to be from Black & Minority Ethnic (BME) Groups (i.e. non White British)
- Of the families from BME groups, the largest groups accessing the Hub are Asian Indian (38% families accessing), White Other (22%), Asian Other (15%), Black African/Other (8%)

Whitefriars

- Approximately 99% of children living in the Reach areas around the Centre have accessed Children's Centres.
- 2,453 families accessed centres/services at Whitefriars
- 57% of these families live in the most deprived areas of Harrow
- 90% of these families are known to be from Black & Minority Ethnic (BME) Groups (i.e. non White British)
- Of the families from BME groups, the largest groups accessing the Hub are Asian Indian (32% families accessing), White Other (21%), Asian Other (18%), Other Ethnic Group (10%)

Kenmore Hub (Kenmore Park, Elmgrove, Gange)

- Approximately 88% of children living in the Reach areas around the Centres have accessed Children's Centres.
- 1,586 families accessed centres/services in the Kenmore Hub
- 46% of these families live in the most deprived areas of Harrow
- 91% of these families are known to be from Black & Minority Ethnic (BME) Groups (i.e. non White British)
- Of the families from BME groups, the largest groups accessing the Hub are Asian Indian (39% families accessing), White Other (25%), Asian Other (16%), Black African/Other (6%)

St. Josephs

- Approximately 95% of children living in the Reach areas around the Centre have accessed Children's Centres.
- 1,586 families accessed centres/services at St Josephs
- 40% of these families live in the most deprived areas of Harrow
- 88% of these families are known to be from Black & Minority Ethnic (BME) Groups (i.e. non White British)
- Of the families from BME groups, the largest groups accessing the Hub are Asian Indian (41% families accessing), White Other (23%), Asian Other (17%), Black African/Other (6%)

Hillview Hub (Hillview, Grange, Pinner Centre, Rayners Lane, Roxbourne, Earlsmead, Vaughan Road NRC)

- Approximately 79% of children living in the Reach areas around the Centres have accessed Children's Centres.
- 5,218 families accessed centres/services in the Hillview Hub
- 33% of these families live in the most deprived areas of Harrow
- 81% of these families are known to be from Black & Minority Ethnic (BME) Groups (i.e. non White British)
- Of the families from BME groups, the largest groups accessing the Hub are Asian Indian (37% families accessing), Asian Other (22%), White Other (19%), Black African/Other (6%)

Number of Families Accessing Children's Centres

Centre	No. of Families Accessing Centres: 1st Jan '13-31st Aug '14 (Please note all centres are different sizes and have different capacity and staffing so it's not possible to make direct comparisons. For example those that offer certain services such as Health visitors & midwives are likely to have a higher no. of families accessing. Also some of the centres are not open during school holidays)
Cedars	2,238
Chandos	326
Pinner Wood	975
Stanmore Park	1,275
Whitefriars	2,118
Kenmore Park	2,113
Gange	1,263
Elmgrove	313
St. Josephs	1,378
Hillview	2,138
Pinner Centre	2,097
Rayners Lane	723
Roxbourne	212
Grange	305
Earlsmead	237
Vaughan Road	160

The proposal of reduction to children centres will affect families that have 0-5 year's children of all ethnic backgrounds

Summary of families Accessing Health Services at named Children's Centres

Pinner Centre.

Health services currently present at the Centre: Health Visitors, Midwives, Breastfeeding Support, Oral Health, 2 Year Checks

- On average, 640 families access Health Visitors at Pinner Centre on a yearly basis. 54% of these families live in the Pinner and Pinner South wards. 20% of these families come from north of the borough from areas such as Hatch End and Headstone North. 19% of families come from the south west of the borough from wards such as Rayners lane, West Harrow and Headstone South.
- On average, 114 families access midwives at Pinner Centre on a yearly basis. 48% of these families live in the Pinner and Pinner South wards. 24% of these families come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North. 24% of families come from the south west of the borough from wards such as Rayners lane, West Harrow and Headstone South.
- Options for relocating these plus other health services from the centre include Cedars, Hillview, Grange and Stanmore Park. There are direct bus links from Pinner Centre to Grange and Stanmore Park.

Pinner Wood

Health services currently present at the Centre: Midwives, Speech & Language Therapy, 2 Year Checks

- On average, 164 families access midwives at Pinner Wood on a yearly basis. 52% of these families live in the Pinner and Pinner South wards. 32% of these families come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North. 13% of families come from the south west of the borough from wards such as Rayners lane, West Harrow and Headstone South.
- On average, 106 families access Speech & Language Therapy services at Pinner Wood on a yearly basis. 39% of these families live in the Pinner and Pinner South wards. 33% of these families come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North. 17% of families come from the south west of the borough from wards such as Rayners lane, West Harrow and Headstone South. The remainder come from across the borough
- Options for relocating these plus other health services from the centre include Cedars, Hillview, Grange and Stanmore Park. (see appendix 1)

Rayners Lane

Health services currently present at the Centre: Health Visitors, Oral Health

- On average, 282 families access Health Visitors at Rayners Lane on a yearly basis. 79% seen from the south west of

the borough from wards such as Rayners lane, Roxbourne, Roxeth, West Harrow, Pinner South and Harrow on the Hill. 10% of these families come from north of the borough from areas such as Pinner, Hatch End and Headstone North. 9% of these families come from centre of the borough such as Greenhill, Marlborough and Headstone South.

- Options for relocating these plus other health services from the centre include Grange, Earlsmead, Cedars and Stanmore Park. There are direct bus links from Rayners Lane to Grange, Hillview, Earlsmead, Stanmore Park and Elmgrove.

Gange

Health services currently present at the Centre: Health Visitors, Oral Health

- On average, 410 families access Health Visitors at Gange on a yearly basis. 77% of these families come from centre of the borough such as Greenhill, Marlborough, Wealdstone and Headstone South. 9% come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North. 9% also come from east of the borough from wards such as Queensbury, Belmont, Kenton East and Kenton West.
- Options for relocating these plus other health services from the centre include Elmgrove and Cedars.

St.Josephs

Health services currently present at the Centre: Health Visitors, Oral Health, 2 Year Checks

- On average, 437 families access Health Visitors at St Josephs on a yearly basis. 65% come from east of the borough from wards such as Queensbury, Belmont, Kenton East, Kenton West, Edgware, Stanmore Park and Canons. 24% of these families come from centre of the borough such as Greenhill, Marlborough, Wealdstone and Headstone South. 8% come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North.
- Options for relocating these plus other health services from the centre include Kenmore Park and Cedars. There are direct bus links from St Josephs to Cedars.

Whitefriars

Health services currently present at the Centre: Midwives, Post natal Clinics, Breastfeeding, 2 Year Checks

- On average, 570 families access Midwives at Whitefriars on a yearly basis. 77% of these families come from centre of the borough such as Greenhill, Marlborough, Wealdstone and Headstone South. 15% come from east of the borough from wards such as Queensbury, Belmont, Kenton East, Kenton West, Edgware, Stanmore Park and Canons. 6% come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North.
- On average, 520 families access Post Natal clinics at Whitefriars on a yearly basis. 78% of these families come from

centre of the borough such as Greenhill, Marlborough, Wealdstone and Headstone South. 13% come from come from east of the borough from wards such as Queensbury, Belmont, Kenton East, Kenton West, Edgware, Stanmore Park and Canons. 7% come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North.

- Options for relocating these plus other health services from the centre include Kenmore Park and Cedars. There are direct bus links from Whitefriars to Hillview and Stanmore Park.

**Summary of families Accessing Health Services at named Children’s Centres
Pinner Centre.**

Health services currently present at the Centre: Health Visitors, Midwives, Breastfeeding Support, Oral Health, 2 Year Checks

- On average, 640 families access Health Visitors at Pinner Centre on a yearly basis. 54% of these families live in the Pinner and Pinner South wards. 20% of these families come from north of the borough from areas such as Hatch End and Headstone North. 19% of families come from the south west of the borough from wards such as Rayners lane, West Harrow and Headstone South.
- On average, 114 families access midwives at Pinner Centre on a yearly basis. 48% of these families live in the Pinner and Pinner South wards. 24% of these families come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North. 24% of families come from the south west of the borough from wards such as Rayners lane, West Harrow and Headstone South.
- Options for relocating these plus other health services from the centre include Cedars, Hillview, Grange and Stanmore Park. There are direct bus links from Pinner Centre to Grange and Stanmore Park.

Pinner Wood

Health services currently present at the Centre: Midwives, Speech & Language Therapy, 2 Year Checks

- On average, 164 families access midwives at Pinner Wood on a yearly basis. 52% of these families live in the Pinner and Pinner South wards. 32% of these families come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North. 13% of families come from the south west of the borough from wards such as Rayners lane, West Harrow and Headstone South.
- On average, 106 families access Speech & Language Therapy services at Pinner Wood on a yearly basis. 39% of these families live in the Pinner and Pinner South wards. 33% of these families come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North. 17% of families come from the south west of the borough from wards such as Rayners lane, West Harrow and Headstone South. The remainder come from across the borough
- Options for relocating these plus other health services from the centre include Cedars, Hillview, Grange and Stanmore Park.

Rayners Lane

Health services currently present at the Centre: Health Visitors, Oral Health

- On average, 282 families access Health Visitors at Rayners Lane on a yearly basis. 79% seen from the south west of the borough from wards such as Rayners lane, Roxbourne, Roxeth, West Harrow, Pinner South and Harrow on the Hill. 10% of these families come from north of the borough from areas such as Pinner, Hatch End and Headstone North. 9% of these families come from centre of the borough such as Greenhill, Marlborough and Headstone South.
- Options for relocating these plus other health services from the centre include Grange, Earlismead, Cedars and Stanmore Park. There are direct bus links from Rayners Lane to Grange, Hillview, Earlismead, Stanmore Park and Elmgrove.

Gange

Health services currently present at the Centre: Health Visitors, Oral Health

- On average, 410 families access Health Visitors at Gange on a yearly basis. 77% of these families come from centre of the borough such as Greenhill, Marlborough, Wealdstone and Headstone South. 9% come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North. 9% also come from east of the borough from wards such as Queensbury, Belmont, Kenton East and Kenton West.
- Options for relocating these plus other health services from the centre include Elmgrove and Cedars.

St.Josephs

Health services currently present at the Centre: Health Visitors, Oral Health, 2 Year Checks

- On average, 437 families access Health Visitors at St Josephs on a yearly basis. 65% come from east of the borough from wards such as Queensbury, Belmont, Kenton East, Kenton West, Edgware, Stanmore Park and Canons. 24% of these families come from centre of the borough such as Greenhill, Marlborough, Wealdstone and Headstone South. 8% come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North.
- Options for relocating these plus other health services from the centre include Kenmore Park and Cedars. There are direct bus links from St Josephs to Cedars.

Whitefriars

Health services currently present at the Centre: Midwives, Post natal Clinics, Breastfeeding, 2 Year Checks

- On average, 570 families access Midwives at Whitefriars on a yearly basis. 77% of these families come from centre of the borough such as Greenhill, Marlborough, Wealdstone and Headstone South. 15% come from centre from east of the borough from wards such as Queensbury, Belmont, Kenton East, Kenton West, Edgware, Stanmore Park and Canons. 6% come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North.
- On average, 520 families access Post Natal clinics at Whitefriars on a yearly basis. 78% of these families come from centre of the borough such as Greenhill, Marlborough, Wealdstone and Headstone South. 13% come from centre from east of the borough from wards such as Queensbury, Belmont, Kenton East, Kenton West, Edgware, Stanmore Park and Canons. 7% come from north of the borough from areas such as Hatch End, Harrow Weald and Headstone North.

	<ul style="list-style-type: none"> Options for relocating these plus other health services from the centre include Kenmore Park and Cedars. There are direct bus links from Whitefriars to Hillview and Stanmore Park. 																				
Disability (including carers of disabled people)	<p>245 individual children seen with known disabilities and special needs. Targeted speech and language and other services are delivered at designated centres. The intention is to retain these services through any model.</p> <p>Disability</p> <p>Children with disabilities are able to access all CC services and specific services are provided for children with identified SEN e.g. short breaks/play scheme/sensory rooms.</p> <p>Number of Families / Children Accessing January 2013 to September 2014</p> <p>Special Educational Needs/Disability services (includes Sensory Room) 1,069 families seen in the period above - 87% from BME groups 47% from most deprived areas. Quite high % reached from deprived area although these activities are focused on all groups in community, not just deprived.</p> <p>In the same period: Speech & Language Groups (includes TALK groups, SALT) 1,453 families - 89% from BME groups. 47% from most deprived areas. Quite high % reached from deprived although these activities are focused on all groups in community, not just deprived.</p>																				
445	<p>Under Reassignment</p> <p>No data available.</p>																				
Marriage / Civil Partnership	<table border="1"> <tr> <td>Children under 5 living in 30% most deprived Lower Super Output Areas</td> <td>3,925</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Teenage Parents</td> <td>58</td> <td>3188</td> <td>3410</td> <td>3197</td> </tr> <tr> <td>Lone Parents</td> <td>375</td> <td>52</td> <td>63</td> <td>53</td> </tr> <tr> <td></td> <td></td> <td>360</td> <td>468</td> <td>351</td> </tr> </table>	Children under 5 living in 30% most deprived Lower Super Output Areas	3,925				Teenage Parents	58	3188	3410	3197	Lone Parents	375	52	63	53			360	468	351
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Teenage Parents	58	3188	3410	3197																	
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		360	468	351																	
Pregnancy and Maternity	<p>Children Centres are used by pregnant women and a range of ante natal midwifery, post natal and a range of health checks are delivered through the centres including healthy living and breastfeeding support.</p> <p>The intention is to retain the services, some may need to be relocated to other centres, and this will only be done where essential. Scrutiny of data informs us that women travel to centres currently. The distance would still be less for those that would have previously travelled to hospital services. E.g all maternity services used to be at NWL hospital wherever one lived in the borough. The impact would be greater if option 1 were chosen, however relocation plans have been considered for other options.</p>																				
Race	<p>BME communities are highly represented in usage of the centres.</p> <p>Harrow Reach data for 2 year period from: From 1st July 2012 up to 30th June 2014:</p> <ul style="list-style-type: none"> 11,985 children under 5 accessed Children's Centre services at least once. 8,619 children seen were from BME (All groups except White British) groups (where Ethnicity was provided by the family – so the BME number is likely to be higher than reported). 37% of these BME children were of Asian Indian origin, 19% are White Other, and 18% are Asian Other. 																				

It is not envisaged that there would be a disproportionate impact on BME compared to White groups; targeted services will be available in alternative centres. BME target groups are identified and this intelligence will be used to ensure that targeting to these groups continues and where necessary additional targeting processes will be implemented.

ESOL classes for speakers of other languages	379 families	52% from most deprived areas 32% from Asian other 28% from White Other 21% from Other Ethnic (includes Afghan)	A high % of ESOL attendees live in deprived areas which are as expected.
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Religion and Belief
The Children's Centres work with families with a range of religious views and beliefs. There is no expected impact on individuals or groups from any religious background or belief.

Women are overly represented as users of Children's Centres, which is an expectation as prenatal services are provided, and mothers are registered as main carers. Fathers from working families' access less. Fathers are welcome at all services in centres and specific fathers' services are available on Saturdays. Staff at Centres are by nature of the work and in line with the national early years sector predominantly women and therefore potential redundancy will impact almost entirely on women.

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Sex / Gender
From 1st July 2012 up to 30th June 2014: 3,710 Fathers accessed Children's Centre services at least once. The consultation to date 9/12/2014 male/female/non-disclosure responses to the consultation have been as follows:
Male Total 6.09% Total of answers 7.07% Number 14 Female 80.00% 92.93% 184 [No Response] 13.91% -- 32 Total 100.00% 100.00% 230.
1 male staff member will be impacted upon whichever model is chosen, this post is a potential redundancy.

Fathers

At the end of the consultation the following analysis of data was undertaken.

- eStart data shows that 24% of all parents accessing centres are fathers. 14 individuals completing the consultation have indicated that they are a male which is 7% of all parents completing the survey. **This is a lower proportion than the 24% of fathers seen on eStart.** However, in the majority of cases Hub managers have reported that although father is present while the mother completes the survey, the survey response is generally submitted from the mother which explains the higher proportion of female responses. Also some of the responses would be from female staff members who are predominate in early years and Children's Centres.

[No data available.](#)

Sexual Orientation

Socio Economic	<p>The proposals will negatively impact in relation to a range of protected characteristics. Mitigation will be put in place through remaining provision but will be increasingly difficult if the most reduced service proposals are accepted. Travel to some centre's will mean longer journeys for parents – consideration will need to be given to length of groups so that the journey is considered 'worthwhile' for parents travelling longer distance. Bus and train routes have been planned for the potential changes. This could cause financial impact if more than 1 bus is used to arrive at a centre. In the main this will be a small percentage of families affected.</p> <p>January 2013 –September 2014</p> <ul style="list-style-type: none"> • 5,148 Families living in Harrow's most deprived areas have accessed Harrow's Children's Centres at least once from 1st January 2013 up to 1st September 2014. • 4,837 Children living in Harrow's most deprived areas have accessed Harrow's Children's Centres at least once from 1st January 2013 up to 1st September 2014 - 665 known Lone Parent families accessed Children's Centre services at least once - 104 Teenage parents accessed Children's Centre services at least once <p><u>Teenage parents</u></p> <ul style="list-style-type: none"> • eStart data shows that 0.5% of all parents accessing centres are teenage parents. 7 individuals completing the consultation have indicated that they are a teenage parent which is 3% of all parents completing the survey. This is a higher proportion than the 0.5% of teenage parents seen on eStart which indicates they have been fairly represented on the consultation responses so far. <p><u>Lone parents</u></p> <ul style="list-style-type: none"> • eStart data shows that 3.3% of all parents accessing centres are lone parents. 16 individuals completing the consultation have indicated that they are a lone parent which is 6.9% of all parents completing the survey. This is a higher proportion than the 3.3% of lone parents seen on eStart which indicates they have been fairly represented on the consultation responses so far. <p>Children from Workless Households: Number Reached in 2011 - 1,867 Number Reached in 2012 - 1852 Number Reached in 2013 - 1816 Number Reached in 2014 - 1524 (up to 31st October 2014)</p> <table border="1" data-bbox="1193 273 1258 1491"> <tr> <td></td> <td>2011</td> <td>2012</td> <td>2013</td> <td>2014 (to Oct)</td> </tr> <tr> <td>Total of Target Groups Reached</td> <td>11,409</td> <td>13,054</td> <td>13880</td> <td>12906</td> </tr> </table>		2011	2012	2013	2014 (to Oct)	Total of Target Groups Reached	11,409	13,054	13880	12906
	2011	2012	2013	2014 (to Oct)							
Total of Target Groups Reached	11,409	13,054	13880	12906							
5. What consultation have you undertaken on your proposals?											
Who was consulted?	What do the results show about the impact on different groups / Protected Characteristics?										
	What actions have you taken to address the findings of the consultation?										

<p>Parents/carers as users of centres Harrow community Staff in centres Staff in other service areas Schools Child-minders Preschools staff and parents Stakeholders e.g. CAB Health colleagues; Health Visiting Midwifery GP's PVI sector colleagues 44 8 Commissions Commissioning Continued</p>	<p>Consultation paper Questionnaire: hard copy/online/Facebook/events/discussion groups/petition/feedback/letters/complaints/briefings/petitions/ attendance at meetings/EqIA group/dedicated email/dedicated telephone line.</p>	<p>The results show that people's concerns are much more about the impact for all children related to their care and development and their future outcomes. There is concern about travel to centres and this could have an impact on all families that will no longer have a centre as near to them irrespective of their characteristic. The options have taken account of the areas of most need and this mitigates this impact as far as is possible. Results show that retaining 10 places to deliver CC services is the preferred option, option 3, this will reduce the impact on travel and access to the support required and needed. The opportunity for schools to 'buy in' to CC delivery for families attending and due to transition to school. This can be via outreach and this will again mitigate the impact.</p> <p>Information from stakeholder group scrutiny</p> <p>Age • eStart data shows that 86%</p>	<p>(This may include further consultation with the affected groups, revising your proposals).</p>	<p>Remodelled original options following concerns re the impact of options put forward. Used demographic intelligence data from various sources and scrutinised the on-going collated data for CC delivery and planning. Used performance intelligence to scrutinise responses to ensure that all groups were represented. Used information to inform decision making about the 3 options being consulted on. Realigned LSOA's to each of the new models to minimise the impact. Commenced report; produced papers to explain the identified impact and offered solutions to arising issues e.g. health paper for CCG. Revised options to include some opportunities to reduce impact and generate income e.g. keeping additional buildings for income generation and social enterprise. Set up a good practice EqIA group.</p>
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<p>449</p>	<p>Continued</p>	<p>of all CC users are Children Aged 0-5, 12% are children aged 5-12 and 0.6% are children aged 13 – 18. (We assume a large number of staff/other residents have completed the survey too hence the 16.87% stating 'Other')</p> <ul style="list-style-type: none"> This age breakdown for Childrens centre usage is in similar proportion to the age breakdown on the survey response. There is no specific impact – the centre where most usage by teenagers is in all models. <p>Parents/Carers with Disabilities</p> <ul style="list-style-type: none"> eStart data shows that 0.5% of all parents accessing centres have stated they have a disability. 27 parents/adults with disabilities have responded to the consultation which is 5.3% of all adults/parents that have completed the survey (based on 504 responses). <p>This is a higher proportion than the 0.5% of parents with disabilities seen on eStart which indicates they have been fairly represented on the consultation responses so far.</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> eStart data shows that 0.6% of all children accessing centres have stated they have a disability. This is a higher proportion than the 0.6% of children with disabilities seen on eStart which indicates they
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have been fairly represented on the consultation responses so far. 31 individuals indicating they have a child with disabilities have responded to the consultation which is 6.1% of all adults/parents that have completed the survey (based on 504 responses). There were some impact issues raised by users e.g. proximity of centres to their home address or the school where a sibling attends.

Teenage parents

- eStart data shows that 0.5% of all parents accessing centres are teenage parents. 23 individuals completing the consultation have indicated that they are a teenage parent which is 4.5% of all parents completing the survey. This is a higher proportion than the 0.5% of teenage parents seen on eStart which indicates they have been fairly represented on the consultation responses so far.

Lone parents

- eStart data shows that 3.3% of all parents accessing centres are lone parents. 33 individuals completing the consultation have indicated that they are a lone parent which is 6.5% of all parents completing the survey. This is a higher proportion than the 3.3% of lone parents seen on eStart which indicates they have been fairly represented on the consultation responses so far and will not be specifically impacted upon.

		<p>There will be no specific impact on lone parents.</p> <p>Ethnicity: Asian/Asian British</p> <ul style="list-style-type: none"> eStart data shows that 45% of Centre users are noted as being Asian Indian, Asian other or Asian Pakistani. This is similar to the consultation response of Asian/Asian British proportion of 43.5% Asian Indian and Asian Pakistani are shown to be well represented on consultation response with the proportions being similar to those on eStart In the EqJA December report update, the group under represented was the Asian Other community. The Jan report shows a significant increase in responses from the Sri Lankan/Tamil community which is good. The response from Afghan community is higher also but only 9 responses from Afghan community so this could have been slightly higher – but they may not have ticked the right box for their Ethnicity <p>Ethnicity: Black/Black british</p> <ul style="list-style-type: none"> eStart data shows that 5.6% of Centre users are noted as being Black African, Black Caribbean or Black Other. This is higher than the consultation response of Black/Black British proportion of 1.98% Black Caribbean are shown to be well represented on consultation response with the proportions being similar to those on 	
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eStart

- eStart data shows 3.5% of all centre users are **Black African** and on the consultation only 0.43% are Black African. In the December report, the group under represented was the Black African community – in particular Somali. The Jan report shows the numbers responding from the Black ethnic groups has increased and is in line with the proportion of our centre users that are Black African. There has been an increase in numbers of responses from Black African & Somali since December which is a good improvement.

Ethnicity: White/White British

- eStart data shows that 33% of Centre users are noted as being White British, White Irish or White Other. This is lower than the consultation response of White/British proportion of 49% indicating a high proportion of this group have responded.
- White British and White Irish are shown to be well represented on consultation response with the proportions being similar or higher to those on eStart
- eStart data shows 19% of all centre users are **White Other (mainly Romanian)** and on the December report consultation only 10.4% are White Other/Polish/Romanian. Polish community. The Jan report shows There has been an increase in

		<p>responses from these groups – however the total proportion of responses from White Other/Polish/Romanian groups is still slightly lower than we'd expect. However they may have ticked 'Other' as their Ethnicity</p> <p>Ethnicity: Mixed</p> <ul style="list-style-type: none"> eStart data shows that 1.95% of Centre users are noted as being of Mixed origin. This is similar to the consultation response of Mixed proportion of 2.17% indicating a fair proportion of this group have responded. <p>There is no specific impact on any ethnic group instead the impact is across all ethnicities and reorganisation accounts for reaching those most in need and the intention is that ways will be identified further to manage this should the performance intelligence data show that we are failing to reach specific groups e.g. via outreach/partnership working.</p>	
<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.</p>	<p>Core purpose of Children's Centres Children's Centres statutory guidance, April 2013 CS self-assessment strategy Our plan: Children and Families www.harrow.gov.uk/children Our participation Strategy (as above) The Child's Journey http://harrowhub.harrow.gov.uk/download/6082/making_a_difference Healthy Child strategy www.twoyearprogresscheck.org.uk Early years 2 year offer strategy (ESSO)</p>		

CC data report (PI team)
 Estart reports (available on request)
 Schools data (schools performance team).

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	Yes	Yes			Yes			Yes	
No			No	No		No	No		No

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

► - If you have ticked 'No' to all of the above, then go to **Stage 6**
 Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

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Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3? (include this evidence, including any data, statistics, titles of documents and website links here)	LSOA data, Postcode data, CC estart data, current usage of each centre, realignment of REACH, potential at other locations, target setting. Realignment of REACH areas REACH figures calculated Health paper (OByrne) EQUIA analysis work with a 2 page summary from Performance intelligence officer
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9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
<p>Clinical Commissioning Group Midwifery service</p> <p>Targeted approach to ensure that we heard views from all groups as our scrutiny of the responses highlighted the need to do this. is was successful.</p>	<p>Survey Objective recording system Face to face meeting Receipt of letter Offer to attend a fuller meeting</p> <p>Approached leads of specific communities e.g the faith schools/traveller liaison officer Contacted users of specific services highlighted the specific minority groups that needed to be 'heard'. Face to face approach, telephone contact.</p>	<p>Impact is mitigated through a considered plan to realign families to other available centres and therefore required support e.g maternity services. Option 3 as the preferred option reduces any impact considerably. Children's access to opportunities for care, learning and development emerged still as a main concern, along with support for parents, early intervention and safeguarding. Option 3 emerging as the preferred model will support the most opportunity to reach those that we need to reach. Opportunities for social enterprise will also support to allay issues raised.</p>	<p>Discussion with health colleagues CCG would like future discussions when the decision is made. Considered the health paper prepared will support a future model. Midwifery leads consider that the option 3 will mitigate the impact – no additional need. Relocation of health services to maintain the current reach will be implemented..</p> <p>The responses confirmed the thinking and planning that has been undertaken for the options to be put forward. Specific issues raised will be collated so that a paper can be written to support increased understanding of the centres and the reasons why decisions are made. Myths and misunderstandings were evident and the CC strategic group will take forward a piece of work to that effect.</p>
<p>EqIA group</p>	<p>Meetings; see analysis appendix</p>		
<p>Stage 5: Assessing Impact and Analysis</p>			
<p>10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?</p>			

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	✓		<p>Children over the age of five years:-</p> <p>The intention is that CC staff will not provide the services for over five year olds, with the exception of multi aged family activity sessions during holiday periods.</p> <p>After school clubs and holiday playschemes will be impacted upon.</p> <p>Private providers may need to be commissioned.</p> <p>Consultation specific to these services may need to follow.</p> <p>This affects 2 after school clubs and 2 holiday play schemes. A total of 221 families used the service in 1 year. Staff also support Hillview Nursery play scheme with 85 families attending in the same period.</p> <p>119 children are aged 0-5 (out of a total of 272 children altogether). As a percentage this is 44% of children age 0-5 So this impacts on 56% of users (at this time)</p> <p>For Hillview support - 57 children are aged 0-5 (out of a total of 98 children altogether). As a percentage this is 58% of children age 0-5. This impacts on 42% of users.</p> <ul style="list-style-type: none"> eStart data shows that 86% of all CC users are Children Aged 0-5, 12% are children aged 5-12 and 0.6% are children aged 13 – 18. This age breakdown is in similar proportion to the age breakdown on the survey response – however the proportion of responses from parents of children age 5-12 could be slightly higher <p>Teenage parents</p> <ul style="list-style-type: none"> eStart data shows that 0.5% of all parents accessing centres are teenage parents. 7 individuals completing the consultation have indicated that they are a teenage parent 	<p>The children that use these services are in the main from the schools attached to the Centres. These were 'inherited' provision previously run by the youth service.</p> <p>Discussions with the schools are essential to support continuation of services for over five as part of their statutory duties.</p> <p>There is no statutory duty for children's centres to provide specific services for over fives.</p> <p>There could be a negative impact on access for some families. The intention is for CC staff to reduce their work with over 5 year olds and alternative ways of providing the services for the older children will need to be considered e.g. schools providing the ASC or holiday scheme provision/ private sector provision/social enterprise opportunities.</p> <p>The continued intent to provide multi-age family activity sessions mitigate against any impact on some children aged 5 and over.</p> <p>Increased targeting of After School clubs parents and parents accessing play-schemes services to complete consultation questionnaire. This took place and there were very few concerns raised about the reduction of the services for over 5's.</p> <p>Realignment in option 3 has been planned to ensure that the L.A. can fulfill the statutory duties within a reduced funding</p> <p>Teenage parents do not need to be specifically targeted further for their views. There are some specialist interventions and services for teenage parents these are not affected in the changes whichever option is chosen.</p>

Disability (including carers of disabled people)		<p>which is 3% of all parents completing the survey. This is a higher proportion than the 0.5% of teenage parents seen on eStart which indicates they have been fairly represented on the consultation responses so far.</p>	Alternative centres can be attended where needed. Teenage parents were well represented in the survey.
		<p>Impact for disabled children or disabled parents. 237 of 248 responses did not have a child with a disability.</p> <p>Parents/Carers with Disabilities</p> <ul style="list-style-type: none"> eStart data shows that 0.5% of all parents accessing centres have stated they have a disability. 11 parents/adults with disabilities have responded to the consultation which is 4.7% of all adults/parents that have completed the survey (based on 230 responses). This is a higher proportion than the 0.5% of parents with disabilities seen on eStart which indicates they have been fairly represented on the consultation responses so far. <p>Concern is the proximity for those without vehicles; this impacts on all those without vehicles and that have a CC near to them that closes; available services for SEN, the intention is to sustain SEN services however children over age five may be affected as we will reduce services delivered by CC staff to over 5's; access to sensory rooms – it is the intention that these main sensory spaces will be retained.</p>	<p>Scrutinizing the data of responses received indicated that we had a lower than expected response from families with a disabled child, we therefore contacted key partners with the intention of increasing the response from this protected characteristic group.</p> <p>Feedback suggested that the proposed option for provision will mitigate adverse impact.</p> <p>Following EqIA best practice group meeting the PI officer undertook further analyses.</p> <p>Sensory room access remains in the 3 models. Travel to these will not change.</p> <p>Generic services provided in closely located spaces to schools will have an impact, if they close, for some families especially where they have a child with SEN and children attending school. In mitigation timings of groups will be reviewed and new timings agreed to assist to ensure that they are available at times that in the main work best for protected characteristics e.g. disabled children.</p> <p>Disabled specialist services will be retained and will be in the same spaces in option 2 and 3. This mitigates the impact on services for disabled children.</p> <p>Parents currently travel to these services.</p> <p>The centres where there are specific facilities and services for children with SEN and children with disabilities are retained in option 2 and 3 with option 3 offering maximum opportunity to meet the needs of these children. Therapy services and interventions are retained fully and have opportunity for enhancing in option 3.</p> <p>Children with SEN and children with disabilities are welcome and integrated at all services in centres and clearly</p>

				<p>respondents considered that the more places for services to be provided the least impact this would have on communities including those with specific needs. These factors mitigate the impact of disabled children and their families.</p>
<p>Gender Reassignment †</p>			<p>No specific impact anticipated</p>	<p>26.06% 26.06% 74 Bisexual 5.99% 5.99% 17 Gay Woman / Lesbian 0.35% 0.35% 1 Gay Man 0.35% 0.35% 1 Heterosexual 63.03% 63.03% 179 Other – Please specify 4.23% 4.23% 12 Total 100.00% 100.00% 284</p>
<p>Marriage and Civil Partnership</p>			<p>No specific impact anticipated</p>	
<p>458 Pregnancy and Maternity</p>	<p>√</p>		<p>The impact for families that receive their maternity services in centres that are proposed to close will be impacted on in as far as having to relocate to a different centre, the service will not stop. There is an intention to strive to retain these services in centres that are closing via other means e.g. increased partnership with health for funding and the PVI (Pinner Centre) High risk pregnant women do not receive their maternity services via the CC's but instead via the hospital or specialist midwife. The main impact will be if option 1 is chosen by councilors. Affecting 2 main centres for health services. Option 3 is emerging as the preferred option this retains all midwifery centres if we can retain Pinner building.</p>	<p>A health paper has demonstrated how we intend to mitigate this with a reallocation of the LSOA's and the scrutiny of the post codes and the nearest centres to the post codes. It emerged from this work that mothers are not necessarily receiving services from the nearest centre located to them (this will be either choice or agreement with providers).</p> <p>Therefore the changes are not likely to have a significant impact on the provision of services to pregnant women.</p>
<p>Race</p>			<p>No specific impact anticipated however we have worked to ensure that all ethnic groups accessing the centres are encouraged to offer their views to the proposed changes in order to highlight any issues. The impact will be across all races, however performance intelligence data informs where the target groups are and</p>	<p>Ethnicity: Asian/Asian British</p> <ul style="list-style-type: none"> eStart data shows that 45% of Centre users are noted as being Asian Indian, Asian other or Asian Pakistani. This is similar to the consultation response of Asian/Asian British proportion of 43.5%

planning accounts for these.

- Asian Indian and Asian Pakistani are shown to be **well represented** on consultation response with the proportions being similar to those on eStart
 - eStart data shows that 13% of Centre users are Asian Other (many of these Tamil Sri Lankan and Afghan) and on the consultation, only 5.5% of respondents have indicated they are Sri Lankan, Afghan or Asian other. **This community has now been targeted to achieve further responses so that representation is evident.**
- Ethnicity: Black/Black british
- eStart data shows that 5.6% of Centre users are noted as being Black African, Black Caribbean or Black Other. This is higher than the consultation response of Black/Black British proportion of 1.98%
 - Black Caribbean are shown to be **well represented** on consultation response with the proportions being similar to those on eStart
 - eStart data shows 3.5% of all centre users are Black African and on the consultation only 0.43% are Black African. We therefore need to target this group of users.
- Ethnicity: White/White British
- eStart data shows that 33% of Centre users are noted as being White British, White Irish or White Other. This is lower than the consultation response of White/British proportion of 49% indicating **a high proportion of this group have responded.**
 - White British and White Irish are shown to be **well represented** on consultation response with the proportions being similar or higher to those on eStart
 - eStart data shows 19% of all centre users are White Other (mainly Romanian) and on the consultation only 10.4% are White Other/Polish/Romanian. So we need to target this group – **in particular the Polish families seem under represented. A targeted approach will take place to increase responses from this ethnic group.**

				<p><u>Ethnicity: Mixed</u></p> <p>eStart data shows that 1.95% of Centre users are noted as being of Mixed origin. This is similar to the consultation response of Mixed proportion of 2.17% indicating a fair proportion of this group have responded.</p> <p>EQUIA panel suggested Polish numbers to respond seemed low. 4 Polish responses so far which is 1.7% of all responses.</p> <p>Census 2011 data shows 5.7% of Harrow's residents are Polish speakers and 6.9% are Romanian speakers</p> <p>It is possible that Polish families may have ticked the 'Other White' category.</p>
Religion or Belief			No specific impact anticipated	
Sex	√		<p>Male/ Fathers</p> <p>No specific impact identified for male users and fathers.</p> <p>1 male staff member will be at risk of redundancy.</p> <p>•eStart data shows that 24% of all parents accessing centres are fathers. 14 individuals completing the consultation have indicated that they are a male which is 7% of all parents completing the survey. This is a lower proportion than the 24% of fathers seen on eStart. However, in the majority of cases Hub managers have reported that although father is present while the mother completes the survey, the survey response is generally submitted from the mother which explains the higher proportion of female responses.</p> <p>Women/mothers</p> <p>Women emerge as the main care givers and the highest percentage of users of the centre 76% and therefore</p>	<p>Ensure that fathers are encouraged to complete a consultation form from their perspective. Target the fathers group.</p> <p>Women are well represented in the responses.</p> <p>Women are more likely to be affected than men as women are more often the main carer of children, and maternity services and breastfeeding services are provided through centres. The intention with option 3 is that these services are not affected, instead if required in the case of one centre for the service to be relocated, this supports to mitigate the impact on women.</p> <p>Women are well represented as users of Children's Centres, which is an expectation as prenatal services are provided,</p>

		<p>impact will be more on women than men.</p> <p>There will be an impact on female staff as there is potential for redundancy affecting women more than men.</p> <p>Also some of the responses would be from a high percentage of female staff members that dominate the provision e.g. early years staff across the country are predominantly female.</p>	<p>The protocol for managing organisational change will be followed to mitigate this impact as possible.</p>						
Sexual orientation		No specific impact anticipated							
<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>461 es, which Protected Characteristics could be affected and what is the potential impact?</p>		<table border="1"> <thead> <tr> <th data-bbox="643 1020 683 1136">Yes</th> <th data-bbox="643 1136 683 1455">yes</th> <th data-bbox="643 1455 683 1497">No</th> </tr> </thead> <tbody> <tr> <td data-bbox="683 1020 1125 1136"> <p>Age – children - The proposals could have a cumulative impact with the following: - School expansion due to increase in numbers of children needing to access schools – increase in the number of children needing to access CC’s. Increase in target numbers in deprived areas.</p> <p>Library closures and the impact on support to young children however also offers opportunity for use of CC space for libraries services via outreach and hosting books for loan.</p> <p>Potential increase in provision for under 5’s by increasing the number of centres offering a space for voluntary sector preschool.</p> </td> <td data-bbox="683 1136 1125 1455"></td> <td data-bbox="683 1455 1125 1497"></td> </tr> </tbody> </table>	Yes	yes	No	<p>Age – children - The proposals could have a cumulative impact with the following: - School expansion due to increase in numbers of children needing to access schools – increase in the number of children needing to access CC’s. Increase in target numbers in deprived areas.</p> <p>Library closures and the impact on support to young children however also offers opportunity for use of CC space for libraries services via outreach and hosting books for loan.</p> <p>Potential increase in provision for under 5’s by increasing the number of centres offering a space for voluntary sector preschool.</p>			
Yes	yes	No							
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<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>		<table border="1"> <thead> <tr> <th data-bbox="1125 1020 1166 1136">Yes</th> <th data-bbox="1125 1136 1166 1455">yes</th> <th data-bbox="1125 1455 1166 1497">No</th> </tr> </thead> <tbody> <tr> <td data-bbox="1166 1020 1369 1136"> <p>Potential health if option 1 is chosen. The impact would be much reduced if the preferred option 3 is approved.</p> </td> <td data-bbox="1166 1136 1369 1455"></td> <td data-bbox="1166 1455 1369 1497"></td> </tr> </tbody> </table> <p>Access to midwifery and health visiting service and support for parents and children’s wellbeing. As above</p>	Yes	yes	No	<p>Potential health if option 1 is chosen. The impact would be much reduced if the preferred option 3 is approved.</p>			
Yes	yes	No							
<p>Potential health if option 1 is chosen. The impact would be much reduced if the preferred option 3 is approved.</p>									

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation								
Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes							Yes	
No	No	No	No	No	No	No		No
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q13a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p> <p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p> <ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 								
40								
62								
<p>Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p> <p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.</p> <p>Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i></p> <p>Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)</p> <p>Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)</p>								
<p>13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.</p> <p>The council's economic situation determines that there is a need to make cuts, other options were considered and there was opportunity to change the centre proposals to ensure that the maximise reach to most vulnerable children were planned for including an improved targeted approach, using data intelligence, to make decisions re the options.</p>								

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
All ethnic groups	Use of the CC data performance intelligence	Quarterly reports Reorganisation of reach expectations	July 2015 October 2015 December 2015	Hub Managers Rachelle O'Byrne Gemma Williams	
REACH to those most in need	Data performance scrutiny Planning		ongoing	Hilary O'Byrne	
Health services	Meetings with key partners – planning-relocations where necessary Action plan for individual areas e.g. Public Health partnership working	As above via data performance	As above April 2015	Hilary O'Byrne	
Age	Identify alternative providers for the services for the older age range of children e.g. over 5 year olds	Providers identified	By July 2015	Hilary O'Byrne	

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.	
15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (Also Include in Improvement Action Plan at Stage 7)	Hub Managers along with Performance intelligence staff reporting to the Children's centre committees and strategic group. Quarterly reports are currently produced these offer access to information to scrutinise. Feedback protocols are in place and will be increased for a period of 6 months with outcomes analysed.

<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Circulation of CC monitoring to a wider 'audience' than the committees. Report to Director of Children's Services. Work with the communications department. Use of the CC facebook and website.</p>	
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No official complaints however comments received in the feedback related strongly to lack of financial information being offered and lack of general information to support a response to questions Compliments about the events face to face which supported fuller understanding in order to respond to questions.</p>	
<p>Stage 9: Public Sector Equality Duty</p>		
<p>18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.</p>		
<p>(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</p>		
<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>
<p>464</p>		
<p>Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group) The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</p>		
<p>19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>		
<p>Signed: (Lead officer completing EqIA)</p>	<p>H O'Byrne</p>	<p>Signed: (Chair of DETG) R Rickman</p>
<p>Date:</p>	<p>6.2.15</p>	<p>Date: 6.2.15</p>

Date EqIA presented at the EqIA Quality Assurance Group	28.1.15	Signature of ETG Chair	pp R Rickman
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community, Health & Well-being, Transformation and Business Support	Officer completing the template:	Carol Yarde, Head of Transformation and Business Support Services
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)			

<p style="text-align: center; font-weight: bold;">467</p> <p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>The Community, Health and Wellbeing Transformation Team works with other sections of the directorate, other areas of the council and partners to support transformation of services. The team carries out a range of programme, project and change management activity and is responsible for:</p> <ul style="list-style-type: none"> Directorate governance and managing corporate requirements Leading on Health and Safety, risk management, business continuity, information assets and equalities Developing, monitoring and reporting progress on the directorate plan and divisional service plans Overseeing the directorates progress in delivering the councils transformation programme Supporting the directorates' management team Overseeing the directorates information and data returns, cabinet and scrutiny reports and preparation of management and committee reports Co ordination for the CHW's Directorate Joint Committee Championing equalities across the directorate Monitoring CHW's programme of EqIA's Developing the Council as a Public Health Authority Management of the Health and Wellbeing Board and formal meetings with the Clinical Commissioning Group Management of the Public Health Joint Governance Board with Barnet Council Continuing to assist PH team with post transitional issues Directorate Lead for internal and external communications Leading on major engagement and consultation programmes
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	<p>Council lead for Harrow Mutual Support Network Workforce Strategy Development and IIP Social Work Professional Lead Management of Post Room for Children and Families and Adults</p> <p>This proposal is to delete all posts in the existing team except the post of Manager who is also responsible for the Business Support Service.</p> <p>To ensure that the majority of tasks listed above continued to be delivered except work in relation to Social Work the proposal is that all posts except the Transformation Support Mgr. post are moved into the business support service.</p>
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	<p>All current holders of these posts will be affected in some way. All posts except the Transformation Support Mgr. will be moved into the Business Support Service as the majority of their tasks fit within the remit of this service. The work currently undertaken by the Transformation Support Mgr. will be absorbed within Adult Social Services.</p>
<p>3. What data, information, evidence, research, statistics, surveys, and sultation(s) have you considered to undertake this assessment?</p> <p>468 <i>include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>Further analysis on the affected staff group will be collated and the group will be consulted with further to identify any adverse impacts.</p>
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>Yes as the majority of affected staff are women.</p>

<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p> <p>➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.</p>	
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➤ **Neutral:** where there will be a neutral impact, neither positive nor negative

➤ **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
IMPACT					

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Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			
Age (including carers of young/older people)	Low	Neutral			
Disability (including carers of disabled people)	Low	Neutral			

Gender Reassignment	Low	Neutral		
Marriage and Civil Partnership	Low	Neutral		
Pregnancy and Maternity	Low	Neutral		
Race	Low	Neutral		
Religion or Belief	Low	Neutral		
Sex	Low	Neutral		
Sexual orientation	Low	Neutral		

470 Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

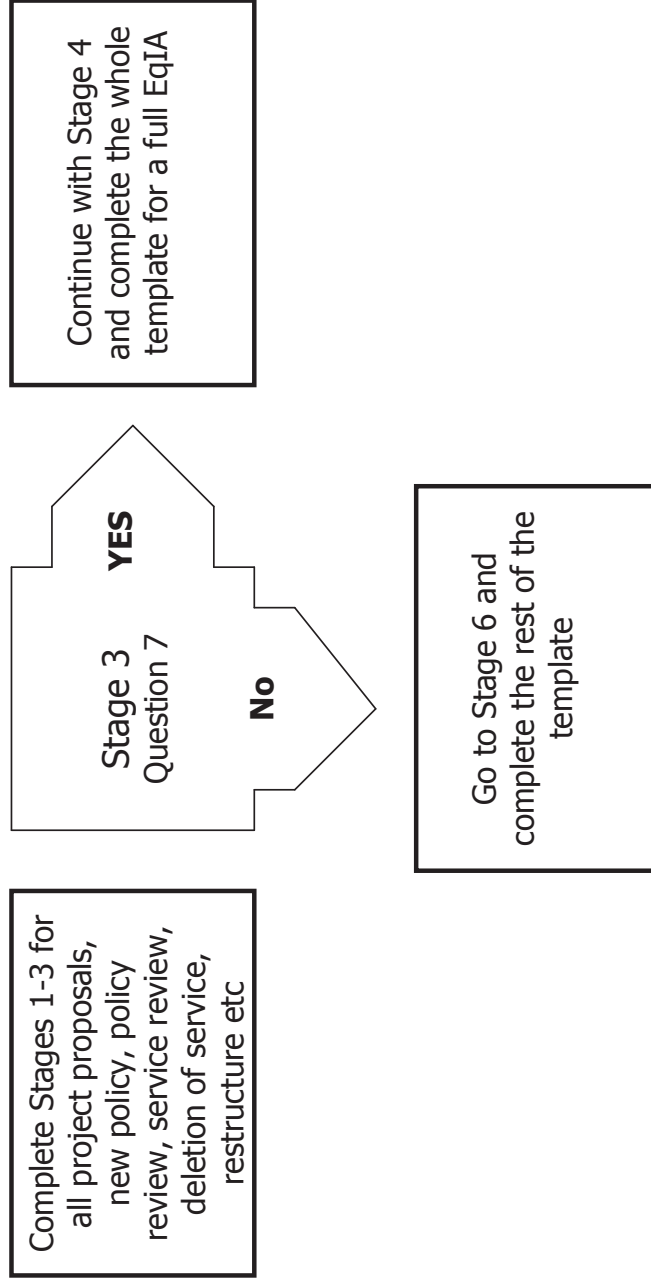
Summary / Conclusion of assessment: (include the findings and equality implications.

Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.

Signature - Lead Officer	C Yarde	Date	20 th August 2014
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Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation	✓	Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	✓
Other		Other	
Title of Project:			
BSS01 Business Support Service Review CHW 03 Review of Business Support Services			
Directorate / Service responsible:			
Community Health and Well-Being			
Name and job title of lead officer:			
Carol Yarde, Head of Transformation, CHWB Directorate			
Name & contact details of the other persons involved in the assessment:			
Finlay Flett. Ext 6230			
Date of assessment:			
August 2014			

Stage 1: Overview

1. What are you trying to do?

(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)

Business Support Services are being reviewed in order to provide a service which best meets the emerging business needs of the council. The review is expected to provide financial savings as outlined in the MTF5 (£730K). The review will consider structures, staffing levels, service delivery methods and deliver an additional CHW specific saving of £90k in 15/16 (CHW03).

The review is considering the scope and level of business support required by the council's directorates and the manner in which this is provided. Specific review projects are being undertaken in the following cross-council service areas: central scanning and indexing, post services, corporate print services.

The precise impact of these projects upon staffing is not possible to gauge at this

	<p>point as delivery arrangements have not been finalised. However, in the past year BSS has adopted a policy of filling vacancies by agency staff in order to minimise the impact of any post reductions upon permanent staff. This should be considered alongside the issues which are flagged in this assessment.</p>																														
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <tr> <td>Residents / Service Users</td> <td></td> <td>Partners</td> <td></td> <td>Stakeholders</td> <td>✓</td> </tr> <tr> <td>Staff</td> <td>✓</td> <td>Age</td> <td>✓</td> <td>Disability</td> <td>✓</td> </tr> <tr> <td>Gender Reassignment</td> <td>✓</td> <td>Marriage and Civil Partnership</td> <td>✓</td> <td>Pregnancy and Maternity</td> <td>✓</td> </tr> <tr> <td>Race</td> <td>✓</td> <td>Religion or Belief</td> <td>✓</td> <td>Sex</td> <td>✓</td> </tr> <tr> <td>Sexual Orientation</td> <td>✓</td> <td>Other</td> <td></td> <td></td> <td></td> </tr> </table>	Residents / Service Users		Partners		Stakeholders	✓	Staff	✓	Age	✓	Disability	✓	Gender Reassignment	✓	Marriage and Civil Partnership	✓	Pregnancy and Maternity	✓	Race	✓	Religion or Belief	✓	Sex	✓	Sexual Orientation	✓	Other			
Residents / Service Users		Partners		Stakeholders	✓																										
Staff	✓	Age	✓	Disability	✓																										
Gender Reassignment	✓	Marriage and Civil Partnership	✓	Pregnancy and Maternity	✓																										
Race	✓	Religion or Belief	✓	Sex	✓																										
Sexual Orientation	✓	Other																													
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? <p>How have they been involved in the assessment?</p>	<p>Responsibility is cross-council. Review is led by a cross-council steering group chaired by Carol Cutler and with representation from stakeholder directorates. The review reports to the Council Operations Board which will make the final decision on any changes proposed by the review.</p>																														
<p>Stage 2: Evidence / Data Collation</p>																															
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p>	<p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>																														
<p>Age (including carers of young/older people)</p>	<p>Under 20:- 1 20-30:- 6 30-40:- 13 40-50:- 37 50-60:- 38 Over 60:- 15</p>																														

Disability (including carers of disabled people)	No Disability:- 98 Disability affecting mobility:- 1 Other form of Disability:- 13
Gender Reassignment	0
Marriage / Civil Partnership	Single:- 28 Married:- 47 Divorced:- 10
Pregnancy and Maternity	Maternity since 2009:- 4

Race	<p>Asian- Bangladeshi:- 1 Asian- Chinese:- 1 Asian- Indian:- 36 Asian- Other:- 5 Asian- Pakistani:- 1 Asian- Sri Lankan:- 3 Black- African:- 3 Black- Caribbean:- 9 Black- Other:- 8 White- English:- 40 White- Irish:- 4 White- Other:- 3</p>		
475	<p>Buddhism:- 1 Christianity:- 13 Hinduism:- 13 Islam:- 5 Jainism:- 1 No Religion:- 1 Other:- 1 Sikh:- 1</p>		
Sex / Gender	<p>Male:- 16 Female:- 96</p>		
Sexual Orientation	<p>Heterosexual:- 24 Prefer not to say:- 2</p>		
Socio Economic	No data available		
5. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation)

						with the affected groups, revising your proposals).			
Stakeholder directorates	Direct meetings with management teams, inclusion of directorate representatives on steering group	See below	See below	See below	See below	See below			
Unions	Informal briefing meetings and routine agenda item on CHW DJC	See below	See below	See below	See below	See below			
Staff groups	Team meetings	The BSS teams are statistically over-represented in the following groups: female; older age groups; BAME. As such changes to services will be likely to have a significant impact upon individuals with one or more of these characteristics	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review						
476	What other (local, regional, national research, reports, dia) data sources that you have used to inform this assessment?	No external data used. Harrow's business support model is not widely used.							
	List the Title of reports / documents and websites here.								
Stage 3: Assessing Potential Disproportionate Impact									
7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	✓					✓		✓	
No		✓	✓	✓	✓		✓		✓

- YES** - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.
- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
 - It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

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An equalities monitoring form was sent to every member of staff, requesting that they provide details about themselves in order to assist in completing as comprehensive an EQIA as possible.

Results have been analysed and included in the attached document.

What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Stakeholder directorates	Direct meetings with management teams, inclusion of directorate representatives on steering group	See below	
Unions	Informal briefing meetings and routine agenda item on CHW DJC	See below	
Staff groups	Team meetings	The BSS teams are statistically	It has been decided to provide

			over-represented in the following groups: female; older age groups; BAME. As such changes to services will be likely to have a significant impact upon individuals with one or more of these characteristics	support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review
Stage 5: Assessing Impact and Analysis				
10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?				
Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
478 Age including carers of young/older people)	✓		If proposals are taken forward which reduce the size of the Business Support service, this would be more likely to impact upon people in the older age bandings (approx. 48% of BSS staff are over 50)	Further information gathering (see action plan) will confirm the current staff breakdown- current data only available for approx. 75% of BSS. At point of implementation, tailored support can be made available to displaced staff which appropriately reflects their personal circumstances
Disability (including carers of disabled people)			Not significant impact due to low numbers	
Gender Reassignment			Not significant impact due to low numbers	

Marriage and Civil Partnership			Not significant impact due to low numbers			
Pregnancy and Maternity			Not significant impact due to low numbers			
Race	✓		If proposals are taken forward which reduce the size of the Business Support service, this would be more likely to impact upon people in the older age bandings (approx. 55% of BSS staff are from minority backgrounds)		Further information gathering (see action plan) will confirm the current staff breakdown- current data only available for approx. 75% of BSS. At point of implementation, tailored support can be made available to displaced staff which appropriately reflects their personal circumstances	
Religion or Belief 479			Not significant impact due to low numbers			
Sex	✓		If proposals are taken forward which reduce the size of the Business Support service, this would be more likely to impact upon people in the older age bandings (approx. 86% of BSS staff are female)		Further information gathering (see action plan) will confirm the current staff breakdown- current data only available for approx. 75% of BSS. At point of implementation, tailored support can be made available to displaced staff which appropriately reflects their personal circumstances	
Sexual orientation			Not significant impact due to low numbers			
11. Cumulative Impact – Considering what else is happening within the				Yes	✓	No

<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	<p>Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.</p>																											
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>	<p>Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.</p>																											
<p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>	<p>Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.</p>																											
<p>480</p>	<table border="1"> <thead> <tr> <th data-bbox="689 1272 785 1980">Age (including carers)</th> <th data-bbox="689 1272 785 1648">Disability (including carers)</th> <th data-bbox="689 1272 785 1442">Gender Reassignment</th> <th data-bbox="689 1272 785 1272">Marriage and Civil Partnership</th> <th data-bbox="689 1272 785 1066">Pregnancy and Maternity</th> <th data-bbox="689 1272 785 922">Race</th> <th data-bbox="689 1272 785 743">Religion and Belief</th> <th data-bbox="689 1272 785 591">Sex</th> <th data-bbox="689 1272 785 430">Sexual Orientation</th> </tr> </thead> <tbody> <tr> <td data-bbox="785 1272 855 1980">Yes</td> <td data-bbox="785 1272 855 1648"></td> <td data-bbox="785 1272 855 1442"></td> <td data-bbox="785 1272 855 1272"></td> <td data-bbox="785 1272 855 1066"></td> <td data-bbox="785 1272 855 922">✓</td> <td data-bbox="785 1272 855 743"></td> <td data-bbox="785 1272 855 591">✓</td> <td data-bbox="785 1272 855 430"></td> </tr> <tr> <td data-bbox="855 1272 855 1980">No</td> <td data-bbox="855 1272 855 1648"></td> <td data-bbox="855 1272 855 1442"></td> <td data-bbox="855 1272 855 1272"></td> <td data-bbox="855 1272 855 1066"></td> <td data-bbox="855 1272 855 922"></td> <td data-bbox="855 1272 855 743"></td> <td data-bbox="855 1272 855 591"></td> <td data-bbox="855 1272 855 430"></td> </tr> </tbody> </table>	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation	Yes					✓		✓		No								
Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation																				
Yes					✓		✓																					
No																												
<p>If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)</p> <p>If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.</p>	<p>Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.</p>																											
<ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 	<p>Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.</p>																											
<p>Stage 6: Decision</p>																												
<p>13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p> <p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.</p>	<p>Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.</p>																											

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	✓
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Gender	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review	Monitoring of uptake of support Monitoring of consultation	September 2014 onwards	Finlay Flett	Included in BSS Board agendas/plans from September 2014
Race	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review	Monitoring of uptake of support Monitoring of consultation	September 2014 onwards	Finlay Flett	Included in BSS Board agendas/plans from September 2014
Age	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by	Monitoring of uptake of support Monitoring of	September 2014 onwards	Finlay Flett	Included in BSS Board agendas/plans

	the proposals of the BSS review	consultation		from September 2014
All Categories	Additional data gathering exercise to be undertaken in order to improve the quality of data	Custom report on Equalities profile in BSS	September 2014	Included in BSS Board agendas/plans from September 2014

Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Actions monitored by the BSS Review Steering Group and a monitoring report to the Operations Board
16. How will the results of any monitoring be analysed, reported and licised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	BSS Review Board and Stakeholder Group
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
Consultation and tailored support as outlined above	Consultation and tailored support as outlined above	Consultation and tailored support as outlined above

Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	BSS Review Board Operations Board	
Signed: (Lead officer completing EqIA)	F Flett	Signed: (Chair of DETG) C Yarde
Date:	August 2014	Date: 03/02/15
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair Pp C Yarde

Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community Health & Well-being	Officer completing the template:	Hugh Evans, Head of Commissioning & Partnerships (Interim)
<p>What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)</p>		<p>CHW- 05 Protection of Social Care Services through the Department of Health Better Care Fund allocation.</p>	<p>The Better Care Fund (BCF) is a national government directive that will transform the funding of NHS and social services in the future. A range of previous funding sources and existing core NHS funding presently administered by Clinical Commissioning Groups (CCGs) is being combined to comprise the national fund of £3.8 billion in 2015/16. The BCF is to be overseen by local Health and Wellbeing Boards (HWBB) and is to be issued to participant organisations through a Section 75 (Health and Social Care Act 2012) 'pooled budget' arrangement. The BCF fund for Harrow is at present £17,342,000.</p> <p>For the London Borough of Harrow Council, the amount considered sufficient to currently 'protect social care services' is estimated £6.529 million for 2015/16. This assumes that the reablement funding, which the majority of local authorities have received for a number of years, will be passed to the Council. Of the expected funding , £3.2m represents the 'additional income' that will be coming to the authority as a product of the fund, in addition to the existing funding that has been transferred to the local authority via the NHS in recent years. This will enable a management post to be funded by these resources and £63k in this respect is included in the S1 template CHW02. Whilst the BCF schemes for Harrow total £17,342,000, the funding identified for this activity totals £14,373,000. The shortfall of around £3 million is to be met through a range of savings and efficiency proposals to be identified by the</p>
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>			

	<p>partner organisations.</p> <p>The success criteria of the BCF have changed in recent weeks. The emphasis for the BCF is now on the avoidance of non-elective admissions, and the primary risk inherent in this is between the CCG and the acute sector provider (North West London Hospitals NHS Trust). However, the ambitious programme that underpins the BCF process considers this challenge in the context of a broader intention to improve community services and support people with frailty, complex needs and long term conditions more effectively in their communities. This work relies directly upon the provision of collaborative social care as part of a broader multi-agency approach, and will deliver significant improvements in care that will reduce reliance on acute sector, non-elective services.</p> <p>As a result of this policy agenda the council have negotiated, with the CCG, a financial contribution (£1.851m) in this respect.</p>
<p>485</p> <p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	<p>Adult social care service users and carers, patients, providers of care and health services</p> <p>NHS Clinical Commissioning Groups, providers of adult social care and NHS services, people who use adult social care, patients and informal carers</p>
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>Based on previous full financial year, shows 6,561 new customers referred into adult social care and requiring reablement assessment</p> <p>There is a national requirement to pool at least a specified minimum of NHS and social care funding, and the potential for local partners to pool more. Additional pooling will only be selected where this improves patients and service user outcomes. Any detailed redesign of services in an integrated setting would require specific EQUJAs, just as redesign of services in non-integrated settings also requires this</p>

The purpose of pooling funds for health and adult social care, and the receipt in the Council of NHS funding for social care, is to improve outcomes for vulnerable people with social care needs. Older people, people with disabilities and women (because of their increased representation in levels of need for social care in old age) are likely to benefit positively compared to other groups.

4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

➤ **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.

Neutral: where there will be a neutral impact, neither positive nor negative

Negative: where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

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C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
					IMPACT
LIKELIHOOD					

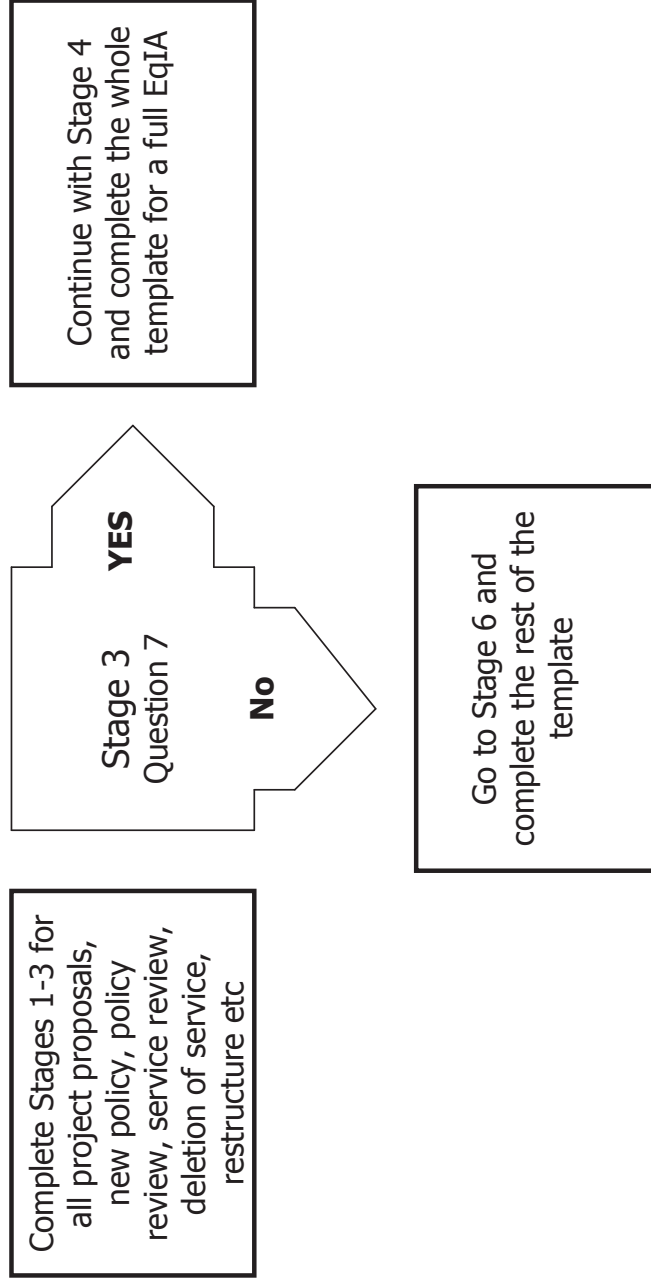
Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance Low/ Medium/ High	B Impact Positive/ Negative/ Neutral	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
Disability (including carers of disabled people)	Low	Positive		BCF improves outcomes for vulnerable people with social care needs	1 x 1 = 1
Gender assignment	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
Marriage and Civil Partnership	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
Pregnancy and Maternity	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
Race	Low	Neutral		Equality of Provision in Adults is between 0.9 – 1.1	1 x 1 = 1
Religion or Belief	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
Sex	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
Sexual orientation	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1

				group.
Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)				
Summary / Conclusion of assessment: (include the key findings and equality implications.	The purpose of pooling funds for health and adult social care, and the receipt in the Council of NHS funding for social care, is to improve outcomes for vulnerable people with social care needs. Older people, people with disabilities and women (because of their increased representation in levels of need for social care in old age) are likely to benefit positively compared to other groups.			
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	Older people, people with disabilities and women (because of their increased representation in levels of need for social care in old age) are likely to benefit positively compared to other groups.			

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	✓
Title of Project:			
Supporting People Ref: CHW- 6			
Directorate / Service responsible:			
Community, Health & Wellbeing – Supporting People Team			
Name and job title of lead officer:			
Sandie Roberts – Supporting People Team Manager			
Name & contact details of the other persons involved in the assessment:			
Chris Greenway – Head of Commissioning & Partnership			
Date of assessment:			
22nd Jan 2015			

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Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>A saving of £300k will be achieved by contract efficiencies and moving to enhanced housing management</p> <p>Enhanced Housing Management</p> <p>A move to enhanced housing management where funding can be provided through Housing Benefit covering housing management duties is being implemented by providers and supported by the SP Team.</p>
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Sheltered services are currently funded on the basis that 90% of service provision is Housing Related Support service (eligible for SP Grant). The current weekly support hours provided within the schemes are available on a part time basis (see table below). Housing management duties (ineligible for SP Grants) are also provided within the schemes also funded by SP. In addition, some service users live in sheltered for the peer group support and security; they do not require any support due to continued independence.

In total an annual saving of £92,927 will be made by moving to enhanced management support within the following sheltered schemes:

Provider	Service	Annual Contract Price	Weekly support hours
Anchor Trust	Oakmead Court	£16,027.09	16.13hrs pwk
	Weall Court	£9,946.54	9.21hrs pwk
Astra Housing Group	Willow Court	£17,019.36	21.35hrs pwk
Genesis Housing Assoc.	Cyberline Court	£16,770.00	21.50hrs pwk
HomeGroup	Alexander Court	£15,444.00	21.50hrs pwk
Sanctuary Housing Assoc.	Duncan House	£15,800.00	28hrs pwk
Jewish Community HA	Community Alarm Service	£1,920.00	N/A

As six (6) months' notice is required to end these contracts the actual annual saving as from 13/07/15 will be £67,175.91 for yr 15/16.

There should be minimum impact to tenants related to support, as Scheme Managers/Wardens were operating a service on a part time basis (see hours provided above) and community alarm Service is available 24hrs/7days per week.

The support provided under enhanced housing management should include staff presence within the schemes providing maintenance support, security of communal areas, dealing with rent enquiries etc. All tasks that will provide good security and safety for tenants within the schemes.

For those tenants that require additional support, there are community services available to support them.

Contract Efficiencies

Immediate savings to be achieved in year 15/16 Qrt.1 currently amounts to £193k of which will come from the following services:

- Community Alarm Service at Gordon Crt Sheltered Scheme - £1,920
- Gildea Hse Homeless Hostel SPOT purchasing - £10k
- L B of Harrow Sheltered Accom Floating Support Service - £64k
- L B of Harrow Staying Put (HIA) Service £20,760
- Age UK Harrow - £41k (to be funded from ASC budget from Apr 15)
- Non specified funding - £56k

The saving to be made from Qrt.2 will amount to around £90k from the following

	<p>services:</p> <ul style="list-style-type: none"> • Support within six (6) sheltered accomm. - £65,255 • EMI Floating Support - £25k <table border="1" data-bbox="406 430 694 1444"> <tr> <td>Residents / Service Users</td> <td>X</td> <td>Partners</td> <td></td> <td>Stakeholders</td> </tr> <tr> <td>Staff</td> <td>X</td> <td>Age</td> <td>X</td> <td>Disability</td> </tr> <tr> <td>Gender Reassignment</td> <td></td> <td>Marriage and Civil Partnership</td> <td></td> <td>Pregnancy and Maternity</td> </tr> <tr> <td>Race</td> <td></td> <td>Religion or Belief</td> <td></td> <td>Sex</td> </tr> <tr> <td>Sexual Orientation</td> <td></td> <td>Other</td> <td></td> <td></td> </tr> </table>	Residents / Service Users	X	Partners		Stakeholders	Staff	X	Age	X	Disability	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	Race		Religion or Belief		Sex	Sexual Orientation		Other		
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Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity																						
Race		Religion or Belief		Sex																						
Sexual Orientation		Other																								
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<p>Housing Associations providing support within the sheltered schemes will ultimately make the decision to move over to enhanced housing management funding from housing Benefit. Providers have consulted with residents and staff and report back to the Supporting People Team.</p> <p>As of date response received from providers:</p> <p>Asra Housing Group - The association has already conducted a sheltered housing strategic review with sheltered housing residents, stakeholders and staff on its approach to sheltered housing where supporting people funding ends. The conclusion was to provide intensive housing management officers and a community alarm service. Housing officers are already in place and Asra are to introduce their own internal community alarm service.</p> <p>Genesis Housing Assco. – Genesis are going down the enhanced housing management model route.</p> <p>Home Group - Home Group will accept the new arrangements for Alexander Court.</p>																									
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 	<p>493</p>																									

	<p>Sanctuary Housing - Sanctuaries are going to be going down the enhanced housing management model route.</p> <p>Jewish Community Housing – funding provided for community alarm service only, which will cease on 31st March 2015. JWH will cover these costs.</p> <p>NB: Anchor Trust – will not be applying for enhanced housing management funding.</p>
<p>Stage 2: Evidence / Data Collation</p> <p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)</p>	
<p>Age (including carers of young/older people)</p>	<p>Anchor Trust – 55yrs and above</p> <p>Asra Housing Group – 55yrs and above</p> <p>Genesis Housing Assoc – 60yrs and above</p> <p>HomeGroup – 60yrs and above</p> <p>Sanctuary Housing Assoc. – 60yrs and above</p> <p>The eligibility criteria for all services states that tenants must be capable of independent living with assistance if necessary from relatives, friends and support from service.</p>

	Providers to send in data for this client group, however, there should be no adverse impact as there will be no change to accommodation and any support required can be provided through community services.
Disability (including carers of disabled people)	
Gender Reassignment	X
Marriage / Civil Partnership	X
Pregnancy and Maternity	X
Race	X
Religion and Belief	X
Sex / Gender	X
Sexual Orientation	X
495 io Economic	Tenants in receipt of housing benefit should, not be financially disadvantaged with this decision, however, there may be an impact on tenants who contribute towards their rent/service charge as RSLs may recoup funding lost through rent increase.
5. What consultation have you undertaken on your proposals?	
Who was consulted?	What consultation methods were used?
Providers	Sheltered Provider Forum held December 2014
	What do the results show about the impact on different groups / Protected Characteristics? Feedback received from Providers as to whether they choose to go down enhanced housing management route or not. The following schemes are going
	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals). Providers have stated that consultation with tenants re: move to enhanced housing management will be carried out as part of this process. SP Team will attend consultation meetings at Providers request as and

		<p>forward to apply for enhanced housing management funding:</p> <p>Genesis Housing Assoc. Home Group Sanctuary Housing</p>	when required.						
<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>496 the Title of reports / documents and websites here.</p>		<p>Supporting People Team carried out a review of all the housing related support services in 2013/14. This included consultation with tenants/service users of people residing in sheltered schemes in July 2013. This identified the need for tenants to access community services as and when required.</p> <p>Summary of feedback can be read in the SP Engagement Workshop for Older People document (see attached).</p> <p>Consultation with providers included a verbal presentation from Willow Housing Assoc. A Provider who moved over to the enhanced housing management model in Oct 2014.</p> <p>On site staff presence within sheltered schemes could be available through housing management support, however, this will be at the discretion of RSLs/Landlords.</p>							
<p>Stage 3: Assessing Potential Disproportionate Impact</p>									
<p>7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?</p>									
Yes	Age (including carers) X	Disability (including carers) X	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation

No											
<p>YES - If there is a risk of disproportionate adverse Impact on any ONE of the Protected Characteristics, continue with the rest of the template.</p> <ul style="list-style-type: none"> Best Practice: You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated. <p>NO - If you have ticked 'No' to all of the above, then go to Stage 6</p> <ul style="list-style-type: none"> Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7 											
Stage 4: Collating Additional data / Evidence											
<p>8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?</p> <p>497</p> <p>include this evidence, including any data, statistics, titles of documents and website links here)</p>											
<p>9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?</p>											
Who was consulted?				What consultation methods were used?				What do the results show about the impact on different groups / Protected Characteristics?			
Providers consulted with tenants within their own schemes				Tenants meetings				Results show that there should be no impact			
								What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).			
								Alternative funding from Housing Benefit or Contract Efficiencies delivered by provider			
								Access to support will be available in the community through the following			

					services: Floating Support Services Mutual Support Network Provision Age UK Harrow Home Improvement Agency Providers and stakeholder shave been provided with information in order to make individual referrals to specific providers.
Stage 5: Assessing Impact and Analysis					
10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?					
Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)	
498 Age (including carers of young/older people)		✓	Neutral Impact. Housing related support will cease in July 2015 and Providers will seek alternative funding through housing benefit team	Access to support will be available in the community through the following services: Floating Support Services Mutual Support Network Provision Age UK Harrow Home Improvement Agency Providers and stakeholder shave been provided with information in order to make individual referrals to specific providers.	
Disability (including carers of	x	✓	Neutral Impact. Housing related support will cease in July 2015	Access to support will be available in the community through the following services:	

disabled people)			and Providers will seek alternative funding through housing benefit team	Floating Support Services Mutual Support Network Provision Harrow Association of the Disabled Home Improvement Agency Providers and stakeholder have been provided with information in order to make individual referrals to specific providers.
Gender Reassignment	x	✓	No impact	N/A
Marriage and Civil Partnership	x	✓	No impact	N/A
Pregnancy and Maternity	N/A		N/A	N/A
Race		✓	The ethnic demographics is reflected in the diversity of staff within service provisions. All Supporting People Services have mechanisms in place to monitor this.	Staff diversity and cultural specific service provision is part of the service reviews and contract monitoring.
Religion or Belief		✓	Supporting People Service specification and QAF addresses this and is robust in ensuring service provision is flexible and delivered in a manner that takes into consideration religion and Beliefs.	Monitoring and information gathering.
		✓		

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Sex			There is no available data for the breakdown.		Gender specific issues are covered and captured in SP QAF and is monitored in service reviews and contract monitoring.				
Sexual orientation	✓		No data on this.		Training for LGBT issues will be specified for support provider/staff.				
<p>11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>									
<p>11a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, fare reform, unemployment levels, community tensions, levels of crime) did your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>									
500				Yes	No				
<p>No other impact identified. Support will be available to individual tenants through community support services as follows: Floating Support Services Mutual Support Network Provision Age UK Harrow Home Improvement Agency</p>									
<p>12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation</p>									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)	
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	✓
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.				
Area of potential adverse impact e.g. Race, Disability	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Action required to mitigate				

<p>Service Providers need to identify tenants that are vulnerable due to age and disability and offer appropriate housing related support</p>	<p>A needs and risk assessment of all tenants in sheltered schemes will be reviewed prior to implementation of change.</p> <p>Floating Support service will reach out to Older People living in the community and wards with higher levels of deprivation will be targeted.</p> <p>The Mutual Support Network Provision and Handy Persons/HIA services will also reach out to Older People in the community with tangible needs and enable them to live in their homes for as long as possible.</p>	<p>Service Providers to implement the change. Support and advise will be offered to provider to implement this.</p> <p>Feedback meetings with Providers.</p>	<p>Providers have been formally informed by letter giving 6 months notice confirming the end of SP funding as from 13/07/15</p> <p>Feedback meetings to be scheduled with Providers in March/April 2015.</p>	<p>Sandie Robertris</p>
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Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>SP funding will cease as from 13th July 2015. Providers will monitor support needs of tenants and refer to appropriate community services for support.</p> <p>No monitoring is required by SP once contracts end in July 2015, however, will be available for advise and support as wand when requested by both Service Providers and stakeholders.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Feedback from Providers affected by this change and feedback from</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	

	provider who already moved over to enhance housing management model.
Stage 9: Public Sector Equality Duty	
18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)	
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups
Overt and or covert discrimination based on sexual orientation, race, gender reassignment, religious beliefs, are all reiterated in the SP Equality Assurance Framework and monitored using service reviews and contract monitoring.	Good quality, safe and secure accommodation and continued support towards independence will still be accessible to older people through community support services.
	Foster good relations between people from different groups
	The community services available to older people focuses on service provision that promotes social inclusion. It also fosters community integration of a diverse people by its promotion of and enabling its service users to participate in community activities.
Stage 10 - Organisational sign off (to be completed by Chair of Departmental Equalities Task Group)	
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.	
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EqIA)	Signed: (Chair of DETG)
Date:	Date:
Date EqIA presented at the EqIA Quality Assurance Group	Signature of ETG Chair

Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community Health & Well-being	Officer completing the template:	Veronica Patel, Project & Change Manager
<p>What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)</p>	<p>Ref: CHW-07 Recommissioning of inhouse transport provision to support the most vulnerable service users.</p>		
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>Adult services spend £1.4m on the Special Needs Transport (SNT) provided by service per year. The £1.4m pays for 17 routes (average route cost of 87k) and a small number of taxi routes. The provision is for FACS eligible users who access the community.</p> <p>Adult services achieved a £350k efficiency saving 2011/12 by bringing in a new personal approach to transport for adult social care users. This included helping people to make their own way to services using the existing public transport infrastructure and alternative transport provision in the local market. This approach allowed the Council to reduce the number of routes operated in favour of Adult services from 22 to 17 (reduction 5 routes).</p> <p>This proposal extends this approach so that Council funded door-to-door transport targeted at the most vulnerable. This should enable a further reduction of 8 routes taking the total number of Adult routes to 9.</p> <p>The reduction in routes overall (22 to 9 – 60% reduction) should also allow Adult to realise savings in the apportionment of management costs for the SNT service based on use.</p>		
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>		<p>Circa 90 service users would be impacted by the proposal. Usage on the service varies from one day to five days per week. Alternative provision will be signposted and supported through the Personalisation agenda therefore there will be no loss in service.</p>	

	<p>Approximately 12 FTEs employed by Children and Family Services are at risk of redundancy due to the reduction in routes from the total staff group of 173 staff in Special Needs Transport (SNT). This will be 6 drivers and 6 driver escorts.</p> <p>With a 6 month lead time and following SNT recently running a Voluntary Redundancy (VR) scheme, we would anticipate that the staffing efficiency could be achieved through natural wastage and VR therefore avoiding any compulsory redundancies.</p>																										
<p>505 What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>Staff data has been provided from the Council's SAP database and is as follows:</p> <p>Age: 34 of 173 staff are over 65 years old.</p> <p>Disability: 6 staff are disabled.</p> <p>Gender reassignment: 0</p> <p>Marital status:</p> <table border="0"> <tr> <td>Separated</td> <td>3</td> </tr> <tr> <td>Civil Partnership</td> <td>1</td> </tr> <tr> <td>Divorced</td> <td>4</td> </tr> <tr> <td>Married</td> <td>84</td> </tr> <tr> <td>Single</td> <td>38</td> </tr> <tr> <td>Unknown</td> <td>3</td> </tr> <tr> <td>Widowed</td> <td>4</td> </tr> <tr> <td>Blank</td> <td>36</td> </tr> <tr> <td>Grand Total</td> <td>173</td> </tr> </table> <p>Maternity/Paternity/Adoption taken in the last two years</p> <table border="0"> <tr> <td>Maternity Leave</td> <td>2</td> </tr> <tr> <td>Paternity Leave</td> <td>1</td> </tr> <tr> <td>(blank)</td> <td>170</td> </tr> <tr> <td>Grand Total</td> <td>173</td> </tr> </table>	Separated	3	Civil Partnership	1	Divorced	4	Married	84	Single	38	Unknown	3	Widowed	4	Blank	36	Grand Total	173	Maternity Leave	2	Paternity Leave	1	(blank)	170	Grand Total	173
Separated	3																										
Civil Partnership	1																										
Divorced	4																										
Married	84																										
Single	38																										
Unknown	3																										
Widowed	4																										
Blank	36																										
Grand Total	173																										
Maternity Leave	2																										
Paternity Leave	1																										
(blank)	170																										
Grand Total	173																										

Race:	
Asian - Chinese	1
Asian - Indian	40
Asian - Other	8
Asian - Pakistani	5
Asian - Sri Lankan	1
Black - African	5
Black - Caribbean	12
Black - Other	1
Mixed - Other	1
Other - Any Other ethnic group	2
Unclassified	1
Unknown	10
White - English	69
White - Irish	13
White - Other	3
White - Welsh	1
Grand Total	173
Religion or Belief:	
Christianity	31
Hinduism	14
Islam	2
Jainism	1
No Religion/Atheist	3
Other	5
Sikh	1
(blank)	116

	<p>Grand Total 173</p> <p>Sex: Female 99 Male 74</p> <p>Grand Total 173</p> <p>Sexual Orientation: Bi-sexual 3 Heterosexual 29 Prefer not to say (blank) 6 Grand Total 135 173</p>
	<p>Reviews are to be carried out on all of the Service Users using the service. Until this is completed we do not have information on the nine protected characteristics of this group. We are confident that no service users will be adversely impacted as there will be no loss of service.</p>
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>No. Based on the data above it would appear that the proposal will not disproportionately affect more people of one group than another.</p>

<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p> <p>➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.</p>	

➤ **Neutral:** where there will be a neutral impact, neither positive nor negative

➤ **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
IMPACT					

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Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			
Age (including carers of young/older people)	Low	Neutral	The deletion of posts will not adversely impact this protected characteristic over another group.	Staff data obtained from managers and SAP structure	1 x 1 = 1
Disability (including carers of disabled people)	Low	Neutral	The deletion of posts will not adversely impact this protected characteristic over another group.	Staff data obtained from managers and SAP structure	1 x 1 = 1

Gender Reassignment	Low	Neutral	The deletion of posts will not adversely impact this protected characteristic over another group.	Staff data obtained from managers and SAP structure	1 x 1 = 1
Marriage and Civil Partnership	Low	Neutral	The deletion of posts will not adversely impact this protected characteristic over another group.	Staff data obtained from managers and SAP structure	1 x 1 = 1
Pregnancy and Maternity	Low	Neutral	The deletion of posts will not adversely impact this protected characteristic over another group.	Staff data obtained from managers and SAP structure	1 x 1 = 1
Race	Low	Neutral	The deletion of posts will not adversely impact this protected characteristic over another group.	Staff data obtained from managers and SAP structure	1 x 1 = 1
Religion or Belief	Low	Neutral	The deletion of posts will not adversely impact this protected characteristic over another group.	Staff data obtained from managers and SAP structure	1 x 1 = 1
Sex	Low	Neutral	The deletion of posts will not adversely impact this protected characteristic over another group.	Staff data obtained from managers and SAP structure	1 x 1 = 1
Sexual orientation	Low	Neutral	The deletion of posts will not adversely impact this protected characteristic over another group.	Staff data obtained from managers and SAP structure	1 x 1 = 1

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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	This proposal has no impact on equalities
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	No cumulative effect

Signature - Lead Officer	Date
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	CHW	Officer completing the template:	Chris Greenway
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)	Ref. CHW-8 Additional income to be generated through MyCep Commercialisation		
<p>510</p> <p>What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>My Community ePurse is a personal budget and support planning tool that enables service users to receive personal budgets and purchase services all in one place using a PayPal electronic e-purse.</p> <p>Service users therefore do not need to set up bank accounts or keep paper records related to their personal budgets. The system is linked to a regional Care Directory 'CarePlace' covering many parts of London and is also integrated with NHS Choices. As a web based solution my Community ePurse can be accessed by anyone with a secure login and it can be interfaced with other systems using web services.</p> <p>This proposal looks to release some of the income generation potential behind My Community ePurse based on Harrow's Intellectual Property Rights (IPR) it has secured for the Council by selling the product to other Local Authorities. The costs of support will be absorbed within the existing staffing Establishment and any costs associated with the set up for other Local Authorities included within the product charge.</p>		
2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.	No Staff or Service Users will be impacted by the proposals.		
3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment?	Expressions of interest received from a number of local authorities including Surrey County Council, LB Sutton, LB Hillingdon, LB Ealing, LB Brent, LB		

<i>(include the actual data, statistics and evidence based on the different protected characteristics)</i>	Barnet, LB Southwark, LB Kingston and LB Camden
4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?	LB Sutton and LB Hillingdon have indicated they wish to proceed and contract for My CeP. No

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5	5	10	15	20	25	
Disproportionate disadvantage	4	4	8	12	16	20	
Moderate disadvantage	3	3	6	9	12	15	
Minor adjustments required	2	2	4	6	8	10	
Minimal considerations necessary	1	1	2	3	4	5	
SEVERITY OF IMPACT		0	1	2	3	4	5

	5	4	3	2	1	
Certain to occur						5
Very likely to occur						4
Likely to occur						3
Possible to occur						2
Very unlikely to occur						1
LIKELIHOOD						

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance Low/ Medium/ High	B Impact Positive/ Negative/ Neutral	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
Disability (including carers of disabled people)	Low	Neutral		My CeP covers all service user groups including those with a Disability (including carers)	1 x 1 = 1
Gender Reassignment	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
Marriage and Civil Partnership	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
Pregnancy and Maternity	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
Race	Low	Neutral		Equality of Provision in Adults is between 0.9 – 1.1	1 x 1 = 1
Religion or Belief	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
Sex	Low	Neutral		This will not adversely impact this protected characteristic over another group.	1 x 1 = 1

Sexual orientation	Low	Neutral	This will not adversely impact this protected characteristic over another group.	1 x 1 = 1
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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)				
Summary / Conclusion of assessment: (include the key findings and equality implications. This proposal has no impact on equalities				
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.		No cumulative effect		

Signature - Lead Officer	Chris Greenway	Date	22/08/2014
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community Health & Well-being	Officer completing the template:	Veronica Patel, Project & Change Manager
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		Review of In-house Residential Provision Ref. CHW-10	

<p>514</p> <p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc.)</p>	<p>In 2013/14, Adult services reconfigured the internal Learning Disability (LD) residential provision including a specialist transition unit to operate from the Council's Woodlands site. This year more transition clients have been helped to remain independent by utilising community based capacity without the need for residential care. The number of clients in Woodland's has greatly reduced and based on current trends can be closed before the end of the year. Future transition clients will be maintained in the community by making use of available capacity in the market. This delivers a £142k staff efficiency, which is delivered in part through the deletion of 2 vacant posts.</p> <p>The reconfiguration of day and residential services from Gordon Avenue (owned by Genesis Housing Association) will allow the discharge of this lease making a further saving of £20k in 2015/16. To facilitate this discharge the respite service at Bedford House (Council owned property) will be maintained.</p> <p>The balance £39k of the savings will come from the running expenses at Woodlands and wider in-house provision as required.</p> <p>In making the above changes we are also able to deliver at further management saving of £49k across Provider Services. This will deliver a total efficiency of £250k in 2015/16.</p>
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers,</p>	<p>Staff – 5 FTE posts are directly affected and are likely to be deleted from the Woodlands Residential Unit. 3 of which are Residential Support</p>

<p>communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	<p>Workers (occupied posts) and 2 are vacant (Care Assistants). No Service Users will be impacted by the proposals.</p>
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>Information on the staff affected has been provided by the Service Manager or has been obtained from the Council's staff database SAP.</p> <p>Of the three occupied posts:</p> <p>Age: None are over 65 or under 18. None are known carers. Race: 2 are White British. 1 is Black African. Disability: None of the staff are registered as disabled. Religion/belief: Not known Sexual orientation: Not known Sex: Two are female, one is male. Transgender: Not known Pregnancy/maternity: None of the staff are currently pregnant or on maternity leave. Marriage/civil partnership: 1 is married the other 2 are not known.</p>
<p>... Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc.) than another?</p>	<p>The majority of the workforce in Adult Social Care is female therefore there is potential for adverse impact in relation to gender.</p>

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5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

➤ **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or

foster good relations.

- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
IMPACT					

516

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			Assessing Negative Impact Score
Age (including carers of young/older people)	Low	Negative	The deletion of posts may have a negative impact on those that are carers and currently work to shift patterns to help them meet their caring duties. New roles outside of the	This was raised during the reorganisation earlier this year. It is not known if any of the 3 staff are carers.	1 x 2 = 2

			authority may not offer the same flexibility.			
Disability (including carers of disabled people)	Low	Neutral		None of the staff at Woodlands are identified as having a registered disability	1 x 1 = 1	
Gender Reassignment	Low	Neutral		None of the staff at Woodlands are identified as being gender reassigned	1 x 1 = 1	
Marriage and Civil Partnership	Low	Neutral		The deletion of posts will not adversely impact this protected characteristic over another group.	1 x 1 = 1	
Pregnancy and Maternity	Low	Neutral		Council policy exists for those pregnant/on maternity leave. No one in the staff group is currently pregnant on maternity leave.	1 x 1 = 1	
Race	Low	Neutral		The deletion of posts will not adversely impact this protected characteristic over another group. 2 of the staff are White British. 1 is Black African.	1 x 1 = 1	
Religion or Belief	Low	Neutral		The deletion of posts will not adversely impact this protected characteristic over another group.	1 x 1 = 1	
Sex	Low	Negative	2 of the 3 of staff that will be will have their posts deleted are female	The majority of the staff group in LD residential are female so this is unavoidable.	3 x 3 = 9	
Sexual orientation	Low	Neutral		The deletion of posts will not adversely impact this protected characteristic over another group.	1 x 1 = 1	

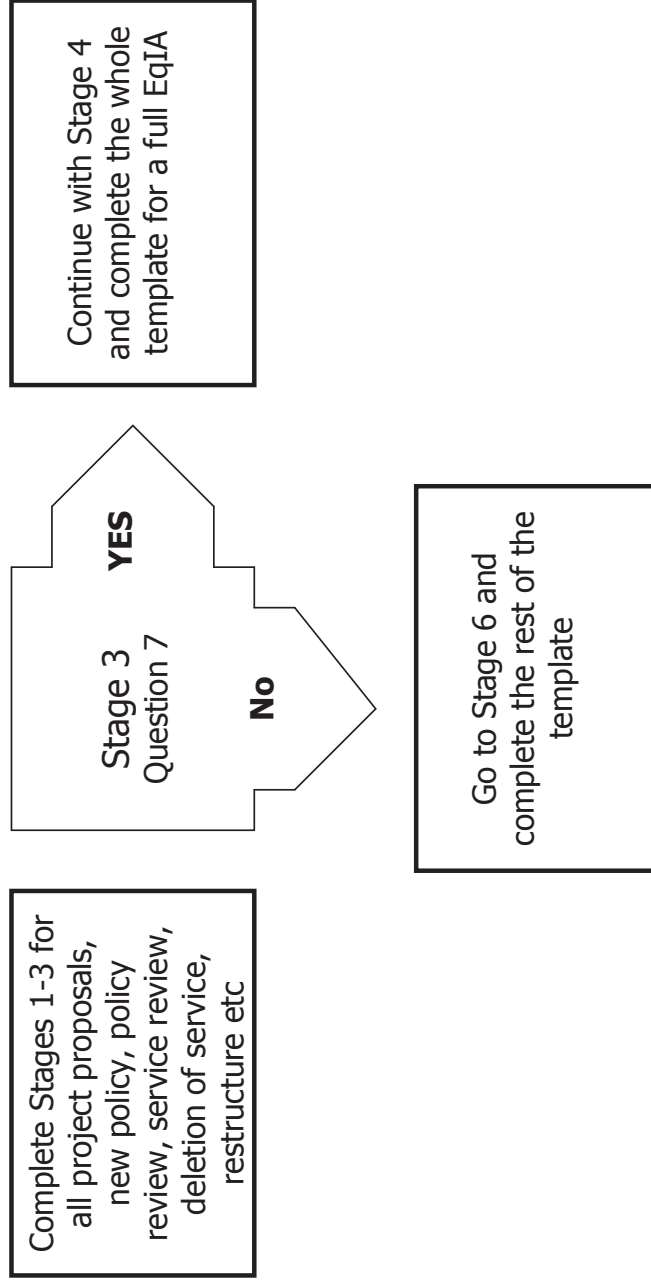
Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	Further analysis of the staff group to collate and consultation to take place in accordance with the Council's Reorganisation procedure and the Council's Protocol for Managing Organisation Change (PMOC).
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	Highly likely due to other proposals across CHW and the Council.

Signature - Lead Officer	Date	20-08-14
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Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Formatted: Right: 1 cm, Top: 0.63 cm, Bottom: 0.95 cm, Section start: New page, Do not suppress endnotes, Header distance from edge: 1.25 cm, Footer distance from edge: 1.25 cm, Not Different first page header

Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project:			
Strategic reorganisation of Sports Development team (Ref CHW 14)			
Community, Health and Well-Being/Community and Culture			
Directorate / Service responsible:			
Tim Bryan – Service Manager, Libraries, Sport and Leisure			
Name and job title of lead officer:			
Marianne Locke – Divisional Director, Community and Culture Marianne.locke@harrow.gov.uk			
Name & contact details of the other persons involved in the assessment:			
Date of assessment:			
29/01/15			
Stage 1: Overview			
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>		<p>Strategic reorganisation of Sports Development team to reduce overall budget for 215-16. This will entail a staffing restructure which will reduce current staffing levels from 2 to 1 FTE (remaining post funded from within Community & Culture budgets). A full EQIA will be completed in line with Harrow's Protocol for Managing Organisational Change (PMOC). In addition, to cease delivery of the London Youth Games and further review sports development delivery in 2016/17. This will be subject to a further EQIA process.</p> <p>Reference: CHW14</p>	
2. Who are the main people / Protected Characteristics that		Residents / Service	Partners
		✓	Stakeholders

520

Users					
Staff	✓		Age	✓	Disability
Gender Reassignment			Marriage and Civil Partnership		Pregnancy and Maternity
Race			Religion or Belief	✓	Sex
Sexual Orientation			Other		

The delivery of the London Youth Games is supported by an inter-borough agreement through London Councils. All London authorities pay £7,500pa towards these costs. This agreement ceases in 2016-17. A number of authorities are considering pulling out or have announced they will not be participating in LYG for 2015-16 but may still be liable to pay the annual costs to London Councils. In addition, the Sports Development team works closely with the Public Health team on a number of local initiatives such as Outdoor Gyms etc. The Sports Development team also supports the work of the Community Sports and Activity Network on Harrow, a group of local sports and physical ACTIVITY providers such as sports clubs., London Sports etc. The CSPAN fund which was allocated through 2014-5 will be part delivered in 2015-16, monitored by the CSPAN and Sports Development.

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3. Is the responsibility shared with another directorate, authority or organisation? If so:
- Who are the partners?
 - Who has the overall responsibility?
 - How have they been involved in the assessment?

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

Age (including carers of young/older people)
 Breakdown information of Harrow participants of London Youth Games 2014 identifies that the majority of participants are aged between 11 and 18 years old and of the staff in the Sports Development Team. In the London Youth Games 2014, 413 athletes competed for Harrow. This consisted of 220 males and 193 females. The age breakdown was: 8-10 year olds = 7, 11-15 year olds = 336, 16-18 year olds = 70.

	<p>The Sports Development Team currently consists of 2 FTEs. The breakdown of the current staff is as follows:</p> <p>Age – 1 member of staff is aged between 25 and 34, and one member of staff is aged between 45 and 54.</p> <p>Children with sporting talent will still be able to participate in regional competitions through local clubs and through the School Games. This is particularly the case for sports such as swimming and cricket. Sports Development will be able to work with families and clubs to advice on the appropriate progression route for other sports involving liaising with the National Governing Bodies (NGBs).</p>
<p>Disability (including carers of disabled people)</p>	<p>Harrow entered 5 sports events in London Youth Games 2014 that were specifically for children with disabilities.</p> <p>Neither of the 2 existing members of the Sports Development have been identified as having a disability.</p> <p>Children with sporting talent will still be able to participate in regional competitions through local clubs and through the School Games. This is particularly the case for sports such as swimming and cricket. Sports Development will be able to work with families and clubs to advice on the appropriate progression route for other sports involving liaising with the National Governing Bodies (NGBs).</p>
<p>522 Gender Reassignment</p>	<p>London Youth Games is a competition for school children and therefore there is no impact for this characteristic. There is no impact on the Sports Development Team.</p>
<p>Marriage / Civil Partnership</p>	<p>London Youth Games is a competition for school children and therefore there is no impact for this characteristic. There is no impact on the Sports Development Team.</p>
<p>Pregnancy and Maternity</p>	<p>London Youth Games is a competition for school children and therefore there is no impact for this characteristic. There is no impact on the Sports Development Team.</p>
<p>Race</p>	<p>Breakdown information of Harrow participants of London Youth Games 2014 above shows that there were 3 main racial groups who participated (Asian/Asian British, Any White Background, or Black/African/Caribbean/Black British)</p> <p>The 2 existing members of the Sports Development team are from different racial groups (Asian/Asian</p>

	British, Black/African/Caribbean/Black British).
Religion and Belief	Neither positive or negative impact for London Youth Games participants and for Sports Development team staff. Members of the Sports Development team have different religions or beliefs.
Sex / Gender	Breakdown information of Harrow participants of London Youth Games 2014 shows an even split of participants between males and females. Both Sports Development staff are male.
Sexual Orientation	Neither positive or negative impact for London Youth Games participants as this data is not collected for the schoolchildren participants. No impact for Sports Development team staff.
Socio Economic	Participants in LYG come from a number of different schools and socio-economic backgrounds. Neither positive or negative impact for London Youth Games participants and for Sports Development team staff.

Who was consulted?									
Harrow Youth Parliament	To be consulted for 2016-17 LYG								
Harrow Youth AN	To be consulted for 2016-17								
Harrow Schools	To be consulted for 2016-17 LYG								

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?
n/a

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

Age	Disability	Gender	Marriage	Pregnancy and	Race	Religion and	Sex	Sexual
-----	------------	--------	----------	---------------	------	--------------	-----	--------

	(including carers)	(including carers)	Reassignment	and Civil Partnership	Maternity	Belief	Orientation
Yes	√						
No		√	√	√	√	√	√

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your **Improvement Action Plan at Stage 7**

Stage 4: Collating Additional data / Evidence

What additional data / evidence have you considered in addition to your proposals as a result of the analysis at Stage

524

(include this evidence, including any data, statistics, titles of documents and website links here)

9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Further consultation with Council Officers, partners, stakeholders, voluntary sector organisations,			

and service users will need to be conducted for 2016-17.						
Stage 5: Assessing Impact and Analysis						
10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?						
Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)		
Age 525 (including carers of young/older people)	✓	✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9 The proposal to cease participation in London Youth Games (LYG) for 2016/17 has the potential to have a negative impact on the protected characteristics in particular age. LYG is a competition for talented athletes the majority of which are secondary school age, 11-18 year olds (98% of participants in 2014 were aged 11-18 years	Children with sporting talent will still be able to participate in regional competitions through local clubs and through the School Games. This is particularly the case for sports such as swimming and cricket. Sports Development will be able to work with families and clubs to advice on the appropriate progression route for other sports involving liaising with the National Governing Bodies (NGBs).		
Disability (including carers of disabled people)	✓		Some of the competitions are specifically for children with a disability,	Children with sporting talent will still be able to participate in regional competitions through local clubs and through the School Games. This is particularly the case for sports such as swimming and cricket. Sports Development will be able to work with families and clubs to advice on the appropriate progression route for other sports involving liaising with the National Governing Bodies (NGBs).		
Gender Reassignment			n/a			

Marriage and Civil Partnership	n/a								
Pregnancy and Maternity									
Race	The breakdown of participants in 2014 identified that the majority were either Asian/Asian British, Any White Background, or Black/African/Caribbean/Black British.								Children with sporting talent will still be able to participate in regional competitions through local clubs and through the School Games. This is particularly the case for sports such as swimming and cricket. Sports Development will be able to work with families and clubs to advice on the appropriate progression route for other sports involving liaising with the National Governing Bodies (NGBs).
Religion or Belief	n/a								
Sex	n/a								
Sexual orientation	n/a								
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?									
If yes, which Protected Characteristics could be affected and what is the potential impact?									
11a. Any Other Impact – Considering what else is happening within the									
						Yes	No		
						No cumulative affect has been identified as schools deliver the School Games directly as part of a national scheme.			
						Yes	No		

Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?									
If yes, what is the potential impact and how likely is to happen?									
12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓
If you have answered "yes" to any of the above, set out what justification there may be for this in Q1.2a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)									
527	The analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.								
<ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 									
Stage 6: Decision									
13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)									
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.									
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>									
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 1.3a below)									
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected									

<p>groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)</p>	
<p>13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.</p>	

Stage 7: Improvement Action Plan					
14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	<i>Action required to mitigate</i>	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Age	Further consultation regarding the non-participation in LYG for 2016-17 with schools, CSPAN and local sports clubs.		Sept 2015	Tim Bryan	April 2015
528 Race	Further consultation regarding the non-participation in LYG for 2016-17 with schools, CSPAN and local sports clubs.		Sept 2015	Tim Bryan	April 2015
Disability	Consultation with staff on restructure proposals Further consultation regarding the non-participation in LYG for 2016-17 with schools, CSPAN and local sports clubs.	Staffing restructure completed	April 2015	Tim Bryan	April 2015

Stage 8 - Monitoring
The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

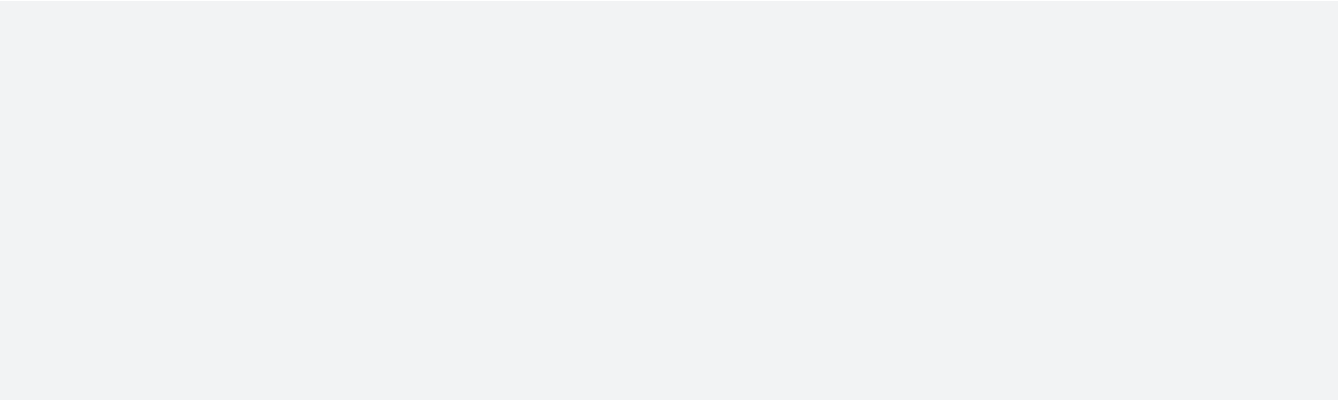
15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Through the Service plan on a quarterly basis.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Through Improvement Boards.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups. (Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)	Through the Service plan on a quarterly basis.
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups
	Foster good relations between people from different groups
529	


Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.	
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	DETG
Signed: (Lead officer completing EqIA)	T Bryan
Date:	29/01/15
Date EqIA presented at the EqIA Quality Assurance Group	Signed: (Chair of DETG) Carol Yarde
	Date: Feb 2015
	Signature of ETG Chair



Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community Health & Wellbeing	Officer completing the template:	Sandra Bruce-Gordon																																								
<p>What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)</p>		<p>CHW 15 Reduce council subsidy to the Harrow Arts Centre & Museum, whilst developing business plan to eliminate subsidy in the longer term. In 2015/16 saving achieved by additional income and staff re-structure in 2014/15 (resulting in 2 redundancies)</p>																																									
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, holders, the workforce, the elderly, disabled etc.</p>		<p>Increasing income and reducing costs achieved through staffing restructure in 2014/15 and other efficiency measures. Developing a business plan for 2016-17 onwards to be considered by Cabinet in Spring 2015.</p> <p>Staff; internal and external customers, stakeholders, communities of Harrow, young people, older people.</p>																																									
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? (include the actual data, statistics and evidence based on the different protected characteristics)</p>	<p>531</p>	<p style="text-align: center;"> Annual Report 1314.pdf</p> <p style="text-align: center;">Participation Report.</p> <p>Attendance and registration information including:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Harrow</th> <th style="text-align: center;">Music</th> <th style="text-align: center;">Service</th> <th style="text-align: center;">statistics.</th> </tr> <tr> <th style="text-align: left;">FESTIVALS - APPROXIMATE NO OF CHILDREN PARTICIPATING</th> <th style="text-align: center;">MONDAY</th> <th style="text-align: center;">TUESDAY</th> <th style="text-align: center;">WEDNESDAY</th> </tr> </thead> <tbody> <tr> <td>BAND</td> <td style="text-align: center;">171</td> <td style="text-align: center;">134</td> <td></td> </tr> <tr> <td>GUITAR</td> <td></td> <td style="text-align: center;">152</td> <td></td> </tr> <tr> <td>STRINGS</td> <td style="text-align: center;">144</td> <td style="text-align: center;">132</td> <td style="text-align: center;">125</td> </tr> <tr> <td>WORLD</td> <td></td> <td style="text-align: center;">140</td> <td></td> </tr> <tr> <td>CHOIR SHOWCASE</td> <td style="text-align: center;">184</td> <td></td> <td style="text-align: center;">255</td> </tr> <tr> <td>RECORDER</td> <td></td> <td style="text-align: center;">133</td> <td></td> </tr> <tr> <td>PERCUSSION DAY</td> <td></td> <td style="text-align: center;">60</td> <td></td> </tr> <tr> <td>TOTALS</td> <td style="text-align: center;">499</td> <td style="text-align: center;">751</td> <td style="text-align: center;">380</td> </tr> </tbody> </table>		Harrow	Music	Service	statistics.	FESTIVALS - APPROXIMATE NO OF CHILDREN PARTICIPATING	MONDAY	TUESDAY	WEDNESDAY	BAND	171	134		GUITAR		152		STRINGS	144	132	125	WORLD		140		CHOIR SHOWCASE	184		255	RECORDER		133		PERCUSSION DAY		60		TOTALS	499	751	380
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Audience statistics.

Age	
0<6	0%
7<12	1%
13<19	2%
20<30	4%
31>45	11%
46>64	30%
65+	35%
Not obtained 17%	

Disability	
Disabled	8%
Non disabled	71%
Not obtained 21%	

Ethnicity	
Asian	0% Bangladeshi
Asian	2% British
Asian	2% Indian
Asian	1% Pakistani
Asian	0% other
Black	0% African
Black	1% British
Black	2% Caribbean
Black	1% Other
Chinese	
Latin	American
Middle	Eastern
Mixed	heritage 1%
White	British 56%
White	European 3%
White	Irish 4%
White	other 2%
Other	2%
Not obtained 22%	

Religion	
Muslim	1%

Christian 41%
 Buddhist 0%
 Sikh 0%
 Jewish 11%
 Hindu 3%
 Atheist 5%
 Agnostic 4%
 Other 7%
 Not obtained 27%

Gender
 Male 26%
 Female 53%
 Other 0%
 Not obtained 22%

Staff Profile

Age
 0<5 0%
 6<12 0%
 13<19 0%
 20<25 0%
 26<55 80%
 56<75 20%

Disability
 Disabled 5%
 Non disabled 95%

Ethnicity
 Asian 0%
 Bangladeshi 0%
 Asian British 0%
 Asian Indian 5%
 Asian Pakistani 0%
 Asian other 0%
 Black African 0%
 Black British 0%

Black Caribbean 5%
 Black Other 5%
 Chinese 0%
 Latin American 0%
 Middle Eastern 0%
 Mixed heritage 5%
 White English 65%
 White European 0%
 White Irish 0%
 White other 5%
 Other 0%
 Not obtained 10%

Religion
 Muslim
 Christian 10%
 Buddhist
 Sikh
 Jewish 2%
 Hindu
 Atheist 4%
 Agnostic
 Other
 Not obtained 84%

Gender
 Male 50%
 Female 50%
 Other
 Not obtained

Sexual Orientation
 Hetrosexual 19%
 Prefer not to say 5%
 Not obtained 76%

4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?

Young People aged between 1 and 25.

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score in each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
					IMPACT

Calculating the score - Severity of Impact X Likelihood = Score


Protected Characteristic	A Relevance	B Impact	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use?)	C Assessing Negative
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	Low/ Medium/ High	Positive/ Negative/ Neutral		you use to assess this?)	Impact Score
Age (including carers of young/older people)	Low	Neutral	Full EQIA to be developed for Cabinet report Spring 2015 depending on options identified for 2016-17 onwards		1
Disability (including carers of disabled people)	LOW	NEUTRAL	Full EQIA to be developed for Cabinet report Spring 2015 depending on options identified for 2016-17 onwards		1
Gender Reassignment	LOW	NEUTRAL	N/A Full EQIA to be developed for Cabinet report Spring 2015 depending on options identified for 2016-17 onwards		1
Marriage and Civil Partnership	LOW	NEUTRAL	N/A Full EQIA to be developed for Cabinet report Spring 2015 depending on options identified for 2016-17 onwards		1
Pregnancy and Maternity	LOW	NEUTRAL	N/A Full EQIA to be developed for Cabinet report Spring 2015 depending on options identified for 2016-17 onwards		1
Race	LOW	NEUTRAL	N/A Full EQIA to be developed for Cabinet report Spring 2015 depending on options identified for 2016-17 onwards		1
Religion or Belief	LOW	NEUTRAL	N/A Full EQIA to be developed for Cabinet report Spring 2015 depending on options identified for 2016-17 onwards		1
Sex	LOW	NEUTRAL	N/A Full EQIA to be developed for Cabinet report Spring 2015 depending on options identified for 2016-17 onwards		1
Sexual orientation	LOW	NEUTRAL	N/A Full EQIA to be developed for Cabinet report Spring 2015 depending on options identified for 2016-17 onwards		1

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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	No impacts identified for 2015-16. Impact assessment to be conducted for any proposals for the future delivery 2016-17 to be considered by Cabinet in Spring 2015.

<p>Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.</p>	<p>N/A</p>
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<p>Signature - Lead Officer</p>		<p>Date</p>	<p>10/2/2015</p>
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Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community Health and Wellbeing	Officer completing the template:	Samia Malik
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		Ref CHW18 CHW Management savings – 1 fte in Community & Culture 2015/16 and 1fte in Housing 2016/17.	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>538</p>		Deletion of Senior Professional Community Cohesion post as part of the CHW management savings proposal. Key duties to be covered elsewhere in the Council. For example, there is an overlap with the E&E Community Safety responsibilities and the Channel Panel is already chaired by C&F. Hate Crime delivery could be monitored by Community Safety. PREVENT is likely to become a statutory function in the Autumn of 2014 but there is no indication yet what this statutory guidance is likely to stipulate and whether the Council will require a specific officer.	
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>		This post has a coordinating role in the cohesion, PREVENT and community tension monitoring areas and is a direct link with the Police on these issues (locally and regionally/nationally) and with local faith groups. Deletion of this post could have a cross cutting impact on services and directorates within the Council, partner organisations, and the community as a whole - particularly vulnerable communities (eg communities effected by hate crime - BME, faith, disability and LGBT). Additionally, communities and institutions effected by the Prevent area of work (eg faith and community organisations, schools and colleges etc) and community tensions.	<p>Faith groups include Harrow Inter Faith Council, and the diverse local faith groups of Harrow, all local mosques (particularly at times of rising tensions and Islamophobia) etc.</p>

Community Groups/organisations – eg Harrow Equalities Centre, Harrow Anti Racist Alliance, Mind (including the Hayaan Project Olole Isbedel), Tell Mama Project/Faith Matters, Community Security Trust (CST), Harrow Association of Somali Voluntary Organisations, Afghan Association Paiwand, Afghan Association London (Harrow), Imam Hussain Foundation, ARDO, Association of Senior Muslim Citizens, Harrow Iranian Community, Harrow Muslim Council, Islamic and Cultural Society of Harrow, Pakistan Association, Pakistan Women’s Association of Harrow, West London LGBT group etc.

Other Council departments – Children Services (particularly colleagues working on safeguarding, gangs, YOT, education, youth services, commissioning), Adult Services (particularly colleagues working on safeguarding, carers), Anti Social Behaviour Team, Licensing Team, Parking Team, Communications Team, Equalities, Policy and Partnership, Public Health, housing, Emergency Planning, etc.

Partner agencies – Harrow Police, other Metropolitan police teams, Home Office, Stop Hate UK, schools, and other local authorities (particularly via the London Prevent Network), etc.

Others – Community Champions

The 2011 **Census data** shows that Harrow has a very diverse population both in terms of ethnic background and in respect of religion:

Census 2011 - Ethnicity (% of Harrow) 2011 (2001 figures in brackets):

- Asian 42.6 (29.6)
- White – British 30.9 (54.3)
- White – other 11.4 (4.5)
- Black 8.2 (6.1)
- Mixed 4.0 (2.8)
- Other 2.9 (2.6)

Census 2011 – Religion (% of Harrow) 2011 (2001 figures in brackets):

- Christian 37.3 (47.3)
- Hindu 25.2 (19.6)
- Muslim 12.5 (7.2)

Community Groups/organisations – eg Harrow Equalities Centre, Harrow Anti Racist Alliance, Mind (including the Hayaan Project Olole Isbedel), Tell Mama Project/Faith Matters, Community Security Trust (CST), Harrow Association of Somali Voluntary Organisations, Afghan Association Paiwand, Afghan Association London (Harrow), Imam Hussain Foundation, ARDO, Association of Senior Muslim Citizens, Harrow Iranian Community, Harrow Muslim Council, Islamic and Cultural Society of Harrow, Pakistan Association, Pakistan Women’s Association of Harrow, West London LGBT group etc.

Other Council departments – Children Services (particularly colleagues working on safeguarding, gangs, YOT, education, youth services, commissioning), Adult Services (particularly colleagues working on safeguarding, carers), Anti Social Behaviour Team, Licensing Team, Parking Team, Communications Team, Equalities, Policy and Partnership, Public Health, housing, Emergency Planning, etc.

Partner agencies – Harrow Police, other Metropolitan police teams, Home Office, Stop Hate UK, schools, and other local authorities (particularly via the London Prevent Network), etc.

Others – Community Champions

The 2011 **Census data** shows that Harrow has a very diverse population both in terms of ethnic background and in respect of religion:

Census 2011 - Ethnicity (% of Harrow) 2011 (2001 figures in brackets):

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- Black 8.2 (6.1)
- Mixed 4.0 (2.8)
- Other 2.9 (2.6)

Census 2011 – Religion (% of Harrow) 2011 (2001 figures in brackets):

- Christian 37.3 (47.3)
- Hindu 25.2 (19.6)
- Muslim 12.5 (7.2)

Jewish 4.4 (6.3)
Other 2.5 (2.1)
Sikh 1.2 (1.0)
Buddhist 1.1 (0.7)
No religion 9.6 (9.0)
Not stated 6.2 (6.8)

Under **Section 17 of the Crime and Disorder Act 1998** local authorities have a duty to consider crime and disorder implications.

(1) Without prejudice to any other obligation imposed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

(2) this section applies to a local authority, a joint authority, [F1]the London Fire and Emergency Planning Authority,] a police authority, a National Park authority and the Broads Authority.

PREVENT

The **National threat level** in the UK was raised from substantial to severe on 29th August 2014. This means that a terrorist attack is highly likely.

The **Prevent Strategy** is part of the Government's counter-terrorism strategy. **CONTEST**. Its aim is to stop people becoming terrorists or supporting terrorism.

The **Extremism Taskforce Report** (December 2013) states the following:
'Preventing radicalisation
Local authorities are instrumental in delivering 'Prevent', the government's counter-radicalisation and counter-extremism strategy.

4.1 There are some towns and cities in the UK where extremism is of particular

concern. The people on the front line who we rely on to work with communities to tackle extremism must have the full support of their local authority. This is not always the case.

4.2 To show unequivocally the importance we attach to tackling extremism and the role of local authorities in delivering it, we will:

take steps to intervene where local authorities are not taking the problem seriously

make delivery of 'Prevent' a legal requirement in those areas of the country where extremism is of particular concern

make delivery of the 'Channel' programme a legal requirement in England and Wales, which supports individuals at risk of being radicalised'.

At the **London Prevent Network** meeting on 4th September 2014 Lindsay Bennett, the Home Office representative, stated that the Home Office are aiming for **Statutory Guidance** for Prevent to be published before the end of the year, and that the 'Channel' programme is likely to become a legal requirement during the term of this parliament.

Harrow is not identified as one of the Prevent 'priority areas' and so does not receive ring fenced Prevent funding. However, as a London authority, and neighbouring priority areas, Harrow needs to remain vigilant and to work with our communities on the Prevent agenda to prevent radicalisation and tackle extremism. There have been a number of incidents cited in the Community Tension Assessments and discussed in the Prevent Problem Solving Panel meetings were Harrow residents have been invited to, or have participated in, activities in Harrow or neighbouring priority boroughs - including demonstrations, events at which extremists speakers have spoken, fundraising activities etc.

Channel statistics

Full year statistics for Harrow, 2013:

Nine live cases for Harrow (compared to 5 in 2012).

Of these 6 were male and 3 female.

4 were under 18 years of age and 5 over 18 years of age.

Harrow's statistics are higher than some of the neighbouring 'priority' areas:

Non-funded priority boroughs Barnet: 2, Hillingdon: 4, Hounslow: 7.
Priority areas: Ealing: 6, Brent: 7.

This is in the light of the current situation where it is clear that the international environment could have an impact locally.

COMMUNITY COHESION

The Equality Act 2010: Public Sector Equality Duty

Requires local authorities to **foster good relations** between people who share a protected characteristic and people who do not share it. This involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

The community cohesion area of work supports the Corporate Equality Objective

Community Cohesion indicator

Since 2012 we have been measuring the community cohesion indicator via a question in the Reputation Tracker. The question was similar as the Place Survey question but the wording did not contain "people from different backgrounds". The Communications team have been asked to include this wording going forward.

In March 2014 78% agreed with the community cohesion question, and 19% disagreed. The aforementioned 'actual' figures were against the target (for May 2014) of 79%, so we are just below target. There was no survey in May 2014.

In terms of 'trends':

In May 2012 the baseline was set at 75%.

In May 2013 the target was 77%, and the actual was 79% (the mid-year figure in November 2013 showed a decline as the figure agreeing that that people in their local area get on well together was 71%).

Although we have seen an increase from November 2013 from 71% to 78% in

March 2014, we are still just below the May 2014 target figure of 79%.

Commission on Integration and Cohesion – ‘Our Shared Future’ report gives a definition of integration and cohesion.

HATE CRIME

Challenge it, Report it, Stop it: The Government’s Plan to Tackle Hate Crime (March 2012) states:

1.11 That tackling hate crime matters because of the damage it causes to victims and their families, but also because of the negative impact it has on communities in relation to cohesion and integration. There is clear evidence to show, that being targeted because of who you are has a greater impact on your wellbeing than being the victim of a ‘non-targeted’ crime...We also know that low level hate crimes can escalate quickly if not dealt with early, with victims often being targeted repeatedly. As a number of cases have shown, this escalation can have tragic consequences, if they are not challenged earlier. More widely, tackling hate crime effectively – and being seen to tackle it – can help foster strong and positive relations between different sections of the community and support community cohesion.

1.13 All the available research and testimonials from voluntary organisations suggest that hate crime is hugely under-reported. Some victims may be reluctant to come forward, for example, for fear of attracting further abuse, for cultural reasons, or because they don’t believe the authorities will take them seriously...more isolated sections of the community...are even more unlikely to report crimes...under-reporting is a significant issue among the following groups:

- New migrant communities, including Asylum and Refugee communities
- Gypsy, Irish Traveller and Roma communities
- Transgender victims
- Disabled victims

MOPAC – Developing a Hate Crime Reduction Strategy for London (2014) states that:

'some people are targeted just because of who they are. Hate crime makes victims of whole communities with repercussions beyond those being targeted. Hate crime has a significant impact on the perception of crime, community cohesion and can lead to feelings of fear, stigmatisation and isolation among those who share characteristics with victims, even if they have not been victimised themselves.'

In his Policing and Crime Plan, the Mayor recognises that levels of hate crime are too high and that there is significant under reporting.

Analysis of the hate crime data undertaken by MOPAC indicates that in the rolling year to May 2014, the number of recorded offences in each category has increased:

- Disability hate crime by 13% (from 107 to 121)
- Faith hate crime by 25% (from 673 to 843)
- Homophobic hate crime by 7% (from 1106 to 1185)
- Racist and religious hate crime by 8% (from 9187 to 9918)
- Transgender hate crime up 65% (from 51 to 84)

Hate crime is hugely under-reported. The Crime Survey for England and Wales indicates that 43% of personal hate crimes are not reported to the police. The Stonewall 'Gay British Crime Survey (2013) reported that more than three-quarters of gay, bisexual and lesbian victims of hate crime did not report it to the police.

The MOPAC report states that hate crime (race, faith, disability and LGBT) is significantly under reported and more work is required to (i) promote third party reporting arrangements (a recommendation of the McPherson Report), (ii) increase confidence in reporting and (iii) reduce repeat victimisation.

Metropolitan Police hate crime statistics for Harrow 12 months to July 2014 (12 months to July 2013 figures in brackets) :
Racist and Religious hate crime: 241 (195)

Homophobic crime: 12 (8)
 Ant-Semitic Crime: 9 (5)
 Islamophobic Crime: 21 (13)

Stop Hate UK statistics for Harrow 2013/2014:

There were 15 connections during the year. Seven of these were for race related hate crime/incidents.

In 2012/2013 there were 31 connections during the year. Seven of these were for race related hate crime/incidents, one for disability, one for sexual orientation, two with multiple motivations.

Between 1st April 2013 and 31st March 2014 **Harrow Equality Centre** supported 32 clients with hate crime case work. Of these 15 clients were supported for race related matters, 2 for race and gender, 1 for race and disability, 2 for disability, 1 for religion, 1 for sexual orientation and 6 for gender and age.

Clients presented to the HEC for casework support due to incidents involving physical assault/threats to kill, verbal abuse/threatening behaviour, racist language, sexual assault, discrimination and intimidation.

Community Security Trust reported that:

More than 130 incidents nationally were recorded by them in July 2014 – with about two thirds linked to the Israel/Gaza conflict.

Tell MAMA Project (Measuring Anti Muslim Attacks) reported that:

A comparison of Islamophobic hate crimes from February 2013 to February 2014 show a 60% increase nationally. This may well be due to the anti-Muslim backlash after the murder of Lee Rigby and the corresponding months where hate crime numbers slowly started to fall from the high peaks of June to September 2013.

Islamophobic Crime, (London Total) February 2014: 547 (February 2013: 342).

	<p>COMMUNITY TENSION MONITORING</p> <p>The Council is required under the Equalities Act to 'foster good relations' and this post has fed into and helped manage a number of the community tensions. Examples of some of the 'higher profile' incidents include:</p> <ul style="list-style-type: none"> • Mosque demonstration by the Stop the Islamification of Europe group (2009) • Indigenous Oppression League campaign in Harrow around halal meat provision in schools (2010/2011) • English Defence League and Britain First demonstrations against Abu Qatada's residence in Harrow (2013) • Woolwich incident (2013)
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>No. Only if the current activity is not carried out elsewhere in the Council and the ability to monitor and deliver hate crime and PREVENT activity ceases. The STOP HATE UK contract has been renewed to Mar 15 but the hate crime coordinator contract is in place until Dec 15. The Channel (PREVENT) panel can continue to receive referrals.</p>
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<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p> <ul style="list-style-type: none"> ➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations. ➤ Neutral: where there will be a neutral impact, neither positive nor negative ➤ Negative: where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on 	

another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
IMPACT					

Calculating the score - Severity of Impact X Likelihood = Score

Protected characteristic	A Relevance Low/ Medium/ High	B Impact Positive/ Negative/ Neutral	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score	
						547
	Disability (including carers of disabled people)	Medium	Negative	By removing the work of this post there	The data and evidence highlighted in question 3.	16
	Gender	Medium	Negative	The data and evidence highlighted in	The data and evidence highlighted in	16

Reassignment				may be further reduced confidence in reporting hate crime in this area as the post holder has actively promoted hate crime reporting arrangements at LGBT awareness events locally, and more widely via the voluntary and community sector.	question 3.	
Marriage and Civil Partnership	Low	Neutral	Neutral			1
Pregnancy and Maternity	Low	Neutral	Neutral			1
Race	Medium	Negative	Negative	By removing the work of this post there may be further reduced confidence in reporting race hate crime as the post holder has provided training around hate crime, and has actively promoted hate crime reporting arrangements locally, including amongst the BME and wider voluntary and community sector. A number of community tensions have contained elements which may effect BME and other communities.	The data and evidence highlighted in question 3.	16
Religion or Belief	Medium	Negative	Negative	By removing the work of this post there may be further reduced confidence in reporting faith hate crime as the post holder has actively promoted hate crime reporting arrangements locally, including amongst the faith and wider voluntary and community sector. A number of community tensions have impacted on faith communities, and work around Prevent has supported faith communities and institutions.	The data and evidence highlighted in question 3.	16
Sex	Low	Neutral	Neutral			1
Sexual orientation	Medium	Negative	Negative	By removing the work of this post there may be further reduced confidence in reporting hate crime in this area as the post holder has actively promoted hate crime reporting arrangements at LGBT	The data and evidence highlighted in question 3.	16

		awareness events locally, and more widely via the voluntary and community sector.	
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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)			
Summary / Conclusion of assessment: (include the key findings and equality implications.	<p>This initial assessment demonstrates that the likelihood of the following protected characteristics could be disproportionately disadvantaged as a result of work not being continued within the Council. E&E have indicated that clearly there is a level of overlap here in terms of meetings attended which are also covered by the community safety team with in Environmental Service Delivery, although attendance is for separate reasons. The loss of this specialist Officer would remove the direct community link and also the link into areas of ASB / crime from a counter terrorist / Police London Wide perspective. Such links may be available via other agencies.</p> <p>Certain functions, such as tie ins to religious groups and establishments such as the mosques, play a part in community cohesion and this would be lost with the post. There is no spare capacity or expertise within the ASB team to pick up this particular area of work.</p> <p>It is recommended that if this saving is selected as a part of the Commissioning Panel process a full, Equality Impact Assessment is undertaken to facilitate Members making an informed decision.</p>		
<p>Do you think that your proposals will have a cumulative effect upon a particular protected group or other council proposals that you are aware of?</p> <p>If yes, please explain the cumulative impact and on which groups.</p>	<p>Yes. The Council has to find £25 million of savings in 2015/16. It is known that some of our BAME residents are the most disadvantaged groups in the borough therefore other cuts to Council services, and wider welfare reforms etc, are likely to result in a cumulative impact on this group of residents.</p>		

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Signature - Lead Officer	Marianne Locke	Date	5.9.14
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	CHW	Officer completing the template:	Audrey Salmon (Head of Public Health Commissioning)
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		<p>Public Health 19 – Health Checks The proposal is to reduce the budget for health checks by 55% to £147,000.</p>	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? plain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>		<p>This proposal will result in the reduction in the number of the eligible population receiving Health Checks from 6,450 (10%) to 5,160 (8%).</p> <p>To ensure that Health Checks are appropriately targeted, GPs (the main provider) will be incentivised through a tiered payment scheme to deliver Health Checks to under-represented groups or those likely to be most at risk.</p> <p>The healthwise programme is to be cancelled and eligible people will be referred through the current exercise on referral programme utilising the current spare capacity in the programme.</p>	
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>		<p>The NHS Health Checks programme is aimed at 40 -74 years olds who do not have a pre-existing cardiovascular (CV) condition. These proposals will affect all residents that are eligible for Health Checks. The number of local residents eligible for a Health Check is 64,504 and Public Health England expect local authorities to risk assess 50 – 70% of the eligible population over 5 years. Harrow annual target for 2014/15 was 10%; the proposal is to reduce the target to 8% in 2015-16. This proposal would reduce the reach of the programme and as a consequence would have a greater impact on groups that are currently under-represented in the service and have a higher incidence of cardiovascular disease.</p>	

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<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>A Health Check Evaluation Report (2012/13) and the NHS Health Checks Scrutiny Review Report (2014) has informed this assessment.</p> <p>An analysis of 2012/13 Health Check data showed that the age and gender distribution of patient who completed a Health Check showed discrepancy when compared with Census 2011. Whereas males and females make up 51% and 49% respectively; 60% of Health Check recipient were women. This indicates that fewer males were risk assessed as part of the Health Check Programme. It was also noted that the younger age group (40-55) were under-represented on the Health Check programme regardless of gender. According to the 2011 Census, 46% of the population is white Caucasians and those of Asian and Black African/Caribbean origin make up 40% and 9% of the local population, respectively.</p> <p>The evaluation also illustrated the number of Health Checks received in each ethnic group by gender; the majority of recipients were of Asian and White origin, which is in line with general population. However, it was noted that women were more likely to receive Health Checks than men across all ethnic groups.</p> <p>Together diabetes, heart, kidney disease and stroke make up a third of the difference in life expectancy between the most deprived areas and the rest of the country. Addressing these differences is a key aim of the programme.</p> <p>Groups that have high prevalence of CV (i.e. older people, those who have a family history and are of South Asian origin) and those who are underrepresented on the programme (men) are likely to be disproportionately affected by these proposals.</p>
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>Groups that have high prevalence of CV (i.e. older people, those who have a family history and are of South Asian origin) and those who are underrepresented on the programme (men) are likely to be disproportionately affected by these proposals.</p>

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

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unlawful discrimination	5
disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
IMPACT					

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			

Age (including carers of young/older people)	High	Negative	As previously stated in response to question 2.	As previously stated in response to question 3.	9
Disability (including carers of disabled people)	High	Neutral	Data not available to assess the impact. This group will still have access to health checks outside of this programme.	As previously stated in response to question 3.	9
Gender Reassignment	Low	Neutral	Data not available to assess the impact. But individuals may possess other protective characteristics.		
Marriage and Civil Partnership	Low	Neutral	Data not available to assess the impact. But individuals may possess other protective characteristics.		
Pregnancy and Maternity	Low	Neutral	Data not available to assess the impact. But individuals may possess other protective characteristics.		
Race	Medium	Negative	As previously stated in response to question 3.	As previously stated in response to question 3.	8
Religion or Belief	Low	Neutral	Data not available to assess the impact. But individuals may possess other protective characteristics.		
Sex	Medium	Negative	As previously stated in response to question 3.	As previously stated in response to question 3.	8
Sexual orientation	Low	Neutral	Data not available to assess the impact. But individuals may possess other protective characteristics.		

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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.

The proposal will affect residents between to the age of 40 – 74 with no pre-existing CV condition. Groups that have high prevalence of CV (i.e. older people, those who have a family history and are of South Asian origin) and those who are under-represented on the programme (men and those who are aged 40-55) are likely to be disproportionately affected by these proposals.

Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of?

If yes, please explain the cumulative impact and on which groups.

Signature - Lead Officer	Audrey Salmon	Date	5 September 2014
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	CHW	Officer completing the template:	Andrew Howe
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		CHW20 Sexual Health & Family Planning out of Borough Contingency Fund – for Harrow residents seeking services from non-Harrow providers.	
1. What are the aims, objectives, and desired outcomes of your proposals? plain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc.)		Savings proposal for Contingency Fund – The proposal is to remove £45k in 15/16. This is the removal of a contingency fund not a removal of service.	
2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.		Harrow residents who receive a sexual health or family planning service from a provider not commissioned by Harrow Council.	
3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i>		This contingency fund was created in the eventuality that the current (inherited NHS practice) of not charging the 'home provider' for those people who seek sexual health treatment from a provider not commissioned by the 'home' Council changes. . To date there has been no 'cross border' charging. Recent analysis indicates that Harrow would be a net financial winner if charging were to commence. As such there would be no impact on Harrow residents.	

4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?

If current practice does not change there will no impact on Harrow residents.

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

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C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
					IMPACT

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance		B Impact		Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Low/ Medium/ High	Positive/ Negative/ Neutral	Low/ Medium/ High	Positive/ Negative/ Neutral			
Age (including carers of young/older people)	n/a	n/a	n/a	n/a	-	-	
Disability (including carers of disabled people)	n/a	n/a	n/a	n/a	-	-	
Gender reassignment	n/a	n/a	n/a	n/a	-	-	-
Marriage and Civil Partnership	n/a	n/a	n/a	n/a	-	-	-
Pregnancy and Maternity	n/a	n/a	n/a	n/a	-	-	-
Race	n/a	n/a	n/a	n/a	-	-	
Religion or Belief	n/a	n/a	n/a	n/a	-	-	-
Sex	n/a	n/a	n/a	n/a	-	-	2
Sexual orientation	n/a	n/a	n/a	n/a	-	-	

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	The proposed option (Ceasing the service) is highly unlikely to have any impact on any protected group.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	No. This is not envisaged.

Signature - Lead Officer	A Howe	Date	9/9/14
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	CHW	Officer completing the template:	Robert Maragh
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		CHW21 Efficiencies within School Nursing Service	
1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)		The aim of the proposal is a reduction of revenue funding in the core school nursing contract. This can be achieved given the additional investment in 2014/15 and provider development programme currently being implemented to ensure the service is able to deliver a universal Healthy Child Programme(HCP).	
2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.		The school nursing service is delivered by an external partner, currently the Ealing Hospitals NHS Trust. School nurses are qualified practitioners delivery a mandatory universal Health Child Programme to children and young people (0-19) and their families.	
3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? (include the actual data, statistics and evidence based on the different protected characteristics)		An independent report was commissioned by the Public Health Team in November 2013. The final report recommended three options and the option to invest in 2014/15 and find productivity savings was put forward and approved by Harrow Health & Well Being Board.	
4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?		No	
5. A - Assessment Relevance			
How relevant are your proposals to each protected characteristic?			
Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.			

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
					IMPACT
					LIKELIHOOD

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			Assessing Negative Impact Score
Age (including carers of young/older)	2	2	Neutral – the HCP is a universal programme	The implementation plan following the independent report commissioned by Public Health for £200k additional	4

people)					investment and £60k workforce development	
Disability (including carers of disabled people)	2	2	As above	As above	4	
Gender Reassignment	1	1	As above	As above	1	
Marriage and Civil Partnership	1	1	As above	As above	1	
Pregnancy and Maternity	1	1	As above	As above	1	
Race	1	1	As above	As above	1	
Religion or Belief	1	1	As above	As above	1	
Sex	1	1	As above	As above	1	
Sexual orientation	1	1	As above	As above	1	

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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	Commissioners will ensure future providers (the service is currently being re-procured) will adhere to quality standards by ensuring: <ul style="list-style-type: none"> The provider delivers a school nursing service in accordance with the Council's policies and practices and other relevant Department of Health guidance such as 'You're Welcome quality criteria All children and young people with a Child Protection Plan or Children in Need concerns will have a Care Plan developed with the parent/family with the aim of safeguarding the child as paramount All children and young people with a disability, whether in mainstream of special schools will have a single allocated school nurse to ensure continuity and impact. School nurses will also work collaboratively with special needs and community nurses. The service will ensure compliance with high standards for recruitment, selection and staffing supervision and appraisal The views of children and young people including those covered above are listened to, heard and
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	<p>used to shape service delivery development and delivery</p> <ul style="list-style-type: none"> The school nursing service will have in place robust records and information collection and retrieval systems to capture equalities data and records
<p>Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.</p>	<p>No</p>

Signature - Lead Officer	R Maragh	Date	9 th September 2014
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community Health and Wellbeing	Officer completing the template:	Bridget O'Dwyer
<p>What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)</p>		<p>CHW22 Harrow Drug & Alcohol Services (Young People and Adults) Savings Proposal</p>	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>		<p>Procure a new pathway (YP/Adults) for substance misuse to achieve £250,000 savings. Harrow's Substance Misuse Review (2014) recommends a service model that ensures better outcomes for drug and alcohol users. It is recommended that we procure a Prescribing organisation (or a consortia) and a Recovery organisation (or consortia).</p>	
<p>51 53 Who are the main people / groups who may be affected by your proposals? example who are the external/internal customers, communities, partners, reholders, the workforce, the elderly, disabled etc.</p>		<p>All Protected Characteristics: Residents / Service Users, Partners, Stakeholders, Staff, Age, Disability, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation. Local Authority, Harrow Safer Community members, NHS, Safeguarding Adults and Children, Substance Misuse Service Providers, Floating Support.</p> <ul style="list-style-type: none"> • Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014 • Alcohol Strategy (2012) • Drug Strategy (2010) 'Reducing Demand, Restricting Supply, Building Recovery: supporting people to live a drug-free life'. • National Drug Agency's (NTA) 'Why invest' • National Drug Treatment Monitoring System 	
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? (include the actual data, statistics and evidence based on the different protected characteristics)</p>		<p>In Harrow there are around 855 problematic opiate and crack users. By 12/13 the proportion of White drug service users decreased from around 70% to around 60%. Black/Black British shows an increasing trend. The new treatment pathway will ensure capacity for ethnic counselling specialists to provide relevant information and appropriate resources. Alcohol-related hospital admissions are growing every year and over 50,000 of the Harrow adult population are estimated to be drinking at increasing or higher risk levels - there are 364 Adult alcohol misusers in treatment. During 2013/14 the majority of clients in alcohol treatment in Harrow were White British. Tamil and Eastern European clients</p>	

are a significant sub-set of alcohol patients seen at hospital. The new treatment pathway will ensure capacity for ethnic counselling specialists to provide relevant information and appropriate resources to these and other BME groups.

Alcohol has a high association with Domestic Violence in Harrow and there is a perception that the number of Multi-Agency Risk Assessment Conference (MARAC) cases are increasing where drugs or alcohol are used problematically either by the perpetrator or the victim. Children of parents with alcohol problems have an increased risk of experiencing physical, psychological and behavioural problems. The new treatment pathway will ensure treatment services are safe and attractive to women, particularly more vulnerable women such as those experiencing domestic violence or sexual exploitation.

No data is systematically collected across the treatment system to identify levels of Lesbian, Gay and Bisexual (LGB) people accessing services or to evaluate outcomes for these groups. A study and project by the Lesbian & Gay Foundation (The LGF) into drug and alcohol use among LGB people in England found significant substance dependency problems in the community. 'Binge drinking' is high across all LGB groups. Available comparable data suggest that LGB people are approximately twice as likely to binge drink at least once a week, compared with the general population, and have a higher likelihood of being substance dependent. The new treatment pathway will ensure capacity for LGB and Transgender service users to provide relevant information and appropriate resources.

In Harrow a slightly lower proportion of service users starting treatment are unemployed or categorised as long term sick or disabled. Unemployment levels of people in drug treatment do not vary much according to length of time in treatment. For example opiate users in treatment between 12 to 48+ months, unemployment levels vary between 72% -89%, non-opiate users in treatment after 6 months have a rate of 69% unemployed (2013/13 figures). This further underlines the need to increase the focus on recovery, reintegration and building links to education, training and employment resources into the treatment process. The new treatment pathway will also ensure appropriate and effective disability access to services and relevant supportive resources.

By their very nature clients in the Criminal Justice System (CJS) are some of the most complex clients using services and may have multiple health, social and criminogenic needs. Given the prevalence and associated health and crime issues, it is in the interests of local strategic partners to ensure treatment commissioned by the partnership is effective and good value for money in the long term.

The National Drug Agency's (NTA) 'Why invest' document explains why investment in treatment represents important and valuable use of public funds. Drug and alcohol dependency goes hand in hand with poor health, homelessness, family breakdown and offending - all of which are associated with significant burden to public services and

	<p>ultimately the tax payer.</p> <p>Drug Strategy (2010) stated "The focus for all activity with young drug or alcohol misusers should be preventing the escalation of use and harm, including stopping young people from becoming drug or alcohol dependent adults. Drug and alcohol interventions need to respond incrementally to the risks in terms of drug use, vulnerability and, particularly, age. Young people with substance misuse problems have a range of vulnerabilities which must be addressed by collaborative work across local health, social care, family services, housing, youth justice, education and employment services". The new treatment pathway will enhance it's joint working with the Children and Families' Service and Children in Need Team.</p>
4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?	No

<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>5.1 Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p> <ul style="list-style-type: none"> ➤ Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations. ➤ Neutral: where there will be a neutral impact, neither positive nor negative ➤ Negative: where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another. <p>C - Assessing Negative impact – what are the risks?</p> <p>When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.</p>

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
IMPACT					

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			
Age (including carers of young/older people)	High	Positive	<p>The new treatment pathway will continue to include Hidden Harm service which works closely with Children & Families Service and supports parents with drug or alcohol problems to engage with treatment services and reduce risks to their children.</p> <p>In Harrow there is a distinct increase (drug treatment) in the number of individuals in older age groups 45 – 60+ and a decrease in the numbers in treatment between the ages of 18 and 29. The new Young Person's treatment model will increase age range to 24, to avoid 'cliff edge' of support at 18.</p> <p>The current treatment pathway provides a carers' group which will be expanded in the new pathway.</p>	<p>Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014</p> <p>Suggested Option: new substance misuse treatment pathway</p>	1
Disability (including carers of disabled)	High	Positive	<p>By better understanding specific issues regarding substance misuse, disability and identifying root causes – the treatment pathway will be able to offer more effective treatment.</p>	<p>Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014</p> <p>Suggested Option: new substance misuse</p>	1

people)				Diversity data to be collected from service to identify under-served groups. People who express their gender which differs or inconsistent with the sex they were born with have the right to equal services and equality of outcome. No data is currently systematically collected across the treatment system to identify levels of transgender people. The new treatment pathway should offer client-specific services, such as peer support groups and counselling. Diversity data to be collected from service to identify under-served groups.		treatment pathway	
Gender Reassignment	High	Positive	High	No data is systematically collected across the treatment system to identify people within a marriage/civil partnership however the new treatment pathway will deliver a service to meet the requirements of all service users.		Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014 Suggested Option: new substance misuse treatment pathway	1
Marriage and Civil Partnership	High	Positive	High	The service will continue to liaise and joint work with forensic service, psychiatric service at hospital, A&E, mental health service, hospital midwives, Maternity department and adult social service team plus other relevant parties.		Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014 Suggested Option: new substance misuse treatment pathway	1
Pregnancy and Maternity	High	Positive	High	Certain communities may experience additional difficulties and barriers in accessing relevant support due to cultural/religious practices where alcohol and drug use is forbidden. This lack of access can lead to escalation of issues and remain hidden. The new treatment pathway will ensure capacity for ethnic counselling specialists to provide relevant information and appropriate resources and access to BME groups.		Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014 Suggested Option: new substance misuse treatment pathway	1
Race	High	Positive	High	Diversity data to be collected from service to identify under-served groups		Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014 Suggested Option: new substance misuse treatment pathway	1
Religion or Belief	High	Positive	High	Adult Psychiatric Morbidity Survey (APMS - 2007) showed 5.9% of all adults (except those in institutions) have some alcohol dependence. The rate is higher in men (8.7%) and lower in women (3.3%). White men and women are more likely to be dependent (9.6% and 3.7%		Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014 Suggested Option: new substance misuse treatment pathway	1
Sex	High	Positive	High			Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014 Suggested Option: new substance misuse treatment pathway	1

			respectively). There is no significant variation by income or region. Dependence can be categorised as mild, moderate or severe. Treatment services should be safe and attractive to women, particularly more vulnerable women such as those experiencing domestic violence or sexual exploitation.	
Sexual orientation	High	Positive	Sexual orientation monitoring of patients and clients in order to understand the experiences of Lesbian, Gay and Bisexual (LGB) people and offer LGB-specific services, such as peer support groups and counselling. Diversity data to be collected from service to identify under-served groups.	Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014 Suggested Option: new substance misuse treatment pathway 1

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.

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Harrow's Substance Misuse Review (2014) recommends a service model that ensures better outcomes for drug and alcohol users. It is recommended that we procure:

1. **Prescribing organisation** (or a consortia) which offers clinical review, detox./rehab. (both community and inpatient), harm reduction and
2. **Recovery organisation** (or a consortia) which delivers a recovery-focused programme to support drug and alcohol treatment leavers with life skills and personal development opportunities, supporting them to access employment, training and education activities - in order to sustain long-term recovery from substance misuse. This approach will prevent current double funding of treatment pathway/estate costs and deliver economies of scale.

Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of?
If yes, please explain the cumulative impact and on which groups.

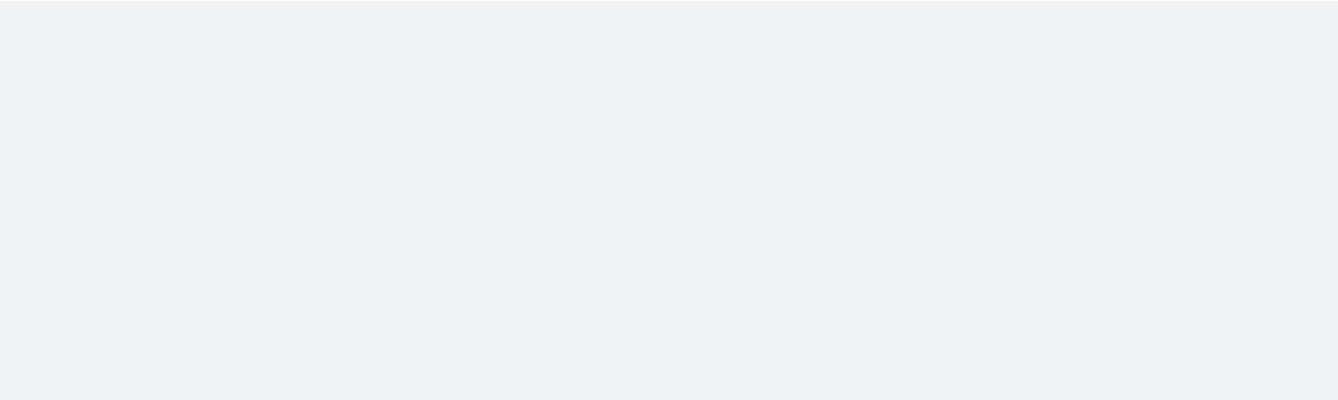
No

Signature - Lead Officer

Harrow Council Equality Impact Assessment Template – Jan 2014

Date

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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	CHW	Officer completing the template:	Carole Furlong
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		23 Public Health: Reduction in budget of Harrow Stop Smoking Service of £41,000	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>570</p> <p>Who are the main people / groups who may be affected by your proposals? example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>		<p>The reduction in budget of Harrow Stop Smoking Service of £41,000 has been identified through efficiency savings within the budget. This has been achieved through a combination of negotiated savings on consumables, a small reduction in promotional material costs, and through a reduction in the expected number of smoking quitters in line with a reduction in smoking prevalence in Harrow.</p> <p>Proposals affect smokers and their families who come from local communities, partners, external customers, and the workforce.</p>	
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? (include the actual data, statistics and evidence based on the different protected characteristics)</p>		<p>The smoking prevalence in Harrow is one of the lowest in the country and has been decreasing year on year. The 2014-5 budget was based on a smoking prevalence of 14% and the 2015-6 budget on a smoking prevalence of 12.8%. However, there are different rates of smoking within Harrow and these impact on protected characteristics:</p> <ul style="list-style-type: none"> • Higher rates of smoking in the more deprived areas and in people in routine and manual occupations. • Higher rates of smoking in people with mental health problems and in those who use drugs or have alcohol abuse issues. • Higher rates in people with some disabilities (particularly those with a long term condition caused by smoking) • Higher smoking rates in LGBT communities 	

Access to the stop smoking services will not be affected by the budget reduction. There will be no reduction in the number of pharmacies that deliver the stop smoking services and will be an additional two pharmacies brought into the scheme to target areas where service coverage is low. A reduction in the advertising may impact on some groups disproportionately. The reduction in the expected number of quitters may also affect some groups more than others if they are less likely to access the services.

4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.

➤ **Neutral:** where there will be a neutral impact, neither positive nor negative

➤ **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
	IMPACT					

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance Low/ Medium/ High	B Impact		Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
		Positive/ Negative/ Neutral				
Age (including carers of young/older people)	Medium		Negative	Impact of smoking on children of smokers; low birth weight; infant mortality; respiratory illness and asthma; increased likelihood of children becoming smokers	Well documented evidence base	9
Disability (including carers of disabled people)	Medium		Negative	Low birth weight due to smoking is linked to learning disability People with mild to moderate learning disability and low risk perception who smoke are less likely to quit without support People with mental health problems especially those with drug and alcohol problems are more likely to smoke than general population and less likely to quit without support. Smoking rates in people with HIV reported higher than average. Smoking further depresses immune system of people with HIV.	Well documented evidence base	9
Gender Reassignment	Medium		Negative	Evidence that smoking rates are higher in LGBT than average rates.	Cancer research UK policy statement	9

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Marriage and Civil Partnership	Low	Negative			
Pregnancy and Maternity	High	Negative	Low birthweight babies Increased risk of infant mortality	Well documented evidence base	16
Race	Medium	Negative	Some BME groups have higher smoking rates than average (e.g. Bangladeshi, Turkish and some Eastern Europeans)	Well documented evidence base	9
Religion or Belief	Low	Negative			
Sex	Low	Negative			
Sexual orientation	Medium	Negative	Evidence that smoking rates are higher in LGBT than average rates.	Cancer research UK policy statement	9

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.

573

Smoking disproportionately affects certain groups. These include babies, children and young people, pregnant women, people with a disability, the LGBT community, some BAME groups and people in routine and manual social groups where smoking rates are higher. This would increase health inequalities within the borough.

Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of?
If yes, please explain the cumulative impact and on which groups.

Although smoking rates are decreasing, Changes in income due to welfare reform or increases in council tax are likely to increase stress within the population. It is likely that people in routine and manual groups will be affected by these changes more than others. Smoking rates are higher in these groups. Although it seems counterintuitive, times of financial hardship often show an increase in smoking rates. We will need to monitor the smoking prevalence data to see if this is happening locally.

Signature - Lead Officer	Carole Furlong	Date	12/2/15
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community Health and Wellbeing	Officer completing the template:	Sally Hone
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		CHW24 Reduce funding in Physical Activity Services (back – office change)	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p> <p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p> <p>What data, information, evidence, research, statistics, surveys, and sultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p> <p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>Removal of all physical activity services to reduce public health spend.</p> <p>People with long term controlled conditions within the community, freelance fitness instructors delivering the programme, Everyone Active, Aspire, Sherwood Physiotherapy Clinic, Referrers into the initiatives (GPs, Health Professionals, and Mental Health workers).</p> <p>Looked at the profile of the Harrow population, health profile 2014, data from the actual programmes to be stopped, national guidelines and strategies.</p> <p>Mental Health Personal Trainers programme is dedicated to increasing physical activity levels in community based mental health clients.</p>		
<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p>			

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
IMPACT					

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Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			Assessing Negative Impact Score
Age (including carers of young/older people)	Medium	Negative	Harrow has an aging inactive population and the provision of services such as exercise on referral ensures people can access opportunities to improve their health without the fear factor of not fitting into a local facility. This fear of fitting in means many older people are not willing	Profile of Harrow population, data regarding those presently accessing the programmes, guidelines regarding physical activity in the elderly and literature regarding effects of inactivity on older people.	9

				to access main stream physical activity initiatives and need that initial supported environment in order to make a sustained lifestyle change. Inactivity in the older population leads to increased isolation due to lack of mobility and an increased burden on social services.		
Disability (including carers of disabled people)	Medium	Negative	<p>People with disabilities whether physical or mental are less likely to participate in physical activity. Physical activity in any form is a great way to keep you physically healthy as well as improving your mental wellbeing. With programmes such as Exercise on Referral and Mental Health personal trainers programme we are able to offer these vulnerable people the required levels of support and guidance to undertake physical activity in a safe controlled environment thereby increasing the chances of a sustained lifestyle change. Removal of initiatives will lead to potential isolation for clients. People with mental health problems are less likely to receive the physical healthcare they're entitled to. Mental health service users are statistically less likely to receive the routine checks that might detect symptoms of these physical health conditions earlier. They are also less likely to be offered support to reduced increase activity levels. Removal of these initiatives will further reduce available support.</p>	Physical Activity guidelines and strategies. Figures from the related programmes indicate the benefits on the population. Lack of population specific physical activity programmes	9	
Gender Reassignment						
Marriage and Civil Partnership						
Pregnancy and						

Maternity					
Race					
Religion or Belief	Medium	Negative	Ability to provide services to people in line with religious / cultural requirements such as single sex facilities is key to engagement with certain population groups. Through the Exercise on Referral programme we have been able to develop facilities to incorporate such sessions. Removal of exercise on referral could potentially isolate certain population groups by adding barriers to their introduction to physical activity.		4
Sex					
Sexual orientation					

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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Primary / Conclusion of assessment: (include the findings and equality implications.

The removal of physical activity initiatives across Harrow will have a negative impact on equality to increase physical activity levels. The physical activity initiatives across Harrow provide the whole community with the opportunity to engage in physical activity, which should result in, improved health, longer life, better mental health and support for weight management. Initiatives such as Exercise on Referral aim to address the inequalities in health by making physical activity opportunities in a controlled environment (key for people who have not undertaken any form of physical activity for a period of time or have a long term condition) for those most in need; low income groups, people living in areas of social deprivation, black and minority ethnic communities and disabled people, which includes people with learning difficulties, people with mental health problems, people with physical or sensory impairments and people with long-term limiting conditions.

Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of?
If yes, please explain the cumulative impact and on which groups.

No

Signature - Lead Officer	Sally Hone	Date	10/9/14
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	CHW	Officer completing the template:	Andrew Howe
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		CHW25 Reduce Sexual Planning & Family Planning Out of Borough Contingency Fund	
1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, range of criteria etc)		Savings proposal for Contingency Fund – The proposal is to reduce this fund by £25,000 in 2015/16.	
2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.		Harrow residents who receive a sexual health service (not GUM) from a provider not commissioned by Harrow Council.	
3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? (include the actual data, statistics and evidence based on the different protected characteristics)		This contingency fund was created in the eventuality that the current (inherited NHS practice) of not charging the 'home provider' for those people who seek sexual health treatment from a provider not commissioned by the 'home' Council changes. . To date there has been no 'cross border' charging. Recent analysis indicates that Harrow would be a net financial winner if charging were to commence. As such there would be no impact on Harrow residents.	
4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?		If current practice does not change there will no impact on Harrow residents.	

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5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

580 Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
LIKELIHOOD					IMPACT	

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance		B Impact		Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Low/ Medium/ High	Positive/ Negative/ Neutral	Positive/ Negative/ Neutral	Positive/ Negative/ Neutral			
Age (including carers of young/older people)	n/a	n/a	n/a	n/a	-	-	
Disability (including carers of disabled people)	n/a	n/a	n/a	n/a	-	-	
Gender assignment	n/a	n/a	n/a	n/a	-	-	-
Marriage and Civil Partnership	n/a	n/a	n/a	n/a	-	-	-
Pregnancy and Maternity	n/a	n/a	n/a	n/a	-	-	-
Race	n/a	n/a	n/a	n/a	-	-	
Religion or Belief	n/a	n/a	n/a	n/a	-	-	-
Sex	n/a	n/a	n/a	n/a	-	-	2
Sexual orientation	n/a	n/a	n/a	n/a	-	-	

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

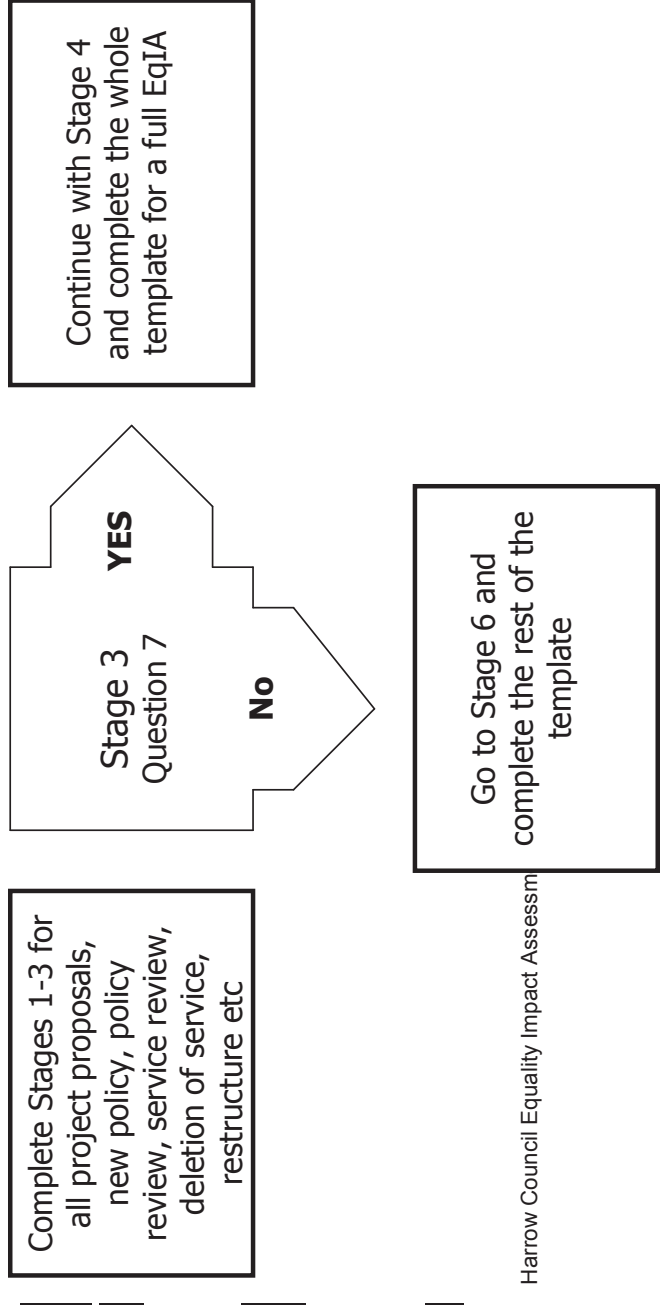
Summary / Conclusion of assessment: (include the proposed option (Ceasing the service) would have a significantly disproportionate impact on the

<p>key findings and equality implications.</p> <p>Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.</p>	<p>groups age, disability and race</p> <p>No. This is not envisaged.</p>
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<p>Signature - Lead Officer</p>	<p>A Howe</p>	<p>Date</p>	<p>9/9/14</p>
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Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. There is now just one Template. Project Managers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other		Other	<input checked="" type="checkbox"/>
Title of Project:			
CHW28 - Increased Bed & Breakfast / Private Sector Leasing charges			
Directorate / Service responsible:			
CHW/Housing			
Name and job title of lead officer:			
J Dalton			
Name & contact details of the other persons involved in the assessment:			
Jon Dalton Alison Pegg			
Date of assessment:			
5 September 2014			

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>This proposal is to increase B&B and PSL charges to customers on the assumption that those affected would receive an increase in benefits, and that a significant proportion of the benefits (for those in work where benefits are not capped) would attract benefit subsidy. As it is assumed that customers would receive an increase in benefits to match the increased charge they would not suffer any impact from the proposed increased charges.</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	<input checked="" type="checkbox"/>	Partners	<input type="checkbox"/>	Stakeholders	<input type="checkbox"/>
	Staff	<input type="checkbox"/>	Age	<input checked="" type="checkbox"/>	Disability	<input checked="" type="checkbox"/>
	Gender Reassignment	<input type="checkbox"/>	Marriage and Civil Partnership	<input checked="" type="checkbox"/>	Pregnancy and Maternity	<input checked="" type="checkbox"/>

	<p>impact on the health and safety of those living within it, especially vulnerable households.</p> <p>101 council tenants registered via Locata for transfer have provided disability-related data, with 48.5% declaring a disability. This reflects the vulnerabilities experienced by many in social housing, and indicates the need for a service that offers various forms of support to those using the scheme. (Data as at April 2013). Disability information is held from housing applicants via Locata. 229 applicants (4.8%) with a live status indicated that they claim a disability-related benefit. Only 2% of homeless acceptances are vulnerable due to physical disability. (Data as at April 2014).</p>
Gender Reassignment	<p>Analysis of demand from housing applicants (via Locata): 1 (0.02%) housing applicant has indicated that they are transgender. (Data as at April 2014).</p>
Marriage / Civil Partnership	<p>Census data: Harrow has a very high percentage of married couples, with 53.7% of residents aged 16 and older declaring they were in a marriage in 2011. This is above the national level of 46.6%. There was a 27% increase in the number of married people living in Harrow between 2001 and 2011 (Office for National Statistics, 2001 and 2011). Between their inception and January 2012, 107 civil partnership ceremonies took place in Harrow.</p>
585 Pregnancy and Maternity	<p>Census data: There has been a 32% (+3,900) increase in 0-4 year olds since 2001. There are pockets of high concentration in central and south-west Harrow. 15,916 (6.7%) residents were aged four and under in 2011. 78% of applicants of accepted homeless households applying through the Locata system have dependent children. (Data as at April 2013).</p>
Race	<p>Census data: 2011 Census data shows that 69.1% of Harrow's residents are minority ethnic, where minority ethnic is defined as all people who are non-White British. Nationally, Harrow now has the fourth lowest proportion of White British residents, compared to a ranking of 8th in 2001. The White British population group has fallen by 28.5% since 2001, suggesting that Harrow is becoming increasingly diverse (Office for National Statistics, 2011).</p> <p>Ethnicity data is held for 467 (89.5%) of tenants seeking to transfer accommodation via the Locata system. Of these, 304 (65.1%) are Black or of a minority ethnic background. This is broadly in line with the Census data and indicates the importance of effective communication with different ethnic groups. Of the two-thirds of Council tenants who provided their ethnicity at application, the largest single group housed within the Council's stock is White at 55% whilst 21% are Asian and 16% are black. (Data as at April 2013).</p> <p>Ethnicity data is held for 4,339 (91.6%) housing applicants. Of these, 2978 (68.6%) are Black or of a minority ethnic background. This is in line with Census figures. The table below presents a breakdown of</p>

these ethnicity groups.

Ethnicity	%	Total %
A White – British	18.5%	
B White – Irish	1.5%	
C White – other	11.4%	
TOTAL		31.4%
D Mixed - White and Black Caribbean	2.4%	
E Mixed - White and Black African	1.4%	
F Mixed - White and Asian	1.1%	
G Mixed – other	2.1%	
TOTAL		7.0%
H Asian or Asian British - Indian	7.4%	
J Asian or Asian British - Pakistani	4.1%	
K Asian or Asian British - Bangladeshi	1.3%	
L Asian or Asian British - Other	16.9%	
TOTAL		29.7%
M Black or Black British - Caribbean	8.6%	
N Black or Black British - African	14.2%	
P Black or Black British - other	2.6%	
TOTAL		25.4%

Q Gypsy /Romany / Traveller	0.0%	
R Chinese	0.3%	
S Other	6.1%	
TOTAL		6.4%

(Data as at April 2014).

Census data: The 2011 Census revealed that religious affiliation is very high in Harrow; at 9.6%, the borough has the 2nd lowest number of residents who stated that they have no religion. This compares to 24.7% nationally (Office for National Statistics, 2011).

Data on faith is held for 140 (26.8%) of council tenants on the Locata system. 115 (75.2%) have declared a religious belief, compared to 84.4% for the borough of Harrow. (Data as at 16/04/2013). (Data as at April 2013). Data on religion is known for 2,381 (50.3%) of housing applicants on Locata. Of these, 229 (9.6%) indicate that they have no religious affiliation, which reflects the 2011 Census findings. The table below provides a breakdown of religious groups for those who did declare a religion:

Buddhist	1.1%
Christian	45.0%
Hindu	10.6%
Jewish	0.5%
Muslim	30.0%
Sikh	0.5%
Other religion	2.6%

(Data as at April 2014).

Census data: In 2011, 49.4% of Harrow residents were male and 50.6% are female. This is very similar to the national profile, but the number of males in Harrow has slightly increased since 2001 (Office for

	<p>National Statistics, 2001 and 2011).</p> <p>Data on gender is held for 521 Council tenants via Locata. The majority (384, or 73.4%) are female. This is higher than would otherwise be expected, but does not represent the composition of the remainder of the tenant's household. (Data as at April 2013). Data on gender is held for 267 (100.0%) of homeless applicants. The majority (159 or 59.6%) are female, although once again this does not represent the composition of the remainder of the tenant's household. 53% of homeless acceptances are female lone parents with dependent children compared to 7% of male lone parents with dependent children. (Data as at April 2013).</p>
Sexual Orientation	<p>The only current available data on sexual orientation on Harrow Council tenants is held via the Locata system on tenants seeking to move. 132 (25.3%) council tenants seeking to move have provided sexual orientation data. Of these, 125 (94.6%) respondents have said that they are heterosexual. Data on sexual orientation is held for 2,292 (48.4%) housing applicants. Of these, 2,231 (97.3%) stated that they are heterosexual and 36 (1.6%) have stated they are bisexual. 15 (0.6%) applicants are gay and 9 (0.4%) applicants are lesbian.</p>
588 Socio Economic	<p>Census data: Harrow is ranked 203rd out of 354 Districts in England where 1st is the most deprived. Most multiple deprivation is in the centre of the borough, with pockets of deprivation in the south and east. Harrow's least deprived areas are found in the west of the borough</p> <p>Harrow is worse than the national average for income deprivation, but less deprived. Most income deprivation is in the centre, with pockets of deprivation across the borough. There are small clusters of high economic deprivation across Harrow, largely coinciding with areas containing higher levels of social housing. 16,994 households received Housing Benefit in December 2012, a rate of 201.7 per 1,000 households.</p> <p>2.9% (4,386) of Harrow's working population were unemployed in February 2012. This is below the rates of London and England, 4.4% and 4.2% respectively. 17% (31,997) of Harrow's population aged 16 and over had no formal qualifications in 2011. The proportion of the resident population without any qualifications is lower than the averages for England and London. People without qualifications are more highly concentrated in the east and southeast of the borough.</p>
5. What consultation have you undertaken on your proposals? None to date	
Who was consulted?	What consultation methods were used?
	What do the results show about the impact on different groups /
	What actions have you taken to address the findings of the

	Protected Characteristics?	consultation? (This may include further consultation with the affected groups, revising your proposals).
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?	None	
List the Title of reports / documents and websites here.		

Stage 3: Assessing Potential Disproportionate Impact

Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

- YES** - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.
- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
 - It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.

NO - If you have ticked 'No' to all of the above, then go to **Stage 6**

- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

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What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?	Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)					
Disability (including carers of disabled people) 591					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					

	carers)	carers)	Partnership			
Yes						
No						

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed. ✓

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. **(Explain this in 13a below)**

Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)

13a. If your EqIA is assessed as **outcome 3 or you have ticked 'yes' in Q12**, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.	How will you know this is achieved? E.g.	Target Date	Lead Officer	Date Action included in
Area of potential adverse impact e.g.				

Race, Disability	Action required to mitigate	Performance Measure / Target		Service / Team Plan
None identified.	In order to ensure that customers are not adversely impacted we will monitor the Housing Benefits payable to customers in B&B/PSL. If any customer faces a real increase in housing costs and is finding it unaffordable, we will work with them to find accommodation that is affordable.	Regular monitoring of individual cases in B&B/PSL.	As necessary	Jon Dalton Incorporated within existing Housing Needs service plan

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Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Once the charges are implemented, we will monitor the Housing Benefit assessments to assess the impact on each individual household in Bed and Breakfast/PSL.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Not applicable
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.	
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(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)		
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
		The proposal generates savings without a reduction in service to homeless families
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)		
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Housing Management Team	
595 Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)
Date:	10 September 2014	Date:
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair

Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community, Health & Well-being, Adult Social Care	Officer completing the template:	Jonathan Price, Head of Provider Services
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		Review of Voluntary Sector CHW 11	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>		<p>Adult Social Care currently spends £1.079m per year on services delivered by voluntary sector organisations, these are largely prevention focussed. This spend excludes the commissioning of specific services delivered to named clients (the meeting of identified need required by statute).</p> <p>Existing arrangements include a set of outcome focussed Service Level Agreements (SLA). The majority of these contracts are with nine main Voluntary Sector organisations working in Harrow. These are Harrow MENCAP, in Harrow, CAB, Rethink, AgeUK, Harrow Association for the Disabled (HAD), Diwa Asian Women's Network (DAWN), Loud & Clear and Harrow Carers. There are also a number of smaller-scale contracts for various other activities including support for minority groups.</p> <p>Although we want to continue to support the great work of the sector as a statutory body our priority is to fund activities supporting our statutory responsibilities. The investment in the voluntary sector represents spend on non-statutory activities.</p> <p>This proposal is to cease funding for the Adults contracts within the Voluntary Sector retaining only the advocacy arrangements (£379k) required to meet our obligations under the Care Act. This would achieve a saving identified at a level of £700k for year 15/16.</p>	
2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners,		Residents, Service users, partners, communities,	

stakeholders, the workforce, the elderly, disabled etc.	Voluntary Sector SLAs
3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i>	
4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?	This proposal is likely to adversely affect older persons, carers, ethnic minorities/immigrants and disabled groups.

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

597

Positive: where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.

➤ **Neutral:** where there will be a neutral impact, neither positive nor negative

➤ **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
LIKELIHOOD						
						IMPACT

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance		B Impact		Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Low/ Medium/ High	Positive/ Negative/ Neutral	Positive/ Negative/ Neutral	Positive/ Negative/ Neutral			
Age (including carers of young/older people)	H	Negative	Negative	Negative	This is likely to directly disadvantage older persons and carers.	The Voluntary sector supports organisations that all groups within the equality strands can access equally	5 x 3 = 15
Disability (including carers of disabled people)	H	Negative	Negative	Negative	This is likely to directly disadvantage persons who are disabled.	The Voluntary sector supports organisations that all groups within the equality strands can access equally	5 x 3 = 15
Gender Reassignment	H	Neutral	Neutral	Neutral	Reduction should not disproportionately disadvantage this protected group.	The Voluntary sector supports organisations that all groups within the equality strands can access equally	1 x 1 = 1
Marriage and Civil Partnership	H	Neutral	Neutral	Neutral	Reduction should not disproportionately disadvantage this protected group.	The Voluntary sector supports organisations that all groups within the equality strands can access equally	1 x 1 = 1
Pregnancy and Maternity	H	Neutral	Neutral	Neutral	Reduction should not disproportionately disadvantage this protected group.	The Voluntary sector supports organisations that all groups within the equality strands can access equally	1 x 1 = 1
Race	H	Negative	Negative	Negative	Most of the services will not have a racial bias but any reduction in immigration advice would be likely to disproportionately affect new immigrants or those related to potential immigrants. Cuts of this magnitude will affect non-English	The Voluntary sector supports organisations that all groups within the equality strands can access equally	5 x 3 = 15

			speakers and migrant families directly.		The Voluntary sector supports organisations that all groups within the equality strands can access equally	5 x 3 = 15
Religion or Belief	H	Negative				
Sex	H	Neutral	Reduction should not disproportionately disadvantage this protected group.		The Voluntary sector supports organisations that all groups within the equality strands can access equally	1 x 1 = 1
Sexual orientation	H	Neutral	Reduction should not disproportionately disadvantage this protected group.		The Voluntary sector supports organisations that all groups within the equality strands can access equally	1 x 1 = 1

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)

Summary / Conclusion of assessment: (include the key findings and equality implications.	This assessment suggests some groups may be adversely affected by the proposed reduction in funding.
Do you think that your proposals will have a cumulative effect upon a particular protected group or other council proposals that you are aware of? If so, please explain the cumulative impact and on which groups.	

Signature - Lead Officer	Jonathan Price	Date	19 August 2014
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Community, Health and Well-Being	Officer completing the template:	Tim Bryan
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		Ref CHW16	<p>Option 1: To retain one Central Library and close the remaining 9 libraries, the Home Visit Library Service and the Schools Library Service</p> <p>Option 2: Develop a West London Library Strategy to redefine the library offer (initially across Harrow, Ealing and Hounslow Carillion contracts). Reference: CHW14</p>
<p>600</p> <p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>Option 1: To close all libraries apart from one Central Library, and cease the Home Visit Library Service and the Schools Library Service. This would result in the loss of approximately 50 fte library staff posts.</p> <p>Option 2: Develop a West London Library Strategy to redefine the library offer across all of the library authorities currently managed by Carillion. This would include a rationalised number of library 'express' service points – These would be fully self service with staff intervention limited to stock management and events/activities. Library opening hours would be able to be extended beyond existing hours. This would require the installation of new technology costing c£20k per library. There would also be shared premises with e.g. coffee shops and post offices, and library touchdown spaces offering online services in supermarkets etc to deliver a full range of library digital services. There would be a rebranding and marketing of the new library offer, and the development of 'premium' (charged) library services.</p> <p>Some of the proposals will require capital investment and there would be some staff redundancies. Whilst these proposals are unlikely to deliver the same level of saving and certainly not in 2015/16 there would be less risk of opposition to the proposals and potential legal action. Carillion are also less likely to wish to exit the contracts.</p>		

<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	<p>All library customers, library staff, and partners would be potentially be impacted by these proposals. All protected characteristics would potentially be affected in particular age, disability, race, religion or belief, and sex</p>
<p>601 What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>Include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>Age:</p> <p>When adult users (those 16 and over and a sample of 400 persons at each branch) were surveyed for a Public Library Users Survey (PLUS) in the Autumn of 2012 the largest user groups of all Harrow libraries were those aged 65 and over at 22.3% and those aged 35-44 at 19.5%.</p> <p>The breakdown of active users of all libraries was as follows: 0-4 year old = 14%, 5-11 year old = 21%, 12-17 year old = 11%, 18-35 year old = 19%, 36-59 year old = 22%, 60+ = 13%</p> <p>The Home Library Service provides a library service to approximately 500 individuals and approximately 50 sheltered/nursing homes. Approximately 99% of these users are aged 60+</p> <p>The Schools Library Service is a service for primary and secondary schools that the schools decide whether or not to buy into. Currently 28 primary schools, 3 special schools, and 2 Children's Centres subscribe.</p> <p>Frontline staffing – 16-24 year old = 19%, 25-34 year old = 14%, 35-44 year old = 15%, 45-54 year old = 16%, 55-64 year old = 34%, 65-74 year old = 1%</p> <p>Disability:</p> <p>According to the PLUS survey 1.5% of library users who were over 16 were registered as disabled or long term sick.</p> <p>The breakdown of active users of the libraries was as follows: Mobility disability = 8%, Hearing disability = 5%, Mental Health Problem = 3%, Dexterity Disability = 2%, Eyesight Disability = 2, Learning Disability = 1%, Other Disability = 2%</p> <p>Frontline staffing – 3% have a disability.</p> <p>Race:</p> <p>According to the PLUS survey 33.4% of library users over 16 were</p>

English/Welsh/Scottish/Northern Irish/British, 25.9% of users were Indian, 8.1% Any other Asian Background, 2.8% African, and 1.8% Caribbean.

The breakdown of active users of the libraries was as follows: Asian or Asian British – Indian = 32%, White British = 17%, Asian or Asian British – Other Asian = 17%, White Other = 9%, Black or Black British – African = 6%

Frontline staffing – White British = 54%, Asian or Asian British – Indian = 34%, Asian or Asian British – Other Asian = 5%, Black or Black British – Caribbean = 3%, Mixed – Other Mixed Group = 3%

Religion and Belief:

According to the PLUS survey the largest group of library users over 16 were Christian 29%, Hindu 24%, Muslim 7%, and Jewish 5%

The breakdown of active users of library users was as follows: Hindu 24%, Christian 23%, Muslim 7%, and Jewish 2%

Frontline staffing – no data currently available.

Sex/Gender

According to the PLUS survey of library users aged over 16+ 57% were female, and 36% male.

The breakdown of active users of all library users was as follows: Female = 57%, Males = 40%

Frontline staffing – 78% are female, and 22% are male

Sexual Orientation

According to the PLUS survey of library users 64% of users aged 16+ were heterosexual/straight, 0.6% were bisexual, and 0.4% were gay/lesbian.

The breakdown of active users of all library users was as follows: Heterosexual = 94%, Bisexual = 4%, Gay/Lesbian = 1%

Frontline staffing – no data currently available.

Socio Economic

According to the PLUS survey 35% of library users aged 16+ were in employment, 25% were retired, 10% were looking after the home or family, 6% were students, and 6% were unemployed.

Data for the following protected characteristics is currently not available: Gender Reassignment, Marriage/Civic Partnership, and Pregnancy and Maternity.

4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
0	1	2	3	4	5
			IMPACT		
LIKELIHOOD					

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A	B	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Relevance Low/ Medium/ High	Impact Positive/ Negative/ Neutral			
Age (including carers of young/older people)	High	Negative	These proposals are likely to have a negative impact on customers of all ages but in particular older people and children, with the reduction in the number of libraries and library services (in particular the Home Library Service for older people), likely to reduce access to library services. The reduction in library staffing is also likely to impact older staff in particular.	The breakdown of library users detailed above shows that the largest category of library users are older people, and the vast majority of the users of the Home Library Service are aged 60+. The next highest age group is children aged 5-11 years old. The breakdown of library staffing shows that the highest age group is those aged 55-64.	20
Disability (including carers of disabled people)	High	Negative	The reduction in library services proposed, in particular the removal of the Home Library Service, is likely to have a negative impact on customers with a disability as it could reduce access to the service for people of this characteristic (e.g. increased distances to travel to remaining library facilities)..	In the breakdown of active users 23% of library users said that they had some form of disability. Approximately 5% of the Home Library Service users have a disability.	16
Gender	Low	Neutral	Neither positive or negative for customers or staff.	The remaining library provision will have a range of stock for people of all genders	2

Reassignment						
Marriage and Civil Partnership	Low	Neutral	Neither positive or negative for customers or staff. These proposals may have a negative impact on this protected characteristic as access to library facilities may be impacted – greater distance to travel to a library and no Home Library Service available.	The remaining library provision will provide access to a wide range of stock	1	
Pregnancy and Maternity	Medium	Negative	Neutral impact on current library staffing. These proposals could have a negative impact on particular races. The closure of libraries could have a particular impact on particular races that have a high representation in that particular area in terms of access to library services..	The remaining library provision will be DDA compliant. No library staff currently has this protected characteristic.	6	
Race	Medium	Negative	The reduction in library staffing is likely to impact staff who are classified as White British or Asian or Asian British – Indian in particular.	The breakdown of library users shows that White British and Indian are the largest racial groups. This is the same for the breakdown of library staff.	6	
Religion or Belief	Low	Neutral	Neither positive or negative for customers	The remaining library provision will provide access to a wide range of stock.	4	
Sex	High	Negative	The reduction in library services proposed has the potential to negatively impact on service access for female customers, and the reduction in staffing could also negatively impact on female staff in particular.	The breakdown of library users above shows that the highest proportion of library users are female, and there is a very high percentage of female staff.	16	
Sexual orientation	Low	Neutral	Neither positive or negative for customers or staff.	The remaining library provision will provide access to a wide range of stock	2	

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Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)						
Summary / Conclusion of assessment: (include the key findings and equality implications.		The breakdown of library users and library staff shown that these proposals involving the reduction in library provision have the potential to have a negative impact on a number of protected characteristics in particular age, disability, and sex. The highest group of library users are older people and library staff aged 55-64 is the highest age group. The cessation of the Home Library Service will in particular impact older people. There are more female library users than male, and library staffing is predominately female.				

	<p>23% of active library users said that they had some form of disability of which 8% had a mobility disability. The likelihood that users will need to travel further to use a library could impact negatively on this group in particular, especially with the removal of the Home Library Service.</p>
<p>Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.</p>	<p>The review of adult transport provision could impact on the ability of vulnerable people (older people and people with a disability) to access a library facility as library users are likely to have to travel a greater distance to visit a library.</p>

<p>Signature - Lead Officer</p>		<p>Date</p> <p>08/09/14</p>
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