

Council (Council Tax)

Thursday 25 February 2016

CONFIRMATION OF CABINET AND COMMITTEE RECOMMENDATIONS AND RELEVANT ORIGINATING BACKGROUND PAPERS

ITEM ON SUMMONS	CABINET / COMMITTEE RECOMMENDATION	ORIGINATING REPORT
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Recommendation Cabinet
I:
(18 February
2016)

8.	CORPORATE PLAN	Report of Corporate Director of Resources and Commercial (Pages 5 - 58)
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Recommendation Cabinet
I:
(18 February
2016)

9.	FINAL REVENUE BUDGET 2016/17 AND MEDIUM TERM FINANCIAL STRATEGY 2016/17 TO 2019/20	Report of Director of Finance (Pages 59 - 656)
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Recommendation Cabinet
I:
(18 February
2016)

10. TREASURY MANAGEMENT STRATEGY STATEMENT INCLUDING PRUDENTIAL INDICATORS, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR 2016-17
- Report of Director of Finance
(Pages 657 - 694)
-

Recommendation Cabinet
I:
(18 February
2016)

11. CAPITAL PROGRAMME 2016/17 TO 2019/20
- Report of Director of Finance
(Pages 695 - 716)
-

Recommendation Cabinet
I:
(18 February
2016)

12. HOUSING REVENUE ACCOUNT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2016-17 to 2019-20
- Joint report of Director of Finance, Corporate Director of Community and Divisional Director of Housing
(Pages 717 - 744)
-

Recommendation Cabinet
I:
(10 December
2015)

13. HOMES FOR HARROW: BUILDING HOMES FOR PRIVATE SALE TO CROSS SUBSIDISE AFFORDABLE HOUSING DEVELOPMENT
- Report of Divisional Director of Housing
(Pages 745 - 760)
-
-

Recommendation Cabinet
I: (10 December
2015)

14. INVESTMENT PROPERTY STRATEGY Report of Director of Finance
(Pages 761 - 782)

Recommendation Cabinet
I: (10 December
2015)

15. MINIMUM REVENUE PROVISION POLICY STATEMENT - REVISION Report of Director of Finance
(Pages 783 - 794)

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REPORT FOR: CABINET

Date of Meeting:	18 February 2016
Subject:	Corporate Plan 2016 - 2019
Key Decision:	Yes
Responsible Officer:	Tom Whiting, Corporate Director of Resources and Commercial
Portfolio Holder:	Councillor David Perry, Leader of the council and Portfolio Holder for Strategy, Partnerships and Corporate Leadership Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Policy Development
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Harrow Ambition 2020 Equality Impact Assessment – Corporate Plan

Section 1 – Summary and Recommendations

This report sets out the Corporate Plan for 2016-2019. It sets out the key activities and targets that will evidence delivery of the plan over the next three years. Together with the Final Revenue Budget 2016-17, they outline what the Council intends to do and how we will do it. It will be refreshed annually.

This report also sets out the Council's new values for Cabinet to note.

The Plan will be being considered at Overview and Scrutiny Committee on the 16th February 2015.

Recommendations:

Cabinet is requested to:

1. Endorse the Council's new values, and
2. Recommend the Corporate Plan to Council and to authorise the Leader to make any minor amendments to the Plan as necessary prior to the matter going to Council.

Reason: (For recommendation)

To update the Council's Policy Framework and set out the Council's direction of travel for the next three years.

Section 2 – Report

1. Introductory paragraph

- 1.1. The Corporate Plan sets out the strategic direction for the authority, it's vision, priorities, core outcomes and key initiatives which describe and illustrate the programme of activity for next three years and against which the Council is happy to be judged. Together with the Final Revenue Budget 2016-17, it outlines what the Council intends to do and how those actions and services will be funded. The funding detail is set out in the budget reports.

2. Options considered

- 2.1. The Corporate Plan needs to be updated to align with the budget. It is important that the Council have a Corporate Plan. Therefore no other options have been considered.

3. Background

- 3.1. All Councils are experiencing immense budgetary pressures and Harrow is no different. The Corporate Plan is designed, not only to set out how this Borough is responding to those challenges, but it also sets out our aspirations for the Borough, and our strategy to deliver on our vision of 'Working together to make a difference for the vulnerable, communities, families and businesses'. That strategy is between now and 2020 to Build a Better Harrow, Protect the Most Vulnerable and Be More Business Like.
- 3.2. The Corporate Plan, entitled 'Harrow Ambition Plan 2020' is set in three parts. A first section that sets out the context, ambition and strategy, section two which is the delivery plan, which sets out the

projects and initiatives and the targets we aspire to achieve and a third section which is aimed internally at staff which sets out what all of this will mean for the Council as an organisation and a place to work. It is within this section that the refreshed values feature.

4. Values Refresh

- 4.1. With the challenges that the Council faces we need to be more commercially minded, working in a more business-like and innovative way in order to meet our strategic goals together. To do this we need to change how we work. How we work is about systems/processes and structures and – perhaps most importantly - it's about values and behaviours. What behaviours would we see around the Council in an organisation focussed on commercialisation and what do we need to be doing in terms of our behaviour in order to drive transformational change?
- 4.2. In the consultation paper on his senior management re-structure the Chief Executive committed to work with staff to build some new cultural values. Pursuant to this, during the latter part of last year a series of facilitated workshops were held with staff from across the Council. The workshops were used to explore (using a tried and tested tool called the Competing Values Framework) how we currently work and the positive behaviours that staff see around the organisation that they want to keep and to think about the desired future culture and the shift in behaviours and values required to deliver it. A workshop was also held for elected members.
- 4.3. From the raw data collected at each workshop we began to identify trends, patterns in feedback and messages. We continued drilling down into this data and developed a 'straw man' of suggested values, pulling together the high level emerging themes. From this, we asked what this data told us? What are the key messages we take from them? This created our proposed new values:
 - ★ Be Courageous
 - ★ Do It Together
 - ★ Make It Happen
- 4.4. We presented these back to employee focus groups and facilitated another workshop to begin to pull together the associated behaviours we need to demonstrate to truly live our values, gaining consistency in what we say and what we do. The values, and importantly the behaviours have been developed with employees. They are staff led, owed by them and so it is essential that we engage with all employees to begin to embed these values and drive culture change.

5. Next Steps on Council Values

- 5.1. Our values need to underpin everything that we do. From the way we work together, to how we make decisions and how we deliver our objectives. In order to become a values led organisations we need to recruit on our values, to be measured on our behaviours by embedding them in our appraisal process and to ensure that our

senior officers are leading by example. Our values have therefore been built in to the new Harrow Ambition Plan and we have designed a 12 month long embedding programme, beginning with launching them at the managers' conference in March 2016

6. Consultation

6.1. Some of the actions or proposals within the plan have already been the subject of consultation. Where necessary, consultation will be undertaken with residents and communities to shape the delivery of the other proposals contained within the Corporate Plan, in keeping with the ambition of the Administration to consult and engage.

6.2. With regards the values, the consultation that has been undertaken is highlighted above.

7. Risk Management Implications

Risk	Mitigation
The Plan is not delivered due to external factors beyond our control or a lack of capacity internally	The delivery plan is deliberately ambitious as we want to achieve the best for our residents. We will monitor performance and progress quarterly through Improvement Boards so we can take action should it become apparent things are not happening to plan.
Change in Government policy or legislation impacts adversely on our ability to deliver the plan	We will monitor closely government policy in key areas related to the plan and should for example the funding settlement, guidance around the introduction of Universal Credit or the draft Housing Bill change and impact negatively in our plans we will reassess those plans and consider lobbying Government.
New values do not lead to a change in behaviours	A comprehensive 12 month plan for communicating and embedding the values and behaviours has been drafted and will be rolled out across the organization.
Failing to link the Harrow Ambition Plan and new values to the Appraisal process for the 2016/17 performance year	A detailed project plan for automating and updating the appraisal process is being developed and will cover communication/engagement and the supporting training package that will underpin the rollout

Risk included on Directorate risk register? No

Separate risk register in place? No

8. Legal Implications

8.1. Approving the Council's policy framework is reserved to full council. The Corporate Plan will therefore be considered at Council on 25th February 2015.

9. Financial Implications

9.1. The financial implications of the Corporate Plan are set out in the Final Revenue Budget 2016-17. The Corporate Plan incorporates those key activities that the Administration wish to be delivered between now and 2020 within the current spending envelope. The programme to embed the Council's new Values is being delivered from within the Council's Organisational Development Budget.

10. Equalities implications / Public Sector Equality Duty

10.1. The equalities implications of the Corporate Plan are set out in the attached EQIA which concludes there is no adverse impact as a result of this plan. A number of the activities referenced in the Corporate Plan are still proposals and final business cases need to be developed, so EQIAs will be developed to support these.

11. Council Priorities

11.1. The Corporate Plan sets out the delivery plan for making the Council's corporate priorities a reality.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 4 February 2016		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 February 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	YES
EqIA cleared by:	Alex Dewsnap

Section 4 - Contact Details and Background Papers

Contact: Rachel Gapp, Head of Policy, 0208 424 8774
rachel.gapp@harrow.gov.uk

Background Papers: None.

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in does not apply as the decision is reserved to Council]</i>
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**Working Together to
Make a Difference for
Harrow**

Leader's Introduction

We are ambitious for Harrow, the Council and our residents.

In 2014 the administration was elected on a pledge of making a difference for communities, families, businesses and vulnerable people.

At the time Harrow Council was facing its largest ever funding shortfall. Since then the Government has imposed further cuts on Harrow Council; in total £83m of cuts will be imposed on Harrow Council and our residents from 2014 to 2018 – this is over 50% of our controllable spend on services from street cleaning to care for our older people. National decisions are having local consequences in Harrow including cuts to police officers and increased waiting times at our local hospital.

We are showing leadership and ambition even in these difficult circumstances. We are continuing to make Harrow a better place to live and do business.

For the first time ever, we are producing a three year budget. This will give long term stability to the Council so we can plan ahead for a sustainable future and deliver fewer but higher quality services.

Our approach is now much more business-like. We know we can no longer rely on Government funding so we are becoming much more commercial with our growth of new business ventures and sharing services with other Councils, which is saving us hundreds of thousands of pounds in back office costs. At the same time we are creating new jobs and apprenticeships, giving opportunities to our young people.

Meanwhile our ambitious regeneration plans to 'Build a Better Harrow' will create thousands of much needed affordable and high-quality homes, bring jobs and investments into the Borough, new schools, cleaner and greener neighbourhoods and an improved entertainment, cultural and leisure offer to bring a new buzz to our high streets.

By 2020 Harrow Council will be moving into a new Civic Centre, designed in consultation with residents to be at the heart of the community and Wealdstone, supporting local businesses, local families and turning round an area that has been ignored for far too long.

Our vision and priorities for Harrow are to work together to make a difference for all our communities, families, businesses and vulnerable people, ensuring everyone has access to opportunities to improve their lives.

Together we can create the places and the opportunities that our communities deserve: a thriving, modern, inclusive and vibrant borough that makes Harrow a home to be proud of. Together we can build a better Harrow, for today, and for future generations.

Cllr David Perry
Leader of Harrow Council

How we will deliver our Vision

The Council's strategy to deliver its vision of 'Working together to make a difference for Harrow', between now and 2020 is to:

- **Build a Better Harrow**

Together we are building a better Harrow, for today, and for future generations, creating the places and the opportunities that all our residents deserve: a thriving, modern, inclusive and vibrant borough that makes Harrow a home to be proud of.

Harrow is a good place to live, but we want to make Harrow a great place to live. Many residents are not feeling the benefits of economic growth and we want all our residents to have the opportunity to get a good job, access good education, improve their skills and live in a house they are proud to call a home. We have over £1.75bn of public and private investment lined up to deliver thousands of affordable homes, new schools and an improved entertainment, cultural and leisure offer to bring a new buzz to our high streets. We need to create more jobs that will remain in Harrow and offer our residents from school leavers to parents the chance to move onwards and upwards.

We want our local businesses to be successful and able to reach their full potential with access to more commercial workspace and the ability to employ local people in the many jobs they are able to create. We want local businesses to be able to tender for work locally and benefit from the £1.75bn investment in Harrow by investing in their workforce to help build prosperous communities.

We want Harrow to be an attractive place to live, work and invest in. We want young people who grow up in Harrow to be able to afford to build a life here. We also

want a good cultural, leisure and night-life offer that is celebrated and well used. We want to support people to be healthy and our environment to be safe, clean and accessible. We want local people to take pride in their neighbourhoods. We want to help our communities to help themselves, either by increasing their skills, getting a better job, or accessing information and advice that can solve a problem. We will seek to empower and inspire local people to become more active citizens, able to contribute to local decision-making and play a greater part in their community.

- **Be More Business-like and Business Friendly**

We want to be seen as a Council that understands the needs of local businesses, and supports them to grow and be successful. We also want to be seen as a well-run Council, with our residents supporting our growing set of business ventures. We want our commercial services to be profitable and used by local residents and businesses, so the profits can then be re-invested back into those services most valued by our residents.

Our efforts to increase business growth in Harrow will increase as Councils are expected to become self-financing by 2020. Businesses are essential to *Build a Better Harrow*, so we will focus our efforts on increasing business activity in the borough. We will also use the opportunities from devolution to London and the West London Economic Prosperity Board to continue to invest in skills and apprenticeships so our residents can benefit from growth, and we can gain income from a growing and profitable business base.

We want to have as lean a management structure as we can, enabling as much of our money as possible to be spent on those services that matter most to residents. It is important that we are able to manage the levels of demand for services so the Council will still be investing

in early intervention - preventing problems from escalating. This will be important in our regeneration programme, for example by designing out crime and making homes more energy efficient to avoid fuel poverty, but also through those services that help older people remain healthy and stay in their homes for longer, and working with families to prevent breakdown where it is in everyone's interest to do so. Where residents are vulnerable, we will ensure that vital services are still available, even if we are not providing those services.

We want to deliver an excellent customer experience for our residents when they contact us, which will increasingly be online, meaning residents can contact us when it suits them, enabling the remaining capacity to be used to deal only with the most complex cases on the phone or in person.

Finally, we want to maintain our position as one of the top recycling boroughs in London and increase recycling to 50% so we can reduce the overall costs to residents of disposing of waste in landfill.

- **Protect the Most Vulnerable and Support Families**

We want to make sure that those who are least able to look after themselves are properly cared for and supported. We want to safeguard adults and children from abuse and neglect, keep them safe and ensure they have access to opportunities and a good quality of life.

We want to increase people's ability to look after themselves, and reduce their long term dependency on the Council. We want to increase the choice that our service users have through a more personalised approach so they are more in control of the services they receive and can access the things that will make the biggest difference to their lives.

We want to work more closely with our voluntary and community sector, so they can take a greater role in supporting our most vulnerable residents. We want our youngest and most vulnerable children to have access to the key services that will help to reduce child poverty and give them the best start in life and support those families at risk of losing their homes to find the means to help themselves.

Families are at the heart of our communities in Harrow, and we recognise that for some the last few years of ‘austerity’ have been a struggle. We want to make sure that Harrow is a place where families can thrive, from good quality housing and safe neighbourhoods, to good schools for their children and jobs which enable the aspiration of families to be met. We know that the cost of living continues to rise in Harrow, and we will do all we can to support families through this, targeting our resources as best we can so that families can feel the full benefits of economic growth.

Our Budget:

This is what we have to spend on delivering this plan.

Table 1: The Council’s Net Controllable Revenue Budget

Net Controllable Revenue Budget	Budget 2016/17	Description of service
	£000	
<u>Resources & Commercial</u>		
Council contribution to freedom passes scheme	9,803	Every resident should have their independence. This is millions of pounds of funding to allow our older residents - or those with a disability - independence and free travel across Harrow and London.
The Council's call centre, main reception and website administration costs	4,012	Residents want to contact us in a number of different ways. This is what we spend so residents can contact the council in a way that is convenient for them, whether it is online or over the phone.
Support for residents revenue and benefit claims	2,705	This is money we spend assisting those in need and helping them access the support they need.
Resources	21,357	This covers a range of back office functions necessary for the running of the council including Legal, HR, procurement and IT support for the Council, including in all of our community facilities.

<u>Community</u>		
Keeping Harrow clean & green	16,280	The council spends millions on street cleaning, parks maintenance, collecting and preventing fly-tipping, licensing and preventing Anti-Social Behaviour. This budget includes investing in neighbourhood facilities and pro-active action to stop our streets becoming dirty in the first place.
Promoting culture in the Borough	1,830	Libraries and cultural facilities are so important to residents. This money maintains our state of the art libraries, as well as other cultural facilities in the Borough.
Housing General Fund	3,539	The Council has a duty to ensure all our residents have somewhere to live. This money is spent providing temporary accommodation for residents and families in need. This also goes towards housing vulnerable residents, who, for example, are fleeing domestic violence.
<u>People</u>		
Adults' Services		
Support for people with a disability and older people.	42,031	We spend millions of pounds on caring for older residents, and those with a disability. This covers thousands of residents in the Borough and includes day care centres, overnight respite care and home visits by support workers. Our support helps give our residents, dignity, independence and support for their carers and family.
Quality Assurance & commissioning services	9,873	We want to ensure our residents receive the care they deserve. This is the money we spend on safeguarding to ensure that the care our residents receive in the borough - including in private care centres - adheres to the highest standard of care.
Children's Services		
Children & Young People's Services	21,566	We provide valuable support to families and young people across the Borough. This includes Children's Centres to support young families and social workers to work with our most vulnerable children and families. This also includes adoption and fostering services.
Education Services	6,955	Our schools are amongst the best in the Country and we spend money on support services for them, as well as education services for children in care or with special educational needs.
Regeneration		
Economic Development & Research	622	The council team that works with local businesses and employers to create hundreds of jobs, apprenticeships and training opportunities, particularly for our young people. They also bid for grants from Government to support businesses and regenerate Town Centres in the Borough. It is this team that is one of the reasons we were awarded the best small business friendly Borough in London.
Planning Services	298	This is money spent processing planning applications and enforcing planning standards across the Borough.
Total Service Budgets	140,871	

Further information can be found in the Council's Budget.

Our Achievements in Difficult Circumstances

Despite the challenging financial situation we find ourselves in, we continue to provide many vital services to residents. This is a summary of what we have achieved so far in 2015/16.

Build a Better Harrow

Regeneration

The Council is committed to developing a thriving, modern, inclusive and vibrant borough and in 2015 some major steps were taken towards making this a reality. The Council approved a major regeneration plan in the autumn which opens up new sites for redevelopment and will inject major new investment into the borough. This includes a £1.5million grant from the Mayor's London Regeneration Fund to contribute towards the regeneration of Wealdstone by helping to create new jobs, work spaces for creative businesses and a new public square, making Wealdstone a place people are proud to live and work in. Planning approval has been secured for the former Kodak site which will deliver much needed new jobs and housing, and for a new town centre library as part of a residential development at 51 College Road. We have also signed an agreement with the GLA to accelerate our house building targets in the Heart of Harrow Opportunity Area, in return for some £31m of funding to the Council and other lead developers.

The Grange Farm estate regeneration project continues to progress and a contract for the first new-build Council homes has been awarded. The scheme to purchase 100 properties for temporary housing use was approved by Council in September and the first properties are expected to be purchased in early 2016. The Council's Warm Homes Healthy People initiative has been awarded one of only five National Energy Action Community Action Awards. The money received will enable further work to be undertaken.

Along with housing, we have also been investing in our schools. School standards as judged by Ofsted are higher in Harrow than the London and England average. In particular Key stage 1 (infant) performance in Harrow schools has improved and now exceeds the England and London average across all 5 areas measured, including disadvantaged pupils. Phase 2 of the School Expansion Programme has delivered 15 school expansions and 151 more Special Educational Need places over the last two years.

And in terms of arts leisure and cultural provision we successfully bid for £3.6m from the Heritage Lottery Fund to help us turn the medieval Headstone Manor and its grounds into Harrow's heritage centre and visitor attraction. The Great Barn has now been beautifully restored as a first class functions venue to generate income for the Museum and over 60 volunteers support the site. We have brought disused park buildings back into commercial and community use. So far this year we have opened a nursery in Centenary Park, a Boxing Club at the Croft and created 19 Green Gyms in parks around Harrow, helping to contribute to a healthier Harrow.

Environment

We want Harrow to be an attractive place to live, work and invest in and our environment to be clean, safe and accessible. We are maintaining high performance in recycling (45% 2014/15) against a trend of declining performance in most authorities, and in-year improvements are saving the council money on expensive landfill.

The condition of our roads is improving, with latest national figures putting us in the top third of London boroughs; and we have invested in more LED street lighting and reduced by a third the average time taken to repair streetlights.

A programme of Days of Action has been held across the borough, with 10 held by January 2016. With the combined resources of partner agencies, activities ranged from the seizure of illegal tobacco and counterfeit tobacco to the provision of advice to residents by colleagues from Age UK Harrow and the Alzheimer's Society. A Community Clear Up day in Wealdstone Town Centre was held in December and was supported by around 50 volunteers including major suppliers and local businesses.

Community engagement & volunteering

We want residents to be able to play a greater role in their communities. This year, alongside our programme of Days of Action, the Housing Service has also held five successful estate action days with tenants and residents groups, police and contractors to clean, repair and tackle anti-social behaviour. We are working to improve the situation of vulnerable tenants living in high risk conditions and satisfaction with housing repairs and maintenance has improved significantly.

A series of training events for Community Champions – one of the Council's biggest volunteering schemes – has been launched, with 22 new volunteers trained in just one month alone. Around 25 Champions have also had 'Heartstart' training, with more training scheduled including instruction for Snow Champions. We have also launched Park User Group Forums and a Borough Parks Forum to allow residents to make decisions on the use and maintenance of our parks.

We held our most successful Harrow's Heroes awards yet this year celebrating the vital, but unsung contribution that countless volunteers make to our communities. One of the winners from the Gurkha community even got a letter of recognition from the Prime Minister as a result of winning a Harrow's Heroes award. Community consultation is also at the heart of our regeneration activities. So this year we have established the Harrow Residents Panel, to have an on-going dialogue with the community about the borough's regeneration programme. It had its inaugural meeting in the autumn and will continue to meet on a bi-monthly basis.

Be More Business-like and Business Friendly

What we are doing for businesses

We want to be seen as a Council that understands the needs of local business and supports them to grow and be successful. So we were thrilled when Harrow was chosen as the "Best All Round Borough" at the 2015 London Small Business Awards. Our business mentoring programme is helping to connect new businesses with experts in established businesses. The Business Den initiative has helped new businesses with things like access to retail space at our "pop up" shop and over 650 Harrow businesses have been supported through workshops, tender meetings,

networking events and mentoring. Harrow Council's local procurement policy has led to a spend of millions of pounds with local businesses this year and to help both businesses and residents we have provided 20 minutes' free on-street parking to shoppers.

Harrow Council has also been involved in the establishment of a new formal legal partnership - the West London Economic Prosperity Board - with our neighbouring boroughs to deliver economic prosperity and growth in West London. The Board will work with local partners, including businesses and the voluntary sector, to boost local economic activity, build more affordable homes, support businesses, improve skills levels in line with what the economy needs and so help to create apprenticeships and job opportunities for local people.

Commercialisation and shared services

The public sector is still under tremendous financial pressure and as a council we continue to have to make significant savings year after year and work towards becoming self-financing by the end of the decade. To this end the Council agreed a Commercialisation Strategy in the summer to enable the Council to set up various trading companies, the profits from which can be re-invested back into important council services. Significant work is in train. Project Phoenix, which aims to achieve cost neutrality for environmental services by 2020, became operational in September and the first two business cases have been developed and in Adults Social Care, Digital First have been re-commissioned to engage with the market as part of a joint venture proposal for the further development of MyCommunity ePurse.

As well as generating income, we continue to drive further efficiencies in the Council. Multiple shared services developments are under way in our back office functions including Legal, HR, Procurement and Commercial Property services involving five other authorities. The food waste recycling service was launched on 19 October. We have collected 1,914 tonnes of food and 1,936 tonnes of garden waste, which has generated a saving of £105k so far in disposal costs. And in our Public Health contracts, Harrow is leading the re-procurement of a pan-London joint sexual health services contract; has let a new substance misuse (Drug and Alcohol) contract which started on 1 October and has awarded the School Nursing contract to Central London Community Health Services with effect from 1 November 2015. The new management structure of the council went live on 1 October 2015 reducing the number of senior managers and the provision of our IT services passed from Capita to Sopra Steria on 1 November 2015.

Customer service

The experience residents have when they contact the Council is very important to us and over the last few years we have been making more and more services available online, making it easier for residents to contact or transact with the council at a time that suits them. Some 80% of customer interactions with the Council are now self-serve and there are over 90,000 My Harrow Accounts open which means residents can securely keep track of a variety of council services online including council tax, housing benefits and rent, as well as subscribe for alerts such as council tax payment reminders, planning applications, bin collections and updates in their local area. The overall average transaction cost is now down to 59p.

Protect the Most Vulnerable and Support Families

Families & children

Families are at the heart of our communities in Harrow and we want to ensure that Harrow is a place where families can thrive. We have provided a wide range of support to children and families via Children's Centres this year, reaching over 7,000 children under five; 3,200 of these from the more deprived areas of the borough. The First short breaks unit achieved an Ofsted grading of 'Outstanding' for the 7th consecutive year this year, providing valuable respite care for families with children with learning disabilities. The Harrow/Coram Adoption Partnership entered its 10th year this year and has increased the number of children adopted and we have recruited more in-house foster carers, which is leading to greater security, stability and permanency for our most vulnerable young people. In October we successfully took on responsibility for the Health Visiting service and gained an increase in funding for Health Visiting services from £113 to £160 per child.

As a Council we have signed up to the British Sign Language Charter to ensure deaf people across Harrow are given better access to council services. The Health and Wellbeing Board has agreed to sign up to the Disabled Children's Charter. We have invested £255,000 into a new contract for services to support victims of domestic violence and are piloting an innovative new couples programme for families. Arrangements have been put in place with our partner agencies to support families with multiple problems in Phase 2 of our Troubled Families programme. The First Response service for children and young people is now fully operational. A Child Sexual Exploitation champions network has been set up, with training being provided across social care staff and foster carers and the Chandos Family Library opened at Chandos Children's Centre in November 2015.

Adults

We want to increase people's ability to look after themselves and reduce their long-term dependency on the Council. So far this year we have supported over 150 unemployed residents back into work and over 4,000 residents have learnt new skills through community learning provision. We secured £223,000 for a mental health and employment programme. This will support over 100 unemployed Harrow residents with mental health conditions to secure employment over the next three years. We also started the Active Minds project with MIND this year. It is funded by the Department for Business Innovation and Skills and the Skills Funding Agency as part of a national pilot for adults 19 years and over to support their recovery from mild to moderate mental health problems (such as depression, anxiety and sleep disorders). It is also good to see that more Harrow people were active than ever in 2015/16 with a record 22.1% taking part in sport or physical activity at least three times a week and over 1.2 million visits to Harrow Leisure Centre - a 6% increase. For the less physically able, the Housebound Library Service visited 447 people on a monthly basis, with 47 visits to nursing homes and 12 to sheltered accommodations.

The council remains one of the national leaders in personalisation with over 380 long term service users on My Community ePurse which gives adult social care clients the facility to receive and manage their cash personal budget online. A new Quality Charter for people in Residential or Nursing Care has been developed with the Local Account panel with people who use services advising on standards. We have also implemented reforms arising from the Care Act which amongst other things places a duty on Councils to provide information and advice to residents. Contracts for these

services were awarded to a number of local voluntary sector organisations in the autumn.

Why this Strategy – our local context

Population Growth: 7.1% of the population are aged 0-4; 13.4% aged 5-15; 64.7% are aged 16-64 and 14.8% are aged 65 plus. As with most areas in the country, the borough has an aging population. It is expected that the number of residents aged 65 plus will increase by nearly 39% and those aged 85 plus could increase by over 60% by 2029.

Growing diversity: 42.6% of the population identify as being Asian which ranks 2nd nationally. Since 2001 there has been a 59.4% increase in the number of residents who are Asian. Harrow has a higher proportion of residents whose main language is not English and who cannot speak English or cannot speak English well, compared to the national and London averages.

Housing: Of the total amount of occupied dwellings in the area, 10.6% of Harrow's households live in social rented housing. Harrow has the lowest proportion of social housing of any of the London boroughs and 21.7% of households live in private rented accommodation. There are almost 50,000 households in housing need and the number of homeless families has increased over the past 5 years, with homelessness now a significantly growing issue. We will continue to work to help families remain in their accommodation whenever possible and find new housing solutions for families who need to move.

Health: Health in the borough is generally good; however, 14.6% of residents in Harrow have a limiting long-term illness or disability. This is an increase of 13.2% (+4,000) since 2001. Harrow's rate is now higher than the average for London (14.2%).

22.5% of all 4-5 year olds are classified as over-weight. 9% of 4-5 year olds are considered obese. 34.5% of 10-11 year olds are classified as over-weight. 20% of 10-11 year olds are classified as obese. This is higher than the national average.

Education: There are 57 schools in the borough, of which 93% are judged as good or outstanding by Ofsted. Despite population growth every Harrow child has been offered a school place at a Harrow school, achieved through our successfully delivered school expansion programme.

Crime: Over the past year crime levels have increased by 5%. The most common crime in the borough was anti-social behaviour although relative to London rates are low. The borough has a crime rate of 53

offences per 1,000 which is one of the best rates in London, making Harrow one of the safest boroughs in London.

Environment: 45% of household waste was recycled in 2014/15.

Employment and Skills: Unemployment in 2015 was 1.1% below the London and national average. There are more than twice the number of residents with higher level qualifications in Harrow (37%), compared to those with no qualifications (17%). The borough also has one of the lowest levels of NEETs (not in education, employment or training) in both London and nationally. 17% of those aged 16-64 have no qualifications (lowest being NVQ4).

Harrow Ambition Plan 2020

This is the first Harrow Ambition Plan. All Councils are experiencing immense budgetary pressures and Harrow is no different. This document is designed, not only to set out how this Council is responding to those challenges, but it also sets out our aspirations for the Borough, our commitment to the residents of the Borough and our commitment to staff.

1. Build a Better Harrow

Our aim is by 2020 to:

What we will do	Ambition
Deliver the largest number of new homes in a decade	5,400 new homes by 2020/21
Deliver the biggest Council Estate Regeneration scheme in decades	500 new council houses by 2020
Improve the quality of our homes and estates by implementing the Harrow Better Homes Standard and rolling 5 year Better Homes Programme	Successfully deliver our capital programme, maximising value for money, social value and collection of any income due from leaseholders Approved rolling 5 year Better Homes programme
Continue to improve the appearance of our estates working closely with caretakers, tenants and leaseholders.	Improved service performance – measured by tenant and leaseholder feedback surveys
Reduce housing fraud	Complete 600 leasehold audits to confirm occupation and the protection of our freehold Recover 10 properties in 2016/17 where fraud is identified and allocate to those in genuine housing need
Deliver a thriving cultural offer through regeneration and commercialisation projects (arts, libraries, heritage, sports & leisure and night-life)	Six libraries will have been refurbished or rebuilt, Headstone Manor Museum will be completely refurbished, Harrow Arts Centre will be delivering from improved buildings, an improved or new Harrow Leisure Centre will be at the centre of a new residential and leisure led quarter next to Byron

	<p>Park</p> <p>In 2020 the annual Active People Survey will show 25% of the population aged 16+ engaging in sport or physical activity three times a week</p> <p>By 2020, there will be at least 2.5 million visits per annum across our cultural offer, which would include Harrow libraries, Harrow leisure centres and Headstone Manor</p> <p>Harrow will be seen as the place for creative industries/artists to locate and conduct business (e.g. Artisan Place)</p> <p>Deliver S106 funded improvements to outdoor sports facilities as identified in the Harrow Outdoor Sports Pitch Strategy 2013-2023 by 2019</p> <p>Resident feedback: 90% of library users rate the Library Service as Very Good or Good</p>
<p>Deliver a new Civic Centre in the heart of Wealdstone, providing the catalyst for total regeneration of that part of the Borough, and regenerate Harrow Town Centre</p>	<p>To have moved into a new civic centre by 2019</p> <p>Create over 500 new jobs</p> <p>Support 500 young people into apprenticeships and jobs</p> <p>Support over 5,000 adult community learners</p> <p>Helped 300 unemployed residents back into work</p>
<p>Prevent homelessness whenever possible</p>	<p>By 2020 all families facing homelessness in the borough will be helped to remain in their accommodation or be offered an alternative housing solution. No families will stay in shared bed and breakfast accommodation longer than 6 weeks</p>
<p>We will continue to support local</p>	<p>We aim to double the number of</p>

private landlords and work with our social lettings agency (Help2Let) to offer well managed private rented accommodation in the borough	Harrow Landlords accredited through the London Landlord Accreditation scheme by 2020
Continue to be one of the safest boroughs in London	<p>Crime rates continue to fall and are the best in London</p> <p>Remain one of the best places in London for people from different backgrounds to get on</p> <p>We will regularly review our Road Safety Plan</p> <p>Aim for a year on year reduction in people killed or seriously injured on our roads</p>
Ensure sufficient places in childcare for vulnerable 2 year olds and encourage uptake	Uptake of formal childcare to improve from 48% to 67% and increase to 80% by 2018
Support our schools to continue to be among the best in the country	<p>95% of Harrow's maintained schools to be judged as good or outstanding by Ofsted for all children</p> <p>No "Coasting" schools</p> <p>Harrow school's Key Stage 2 results remain in the top 10% nationally and 5+A* to C GCSEs including English & Maths in the top 20% nationally</p>
Maintain one of lowest rates of young people Not in Education, Employment or Training in the country	Increase the number of young people who partake successfully in Apprenticeships and on Pre-Apprenticeship programmes
Promote wellbeing and reduce inequalities in the borough	<p>Life expectancy differences</p> <p>Deliver improvements against our Corporate Equality Objectives</p>
Promote and support volunteering and greater community action	<p>Increase number of volunteers and volunteer hours across the borough</p> <p>Achieve a target of 1100 trained Community Champions by 2016/17</p>

	To have established a Park User Group in every major park by the end of 2016/17
Continue to be tough on enforcement including on-the-spot fines for littering our streets and other anti-social behaviour	<p>Fly tipping will be removed within one working day. We will carry out targeted enforcement and education activity based on areas with higher activity</p> <p>Reduction in the total number of anti-social behaviour incidents per 1,000 residents</p>
To have a good quality, clean and sustainable environment	<p>To maintain our position as one of the top recycling boroughs in London and develop a recycling strategy to meet our ambition to be the top performer in London achieving a target of 50% by 2020</p> <p>To increase sustainable modes of transport in the borough to support improvements in air quality and public health by:</p> <ul style="list-style-type: none"> Reducing the % of children travelling to school by car Increasing the % of trips by walking and cycling

2. Be More Business-like and Business Friendly

Our aim is by 2020 to:

What we will do	Ambition
Generate new sources of income for the Council to pay for vital services	Bring in commercial contributions worth £15m by 2019 Deliver 2000+ new homes on council-owned land in the next decade and use any profit to support council services and become more self-sustaining. To aim for cost neutrality in Environmental Services by 2020, with 70% complete by 2018, through the work of the Project Phoenix commercialisation programme
Launch a new Private Lettings Agency	Have a portfolio of c.500 homes for letting and management
Deliver more workspace for Harrow's enterprising businesses	Create workspace to support the needs of growing local businesses, and attract new businesses into Harrow
Continued growth of Harrow's business base through our spend with local businesses	15% of council spend will be with local businesses
Improve resident satisfaction with our services, despite our need to	Resident satisfaction is constantly above 60%

What we will do	Ambition
do more for less	
Have a reputation for being a good employer and an inclusive organisation, attracting and retaining the best staff	<p>Maintain Investors in People and Disability '2 tick' accreditation.</p> <p>Improve our Stonewall Equality Index Score to achieve Top 100 employer status</p> <p>Improve our staff survey 'engagement' scores.</p> <p>Achieve London Healthy Workplace Charter Excellence Award</p>
Have a reputation for being an innovative council	<p>National reputation for being a commercial council</p> <p>Leader in West London for shared services</p>
Involve residents more in decisions that impact them and their neighbourhoods, devolving decisions where we can	<p>Community consultation is at the heart of our regeneration activities though the active involvement and engagement of the Residents' Regeneration Panel</p> <p>Increase number of residents who feel able to influence local decisions</p>
Continue to deliver excellent customer service and the right 'First Impression'	<p>Measured through:</p> <ul style="list-style-type: none"> • Improved resolution at the first point of contact • Reduction in avoidable contact • Increased Customer Satisfaction • Enhanced self-service offering
Become a truly digital Council with residents increasingly dealing with the Council online, enabling the remaining capacity to be used to deal only with the most complex cases on the phone or in person.	<p>Reduce advisor appointments by 10%, advisor answered phone calls by 10% and email traffic by 20% by 2020</p> <p>Increase logins to MyHarrow accounts by 50,000 pa and integrated web form usage by 20%</p>

What we will do	Ambition
	Reduce postage costs by £30,000 pa
Continue to develop shared service arrangements with other Councils in order to save money	Save £100K in 2016/17 on Procurement services, £250K on HR services in 2017/18, £280K on Legal services and put sharing in place for Registrars services in 2016
Embed effective standards for countering fraud and corruption in the organisation to minimise impact on service provision	Ensure that risks associated with fraud & corruption are managed effectively across all parts of the council by identifying fraud risks; developing a counter fraud strategy; providing resources to implement the strategy; and taking action in response to identified fraud & corruption
Support a sustainable voluntary sector to deliver services in the borough	Develop and deliver a strategy for working with the Voluntary and Community Sector in Harrow

3. Protect the Most Vulnerable and Support Families

Our aim is by 2020 to:

What we will do	Ambition
Safeguard vulnerable children and adults in need of protection and be pro-active in reducing the risk of abuse within families	<p>Pro-actively counter all forms of abuse; including child trafficking, child sexual exploitation, serious youth violence, gangs, on-line grooming, modern slavery and elder abuse</p> <p>Reduce rate of first time entrants to the youth justice system</p> <p>Reduce rates of reoffending amongst young offenders</p> <p>The independent Local Safeguarding Adults Board (LSAB) judges that safeguarding adults work is person centred</p> <p>The LSAB judges that prevention of abuse of adults at risk is a high priority in Harrow</p>
Continue to support those residents who are victims of domestic and sexual violence, including female genital mutilation	<p>Improve the 'Outcome Star' performance for those residents who use our Domestic and Sexual Violence services, meaning they feel more safe as a result of our interventions</p> <p>Deliver the 'Harrow Couples Domestic Violence Project' in 2016</p>
To improve the lives of vulnerable families with multiple problems through the transformation of local	1360 families have measurably improved outcomes by 2020

What we will do	Ambition
services	
Deliver Project Infinity, an innovative programme to develop a contemporary, fresh and leaner adult social care system so the most vulnerable, their carer(s) and their family are at the centre of adult social care	Achieve outcomes and commercial ambitions for the Infinity programme
Integrate adult social care services and health services further	Partners agree Better Care Fund plans
Continue to ensure people have maximum choice and control over the care services they receive through personalisation	% of long term service users who report having as much control over daily life as they would like % of long term service users who report having choice over care and support services
Deliver an effective health visiting service to ensure children get the best start in life	Percentage of births that receive a face to face New Birth Visit within 14 days by a Health Visitor with a target of 88-90% by April 2017
Continue to deliver effective intervention services through our Children's Centres	Increase reach of Children's Centres to Harrow's most vulnerable children and families
Establish a new respite care unit and increase the offer of respite care for children with disabilities within the borough	Sign off business case and identify site by end of 2016/17
Continue our School Expansion Programme	Every Harrow child has a school place each year to 2020
Improve access to high quality local contraception and sexual health services	To reduce sexually transmitted infections and unplanned pregnancies in Harrow
Improve mental health and wellbeing and in particular pilot an integrated employment/ mental health support offer	Residents with common mental health problems who are out of work are supported to return to employment Percentage of adult social care

What we will do	Ambition
	<p>users/adult carers who have as much social contact as they would like</p> <p>Proportion of adults in contact with secondary mental health services in paid employment</p> <p>Reduce number of working days lost due to stress and mental ill health in the Council</p> <p>Emotional wellbeing of children looked after</p>
<p>Develop community assets aimed at keeping people independent for longer</p>	<p>Improve Quality of Life measure in annual adult social care user survey</p>
<p>Ensure there is a range of accessible information, advice and advocacy available so the whole community knows how to access support and report concerns</p>	<p>Proportion of people who use services who find it easy to find information about services</p>
<p>More residents from hard to reach groups will participate in sport and physical activity at the Council's leisure facilities</p>	<p>An increased number of users of Harrow's leisure facilities from specific target groups including females, those with a disability, those aged 60+, and those who are Black, Asian, and Minority Ethnic</p>

What it means for the Council and Our Staff

*The Administration see staff as the lifeblood
of the organisation and the foundation to
making 'Our Harrow Ambition Plan' a reality*

What will it be like working for Harrow?

By 2020 we will be a smaller organisation, based at a new Civic Centre that is an open and accessible community building. We will be an employer of choice offering a range of modern and flexible working arrangements and reflecting the diversity of the borough throughout the organisation. Our new values will support us in achieving this so that wherever people work, they will know they work for Harrow Council in the way they are treated and the rewards and opportunities they have access to.

We will have shared service arrangements for most of our back office functions, which means that more staff will increasingly work for more than one Council, or will have transferred to other organisations to deliver services for Harrow residents. They may or may not work in the new Civic Centre, but our technology will link them ensuring they feel part of Harrow Council.

We will be working with a range of suppliers and partner organisations from the private sector, voluntary and community sector and other Councils to deliver services, and together with our partners, we will look at all ways of maintaining the services that residents value.

Our biggest innovation will be our commercial strategy to bring in new income to support other services in the Council as we are expected to become self-financing by 2020.

Our commercial strategy will mean that more of what we do will be delivered by a separate trading company, to allow us to generate income. We will look to market these services to other Councils and to residents and local businesses where we

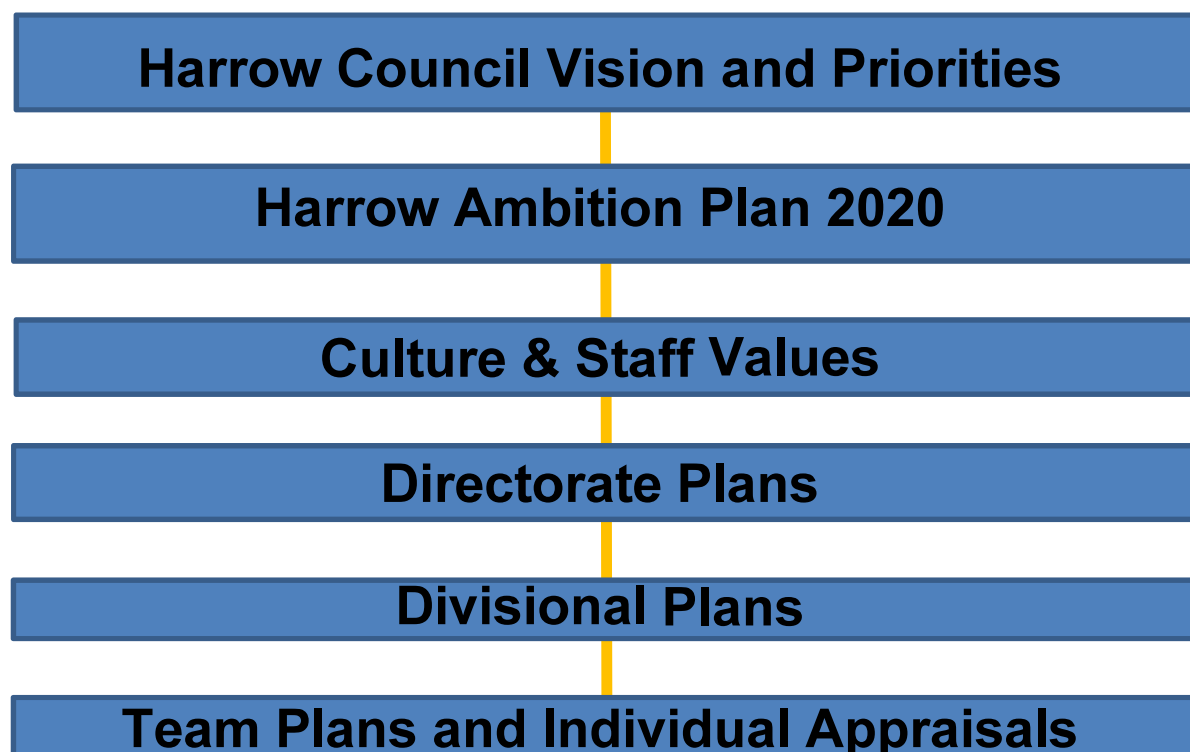
believe that we can offer something that meets a real need in the borough.

Finally, digital access to information, advice and transactions will be the default position, enabling the remaining capacity to be used to deal only with the most complex cases face to face.

Council Golden Thread

2016-2019

How it all fits together



Our Workforce Ambition

In order to deliver our ambitions we need a leaner, more flexible and resilient workforce. We need a workforce that is commercially skilled and equipped and incentivised to work together in this more complex environment. We want to be an employer of choice with a diverse workforce that embodies our values and behaviours and who:

- Are committed to delivering for Harrow
- Are 'can do'
- Collaborate to get the best outcomes for customers
- Put the customer at the centre of their thinking
- Demonstrate increased cost consciousness
- Are risk aware not risk averse
- Look for opportunities to do things differently

Our values have been developed by our staff and they are the foundation for the behaviours that will shape the way we work with each other, our partners and the way in which we deliver our services. Our values and behaviours are:

Be Courageous

It means I will –

- Challenge the status quo and be ready to step up and accept a challenge
- Make brave decisions to achieve success – be risk aware not risk averse
- Look for ways to do things differently
- Be conscious of my actions and take responsibility for the outcomes
- Look for opportunities to learn and develop
- Trust myself to have a go – change starts with me
- Learn from failure, accept and act on feedback

When I work with others –

- Give and earn trust
- Challenge others and be open to challenge back
- Stop and review. Have the courage to speak up when it's not working, seek out solutions to achieve success

Do it Together

It means I will –

- Actively seek the views of others and share knowledge
- Break down silos
- Think 'Us' not 'I'
- Build effective relationships across the organisation
- Treat everyone with respect and value diversity
- Involve all stakeholders. Think through the issues and impact, engaging with all those affected or impacted
- Put myself in others' shoes

When I work with others –

- Communicate honestly
- Tackle problems together
- Praise the work of others, acknowledge contribution
- Value the views of others – my colleagues and my customers
- Show I care
- Celebrate success
- Establish clear roles and responsibilities

Make it Happen

It means I will –

- Be positive
- See things through
- Be agile and quick to act
- Act with confidence
- Take initiative, be proactive and less reactive

- Be outcomes focused
- Stop when it's not working
- Know what to do and have the conviction to do it

When I work with others –

- Take responsibility – don't pass the buck
- Be clear about expectations
- Agree clear outcomes
- Have a common purpose
- Support others' enthusiasm

Our leadership commitments set out how the Senior Management Team of the Council will support the workforce to embody our values in order to deliver our ambitions to: build a better Harrow; protect the most vulnerable and support families; and be more business-like and business friendly.

The Senior Management of the Council is made up of the Council's Directors and Divisional Directors, led by the Chief Executive Michael Lockwood.

Who we are:

Chief Executive:	Michael Lockwood
Corporate Director Community:	Tom McCourt
Corporate Director People:	Chris Spencer
Corporate Director Resources:	Tom Whiting
Director of Finance	Dawn Calvert
Director of Legal & Governance	Hugh Peart
Director Adult Social Services	Bernie Flaherty
Director Public Health	Andrew Howe

As leaders we will:

1. Be Courageous

- Encourage freedom within a framework
- Provide the framework and guidance for others to perform
- Set clear expectations and outcomes
- Take ownership and work to prevent a blame culture
- Be ambitious about what's possible, inspiring others to

'Think Big'

- Have high expectations of others
- Hold others to account
- Review performance regularly
- Be authentic
- Deliver on my promises
- Build on experience and adapt. Plan, review, do.

2. Do it Together

- Be visible, have a presence with our teams and across the organisation
- Drive collaboration with others who share the same outcome
- Actively seek the views of the customer
- Listen to others opinions to inform decision making
- Engage, not just communicate
- Move from 'them' and 'they' to 'us' and 'we'
- Listen and ask, don't tell
- Involve members
- Adapt my style to support people to deliver results
- Create a coaching environment, mentoring and developing others
- Openly share my knowledge and experience

3. Make it Happen

- Give responsibilities to others, let go of control
- Remove barriers. Enable others to be more effective
- Be decisive
- Trust staff to work on the basis of results not tasks
- Make the process for change faster and more dynamic
- Articulate clearly what success looks like
- Celebrate and encourage innovation
- Set and review priorities

We have also put in place a culture change programme with a

range of communications, activities and tools for managers and employees so that they can:

- understand the Harrow Ambition Plan and are aware of how they, as individuals, contribute to that vision
- understand our values and what they mean for their team
- demonstrate those values and behaviours in the workplace
- develop the skills to work in a commercially minded, customer focused and innovative way

Harrow Ambition Plan 2020: Culture Change

Our aim is by 2020 to:

What we will do	Ambition
Develop and deliver a set of activities, tools and communications that enable colleagues to demonstrate the new values and behaviours	All staff understand the new values and demonstrate the behaviours (measured at appraisal)
Develop and deliver a culture change programme that supports the mobile and flexible working programme	All staff are working in a mobile and flexible way and are comfortable doing so (measured at appraisal)
Develop and deliver a strategy to position Harrow Council as an employer of choice that attracts and retains commercially minded, energetic people who enjoy working at pace in a fast changing environment	Positions are filled at first time of asking Turnover (resignations) is better than London Boroughs' mean Staff feedback positively about being employed by Harrow (measured via the staff survey)
Put in place a set of learning solutions – e-learning, coaching, workshops - that enable staff to work in a commercially minded, agile and digital way	All staff have the appropriate skills for their role (measured at appraisal)
Develop and deliver a leadership programme that enables leaders to lead commercially minded, collaborative and digital teams	All managers have the required skills (measured via the staff survey and at appraisal)
Develop and deliver an Employee Wellbeing Strategy that promotes healthy living, the right work/life balance and builds a resilient and resourceful workforce.	Staff feed back positively about wellbeing at work (measured via the staff survey) Sickness absence is better than London Boroughs' mean

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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	✓
In year cost savings		Full Council	
Title of Project:	Corporate Plan		
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:	Rachel Gapp		
Date of assessment:	January 2016		

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>All Councils are experiencing immense budgetary pressures and Harrow is no different. The Corporate Plan is designed, not only to set out how this Borough is responding to those challenges, but it also sets out our aspirations for the Borough, and our strategy to deliver on our vision of 'Working together to make a difference for the vulnerable, communities, families and businesses'. That strategy is between now and 2020 to Build a Better Harrow, Protect the Most Vulnerable and Be More Business Like.</p> <p>The Corporate Plan, entitled 'Harrow Ambition Plan 2020' is set in three parts. A first section that sets out the context, ambition and strategy, section two which is the delivery plan, which sets out the projects and initiatives and the targets we aspire to achieve and a third section which is aimed internally at staff which sets out what all of this will mean for the Council as an organisation and a place to work.</p>
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	<p>The Corporate Plan will be delivered within the same cost envelope as the approved MTFs in February 2016. Given the approved budget, there are no new savings proposals being put forward as part of this Plan. There are therefore no equality implications from the perspective of additional savings.</p> <p>From the perspective of the activity which is set out within the Plan they are all supporting the Corporate Priorities which encompass all protected characteristics. Therefore there are no direct adverse implications from the delivery plan. However, for some of the substantial areas where work is to start on developing business cases or on new ways of delivery, officers will need to carry out initial EQIAs to ensure that any indirect implications are appropriately managed and mitigated against.</p>																														
<p>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			
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Race	X	Religion or Belief	X	Sex	X																										
Sexual Orientation	X	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>Some of the activities proposed in the Corporate Plan are delivered in partnership with statutory partners like the health service, e.g. related activity to deliver health and social care services to adults. For activity involving partners which is new within the Corporate Plan EQIAs will be completed where appropriate to do so.</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>																															

(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, 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%	
Religion or Belief	Unknown	0.00%	0.00%
	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%	
50 pregnancy/ maternity in last 2 years?	Yes	4.02%	No category
	No	95.98%	
Same gender assigned at birth?	Yes	95.47%	No category
	No	0.00%	
	Unknown	4.53%	

Age (including carers of young/older people) For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.

Disability (including carers of disabled people) For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.

	EQIA will be completed where appropriate to do so.
Gender Reassignment	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Marriage / Civil Partnership	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Pregnancy and Maternity	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Race	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Religion and Belief	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Sex / Gender	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Sexual Orientation	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
5. What consultation have you undertaken on your proposals?	
Who was consulted?	What consultation methods were used?
For all actions set out in the Plan the relevant consultation will have either been undertaken before these were put forward to	Where consultation took place, there were a range of consultation methods used in developing the proposals,
	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).
	No equalities issued identified.

<p>be incorporated in the Plan, or will have consultation as part of their next steps towards delivery.</p> <p>Where there are new actions in the plan for 2016/17 and beyond, these are still based on the 2014 Labour Party Manifesto, which was developed in consultation with Harrow residents. Given the capacity of the Council, it was agreed in 2014/15 that these actions would be introduced in later years. Where necessary, further consultation will be undertaken with residents and communities to shape the delivery of these proposals, in keeping with the ambition of the Administration to consult and engage.</p>	<p>including surveys, user groups and stakeholder meetings.</p>	<p>reduction in resource investment) or activities which will enhance quality of life there is no disproportionate impact of different groups.</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>	N/A						
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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>										
Yes		Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation

No	X	X	X	X	X	X	X	X	X	X	X
<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 											
<p>Stage 4: Collating Additional data / Evidence</p>											
<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>53 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?			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									
55 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 impact			
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.

- 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)**

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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.	
	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
All	Ensure that where appropriate key initiatives set out within the Delivery Plan of the Corporate Plan have initial Equality Impact Assessments undertaken.	Documentation completed in accordance Council policy	Before the end of 2016/17	Rachel Gapp, (Head of Policy)	
All	The Council's Strategic Performance Report includes monitoring of the Council's key deliverables, including the delivery plan of the Corporate Plan. This is reviewed by Cabinet quarterly and also included progress against the Council's agreed Equality Objectives.	Quarterly performance monitored through CSB and Cabinet	To fit with Quarterly performance cycle	Alex Dewsnap, Divisional Director, Strategic Commissioning	

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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>)	The Council's Strategic Performance Report includes monitoring of the Council's key deliverables, including the delivery plan of the Corporate Plan. This is reviewed by Cabinet quarterly and also includes progress against the Council's agreed Equality Objectives.
16. How will the results of any monitoring be analysed, reported and publicised? (<i>Also Include in Improvement Action Plan at Stage 7</i>)	As above, through the Strategic Performance Report
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 Priorities agreed by Council encompass all the Protected characteristics, and the Delivery Plan if effectively delivered, will support the Council in eliminating discrimination, harassment and victimisation.	The Priorities agreed by Council encompass all the Protected characteristics, and the Delivery Plan if effectively delivered, will support the advancement of equality of opportunity.	The Priorities agreed by Council encompass all the Protected characteristics, and the Delivery Plan if effectively delivered, will support the fostering of good relations between different groups.

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

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)	Rachel Gapp	Signed: (Chair of DETG)
Date:	15/01/16	Date:
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair
		Alex Dewsnap
		5/02/16



REPORT FOR: CABINET

Date of Meeting: 18 February 2016

Subject: Final Revenue Budget 2016/17 and Medium Term Financial Strategy 2016/17 to 2019/20

Key Decision: Yes

Responsible Officer: Dawn Calvert, Director of Finance

Portfolio Holder: Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts

Exempt: No

Decision subject to Call-in: Yes, except where the decision is reserved to Council and is for noting only

Wards affected: All

Enclosures:

Appendices listed below:

App 1a	Proposed savings 2016/17 to 2019/20
App 1b	Savings and growth 2016/17 to 2018/19 from 2015/16 MTFS
App. 1c	Savings and growth 2016/17 to 2018/19 from 2014/15 MTFS
App. 2	Medium Term Financial Plan 2016/17 to 2019/20
App. 3	Revenue Budget Summary 2016/17
App. 4	Levies, contributions and subscriptions
App. 5	Policy on use of contingency
App. 6	Schools Budget 2016/17
App. 7	Public Health Budget 2016/17
App. 8	Risk Assessment
App. 9	Reserves Policy

App 10	Reserves and Provisions forecast
App.11	Report of the Chief Finance Officer
App.12	Model Council Tax Resolution
App 13	Members Allowance Scheme
App 14	Annual Pay Policy Statement for 2016/17
App 15	Stakeholder Consultation – minutes of meetings
App 16	Flexible Use of Capital Receipts
App 17	Cumulative EQIA

This report sets out the final revenue budget for 2016/17 and Medium Term Financial Strategy (MTFS) for 2016/17 to 2019/20. In December 2015, Cabinet approved draft versions of the revenue budget and MTFS for general consultation.

Recommendations:

Cabinet is requested to:

- 1) Recommend the 2016/17 budget to Council for approval, being mindful of the results of the various consultations and equality impact assessments, to enable the Council Tax for 2016/17 to be set (Appendix 2)
- 2) Approve the Medium Term Financial Strategy (MTFS) at Appendix 2 for referral to Council.
- 3) Note the current remaining budget gaps of £1.053m and £90k over the three year MTFS (2016/17 to 2018/19) (table 3, para 1.10)
- 4) Note the intention to increase Council Tax by 1.99% in 2016/17 (paragraph 1.13).
- 5) Note the intention to increase Council Tax by 2.0% in 2016/17 in respect of the Adult Social Care Precept (paragraph 1.14).
- 6) Recommend to Council the 2016/17 Schools Budget as set out in Appendix 6.
- 7) Note the 2016/17 Public Health Budget as set out in Appendix 7.
- 8) Agree the risk assessment (Appendix 8) and refer it to the Governance, Audit and Risk Management and Standards Committee for consideration and monitoring.
- 9) Note the sum of Better Care Funding to be received by the Council in 2016/17 (£6.5m) (paragraph 1.24 & 1.25)
- 10) Recommend the 2016/17 Members' Allowance Scheme to Council for approval (Appendix 13)

- 11) Recommend the 2016/17 Annual Pay Policy Statement to Council for approval (Appendix 14)
- 12) Note the comments from the various stakeholder meetings (para 2.3 (Appendix 15)
- 13) Approve the 2016/17 Flexible Use of Capital Receipts Efficiency Strategy. (paragraph 1.18, Appendix 16)

Reason: (For recommendations)

To ensure that the Council sets a balanced budget for 2016/17.

Section 2 – Report

INTRODUCTION

- 1.0 This is the final report in a series of budget reports for the MTFS covering the period 2016/17 to 2019/20.
- 1.1 Over the last few years, the Government has reduced its funding for councils, as part of its nationwide austerity programme. Those funding cuts, increased demand for services and cost inflation mean that Harrow Council needs to reduce its budget by £83 million between the period 2015/16 to 2018/19. Harrow Council's gross budget is £589m, but most of that must be spent on housing benefit, schools and other services. The Government has strict rules about how that money should be spent and it can't be used for anything else. The Council's net controllable revenue budget of £141m is the element of the budget that the Council can exercise control over and from where the savings must be found. Harrow Council has presented a balanced budget for 2016/17 which protects services for families, communities, businesses and the vulnerable. This budget shows Harrow Council is responsible with taxpayers' money, is ambitious for the borough and is prioritising the vulnerable in its spending decisions.

Table 1 sets out how the £141m is planned to be spent in 2016/17:

Net Controllable Revenue Budget	Budget 2016/17 £000	Description of service
Resources & Commercial		
Council contribution to freedom passes scheme	9,803	Every resident should have their independence. This is millions of pounds of funding to allow older residents - or those with a disability - independence and free travel across Harrow and London.
The Council's call centre, main reception and website administration costs	4,012	Residents want to contact the Council in a number of different ways. This is what is spent so residents can contact the council in a way that is convenient for them, whether it is online or over the phone.
Support for residents revenue and benefit claims	2,705	This is money the Council spends assisting those in need and helping them access the support they need.
Resources	21,357	This covers a range of back office functions necessary for the running of the council including Legal, HR, procurement and IT support for the Council, including in all of our community facilities.
Community		
Keeping Harrow clean & green	16,280	The council spends millions on street cleaning, parks maintenance, collecting and preventing fly-tipping, licensing and preventing Anti-Social Behaviour. This budget includes investing in neighbourhood facilities and pro-active action to stop Harrow streets becoming dirty in the first place.
Promoting culture in the Borough	1,830	Libraries and cultural facilities are so important to residents. This money maintains Harrow's state of the art libraries, as well as other cultural facilities in the Borough.
Housing General Fund	3,539	The Council has a duty to ensure all our residents have somewhere to live. This money is spent providing temporary accommodation for residents and families in need. This also goes towards housing vulnerable residents, who, for example, are fleeing domestic violence.
People		
Adults Services		
Support for people with a disability and older people.	42,031	The Council spends millions of pounds on caring for older residents, and those with a disability. This covers thousands of residents in the Borough and includes day care centres, overnight respite care and home visits by support workers. Council support helps give our residents, dignity, independence and support for their carers and family.
Quality Assurance & commissioning services	9,873	The Council wants to ensure our residents receive the care they deserve. This is the money it spends on safeguarding to ensure that the care that Harrow residents receive in the borough - including in private care centres - adheres to the highest standard of care.
Children's Services		
Children & Young People's Services	21,566	The Council provides valuable support to families and young people across the Borough. This includes Children's Centres to support young families and social workers to work with our most vulnerable children and families. This also includes adoption and fostering services.
Education Services	6,955	Harrow schools are amongst the best in the Country and the Council spends money on support services for them, as well as education services for children in care or with special educational needs.
Regeneration		
Economic Development & Research	622	The council team that works with local businesses and employers to create hundreds of jobs, apprenticeships and training opportunities, particularly for our young people. They also bid for grants from Government to support businesses and regenerate Town Centres in the Borough. It is this team that is one of the reasons the Council was awarded the best small business friendly Borough in London.
Planning Services	298	This is money spent processing planning applications and enforcing planning standards across the Borough.
Total Service Budgets	140,871	

- 1.2 The Council has a statutory obligation to agree and publish the budget for 2016/17, and this report sets out the final budget for 2016/17 and 3 year MTFs to 2018/19 and reference is made to 2019/20.

BACKGROUND

- 1.3 The budget process is designed to ensure that it is priority led so that resources are aligned with council priorities and statutory responsibilities including equalities implications. The Council's Corporate Plan, which is included elsewhere on the agenda, sets out a vision and Council priorities and the draft budget for 2016/17 and MTFs have been prepared in line with the priorities of. 'Working Together to Make a Difference for Harrow':
- Making a difference for the vulnerable
 - Making a difference for communities
 - Making a difference for local business
 - Making a difference for families
- 1.4 The MTFs agreed by Cabinet and Council in February 2015 showed a balanced budget position for 2015/16 and an estimated total budget gap of £52.4m, (£23.2m for 2016/17, £15.3m for 2017/18 and £13.9m for 2018/19). This budget gap was based on an indicative central government grant settlement for 2016/17 alongside a number of assumptions on council tax, inflation and movements on government grants. In balancing the 2015/16 budget, savings of £30.9m were agreed which in addition to the £52.4m gap for the period 2016/17 onwards gives a total savings of £83m over the period 2015/16 to 2018/19.
- 1.5 In July 2015, Cabinet received a budget planning process update report which reaffirmed the total budget gap of £52.4m over the three year period 2016/17 to 2018/19:

2016/17	£23.198m
2017/18	£15.286m
2018/19	£13.899m

The July cabinet meeting also agreed a total of £2.468m in-year savings.

EXTERNAL FUNDING POSITION

- 1.6 Harrow Council is one of the lowest funded councils in London. A focused piece of work was commissioned last year to investigate the Council's funding settlement and the reasons behind the variances from other London Boroughs and across England. The review identified that in 2015/16 Harrow's revenue spending power per head is projected to be £159 (or 17.3%) lower than the London average which ranks Harrow 26th out of 32 London Boroughs. A similar comparison with the England average shows Harrow's revenue spending power per head is £127 (or 14.3%) below average and ranks Harrow 105th out of

120 local authorities. The Local Government settlement, finalised in February 2016, has not done anything to improve this situation.

DELIVERY OF THE 2015/16 BUDGET

- 1.7 Delivery of the 2015/16 budget is critical to maintaining the Council's financial standing. The 2015/16 revenue budget includes a challenging savings target of £18.7m. The Quarter 3 forecast as at 31st December, (subject to a separate report elsewhere on the agenda), indicates a directorate overspend of £4.553m. Mitigating actions have been identified of £2.625m which reduce the directorate overspend to £1.928m. Corporate savings of £1.070m have been identified and these taken together with an assumed use of the corporate contingency of £0.858m enable a balanced position to be achieved. The achievement of the balanced position includes one-off funding of £4.6m; mainly the use of earmarked reserves and other income and directorates continue to seek further on-going mitigating actions.

BUDGET PLANNING PROCESS

- 1.8 Through the budget process there has been a very clear steer that officers must come forward with a range of saving proposals to give Members options to meet the budget gap for the 3 year period, 2016/17, 2017/18 and 2018/19.

DEVELOPMENTS IMPACTING UPON THE COUNCIL'S MEDIUM TERM FINANCIAL STRATEGY

- 1.9 The 2015/16 MTFS, covering the three year period 2015/16 to 2017/18, was approved by Council in February 2015. Though the MTFS is approved annually, it is reviewed on a continual basis as the Council's financial position is dynamic and could be affected by a number of financial uncertainties and adjustments that could affect its financial position over the medium term. In preparing the draft budget for 2016/17, which was reported to Cabinet in December 2015, there were a number of adjustments to the MTFS. These are summarised in table 2 below:

Table 2: Adjustments to MTFS (Prior to December Local Government Finance Settlement)

	2016/17	2017/18	2018/19
	£000	£000	£000
Estimated budget Gap Feb 2015	23,198	15,286	13,899
Adjustments:			
Revenue Support Grant	-4,894	-540	5,609
Better Care Fund	-1,000		
Retained Business Rates	823		
s31 Grant Business Rate Relief	443		
Council Tax Increase 1.99 for 16/17, 1% for 17/18	-1,962	-1,025	0
Council Taxbase	-1,849	-4	-5
Collection Fund Surplus	-3,500	3,500	0
Reduce pay award provision from 2% to 1%	-800	-800	-800
Adjust inflation provision	-870	-870	
Capital Financing Charges	958	1,437	1,631
Additional New Homes Bonus	-750		
One-off contribution to MTFS Implementation Reserve	3,135	-3,135	
Delete Energy contingency		-350	
Reduce Budget Planning contingency	-1,000	-5,000	-2,630
Corporate car allowance saving	-100		
Additional Commercialisation savings from projects in the pipeline		-1,100	
Directorate saving proposals			
Resources	-2,934	-474	-1,195
People	-7,594	-5,558	-10,887
Community	-1,214	-1,317	-2,388
Regeneration	-90	-50	
Subtotal of Savings Proposals	-11,832	-7,399	-14,470
Updated Estimated Budget Gap prior to settlement	0	0	3,234

1.10 The Autumn Statement was announced on 25 November 2015 followed by the provisional Local Government Finance Settlement on 17 December and at the time of writing this report the final settlement is still to be confirmed. The announcements, along with other changes, have resulted in a number of adjustments to the MTFS which are summarised in table 3 below and supported by explanatory text which follows the table.

Table 3 - 'Adjustments to MTFs 2016/17 to 2018/19
After the Local Government Finance Settlement

	2016/17	2017/18	2018/19
	£000	£000	£000
Budget Gap prior to settlement			3,234
RSG change	3,347	616	-5,295
Business Rates top-up	262	195	106
RSG Changes	3,609	811	-5,189
Other Grants/announcements			
ESG	-472	100	100
New Homes Bonus	-469	0	2,000
Increase in taxbase	-817	-15	0
Public Health Grant estimated reduction	300		
Total other grants/announcements	-1,458	85	2,100
Revised Gap following settlement	2,151	896	145
Reduce Demography growth	-1,500		
Reduce Inflation provision	-250		
Reduction in External audit fee budget	-80		
Rephasing of saving CH8 Private Lettings Agency	54		-54
Add New Homes Bonus top slice grant	-1,194		
Allocation of £1m for Homelessness pressure	1,000		
	181	896	91
Income from 2% Adult Social Care precept	-2,025	-24	-1
Allocation to Adults for demographic costs	1,500		
Allocation to Adults for National Minimum Wage	525		
Contribution from MTFs Implementation Reserve	-181	181	
Revised Gap following settlement	0	1,053	90

1.11 **Impact of Provisional Settlement** - Compared to the MTFs figures reported in December 2015, the RSG figures are worse by £3.609m in 2016/17 and £0.811m in 2017/18 and then improve by £5.189m in 2018/19. The method for distributing RSG has been changed and now takes account of the relative distribution of each authority's 2015/16 RSG, Baseline funding and Council Tax. Harrow has been adversely affected in this settlement. Harrow's Settlement Funding Assessment has reduced by 16% in 2016/17 compared to 12.5% for England, 9.6% for Inner London and 13% for Outer London. Harrow received reduced funding because it has a relatively high level of Council Tax and a relatively high Council Tax base.

The Council sets an annual 3 year MTFs which covers 2016/17 to 2018/19. The settlement includes indicative figures for 2019/20. For Harrow this shows a further reduction in RSG of £5.7m, which leaves

Harrow only receiving £1.6m of RSG in 2019/20. The actions to address the indicative reduction for 2019/20 will be reported to December Cabinet in 2016 as part of the MTFs for 2017/18 to 2019/20.

The Government has presented the 4 year settlement as an 'offer' to local government with the only clear proviso in the consultation being that any council accepting the offer will have to publish an efficiency plan. At the time of writing this report, there are no details on this yet, however the Government, in the consultation, has indicated that Councils should use their multi-year settlements to "strengthen financial management and efficiency, including by maximising value in arrangements with suppliers and making strategic use of reserves in the interests of residents".

- 1.12 **Retained Business rates.** There are no changes to the Business Rates figures from the December MTFs figures reported, however the consultation also confirmed the Government's intention to phase out RSG by the end of this Parliament and for business rates to retained 100% by local government. There are no firm details and the consultation stated that the Government will set up systems to involve councils, businesses and others in the process early in 2016 and intends to consult on the implementation of the 100% business rates retention scheme in summer 2016, following a period of extensive engagement with councils and their representatives in the preceding months.
- 1.13 **Council Tax Increase:** The MTFs reported to December Cabinet assumed a 1.99% increase in Council Tax. Where Authorities propose an increase in Council Tax above the limit set by the Secretary of State they are required to hold a referendum to get approval for this from local voters. The 2016/17 Local Government Finance Settlement (Provisional) confirmed that the Council Tax Referendum threshold in 2016/17 would remain at 2%. Therefore, the 1.99% increase proposed falls within the 2% limit.
- 1.14 As part of the consultation on the settlement launched by the Government on 17th December and also as announced as part of the 25th November Autumn Statement, Authorities responsible for Adult Social Care can raise up to a further 2% each year to be spent on Adult Social Care (ASC). This will be known as the Adult Social Care precept. Section 151 Officers have to certify that the Authority has increased its Council Tax by this 2% to fund adult social care services in 2016/17. Another requirement is that council tax payers must also be informed on the face of the council tax bill and in the information supplied with it about the part of the increase that is being used to fund adult social care. The additional 2% ASC precept will raise an additional £2.025m in 2016/17.

There has been a change in the approach to Council Tax increases. The Council Tax freeze grant has been stopped, the Government is regarding the 2% Social Care precept as additional funding and their projections for local government are using an average 1.7% increase as funding we have.

1.15 **Council Tax base.** The draft budget was based on a tax base of 81,346. The maximum tax base for 2016/17 was agreed at January 2016 Cabinet at 82,000. This yields an additional £817k in 2016/17 based on a band D CT rate increased by 1.99% only.

1.16 **Other Grants and Funding streams**

- **New Homes Bonus (NHB)** allocations have been announced, and DCLG have confirmed a figure of an additional £1.663m:
 - £469k for 2016/17 as a result of additional affordable new homes built in the borough (council and develop) and returned NHB previously top sliced from RSG.
 - £1.194m in relation to the top slice. In 2015/16, the LEP top slice was removed from the budget. At the time of the draft budget it had not been confirmed if the top slice was going to continue. Therefore, no assumptions had been made in the draft budget for the estimated £1.194m. In January 2016, it was confirmed that the top slice was not going to continue and therefore the £1.194m has been brought into the 2016/17 budget. The Council is experiencing unprecedented housing pressures due to Welfare Reform. The primary impact is an unprecedented increase in the number of families presenting themselves as homeless and the pressure on the bed and breakfast budget is an estimated overspend in excess of £2m in 2016/17. £1m of the LEP top slice will be allocated to addressing homelessness pressures.

The Government is consulting on options to reform New Homes Bonus, to save £800m p.a.. It may be payable for less years than the current 6 and also not necessarily all new homes. There may be a threshold % increase to qualify. Homes built following a planning appeal may also not qualify.

The £2m reduction in 2018/19 is an indicative DCLG figure to reflect the changes in the estimated reduction the in NHB, ie to save £800m per annum.

- **Education Support Grant** – this is being cut nationally by 8.8%, although the anticipated grant for Harrow is £472k more than currently budgeted in 2016/17. ESG was assumed at £1.826m for 16/17. Actual grant will be £2.298m (subject to changes based on academy conversions, the grant currently assumes 1 conversion in January 2016). The current MTFs assumes a reduction of £545k in 17/18 and 2018/19. Knowing the government wants to reduce this grant significantly, a further reduction of £100k is assumed in 17/18 and 18/19. Therefore by 31/03/19, ESG will be £1.008m.
- **Improved Better Care Fund-** £1.9m in 2018/19 and £2.2m in 2019/20. Despite there being no announcement on the 2016/17 BCF, funding allocations have been announced for this improved

Better Care Fund which take account of the amounts raised by different authorities by the 2% Social Care precept. This will be a grant to the Council rather than being subject to negotiation with the CCG. There are likely to be conditions/extra duties attached to this grant but no details have yet been provided. Therefore no income is built into the MTFs at this time.

- **Public Health Grant** - In its letter dated 27/11/15, Public Health England indicated reductions to the Public Health Grant of approximately 2.5% from 2016/17 to 2019/20. A £300k reduction has therefore been assumed for 2016/17 as the value of the Public Health Grant 2016/17 still remains subject to confirmation.
- **Care Act Funding**
In 2015/16 Adult Services received £1.2m of Care Act Implementation funding. This was not built into the base budget and treated as cash in hand, it is largely being used as a non recurring mitigating action to balance the 2015/16 budget. From 2016/17 Care Act has been built into RSG as follows:

2016/17	£1.271m
2017/18	£246k
2018/19	£29k
2019/20	£588k

As Harrow's RSG has reduced in 2016/17, there is currently no capacity to allocate Care Act funding to the People's directorate as it is required to meet the overall funding gap.

SUMMARY FOLLOWING THE 17TH DECEMBER SETTLEMENT

- 1.17 Following the 17th December settlement announcement, the RSG for 2016/17 was £3.6m less than anticipated. However the ESG grant, New Homes Bonus and increased tax base have improved the position by £1.764m, and after assuming a £300k reduction in the Public Health grant, the net position shows a £2.151m budget gap for 2016/17. The budget gap would have been met by a reduction of £1.5m in the Adults demography growth in 2016/17, a £0.250m reduction in inflation budgets for 2016/17, an £80k saving in the budget for Audit Fees, £194k additional grant from the New Homes Bonus top slice, plus a contribution of £127k from the MTFs implementation Reserve. The application of the 2% ASC precept, yields £2.025m and therefore, enables the £1.5m of demographic growth and £525k of national minimum wage growth to be added to the Adult services budget for 2016/17. In addition, a saving in connection with the private lettings Agency has been rephased and the £54k saving in 2016/17 will now not be realised until 2018/19. Therefore, this will be funded from the MTFs implementation reserve. Therefore, the original £3.135m contribution to the MTFs implementation fund, as set out in the draft budget, will be reduced to £2.953m.
- 1.18 As part of the settlement, the Chancellor of the Exchequer also announced that to support local authorities to deliver more efficient and sustainable services, the government will allow local authorities to

spend up to 100% of their fixed asset receipts (excluding Right to Buy receipts) on the revenue costs of reform projects. The guidance stated that Capital Receipts could be used to fund the revenue cost of projects that forecast to generate on-going revenue savings to an authority's, or several authorities' and /or another public body's net service expenditure. The set up and implementation cost of any new processes or arrangement that is properly incurred by the Authorities for the year ending 31 March 2017 to 31 March 2019, could make use of this new Capital Receipts Flexibility strategy.

The guidance recommends that each authority should prepare a strategy that includes separate disclosure of the individual projects that will be funded or part funded through capital receipts flexibility and that the strategy is approved by full Council or the equivalent. This strategy can be included as part of the annual budget documentation and approved by full Council or the equivalent at the same time as the annual budget.

Within the 2016/17 Medium Term Financial Strategy, £1.8m worth of revenue expenditure could potentially be funded from this flexibility and £2.1m of Capital Receipts is being forecast which could be used for this purpose. It is therefore proposed that the Cabinet approve this strategy as a possible mechanism for managing these costs. Where possible, the Council will be looking to fund these revenue costs from within revenue resources and therefore the use of capital receipts will only be utilised where all other funding streams have been exhausted.

The table below showed the summary of savings and the revenue implication. (Appendix 16 shows the break down of the table below by service)

Table 4 – Flexible Use of Capital Receipts

	16/17	17/18	18/19	Total
	£'000	£'000	£'000	£'000
On-going savings	- 1,176	- 4,295	- 5,318	-10,789
Revenue Implication	1,502	228	25	1,755
Capital Receipt Forecast	- 2,100			- 2,100

ANALYSIS OF DIRECTORATE SAVINGS

- 1.19 Table 1 identified £33.701m (net) of additional directorate savings. The MTFs process was guided by work under the themes of regeneration, commercialisation and procurement, public service integration, efficiency and management savings. Some of the proposals are subject to consultation, which will be completed prior to February 2016. Some of the proposals will be subject to further detailed business plans, consultation and engagement and Cabinet approval.

The saving proposals, as detailed in appendix 1 currently approximate to a reduction of 79 FTE in 2016/17, subject to consultation. (Consultation will not be required where posts are vacant).

SCHOOLS BUDGET 2016/17

- 1.20 The funding arrangements for the Dedicated Schools Grant and the Schools Budget for 2016/17 are detailed in Appendix 3. Cabinet is required to approve the structure of its funding formula for 2016-17, which it is not proposed to be changed from the current 2015-16 formula (as reported to the Schools Forum on 24 November).

The final cash values of each formula factor have been set following consultation with Schools Forum in January 2016.

PUBLIC HEALTH FUNDING 2016/17

- 1.21 The comprehensive spending review released on 25th November, announced that the public health grant for local authority public health duties, would remain ring fenced for 2016/17 and 2017/18. However, the Government will consult on options to fully fund local authorities' public health spending from their retained business rates receipts as part of the move towards 100% business rate retention.

The public health spending detailed in Appendix 4 of £12.3m is as per the 2015/16 allocation. The Government announced in June 2015 an in year grant reduction in the Department of Health in relation to non-NHS funding of £200m (£664k for Harrow) as a contribution towards the national deficit. Whilst this reduction is a one-off reduction, it is expected that ongoing grant reductions will be announced. An allowance for a 2.5% reduction (£300k) has been allowed for in the 2016/17 budget. The grant will also include a full year allocation in relation to the funding for 0-5 years public health services (health visiting) in relation to the services that transferred from NHS England to local authorities in October 2015.

- 1.22 The programme of procurement in 2016/17 and beyond will in the main be a collaborative approach to the commissioning of sexual health services across London, and is expected to deliver further efficiencies (or as a minimum contain growth) from April 2018. The proposals mark a reduction to services currently provided or commissioned by Public Health. Some of the future year's proposals are subject to decisions around the ring-fencing of public health grant and legislative requirements. In addition, it will be necessary for the Council to consider the most appropriate way for public health funding to be spent, taking account of the joint strategic needs assessment and the Council's overarching statutory duties.
- 1.23 The draft commissioning intentions (detailed in Appendix 4) were presented to the Health and Wellbeing Board at its meeting on 07 January 2016.

BETTER CARE FUND

- 1.24 The Better Care Fund (BCF) in 2015-16 has national funding of £3.8bn. The allocation for Harrow, across the Health and Social Care economy is £14.373m. This represents a re-allocation of existing resources and includes £1.190m for capital expenditure (including Disabled Facilities Grants) together with the funding associated with a range of duties from the Care Act that came into effect in April 2015.

The comprehensive spending review announced that an additional £1.5bn will be made available to the Better Care fund by 2019/20. Details of what the funding allocations will be for Local Government will be announced along with the Local Government Finance settlement in early December.

- 1.25 The Health and Wellbeing Board, at its meeting in January 2015, made it clear that the minimum funding transfer for 2016-17 would be £6.529m and the draft budget currently assumes that the Council will receive funding at this level, together with the full capital allocation of £1.190m. The Adult Social Care budget pressures are considerable and the proposals are significant.

The Council and the CCG must agree how the BCF resources are allocated to deliver the national conditions, including the protection of social care services. Negotiations are ongoing.

COMMERCIALISATION

- 1.26 Harrow's Commercialisation Strategy was agreed by Cabinet in June this year. It aims to put in place measures designed to support the substantial cuts that Harrow has experienced and further envisages in the coming years. It aims to take a broad view of commercialisation, to include all aspects of service reviews and redesign, the commissioning cycle, shared services, multi-borough joined-up services, new opportunities for revenue generation, and pricing.

Commercialisation for Harrow Council has been defined as encompassing the following areas:

- Shared services;
- Investments;
- Selling services;
- Pricing analysis;
- Fitness of traded services;
- Consideration of concessions;
- Better contract management;
- Continuous improvement in procurement.

Based on the council's current pipeline of commercialisation opportunities, it is expected that the Commercialisation Strategy will deliver significant benefits. £3.5m of these benefits were captured in the current MTFS, agreed as part of the 2015/16 budget setting process. A further £11.5m of commercialisation initiatives are proposed as part of the 2016/17 MTFS which will deliver financial contributions for 2016/17 onwards and these are included within Appendix 1a of this budget report.

Table 5 summaries the commercialisation benefits from the 2015/16 MTFS and those to be agreed as part of this 2016/17 budget setting process.

Table 5: Commercialisation Benefits

	MTFS 2015/16	MTFS 2016/17	MTFS 2017/18	MTFS 2018/19	MTFS 2019/20	Total
Activity	£'000	£'000	£'000	£'000	£'000	£'000
Legal Service Expansion – HB Public Law has expanded to include Hounslow and Aylesbury Vale with further expansion opportunities continuing to be explored.	244	284	354	354	-	1,236
Website Commercialisation – There are two streams to this project: Advertising on website assets and introduction of national and local deals.	100	25	25	120	-	270
Shared HR service – look at sharing the service with other local authorities.	-	-	140	110	-	250
Shared Registrars service – look at sharing the service with other local authorities.	25	25	-	-	-	50
Investment Portfolio – an opportunity to invest in a portfolio of commercial properties will be explored as well as the potential to invest in opportunities such as energy generation. Peer support has been sought from Luton Borough Council via the LGA.	-	-	350	350	-	700
Procurement Services – a shared service with other authorities is being actively explored. The council's Director of Commercial, Contracts and Procurement is now also the Head of Procurement for Brent.	50	108	182	180	-	520
Lettings Agency – Cabinet has approved a business case to launch a lettings agency.	-	-	130	174	120	424
My Community ePurse – explore commercialisation opportunities	-	-	-	1,998	4,740	6,738
Adults services - Wiseworks and Shared lives – commercialisation opportunities and selling model to neighbouring Boroughs.	-	-	100	219	56	375
Private Rented Sector Housing – As part of the regeneration plans, the council is looking at building homes which could then be rented to private tenants.	-	-	350	2,000	-	2,350
Property Purchase Initiative - Purchasing of up to 100 properties to increase supply of good quality temporary accommodation and mitigate homelessness costs.	-	230	31	-2	42	301
Harrow School Improvement Partnership – HSIP is already providing a service to Brent. The opportunity to expand the service to other councils is being looked into.	-	-	-	130	-	130
Project Phoenix including Trade Waste.	-	115	-	1,525	-	1,640
Helpline – review the service to consider whether Helpline services can be provided to other councils.	-	15	-	-	-	15
Total	419	802	1662	7158	4958	14,999

RESERVES AND CONTINGENCIES

1.27 Reserves and contingencies need to be considered in the context of their need to protect the Council's good financial standing and in the context of the overall risks that the Council faces during a continuing period of economic uncertainty. The MTFS reflects the Council's need to ensure an adequate level of reserves and contingencies which will enable it to manage the risks associated with delivery of the budget including equalities impacts and unforeseen events. As at the time of writing this report general non earmarked balances stand at £10m and the estimated reserves for specific purposes as at 1.4.2016 is detailed at Appendix 10 and summarised below:

- Unforeseen contingency £1,248k
- Pay and Energy Inflation contingency £350k. (not available beyond 2016/17 as proposed for reduction)
- Transformation and Priorities Initiatives Fund £3.350m
- Carry forwards £195k
- Business Risk Reserve £1.990m
- MTFS Implementation £0.666m
- IT implementation reserve £1.092m

1.28 The report of the Director of Finance and Assurance which includes the adequacy of reserves is detailed in Appendix 11.

PROPOSALS FOR GENERAL RESERVES / BUDGET RISK ASSESSMENT

1.29 The detailed risk assessment of the budget has been updated and included in this report at Appendix 8. Cabinet agreed the following reserves policy in February 2014:

The risk assessment of the budget dictates the minimum level of general balances required.

One of the calls on any under spend at the end of the year will be a contribution to general balances. The value of the contribution will be determined with regard to the size of the underspend, the underlying strength of the balance sheet, the need to support the transformation programme and other priorities.

At the current time no amendments are required to the reserves policy which is detailed in Appendix 9.

COUNCIL TAX MODEL RESOLUTION

1.30 The draft Council Tax Model Resolution is attached at Appendix 12. This is still subject to confirmation of the GLA precept which is expected to be confirmed on 23 February. Any changes will be made for approval at Council on February 25.

MEMBERS ALLOWANCE

- 1.31 The proposed Members' Allowances scheme for 2016/17 is attached at Appendix 13 .This has been prepared having regard to the report of the Independent Panel that considered the Remuneration of Councillors in London. It is proposed that the basic allowance and the different bands of Special Responsibility Allowance (SRA) and Mayoral Allowances, which were uprated in line with the Local Government Pay Settlement (2.2%) for 2015/16 remain unchanged.
- 1.32 Cabinet is requested to recommend the scheme to Council for approval.

ANNUAL PAY POLICY STATEMENT

- 1.33 Under the Localism Act all public authorities must publish annual pay policy statements. The statement must set out the Authorities policies for the financial year relating to:
- Remuneration of its Chief Officers
 - Remuneration of its lowest paid employees
 - The relationship between the remuneration of its Chief Officers and the remuneration of those employees who are not Chief Officers
- 1.34 The proposed statement is attached at Appendix 14 and Cabinet is requested to recommend it to Council for agreement.

WORKFORCE IMPLICATIONS

- 1.35 There is a legal requirement to seek to avoid or minimise redundancies and the Council's managing change policy guidance identifies a range of potential actions that should be considered. These include but are not limited to:
- Seeking volunteers for redundancy / early retirement

The Council has a legal duty to consider volunteers for redundancy ahead of any compulsory redundancy process and this is the Council's normal practice. Additionally, where it is in the Council's interests, the Council may consider operating a voluntary severance scheme. This decision would be dependent upon a business case demonstrating the potential benefits.

- Not recruiting to vacancies as they arise **AND** Limiting recruitment

The Council has, for some time, operated a policy of utilising agency workers to cover vacancies in services where reductions in the workforce are planned or anticipated. This has been effective in reducing both the impact of workforce reductions on employees and the potential cost of redundancies.

Additionally, recruitment controls has been applied across the Council so that Directors' approval is required to recruit to any post. The approval process includes consideration of whether the post should be temporary, fixed term or permanent.

- Reducing the use of agency staff

As explained above the Council will continue with its successful policy of utilizing agency workers to reduce both the impact of workforce reductions on employees and the potential cost of redundancies.

The Council's corporate agency worker contract provides detailed management information and this information is used by HR to identify potential opportunities to redeploy staff at risk of redundancy into roles covered by agency workers.

- Considering 'bumped' redundancies and redeployment elsewhere in the Council

A bumped redundancy is where an employee, not in the original pool for redundancy, volunteers to be made redundant and their job is given to a potentially redundant employee. There must be a direct connection between the employee who leaves the council on the grounds of redundancy and the group of directly affected employees. Bumped redundancies can only take place when an overall reduction in the workforce results. The Council has and will continue to support managers in facilitating potential bumped redundancies.

The Council has deployed resource specifically to support employees at risk of redundancy being redeployed to alternative employment in the Council. This has reduced the impact of workforce reductions on individual employees and reduced the potential cost of redundancies.

The Council's managing change policy and guidance also sets out how the Council will fulfil its obligations to consult the workforce about redundancies.

The Council is obliged to notify the Secretary of State where there is a proposal to dismiss as redundant 20 or more employees at one establishment within a 90 day period.

Monitoring arrangements

Reports on the numbers of staff at risk, deployment of agency workers and potential redeployment opportunities will be regularly considered at Directorate and Corporate Joint Consultative meetings with the trade unions and at the Council's Employees Consultative Forum Sub-Group.

2.0 CONSULTATION

- 2.1 Consultation, engagement and involvement will be an underlying principle of how the Council will tackle delivering against reducing budgets. Last year, the Council carried out extensive consultation with its 'Take Part' consultation exercise where the council engaged with residents about the changes the council needed to make in order to meet an estimated budget gap of £75m. The consultation was carried out over an eight week period from 11 September to 8 November 2014.
- 2.2 The budget gap for the current period from 2016/17 to 2018/19 is £53m Given the extensive consultation that took place last year, the consultation as part of this year's budget process was more targeted

and The Council held a 4 week consultation so provide residents with the opportunity to comment on the draft revenue budget for 2016/17, the MTFs for 2016/17 to 2018/19 and the draft capital programme 2016/17 to 2019/20. The budget consultation closed on Friday 15th January.

The budget consultation survey was published on the Council’s website in relation to the Cabinet’s draft budget proposals for 2016-17 after the budget was considered at its Cabinet meeting on 10 December 2015. The draft budget reported to December Cabinet has also been available to view on the Council’s website.

Following the pre-publication of the draft budget before Cabinet on 10 December, there was huge interest in the media and among the general public about Public Health savings and in particular savings against the Health Visiting Service.

In part due to this public feedback, those Health Visiting Service savings were not brought forward to the Cabinet meeting. The media and public response to this engagement outcome was positive.

Aside from Public Health, other issues in the proposed budget did not draw much general interest.

There were only 11 respondents to the general survey, with roughly three-quarters of those (72%) saying they were not satisfied with the proposed draft budget for 2016-17. 18% agreed with the savings.

The only alternative savings proposition recommended by more than one respondent was that the Council should make further senior management savings. In context, the Council has reduced its senior management pay costs from over £4m to £3m in the last 12 months.

The next consultation stage is likely to bring a much higher response, as a number of individual service-area proposals for future years will be consulted upon in the coming months.

- 2.3 A number of specific stakeholder groups were held which are detailed in table 6 below and the minutes are detailed in appendix 15:

Table 6: Specific Stakeholder Consultation

Stakeholder	Meeting	Date
Trade Unions	Special Finance CJC – Trade Union consultation on budget	3 December 2015
Elected members and Trade Unions	Employee Consultative Forum	14 January 2016
Overview and Scrutiny	Special meeting of Overview and Scrutiny to review the budget.	26 January 2015
Local businesses	Harrow Business Consultative Panel	26 January 2016

Harrow CCG, Harrow Healthwatch	Health and Wellbeing Board	7 January 2016
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3.0 PERFORMANCE IMPLICATIONS

3.1 The in-year measurement of the Council is reported in the Strategic Performance Report. The Corporate Plan, which will be developed alongside the Budget Report, will have measures within it which will set out how Council delivery in 2016/17 will be measured and this again will be reported through the Strategic Performance Report.

4.0 RISK MANAGEMENT IMPLICATIONS

4.1 As part of the budget process the detailed budget risk register has been reviewed and updated. This helps to test the robustness of the budget and support the reserves policy. It is summarised below in table 7 and is attached in Appendix 8:

Table 7: Risk Assessment – Summary

	2016/17	2017/18	2018/19
	£m	£m	£m
Net Risk	12.306	13.469	13.974
Less Contingency	(1.248)	(1.248)	(1.248)
Less homelessness Budget	(1.000)	(1.000)	(1.000)
Remaining Risk	10.058	11.221	11.726

4.2 As at March 2016 the level of General Reserves is forecast to be £10m, which is within the recommended minimum level and is sufficient to cover the remaining risk in 2016/17 as highlighted in table 7.

As part of the budget process the detailed budget risk register will be reviewed and updated. This helps to test the robustness of the budget and support the reserves policy. This will be reported to February Cabinet.

5.0 LEGAL IMPLICATIONS

5.1 Section 31A of the Local Government Finance Act 1992 requires billing authorities to calculate their council tax requirements in accordance with the prescribed requirements of that section. This requires consideration of the authority's estimated revenue expenditure for the year in order to perform its functions, allowances for contingencies in accordance with proper practices, financial reserves and amounts required to be transferred from general fund to collection fund.

5.2 Local authorities owe a fiduciary duty to council tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of council tax payers and ratepayers and the community's interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

6.0 FINANCIAL IMPLICATIONS

- 6.1 Financial Implications are integral to this report.
- 6.2 Under the Local Government Act 2003 the Director of Finance and Assurance (in their capacity as the Chief Finance Officer under S151 of the Local Government Act 1972) is required to comment on the robustness of the budget and the adequacy of reserves. The overall view is that the budget is robust, the Council has suitable specific reserves and general balances are adequate. The Directors Report is set out in Appendix 11 and details the factors taken into consideration when forming the overall view.

7.0 EQUALITIES IMPLICATIONS / PUBLIC SECTOR EQUALITY DUTY

- 7.1 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (c) *encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) *Tackle prejudice, and*
(b) *Promote understanding.*
Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

7.2. All new directorate proposals are subject to an initial equalities impact assessment followed by a full assessment where appropriate.

7.3 An assessment has been carried out on the whole budget where all proposals have been identified, to ensure that decision makers are aware of the overall impact on any particular protected group. The cumulative equality impact assessment is attached as appendix 17 to this report.

7.4 Officers have indicated ways that these impacts can be mitigated. The individual equalities impacts will be kept under review as the projects are initiated and throughout the life time of the projects. Officers will put in place appropriate mitigation where this is possible.

7.5 If deemed appropriate, a project may be subject to future individual Cabinet decisions once the budget envelope has been set by Council. The equality impacts will be updated for these decisions. As an alternative to agreeing any of the proposals, the Cabinet would have the option of maintaining the current level of services; however this will impact on the proposed budget.

8.0 COUNCIL PRIORITIES

8.1 The Council's draft budget for 2016/17 has been prepared in line with the Council's vision:

Working Together to Make a Difference for Harrow

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 9 February 2016		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 9 February 2016		

Ward Councillors notified:	No, as it impacts on all Wards
EqIA carried out: EqIA cleared by:	Yes Alex Dewsnap/Jessica Farmer

Section 4 - Contact Details and Background

Papers

Contact: Sharon Daniels, Head of Strategic Finance and Business (Deputy S151), tel: 0208 424 1332, sharon.daniels@harrow.gov.uk

Background Papers: [Final Revenue Budget 2015/16 and MTFS 2015/16 to 2018/19.](#)

[Draft 2016/17 Revenue Budget and MTFS 2016/17 to 2019/20](#)

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in applies, except where the decision is reserved to Council or is for noting only]</i>
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Appendix 1a - Proposed Savings

	2015/16 Early Ongoing Savings £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Summary						
Resources	250	2684	474	1195	0	4603
C&F	434	3135	681	3262	150	7662
Adults	385	3157	4415	5330		13287
Public Health	100	384	462	2295	0	3241
Total People	919	6676	5558	10887	150	24190
Community	407	753	1319	2440	162	5081
Regeneration	30	60	50	0	0	140
Total	1606	10173	7401	14522	312	34014

* Please Note, all SAVINGS shown as POSITIVE

Savings												
Resources & Commercial			Savings								Income or Expenditure	EIA needed
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget	Total Saving in Current MTFs	2015/16 Early Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total		
1	2	3	4	5	6	7	8	9	10	11		
			£000	£000	£000	£000	£000	£000	£000	£000		
RES_SC01	Strategic Commissioning	Income from Communications Through Gain Share Model	0	0	100	25	25	13		163	I	N
RES_SC02	Strategic Commissioning	Additional Income from Communications Provider and Further Savings	375	228	0			107		107	I	N
RES_SC03	Strategic Commissioning	Alternative Funding of domestic violence budget					21	61		82	I	Y 2017/18
RES_SC04	Strategic Commissioning	Proposed savings in Healthwatch Funding	112	80		13		50		63	E	Y 2018/19
RES_SC05	Strategic Commissioning	SIMS Team Contribution to Overheads and Additional Income	0	0		30	20	20		70	I	N
RES_SC06	Strategic Commissioning	Commissioning Capacity in the Council	861			371	10	50		431	E	Y
	<u>Strategic Commissioning</u>	SUB TOTAL			100	439	76	301		916		
RES_HR01	HR	Shared HR Service with Buckinghamshire County Council - Business Case Under Development	837	800	-		140	110		250	E	y 2017/18
	HR	Reversal of current MTFs savings - These were predicated on a significant reduction in the Council's staff					(550)	(250)		(800)		
RES_HR03	HR	Organisational Development - Review existing shared OD service provision	244	100			155			155	E	Y 2017/18
	<u>Human Resources & Shared Services</u>	SUB TOTAL			-	-	-255	-140	-	(395)		
RES_F01	Finance & Assurance	Reduction in Contribution to Insurance Fund due to improved claims performance	1,332	200		200				200	E	N

* Please Note, all SAVINGS shown as POSITIVE

Savings												
Resources & Commercial			Savings								Income or Expenditure	EIA needed
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget	Total Saving in Current MTFS	2015/16 Early Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total		
1	2	3	4	5	6	7	8	9	10	11		
			£000	£000	£000	£000	£000	£000	£000	£000		
RES_F02	Finance & Assurance	Improved Treasury investment return from increased Risk appetite (Primarily lending for longer and to institutions with lower credit ratings)				180	595	625		1,400	I	N
RES_F03a	Finance & Assurance	Reduction in Previous Indicative staff savings proposals and Director of Finance post (16/17 - £250k, 17/18 - £500k, 18/19 -£500k)	100			165	(500)	(500)		(835)		Y
RES_F03b	Finance & Assurance	Audit and Fraud - deletion of Fraud Investigation Officer post				30	15			45	E	Y
RES_F04	Finance & Assurance	Investment Portfolio					350	350		700	I	N
	<u>Finance & Assurance</u>	SUB TOTAL				575	460	475	-	1,510		
RES_LG02	Legal & Governance	Committees	640				100			100	E	y 2017/18
RES_LG03	Legal & Governance	Shared Registrars Service	(59)		25	25				50	E	y
RES_LG04	Legal & Governance	Expansion of the Legal Practice	(116)	576	100	140	210	210		660	I	y
RES_LG05	Legal & Governance	Delayed implementation of land charges transfer of service	(656)			350	(250)	(250)		(150)	E	N
	<u>Legal & Governance</u>	SUB TOTAL			125	515	60	(40)	-	660		

* Please Note, all SAVINGS shown as POSITIVE

Savings												
Resources & Commercial			Savings								Income or Expenditure	EIA needed
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget	Total Saving in Current MTFs	2015/16 Early Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total		
1	2	3	4	5	6	7	8	9	10	11		
			£000	£000	£000	£000	£000	£000	£000	£000		
RES_CP01	Commercial, Contracts & Procurement	Selling services through shared procurement arrangements.	864	402		108	(19)	29	-	118	I	Jan Cabinet 2016
	<u>Commercial, Contracts & Procurement</u>	SUB TOTAL				108	(19)	29	-	118		
RES_CS02	Customer Services and IT	Revenues and Benefits - Domestic and NNDR Site Review and Collection Rate						250		250	I	n
RES_CS06	Customer Services and IT	Assumed savings from the completion of the roll out of universal credit and the opportunity this provides to simplify the CTS scheme	1,378					300		300	E	
RES_CS07	Customer Services and IT	IT Maintenance Savings	6,448	-	-	67				67	E	n
RES_CS09	Customer Services and IT	IT Contract. Reduced costs assuming reduction of 100 IT users across the Council	6,448			31				31	E	n
RES_CS10	Customer Services and IT	IT - reduce colour printing across the organisation by 50%	374		25	25				50	E	n
RES_CS12	Customer Services and IT	Customer Services - review Helpline charging and commercialisation				65				65	Both	y
	Customer Services and IT	Existing MTFs saving for Helpline, incorporated into new proposal				(50)				(50)		y
	Customer Services and IT	Access Harrow savings in existing MTFs, now removed.					(200)	(300)		(500)		N
RES_CS15	Customer Services and IT	Capital financing savings from IT contract being less than in the capital programme	6,448	-		260				260	E	N
	<u>Customer Services & IT</u>	SUB TOTAL			25	398	(200)	250	-	473		
BSS 01	BSS	Business Support Review.	2,957	730		649	352	320		1,321	E	Resources

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Savings												
Resources & Commercial			Savings								Income or Expenditure	EIA needed
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget	Total Saving in Current MTFS	2015/16 Early Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total		
1	2	3	4	5	6	7	8	9	10	11		
			£000	£000	£000	£000	£000	£000	£000	£000		
					250	2,684	474	1,195	-	4,603		

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Savings			Savings								EIA needed	
Children & Families												
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget	Total Saving in Current MTFS	2015/16 Early Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total	Income or Expenditure	
1	2	3	4	5	6	7	8	9	10	11		
			£000	£000	£000	£000	£000	£000	£000	£000		
PC01	Education & Commissioning	Schools Strategy Education & Professional Lead - Early Years. Change funding to maximise use of grants	91	90	91					91	I	n
PC02	Education & Commissioning	Capital Team Delete Senior Professional after postholder retires £73k and increase capitalisation £70k Post vacant	333	-	43	100				143	I	n
PC03	Special Educational Needs	Residential School Placements Maximise use of grants	1,152	-	250	250				500	I	n
PC04	Special Educational Needs	Educational Psychology Income generation	497	-	50					50	I	y
PC05	Children & Young People	The Firs Selling bed spaces, providing training to other LAs, renting out rooms/garden for activities	640			52				52	I	n
PC06	Children & Young People	Children's Placements - Care Leavers Efficiencies in procurement	831			200				200	E	n
PC07	Children & Young People	Children's Placements - Looked After Children Negotiate price reductions and review packages of support	2,236	200		500				500	E	n
PC08	Children & Young People	Emergency Duty Team Full cost recovery	200			50				50	I	n
PC12	Children & Young People	Review of posts in Quality Assurance & Improvement Service	802					223		223	E	y 2018/19
PC13	Children & Young People	Early Intervention & Youth Development Integration and restructure of childrens centres, early intervention and youth development service	2,463			416	266			682	E	y
PC14	Children & Young People	Review of Adoption Contract	223					86		86	E	y 2018/19
PC15	Children & Young People	Review of posts in MASH	319					100		100	E	y 2018/19
PC16	Children & Young People	Review of posts in Family Information Service	61					61		61	E	y 2018/19
PC17	Children & Young People	Review of posts in Access to Resources	599					57		57	E	y 2018/19
PC19	Children & Young People	Review of Leaving Care, Children Looked After & Unaccompanied Asylum Seeking Children Teams						173		173	E	y 2018/19
PC20	Education & Commissioning	Commissioning Reduction by 2.6FTE vacant posts	336			184				184	E	n
PC21	Education & Commissioning	Governor Services Governor Support Officer post	63			44				44	E	y
PC22	Education & Commissioning	Schools Strategy Non staffing budgets	437			35				35	E	y
PC23	Education & Commissioning	Harrow School Improvement Partnership HSIP Full Cost recovery including Support Service Costs				130				130	I	y

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Savings			Savings								EIA needed	
Children & Families												
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget	Total Saving in Current MTFS	2015/16 Early Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total	Income or Expenditure	
1	2	3	4	5	6	7	8	9	10	11		
			£000	£000	£000	£000	£000	£000	£000	£000		
PC24	Education & Commissioning	Enhancing Achievement within Education Strategy Post should be 75% funded by grant management fees from April 2016, post holder redundant from August 2016	69	30		61	8			69	E	y
PC25	Contracts	Review of Young Carers Contract Contractual efficiencies	80	50		20				20	E	n
PC28	Cross Service	Non-pay inflation	150			150	150	150	150	600	E	n
PC29	Management	Review of Management	449	205		449				449	E	y
PC31	Special Needs Service	Children with Disabilities Efficiencies as service seeks to merge with adults	600			50				50	E	y
PC32	Special Needs Service	Educational Psychology Income generation	512			50				50	I	y
PC33	Special Needs Service	Review of Special Educational Needs Transport	3,070			257	257			514	E	y
PC36	Children & Young People	Review of posts in Quality Assurance & Service Improvement	922					248		248	E	y 2018/19
PC38	Children & Young People	Review of Children Looked After & Placements Service	8,733					1,000		1,000	E	y 2018/19
PC39	Education & Commissioning	Education Strategy & Capital Capitalise 2fte	968			137				137	I	n
PC42	Special Needs Service	Review of Special Needs Service	2,483					1,164		1,164	Both	y 2018/19
					434	3,135	681	3,262	150	7,662		

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Savings		Savings										Income or Expenditure	EIA needed
		2015/16 Service Budget	Total Saving in Current MTFS	2015/16 Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total				
Adults	Specific Service Area	Headline Description re: saving / reduction INTERNAL	4	5	6	7	8	9	10	11			
Unique Reference			£000	£000	£000	£000	£000	£000	£000	£000	£000		
1	2	3											
PA_1	Adults	Supporting People - renegotiation of existing statutory contracts	923	290		150					150	E	Y
PA_2	Adults	Supporting People - review of provision Care Act eligible service users (Bridge / Wiseworks Day Service), and consideration of alternative provision for non eligible service users	276			276					276	E	Y
PA_3	Adults	Wiseworks - commercialisation opportunities and to be self financing by end of MTFS period	175			50	69	56			175	I	Y
PA_4	Adults	Milimans Community tender	359				175	184			359	E	Y 2017/18
PA_5	Adults	New Bentley [formerly Byron NRC] Community Tender	446				446				446	E	Y 2017/18
PA_6A	Adults	Vaughan NRC - service review to identify efficiencies in supporting the most complex	634				100				100	E	Y 2017/18
PA_7	Adults	Kenmore NRC - Community Tender	609			609					609	E	Y
PA_9	Adults	Sancroft - contract management and service renegotiation	1,691			166	334				500	E	Y
PA_10A	Adults	Transport - review transport provision	1,079	500		200	200	350			750	E	Y
PA_11A	Adults	MOW/Catering Service - review of service	(13)				65				65	E	Y 2017/18
PA_12	Adults	Southdown - review service through shared lives	206			139					139	E	Y
PA_13	Adults	Welldon/Harrow View - review service through shared lives	114			106					106	E	Y
PA_14	Adults	Shared Lives - commercialisation through selling model to neighbouring boroughs	427			50	150				200	I	Y
PA_15	Adults	Bedford House / Roxborough Park - review provision within Bedford House	1,286			150	650				800	E	Y

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Adults		Savings											Income or Expenditure	EIA needed
		2015/16 Service Budget	Total Saving in Current MTFs	2015/16 Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total					
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	4	5	6	7	8	9	10	11				
			£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
1	2	3												
PA_16	Adults	7 Kenton Road - review provision through supporting living and shared lives	228				228					228	E	Y 2017/18
PA_17	Adults	Hospital / STARRS Discharge - social care assessments through reablement in line with Care Act guidance	70			70						70	E	Y
PA_19	Adults	Reduce Commissioning Team - restructure to reduce the team by 2FTE	288			150						150	E	Y
PA_20	Adults	Demography - reduce remaining MTFs annual demographic growth provision to the Adult Social Care purchasing budget in 2016/17	2,500			1,000						1,000	E	Y
PA_21	Adults	CHW Senior Management Restructure - savings from senior management restructure following consultation	925		261							261	E	Y 2015/16
PA_25	Adults	Maintenance team - services provided within existing staffing resources	165		124	41						165	E	Y
PA_26	Adults	My Community ePurse - commercialisation of My Community ePurse					1,000	600				1,600	I	Y 2017/18
PA_27	Adults	Our Community ePurse - explore new commercialisation opportunities					998	1,250				2,248	I	Y 2017/18
PA_28	Adults	Community Wrap - explore new commercialisation opportunities						640				640	I	Y 2018/19
PA_29B	Adults	Total Community ePurse - explore new commercialisation opportunities						2,250				2,250	I	Y 2018/19
		Total			385	3,157	4,415	5,330	-	-		13,287		

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Savings												
Public Health			Savings								Income or Expenditure	EIA needed
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget	Total Saving in Current MTFS	2015/16 Early Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total		
1	2	3	4	5	6	7	8	9	10	11		
			£000		£000	£000	£000	£000	£000	£000		
PH_1	PH	Health Checks - reduction in activity	147	187	48	52				100	E	Y
PH_2	PH	Sexual Health - reduction of activity in projects & non contracted activity 16-17.	121	70	32	121				153	E	Y
PH_3	PH	Sexual Health - consolidation of activity within new contract efficiency 17-18	714				105			105	E	Y 2017/18
PH_4	PH	Tobacco Control & Smoking Cessation - reduction in promotional activities	299	41	20					20	E	Y 2015/16
PH_5	PH	Tobacco Control & Smoking Cessation - reduction of service	299				279			279	E	Y 2017/18
PH_6	PH	Physical Activity - reduction of service	76	60		76				76	E	Y
PH_7	PH	Young Peoples Public Health - reduction of Schools Programme	100			100				100	E	Y
PH_9	PH	Health intelligence & Knowledge - reduction in staff costs	211				48			48	E	Y 2017/18
PH_10	PH	Staffing & Support - reduction in budget & deletion of additional procurement support	134			54	30			84	E	Y
PH_11	PH	Drug and Alcohol - reduction in service (contract related costs. Employee costs included in PH_12)	2,480	250				1,500		1,500	E	Y 2018/19
PH_12	PH	Reduction to service - staffing reductions	4,603	18		41		795		836	E	Y 2018/19
		Public Health wide growth to deal with small projects in areas of cuts				(60)				(60)	E	
				626	100	384	462	2,295	-	3,241		

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Savings		Savings										Income or Expenditure	EIA needed
Community	Specific Service Area	2015/16 Service Budget	Total Saving in Current MTFs	2015/16 Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total				
Unique Reference No.	Headline Description re: saving / reduction INTERNAL	£000	£000	£000	£000	£000	£000	£000	£000	£000			
1	2	4	5	6	7	8	9	10	11				
	3												
CE_1	ESD - Public Protection	158	-	26	132				158		E	y	
CE_2	Commissioning Services	1,483	240	26	54				80		E	y	
CE_3	Commissioning Services	81	-	14					14		E	n	
CE_4	Commissioning Services	75	-	75					75		E	y 2015/16	
CE_5	Directorate Wide	300	170	69	31	50	50		200		E	n	
CE_7	ESD - Waste Services	87	-		29				29		I	y	
CE_8	ESD - Technical Services	382	-			34	34		68		E	y	
CE_9	ESD - Public Protection	(503)	-		200	35			235		I	y	
CE_10.1	ESD - Management	494	-		86				86		E	y	
CE_10.2	ESD - Management	150	-			75			75		E	y	

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Community		Savings										Income or Expenditure	EIA needed
		2015/16 Service Budget	Total Saving in Current MTFs	2015/16 Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total				
Unique Reference No.	Specific Service Area	4	5	6	7	8	9	10	11				
1	2	£000	£000	£000	£000	£000	£000	£000	£000	£000			
	Headline Description re: saving / reduction INTERNAL												
CE_12	Commissioning Services	19,000	50		115	-	1,525		1,640	I	Y		
CE_13	ESD - Harrow Pride	35	-		35				35	E	Y		
CE_14	Commissioning Services	1,001	220		70	10			80	E	Y		
CE_15	Commissioning Services	1,033	366		60	20	20		100	E	Y		
CE_16	Commissioning Services	2,103			75	80	20		175	E	Y		
CE_17	Commissioning Services	1,009	207		12	9	80		101	E	n		
CE_18	Commissioning Services	(190)			46	20	20		86	I	n		
CE_19	Commissioning Services	40				40			40	I	n		
CE_20	Commissioning Services	3,200	250			80			80	E	n		
CE_21	NIS	210					210		210	E	y 2018/19		
CE_22.1	ESD - Environmental Health	1,071	225		210				210	Both	n		
CE_22.2	ESD - Environmental Health	1,071	225		30				30	I	n		

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Savings		Savings										
Community	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget	Total Saving in Current MTFs	2015/16 Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total	Income or Expenditure	EIA needed
Unique Reference No.	2	3	4	5	6	7	8	9	10	11		
			£000	£000	£000	£000	£000	£000	£000	£000		
	Environment	Priority Investment				(800)				(800)	E	
		Sub Total			210	385	453	1,959	-	3,007		
CC_1	C&C	Senior Management Restructure - Deletion of Divisional Director Community & Culture post	132		69	68				137	E	June 2015 Cabinet
CC_2	C&C	Library Strategy Phase 2 - delivery of network of libraries and library regeneration	2,138	500		180	108	209		497	Both	y
CC_3	C&C	Reduction in library and leisure contract management function costs	121			40				40	E	y
CC_4	C&C	Arts & Heritage - delivery of business plan (reallocation of savings based on Cabinet report May 2015)	623	615		(342)	282			(60)	Both	y
		Sub Total Cultural Services			69	(54)	390	209	-	614		
CH_1	HGF	Salaries recharges to HRA and capital - increase proportion of salaries charged to HRA and capital projects to reflect current working arrangements		41	112	51				163	E	n
CH_2	HGF	Supporting People - savings assumed to result from contract renegotiation or possible cessation of support in later years	678	10	6	62				68	E	y
CH_3	HGF	Supporting People - cessation of funding for Handyperson Scheme, which is intended to become self-supporting through commercialisation	678			10	25			35	Both	y
CH_4	HGF	Supporting People - Sheltered Housing floating support - savings assumed to result from contract renegotiation or review of service delivery	678				60			60	E	y 2017/18
CH_5	HGF	Miscellaneous minor budgets - minor budget savings	10	34	10					10	E	n
CH_7	HGF	Watkins House - Options review	402			(25)	100	100		175	E	y

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Savings												
Community		Savings										
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget £000	Total Saving in Current MTFs £000	2015/16 Ongoing Savings £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000	Income or Expenditure	EIA needed
1	2	3	4	5	6	7	8	9	10	11		
CH_8	HGF	Private lettings agency - projected income from establishing a lettings agency	N/A			-	130	174	120	424	I	June 2015 Cabinet
CH_9	HGF	Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.	N/A			230	31	(2)	42	301	Both	July 2015 Cabinet
CH_10	HGF	Home Improvement Agency - savings arising from a combination of reducing the service and increasing the charge to the HRA in respect of the Occupational Therapist service	378			(10)	130			120	Both	y
CH_11	HGF	Salary recharges to HRA - management charge in respect of HRA property used as Temporary Accommodation - cost to HRA covered by property service charges. Charge will cease when HRA property ceases to be used as TA, and savings will be required to replace this item at that point.				104				104	E	n
					128	422	476	272	162	1,460		
					407	753	1,319	2,440	162	5,081		

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Savings												
Regeneration		Savings										
Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2015/16 Service Budget	Total Saving in Current MTFS	2015/16 Ongoing Savings	2016/17	2017/18	2018/19	2019/20	Total	Income or Expenditure	EIA needed
1	2	3	4	5	6	7	8	9	10	11		
			£000	£000	£000	£000	£000	£000	£000	£000		
REG_1	Regeneration and Planning	Increase in planning income - more planning applications are anticipated in coming years following the successful Housing Zone bid and the implementation of regeneration strategy.	(1,037)	100	30	20				50	I	N
REG_3	Regeneration and Planning	Additional income from Development Management and Building Control services - develop and provide party wall agreement and plan drawing service.	(895)	-		30				30	I	N
REG_4	Regeneration and Planning	Reduction of supplies & services budget in Planning Division	100	-		10				10	E	N
REG_6	Economic Development	Commercialisation of work space, subject to agreement with St Edwards (income net of running costs)	-	-			50			50	I	Y 2017/18
					30	60	50	-	-	140		

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Resources			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
Savings										
RES01	Finance and Assurance	Staff savings	2,636	30	304				334	Done
RES02	Finance and Assurance	Additional Charge to the Pension Fund to reflect time spent by the Director of Finance and other Finance and Assurance staff on Pension Fund matters.	2,636		80				80	N/A
RES03	Finance and Assurance	On going review of the Finance and Assurance structure for which proposals will need to be developed.	2,636		-	250	500	500	1,250	Specific
RES04	Finance and Assurance	Reduction in annual contribution to the Insurance Fund to reflect improved claims performance (lower level of claims paid out)	1,810		200				200	N/A
RES05	Finance and Assurance	Additional Treasury returns via lending to WLWA (Incinerator project - Loan approved by Council 4th July 2013)	2,636	50	350				400	N/A
RES06	Finance and Assurance	Business Continuity Additional Income	146		30				30	N/A
RES07	HR & Shared Services	Re-organisation of the HR, Development and Shared Service function which will result in the deletion of approximately 18 fte	2,644		495				495	Specific
RES08	HR & Shared Services	Further HR, Development and Shared Service savings for which detailed proposals will need to be developed	2,644				550	250	800	Specific
RES09	HR & Shared Services	Additional savings in delivery including efficiencies through the transfer of the Health & Safety function to Environment & Enterprise and the re-charging of relevant payroll expenditure to the Pension Fund (no estimated reduction in FTE).	2,644		270				270	N/A
RES10	HR & Shared Services	Reduce Occupational Health support	211		100				100	N/A
RES11	HR & Shared Services	Reduce Corporate Learning & Development for staff	292		100				100	N/A

Resources			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
RES12	Legal & Dem Services	Reduction in Legal cost, in the initial instance by growing the business		-	144	144	144	144	576	Specific and ongoing
RES13	Legal & Dem Services	Amalgamation of two teams to become Democratic and Electoral Services and staff reduction - Mayor Office	639		86				86	Staff Consultation
RES14	Legal & Dem Services	Local land charges growth pressure. An element of the land charge function (including chargeable services) is expected to move to the Land Registry during 2015	-614		(250)	(100)			(350)	N/A
RES15	Procurement	Restructuring of the Commercial, Contracts and Procurement Division's function.	934		50		201	151	402	Specific and rolled into 2016/17
RES16	Strategic Commissioning	Retender of the Communications Service to take account of reductions in spend phased in the following way: 2015/16 - 20% reduction, 2016/17 - 10% reduction, 2017/18 - 10% reduction.	452		114	57	57		228	Specific
RES17	Strategic Commissioning	Retendering of the Healthwatch service, reducing the core spend by this amount.	185		80				80	Specific
RES18	Strategic Commissioning	Stop funding Harrow Senior Residents Assembly / Decommissioning of Scrutiny Projects Budget	21		21				21	Specific
RES19	Strategic Commissioning	Stop the Objective Portal Contribution from the Division, used for online consultations.	8		8				8	N/A
RES20	Strategic Commissioning	Staff restructure of existing posts and making greater use of apprentices and graduate placements	2,452		129.5				129.5	Specific
RES21	Resources Wide	Management Savings				150			150	N/A
RES22	Customer Services & IT	Efficiency Savings – Staff reductions due to the implementation of more automation and self service forms in Revenues and Benefits	1,123		459				459	Done
RES23	Customer Services & IT	Increased Income from Harrow Helpline and reduction in staffing costs	467		200	50			250	Specific

Resources		Savings - 4 Years								
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
RES24	Customer Services & IT	Project Management Office - staff savings. Deletion of 1 fte PMO (currently vacant) in 2014/15 to achieve a saving of £24k in 2014/15 and £22k in 2015/16.	259	24	22				46	N/A
RES25	Customer Services & IT	Procurement savings across the contracts managed within the division.	8,134		541	949			1,490	Done
RES26	Customer Services & IT	Reduce the cost of Access Harrow by migrating customers to more efficient channels. This will be delivered through improved self-service availability in the One Stop Shop, greater use of IVR over the telephone and enhanced functionality via the website and MyHarrow account. Resources will be aligned to the subsequent drop in demand and as channels are closed.	3,258		100		200	300	600	Specific
Total Savings				104	3,634	1,500	1,652	1,345	8,234	
Growth										
RESG01	Customer Services & IT	Welfare Reform contingency utilisation- ERS scheme £275k, 6FTE Revenues and benefits £215k, Council Tax summons costs £250k			740	(215)			525	
RESG02	Resources	Rephasing of Resources savings agreed Feb 2014			395	150			545	
Total Growth					-	1,135	(65)	-	-	1,070
Net Savings				104	2,499	1,565	1,652	1,345	7,164	

Community, Health & Wellbeing			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
Savings										
CHW01	CHW	Consolidate Transformation Team with other Council services	227		227				227	Done
CHW02	CHW	Delete two Adults management posts and fund one by the Better Care Fund	2,047		170				170	Done
CHW03	CHW	Review of Business Support Services	1,667		90				90	To complete
CHW04	CHW	Reversal of late growth items at February 2014 Council	240	230					230	N/A
CHW05	Adults	Protection of Social Care Services through the Department of Health Better Care Fund allocation	33,352		1,788				1,788	N/A
CHW06	Adults	Supporting People contract negotiation efficiency	2,530	99	300				399	To complete
CHW07	Adults	Recommissioning of inhouse transport provision to support the most vulnerable service users.	1,414		500				500	To complete
CHW08	Adults	Additional income to be generated though MyCEP Commercialisation			100				100	N/A
CHW09	Adults	Reduced funding following review of WLA programme	70			50			50	N/A
CHW10	Adults	Review of Inhouse Residential Provision	3,026		250				250	To complete
CHW11	Adults	Review of voluntary sector funding	1,755		550				550	Done
CHW12	Community & Culture	Redevelopment Harrow Leisure Centre Site	-609				100		100	N/A
CHW13	Community & Culture	School Music Service to fully recover costs	72		72				72	N/A

Community, Health & Wellbeing			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
CHW14	Community & Culture	Strategic reorganisation of Sports Development team. Review to reduce by 1fte (remaining post funded from within Community & Culture budgets).	87	47	30				77	Specific
CHW15	Community & Culture	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)	615		100	515			615	Done
CHW16	Community & Culture	In 2014-15 reduction in library book stock fund to spend consistent with previous years In 2015-16 to develop a library strategy which reduces the number of libraries from 10 to 6, and implement a range of improvements to the remaining libraries in the medium to longer term.	2,834	100	500				600	Done
CHW17	Community & Culture	Reduction of subsidy for community festivals	40		30				30	Done
CHW18	Community & Culture	CHW Management savings - 1 fte in Community & Culture 2015/16 and 1 fte in Housing 2016/17	2,047		79	59			138	Done
CHW19	Public Health	Reduction in discretionary Health Checks	335		187				187	N/A
CHW20	Public Health	Efficiencies within Sexual Health & Family Planning Services	1,011		45				45	N/A
CHW21	Public Health	Efficiencies within School Nursing Service	725		18				18	N/A
CHW22	Public Health	Efficiencies within Harrow Drug & Alcohol (Young People & Adults) Services	2,712		250				250	N/A
CHW23	Public Health	Efficiencies within Smoking Cessation & Tobacco Control services	228		41				41	N/A
CHW24	Public Health	Reduce funding in Physical Activity Services (back - office change)	136		60				60	N/A

Community, Health & Wellbeing			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
CHW25	Public Health	Reduce Sexual Planning & Family Planning Out of Borough Contingency Fund	151		25				25	N/A
CHW26	Housing	Reduction in training & other minor budgets following review of current usage and assessment of future budget requirements	46		34				34	N/A
CHW27	Housing	Additional salary recharges to the HRA to reflect work patterns	2,034		41				41	N/A
CHW28	Housing	Income from increased Charges for Bed & Breakfast / Private Sector Leasing accommodation. This is the 2015-16 estimated effect of an increase being implemented in 2014-15.	4,813		175				175	N/A
Total Savings				476	5,662	624	100	-	6,862	
Growth										
CHWG01	Adults	Care Act funding from the Better Care Fund			545				545	
CHWG02	Housing	Homelessness - Growth in homelessness			800				800	
Net Savings				476	4,317	624	100	-	5,517	

Environment & Enterprise			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
Savings										
E&E_01	Commissioning Services	Trading Standards - Further cost reduction in Trading Standards service by re-negotiating the Service Level Agreement with London Borough of Brent	358			40	40		80	N/A
E&E_02	Commissioning Services - Community Engagement	Full reversal of the Neighbourhood Champions growth item	150	100					100	N/A
E&E_03	Commissioning Services - Community Engagement	School Crossing Patrols - service to be funded directly by schools via Service Level Agreement (SLA). If any school chooses not to enter into a SLA, the service for that school will cease.	64		-	64			64	Consultation done with schools
E&E_04	Commissioning Services - Contract Mgt	Staff Efficiencies across the Division - Deletion of contract manager post (currently vacant)	529		73				73	Done
E&E_05	Commissioning Services - Contract Mgt & Policy	Staff Efficiencies across the Division - Deletion of 3 posts	529		48		86		134	Done
E&E_06	Commissioning Services - Facilities Mgt	Reduction in Facilities Management costs - reduce the controllable budget by 20% in the first 2 years through re-structuring and changing ways of service delivery and a further 5% over Years 3 & 4 through additional efficiencies post re-structuring. Consultation with staff already underway and it is proposed to delete 8 posts, 3 of these are currently vacant.	2,000	100	300	44	44	22	510	Done
E&E_07	Commissioning Services - Facilities Mgt	Introduction of staff car parking charges	0		20	30	-	-	50	Done
E&E_08	Commissioning Services - Highway Services	Reduce highways maintenance budget - Changes to the response times on non urgent works i.e. respond to these in 48 hours instead of existing 24 hours.	1,186	60	127	84	45		316	Done
E&E_09	Commissioning Services - Highways	Highways Contract - Extend the scope of the Highways Contract to include scheme design and / or inspection services when the contract is re-procured (current contract will expire in 16/17).	639				120	120	240	NA

Environment & Enterprise		Savings - 4 Years								
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
E&E_10	Commissioning Services - Highways	Review salary capitalisation of highway programme & TfL funded projects	-600			100	50	50	200	NA
E&E_11	Commissioning Services - Network Mgt	Additional income - from street works	-644	40	60	20	10		130	N/A
E&E_12	Commissioning Services - Street Lighting	Changes in Street Lighting Policy to include variable lighting solutions.	652		30	68	10	12	120	Done
E&E_13	Commissioning Services - Street Lighting and Drainage	Street lighting and Drainage budgets - capital investment allows for lower maintenance costs	786	25	60	25	40		150	N/A
E&E_14	Commissioning Services - Winter Gritting	Reduction in winter gritting budgets - renegotiation of winter gritting contract - adopt a risk sharing approach and move away from the current fixed pricing for the service	213		10	20		10	40	N/A
E&E_15	Directorate wide	Staff Efficiencies following the merger of the Business & Service Development and Commissioning Services Divisions.	1,098	40	124				164	Done
E&E_16	Directorate wide	Management Efficiencies - Reduce staff budget in Directorate Management by £130K.	1,100	77	53				130	Done
E&E_17	Directorate wide	Reversal of late growth items at February 2014 Council	110	110					110	N/A
E&E_18	Directorate wide	Staff Efficiencies following the merger of the Business & Service Development and Commissioning Services Divisions - Delete one performance management officer post and a cemetery superintendent post as of 31 March 2015. In addition, further efficiencies to be achieved in Environmental Services Delivery and Commissioning Divisions in 17/18.	1,098		72		30	50	152	Done
E&E_19	Directorate wide	Increase Fees & Charges - harmonise our cemetery charges with London Borough of Brent for the shared site at Carpenders Park, and increase the minimum charge for residual waste disposal by trade customers at CA site to cover the cost of disposal.			50				50	N/A

Environment & Enterprise			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
E&E_20	Directorate-wide	Contractual/commissioned/SLA savings - To seek maximum value in savings from existing contracts, Service Level Agreements and all services commissioned, from third parties by re-negotiating terms that will yield cashable savings. To secure on-going cashable benefits from gain share and third party income arrangements.			300	200	200		700	N/A
E&E_21	Directorate-wide	Efficiencies saving - Remove Supplies & Services budget in Directorate Management.	500		170				170	N/A
E&E_22	Environmental Services - Env Health	Environmental Health Staffing: Reduce professional staffing by 2 Environmental Health Officer posts and 2 Technical Officer posts reducing service levels to residents and businesses proportionately	1,610		175				175	N/A
E&E_23	Environmental Services - Env Health	Environmental Health out of hours noise nuisance response service. Delete this service.	50		50				50	Done
E&E_24	Environmental Services - Harrow Pride	Responsive zonal street cleaning for residential streets: Move to a more targeted approach of responsive street cleaning service away from the current rota of every four weeks. Reduction of 6 posts. One-off vehicle early termination costs (1 dropside tipper and 1 tipper) is estimated at £41K.	2,932	-	172				172	Done
E&E_25	Environmental Services - Harrow Pride	Beat sweepers: Remove dedicated beat sweepers from secondary shopping areas, remove weekend and late afternoon street cleansing from 1st April 2015.	2,932		150				150	Done

Environment & Enterprise			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
E&E_26	Environmental Services - Harrow Pride	Reduce Parks service to statutory minimum: Delete parks locking service, naturalise parks (except paid for fine turf), no green flag parks, litter picking reduced to once per week from 1st April 2015. Reduction of 4 Driver posts, 2 Operative posts and 5 Grounds Maintenance Specialist posts One-off vehicle early termination cost (2 tippers) is estimated at £23K. Parks Management. Through implementation of the previous savings proposal of reducing parks maintenance standards to the statutory minimum, there can be a further reduction in management and supervisory posts from the existing parks structure of 1 team leader and 2 charge-hands from 1st April 2015.	2,323		304	23			327	Done
E&E_27	Environmental Services - Harrow Pride	Highways verge grass cutting, moving from a three weekly to a six weekly cycle. Reduce quality of service from 1st April 2015. One-off vehicle de-hire cost (1 tipper) is estimated at £11K.	753		71	11			82	Done
E&E_28	Environmental Services - Parking	Parking Enforcement - Increase efficiency in civil enforcement team.	-6,564	100	100				200	N/A
E&E_29	Environmental Services - Parking	Review Parking charges to deal with capacity issues	-1,941		375				375	Specific Consultation
E&E_30	Environmental Services - Public Protection	Licensing: Budget realignment to reflect forecast income from licensing activities.	-358	15	15				30	N/A
E&E_31	Environmental Services - Public Protection	Removal of late growth budget at February 2014 Council - On the spot fine for spitting, graffiti, littering and anti-social behaviour	50		50				50	N/A
E&E_32	Environmental Services - Waste Services	Clinical waste: Review of current waste composition to identify genuine clinical waste which will be collected by a specialist service	87	10	50				60	Done
E&E_33	Environmental Services - Waste Services	CA Site: Reduce assistance to public upper level at Civic Amenity site from 1st January 15. Reduction of 2 Waste Recycling Assistant posts (currently vacant).	590	12	38				50	Done

Environment & Enterprise		Savings - 4 Years								
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
E&E_34	Environmental Services - Waste Services	<p>Change mixed organic waste collection system with separate collection of food waste and introduce charges for garden waste from 1st October 2015.</p> <p>Food Waste - Each household on 3 wheeled bin system will be provided with a new 23L food waste bin and a kitchen caddy which will be emptied weekly.</p> <p>Garden Waste - Garden waste will be collected fortnightly on a chargeable basis. Households that subscribe to the service will receive 25 lifts per year at a price of £75. Concessions will be provided to residents on means tested benefits.</p> <p>Introductory offer - £75 to cover the period between 1st oct 15 and 31st Mar 17. The saving figure assumes 40% of households will take up the chargeable service.</p> <p>One-off implementation costs are estimated as follows: Revenue costs of approx £430K, and Capital costs for new food waste bins and kitchen caddies (£720K); the construction of a bulking facility for food waste at the depot (£250K).</p>			970	1,711			2,681	Done
E&E_35	Planning - Development Mgt	Provision of Highways advice: seek advice directly from Transport team rather than via a transport planning liaison, removing potential for duplication	50	12					12	Done
E&E_36	Planning - Development Mgt	Planning Fees: following an increase in 2013, the government may increase the statutory planning fees at some point over the next four years	-1,032				100		100	N/A
E&E_37	Planning Policy	Non-renewal of Limehouse UCREATE module: The majority of Local Plan documents are adopted limiting the need for this publication and online interactive consultation tool.	10	10					10	N/A
E&E_38	Planning Policy	S106: increase the draw down on the s106 admin fee account balance to cover the costs of administration	-24	30					30	N/A

Environment & Enterprise		Savings - 4 Years								
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
E&E_39	Planning Policy	CIL: increase the draw down on the CIL admin fee account balance to cover the costs of administration and monitoring.	-15	5					5	N/A
E&E_40	Planning Policy	Green Grid: seek true cost recovery on officers' time for delivery of the annual Green Grid capital programme	-30	20					20	N/A
E&E_41	Planning - Development Mgt	'Free-go' planning applications following refusals: significantly reduce 'free-go' applications through amendment of current 'no negotiation' policy on new planning applications.			50				50	N/A
		Total Savings		766	4,067	2,440	775	264	8,312	

Children & Families			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
Savings										
C&F-01	Commissioning & Schools	Harrow Teacher's Centre Centre closed July 2014 as part of site vacation to enable school expansion of Whitefriars Community School (funded by Targeted Basic Needs Programme) to proceed in Autumn 2014. Staff have already left or been redeployed and redundancy costs funded	231		231				231	Done
C&F-02	Commissioning & Schools	Contracts Review Morning Lane contract by approx 16%	322		50				50	Specific
C&F-03	Commissioning & Schools	Governor Services Reduction in printing costs	71	10					10	N/A
C&F-04	Commissioning & Schools	Enhancing Achievement including Travellers Service Seek further grant income for non-statutory support for key Narrowing the Gap pupil groups and vulnerable Traveller community. This service has generated approx £75k in external funding in 2013-14	96		30				30	N/A
C&F-05	Commissioning & Schools	Capitalisation Capitalise salary Education Professional Lead	334		90				90	N/A
C&F-06	Cross Service	Review of management Reduce number of Service Managers & Divisional Directors. This would reduce the service one divisional director and one service manager. Redundancy costs not included	36,100		205				205	Specific
C&F-07	Cross Service	Reversal of Growth Reversal of late growth items at February 2014 Council	300	300					300	N/A

Children & Families			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
C&F-08	Cross Service	Private Finance Initiative Transfer the funding of the Schools PFI "affordability gap" to Dedicated Schools Grant. This is subject to consultation with Schools Forum and Harrow Schools and subject to approval by the Department for Education as it involves adding an additional factor into the Harrow Schools Funding Formula.	421		421				421	Specific consultation complete
C&F-09	Targeted Services	In-house Fostering & Adoption Team restructuring - budget aligned to current practice.	799	55					55	Done
C&F-10	Targeted Services	Recruitment of Foster Carers Recruitment of an additional 13 in-house foster carers to reduce demand for external fostering agencies.	1,881		200				200	N/A
C&F-11	Early Intervention Service	Finance Post Delete 0.5FTE post.	21	21					21	N/A
C&F-12	Early Intervention Service	Early Years & Early Intervention Services Review of all services resulting in three proposed models: Option 1 - retain 3 children's centres & 4 delivery sites Option 2 - retain 3 children's centres & 6 delivery sites Option 3 - retain 2 children's centres & 10 delivery sites	4,735		984				984	Done
Total Savings				386	2,211	-	-	-	2,597	
Growth										
C&FG01		Social Workers			715				715	
Net Savings				386	1,496	-	-	-	1,882	

Pan Organisation			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
Savings										
PO 01	Pan Organisation	Using the Market - A package of saving proposals around total facilities management, supplier negotiations, revenue generation and consultancy have been identified which will provide better VFM to residents and reduce costs to the Council.				220			220	N/A
PO 02	Pan Organisation	Service Levels / Capital Programme - Proposed savings on capital financing costs.			1,500				1,500	N/A
PO 03	Pan Organisation	Regeneration - Indicative net income realised from a long term regeneration strategy for the borough, to be formalised following consultation launched in early 2015.		-	-	-	350	2,000	2,350	Specific - on going
Total savings				-	1,500	220	350	2,000	4,070	

Business Support Services			Savings - 4 Years							
Ref	Service Area	Headline Description re: saving / reduction	2014/15 Service Budget	2014/15 Ongoing	2015/16	2016/17	2017/18	2018/19	Total	Consultation Done General Specific
			£000	£000	£000	£000	£000	£000	£000	
Savings										
BSS01	Business Support	Review of Business Support Services			730				730	Done
Total				-	730	-	-	-	730	

Ref	Service Area	Headline Description re: saving / reduction	Savings - 3 Years			
			2016/17	2017/18	2018/19	Total
			£000	£000	£000	£000
Savings						
	RESOURCES					
RES082	Collections and Benefits	Revenues Staffing Reductions	40			40
RES083	Collections and Benefits	Housing Benefits Staffing Reductions as Benefits moves to DWP. Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.	125			125
RES030	Customer Services	Close Face to Face (F2F) and Telephony Channels for Public Realm Enquiries. Over a 3 year period close face to face contact in Access Harrow for Public Realm queries and migrate to Internet contact.	50			50
RES031	Customer Services	Reconfigure One Stop Shop to self-serve area and close F2F (face to face) advice	100			100
Total Savings			315	-	-	315

Growth						
CF 001	Children's Services	Increase in Children Looked After (CLA) placement budgets reflecting growth in child population and changing demographic	(178)			(178)
CF 002	Children's Services	Increase in Children with Disabilities (CWD) client costs reflecting growth in child population	(82)			(82)
CF 003	Children's Services	Increase in staffing costs reflecting growth in child population and changing demographic	(153)			(153)

Ref	Service Area	Headline Description re: saving / reduction	Savings - 3 Years			
			2016/17	2017/18	2018/19	Total
			£000	£000	£000	£000
CHW001	Adults	Demographic Growth. Costs associated with increased demand for eligible users	(2,500)			(2,500)
E&E005	Environment and Enterprise	CCTV camera income decline	(56)			(56)
E&E008	Environment and Enterprise	West London Waste Authority (WLWA) Levy / Dry Recyclables Income	(708)			(708)
	RESOURCES					
RES019	Collections and Benefits	Department for Work and Pensions (DWP) Housing Benefit Reduction in Administration Grant. Following the introduction of Universal Credit administered by central government.	(500)			(500)
RES020	Collections and Benefits	Loss of Housing Benefits Overpayments Income Stream. To reflect lower surplus currently being achieved and loss of the income stream following the introduction of Universal Credit administered by central government.	(320)			(320)
Total Growth			(4,497)	-	-	(4,497)
						-
Net Growth			(4,182)	-	-	(4,182)

MEDIUM TERM FINANCIAL STRATEGY 2016/17 to 2018/19

	2015/16	2016/17	2017/18	2018/19
	£000	£000	£000	£000
Budget Requirement Brought Forward		167,381	164,987	154,156
Corporate & Technical		9,537	500	13,280
People		-4,207	-5,558	-10,887
Community		-3,420	-2,094	-2,704
Resources & Commercial		-3,994	-2,126	-2,540
Regeneration		-90	-150	0
Pan Organisation		-220	-350	-2,000
Total		-2,394	-9,778	-4,851
FUNDING GAP		0	-1,053	-90
Total Change in Budget Requirement		-2,394	-10,831	-4,941
Revised Budget Requirement	167,381	164,987	154,156	149,216
Collection Fund Deficit/-surplus	-1,900	-3,494	0	0
Revenue Support Grant	-32,034	-21,935	-13,019	-7,332
Top Up	-20,939	-21,113	-21,529	-22,164
Retained Non Domestic Rates	-14,012	-13,189	-13,189	-13,189
Amount to be raised from Council Tax	98,496	105,256	106,419	106,531
Council Tax at Band D	£ 1,234.36	£1,283.61	£1,296.45	£1,296.45
Increase in Council Tax (%)	1.99%	3.99%	1.00%	0.00%
Tax Base	79,795	82,000	82,085	82,171
Collection rate	97.50%	97.75%	97.75%	97.75%
Gross Tax Base	81,841	83,887	83,975	84,062

MEDIUM TERM FINANCIAL STRATEGY 2016/17 to 2018/19

TECHNICAL BUDGET CHANGES	Proposed		
	2016/17	2017/18	2018/19
	£000	£000	£000
MTFS Proposals Agreed in February 2015			
Capital and Investment			
Capital financing costs and investment income			
Increased Minimum Revenue Provision costs of the capital programme and interest on balances changes	2,462	2,095	4,731
Amendment 2016/17 review	958	1,437	1,631
Total Capital and Investment Changes	3,420	3,532	6,362
Grant Changes			
New Homes Bonus			
Projected grant received net of topslice to London LEP	-150	325	579
Amendment 2016/17 review	-2,413		2,000
<i>Total New Homes Bonus</i>	<i>-2,563</i>	<i>325</i>	<i>2,579</i>
Better Care Fund			
<i>Estimated additional grant from 2016/17</i>	<i>-1,000</i>		
Education Support Grant.			
Projected reduction in grant received	545	545	545
Amendment 2016/17 review	-472	100	100
<i>Total ESG</i>	<i>73</i>	<i>645</i>	<i>645</i>
S31 Grant Re Business Rate Reliefs			
Reduction in 2016/17 due to ending retail relief scheme	443		
Public Health Grant Reduction	300		
Total Grant Changes	-2,747	970	3,224
Other Technical Changes			
Freedom Pass Levy increase. Cost of Freedom passes charged to Harrow by Transport for London	289	380	390
Amendment 2016/17 review - extension to 2019/20	0	0	0
<i>Total Freedom Pass Levy change</i>	<i>289</i>	<i>380</i>	<i>390</i>
Remove energy price contingency		-350	
Budget planning contingency.	3,000	3,000	3,000
Homelessness Reserve	1,000		
Amendment 2016/17 review	-1,000	-5,000	-2,630
<i>Total Budget planning contingency.</i>	<i>3,000</i>	<i>-2,000</i>	<i>370</i>
Total Other Technical Changes	3,289	-1,970	760
Pay and Inflation			
Pay Award @ 2% pa	1,800	1,800	1,800
Reduction to 1% and National Living Wage	-800	-800	-800
Pay inflation total	1,000	1,000	1,000
Employer's Pension Contributions lump sum increases agreed with actuary			
Required to reduce the pension deficit	582	622	664
Inflation on goods and services @ 1.3% p.a.	1,270	1,270	1,270
Reduction in inflation provision	-1,120	-870	
<i>Inflation Provision total</i>	<i>150</i>	<i>400</i>	<i>1,270</i>
Increase in cost of NI for contracted out employees			
Ending of contracted out rebate - 3.4% on applicable salary range	1,100	0	0
Total Pay and Price Inflation	2,832	2,022	2,934

MEDIUM TERM FINANCIAL STRATEGY 2016/17 to 2018/19

TECHNICAL BUDGET CHANGES	Proposed		
	2016/17	2017/18	2018/19
	£000	£000	£000
OTHER			
Contribution to MTFS Implementation Reserve - one off	2,954	-2,954	
Commercialisation Savings		-1,100	
Audit Fee Reduction	-80		
Car allowance review	-100		
Staff Terms and Conditions. Final year of phasing out of protection on terms and conditions changes agreed with Staff from January 2013.	-31	0	0
Total Corporate & Technical	9,537	500	13,280

MEDIUM TERM FINANCIAL STRATEGY 2016/17 to 2018/19

PEOPLE DIRECTORATE	Proposed		
	2016/17	2017/18	2018/19
	£000	£000	£000
Children & Families			
Proposed Savings - see appendix 1a	-3,569	-681	-3,262
Changes agreed in 2015/16 MTFS - see appendix 1b	0	0	0
Changes agreed in 2014/15 MTFS - see appendix 1c	413	0	0
Sub total Children & Families	-3,156	-681	-3,262
Adults			
Proposed Savings - see appendix 1a	-3,542	-4,415	-5,330
Balance of Adult Social Care Precept	525		
Changes agreed in 2015/16 MTFS - see appendix 1b	-50	0	0
Changes agreed in 2014/15 MTFS - see appendix 1c	2,500	0	0
Sub total Adults	-567	-4,415	-5,330
Public Health			
Proposed Savings - see appendix 1a	-484	-462	-2,295
Changes agreed in 2015/16 MTFS - see appendix 1b	0	0	0
Changes agreed in 2014/15 MTFS - see appendix 1c	0	0	0
Sub total Public Health	-484	-462	-2,295
Total People Directorate	-4,207	-5,558	-10,887

MEDIUM TERM FINANCIAL STRATEGY 2016/17 to 2018/19

COMMUNITY	Proposed		
	2016/17	2017/18	2018/19
	£000	£000	£000
Environmental Services			
Proposed Savings - see appendix 1a	-595	-453	-1,959
Changes agreed in 2015/16 MTFS - see appendix 1b	-2,440	-675	-264
Changes agreed in 2014/15 MTFS - see appendix 1c	764	0	0
Sub total Environmental Services	-2,271	-1,128	-2,223
Community & Culture			
Proposed Savings - see appendix 1a	-15	-390	-209
Changes agreed in 2015/16 MTFS - see appendix 1b	-584	-100	0
Changes agreed in 2014/15 MTFS - see appendix 1c			
Sub total Community & Culture	-599	-490	-209
Housing - General Fund			
Proposed Savings - see appendix 1a	-550	-476	-272
Changes agreed in 2015/16 MTFS - see appendix 1b	0	0	0
Changes agreed in 2014/15 MTFS - see appendix 1c	0	0	0
Sub total Housing General Fund	-550	-476	-272
Total Community	-3,420	-2,094	-2,704

MEDIUM TERM FINANCIAL STRATEGY 2016/17 to 2018/19

RESOURCES & COMMERCIAL	Proposed		
	2016/17	2017/18	2018/19
	£000	£000	£000
Resources & Commercial			
Proposed Savings - see appendix 1a	-2,934	-474	-1,195
Changes agreed in 2015/16 MTFS - see appendix 1b	-1,565	-1,652	-1,345
Changes agreed in 2014/15 MTFS - see appendix 1c	505	0	0
Total Resources & Commercial	-3,994	-2,126	-2,540

MEDIUM TERM FINANCIAL STRATEGY 2016/17 to 2018/19

REGENERATION	Proposed		
	2016/17	2017/18	2018/19
	£000	£000	£000
Proposed Savings - see appendix 1a	-90	-50	
Changes agreed in 2015/16 MTFS - see appendix 1b		-100	
Changes agreed in 2014/15 MTFS - see appendix 1c			
Total Regeneration	-90	-150	0

MEDIUM TERM FINANCIAL STRATEGY 2016/17 to 2018/19

Pan Organisation	Proposed		
	2016/17	2017/18	2018/19
	£000	£000	£000
Proposed Savings - see appendix 1a	0	0	0
Changes agreed in 2015/16 MTFS - see appendix 1b	-220	-350	-2,000
Changes agreed in 2014/15 MTFS - see appendix 1c	0	0	0
Total Pan Organisation	-220	-350	-2,000

REVENUE BUDGET SUMMARY 2016-2017

Appendix 3

	2015-16	2016-17				
	Net Budget	Gross Controllable Expenditure	Gross Income	Net Controllable Expenditure	Uncontrollable Expenditure	Net Budget
	£000	£000	£000	£000	£000	£000
Local Demand - Borough Services						
Resources & Commercial	21,314	213,808	-175,931	37,877	-16,079	21,798
Environment & Commissioning	38,810	45,881	-27,771	18,110	15,162	33,272
Housing General Fund	7,176	10,107	-6,568	3,539	3,219	6,758
<i>Sub-total Community</i>	<i>45,986</i>	<i>55,988</i>	<i>-34,339</i>	<i>21,649</i>	<i>18,381</i>	40,030
Adults & Public Health	62,188	79,863	-27,959	51,904	6,287	58,191
Children & Families	38,553	164,907	-136,386	28,521	8,599	37,120
<i>Sub-total People</i>	<i>100,741</i>	<i>244,770</i>	<i>-164,345</i>	<i>80,425</i>	<i>14,886</i>	95,311
Regeneration	2,158	4,156	-3,236	920	1,094	2,014
Total Directorate Budgets	170,199	518,722	-377,851	140,871	18,282	159,153
Inflation and Corporate Items	6,363					7,625
Contingency - General	1,248					1,248
Capital Financing adjustments	-4,155					-49
MTFS Implementation Reserve	0					2,954
Homelessness Reserve contrib	0					1,000
Budget Planning Contingency	0					2,000
Provisions for debt/litigation	375					375
Interest on Balances	-1,588					-1,768
Education Services Grant	-2,371					-2,298
New Homes Bonus	-2,690					-5,253
Total Budget Requirement	167,381					164,987
BUDGET REQUIREMENT FUNDED BY						
Contribution re Collection Fund						
Deficit/Surplus(-) b/f	-1,900					-3,494
Revenue Support Grant	-32,034					-21,935
Busieness Rates Top-up Grant	-20,939					-21,113
Retained Business Rates	-14,012					-13,189
Council Tax Income	-98,496					-105,256
Total Funding	-167,381					-164,987
Council Tax for Band D Equivalent						
Harrow (£)	1,234.36					1,283.61
GLA (£)	295.00					276.00
	1,529.36					1,559.61
<u>Increase</u>						
Harrow (%)	1.99%					3.99%
GLA (%)	-1.34%					-6.44%
Total (%)	1.33%					1.98%
Taxbase	79,795					82,000
Collection Rate	97.50%					97.75%
Funds / Balances						
Balances Brought Forward	10,000					10,009
Adjustment to Balances	0					0
Balances Carried Forward	10,000					10,009

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Levies, Contribution and Subscriptions

The table below shows the main levies, contributions to other bodies, and subscriptions that the Council will pay in 2016/17. These sums are set by other bodies and are outside the Council's control. With the exception of the subscriptions to London Councils and the Local Government Association, the payments are compulsory.

	2015-16	2016-17	Change	Change	Comments
	£000	£000	£000	%	
West London Waste Authority Levy	1,721	1,566	-155	-9.0%	Final
Lee Valley Levy	239	239	0	0.0%	Estimated
London Councils subscription	167	137	-30	-18.0%	includes 1 off rebate of £25k
London Boroughs Grants Scheme	260	245	-15	-5.8%	Provisional
Freedom Pass Levy	9,838	10,185	347	3.5%	Final
Environment Agency Levy	183	186	3	1.6%	Provisional
Coroners Court Levy	171	171	0	0.0%	Estimated
Traffic Control Levy	296	296	0	0.0%	Estimated
Local Government Association subscription	38	38	0	0.0%	Estimated
London Pension Fund Authority Levy	303	303	0	0.0%	Estimated

Note. The fixed cost levy for West London West Authority is reducing as costs are transferred to pay as you throw charges.

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Policy on Use of Contingency

General Principles

1. As a general principle, directorate budgets should be structured to cover business as usual, investment and efficiency programmes that have been agreed as part of the budget and service planning round and administration priorities.
2. Budgets which are “demand led” should be set to deal with the forecast level of activity. For example; the predicted client numbers and needs in Adults and Children’s social care; the usual level of activity for planning appeals; winter gritting average weather conditions
3. Income budgets should be set to take into account likely activity levels and any changes in fees and charges.
4. The contingency is there to deal with unforeseen/exceptional items and one-off projects that are approved during the year.

Appropriate uses

5. It is recommended that the contingency is used for the following purposes:
 - To deal with demographic risk, where the number of clients or cost per client varies from the estimate in Children’s or Adults services beyond what has been budgeted for.
 - To deal with unexpected increases in demand for services due to policy changes, for instance an increase in homelessness due to the housing benefit changes beyond what has been budgeted
 - To deal with seasonal risks, such as exceptionally bad weather or a flu pandemic
 - To deal with tonnage risk, where the number of tonnes disposed of via West Waste varies from the estimate in the Community Directorate
 - To deal with the consequences of a recession
 - To deal with major planning appeals and litigation
 - Cost pressures in relation to the services delivered jointly with Health partners
 - To deal with uncertainty due to consultation and equality impact on proposals
 - To deal with unexpected budget shortfalls due to changes in the external environment or changes in the law/regulations
 - To fund small one-off projects which are high priority and have the approval of the portfolio holder with responsibility for Finance.
 - Any other unforeseen items / pressures

Criteria

6. Clear evidence will be required to support variations from estimated demand agreed as part of the budget review process.
7. Contingency funds will not be used where there has been a failure to deliver planned savings (except where this is due to the outcome of consultation) or properly manage spending.

Approval Process

8. Use of the contingency will be reported to Cabinet as part of the quarterly budget monitoring report by the s151 officer. The s151 officer will liaise with the Finance portfolio holder and make proposals to Cabinet for virements from Contingency as appropriate.

Unspent balances

9. If there is an under spend at the end of the year a contribution to general balances will be considered with regard to the size of the under spend, the underlying strength of the balance sheet and the need to support other priorities.

Schools Budget 2016-17

1. Introduction

The Dedicated Schools Grant (DSG) is a ring fenced grant of which the majority is used to fund individual school budgets. It also funds certain central services provided by the local authority such as Early Years (private and voluntary sector and maintained nurseries) and Special Educational Needs (SEN) including fees for out of borough pupils at independent special schools.

2. DSG settlement 2016-17

The 2016-17 DSG is based on the number of pupils on the October 2015 schools census for schools and currently the January 2015 early years census for early years. The total indicative DSG for 2016-17 is £190.739m. Table 1 shows the breakdown of the 2016-17 DSG across the three blocks. The sections following the table provide a detailed explanation for each funding block. As previously advised, the DSG is not ring-fenced to the specific blocks.

Table 1 – 2016-17 DSG allocation

Area	Per Pupil Funding £	Pupil Numbers	Total £
Schools Block	£4,914.62	31,373	£154,186,373
Early Years Block - 3&4 year olds	£4,320.96	2,327	£10,054,874
Early Years Block - 2 year olds	£5,253.50	314	£1,649,599
High Needs Block			£24,621,530
Sub Total			£190,512,376
Additional Amounts			
Induction for NQT			£45,447
Early Years Pupil Premium Grant			£180,969
2016-17 DSG as at 17th December 2015			£190,738,792

The 2016-17 schools budget was presented to Schools Forum on 19th January 2016. The anticipated 2016-17 funding for each block is detailed in Table 2.

Table 2 – 2016-17 DSG Blocks

Category	2016-17 Budget
Schools Block - delegated	£148,319,004
Schools Block - centrally retained	£1,314,433
Early Years Block	£11,412,400
High Needs Block	£29,692,955
Total 2016-17	£190,738,792

3. Schools block – delegated budget allocated to schools

The 2016-17 school budgets are being prepared using the updated funding formula which has been consulted with Schools in the autumn 2015 and approved by Cabinet in December 2015.

The outcome of the consultation proposed to reduce the formula factor values in 2016-17 by 1.5% although the final factor values would be calculated once the October 2015 census data was available. This was in order to claw back funding to partially mitigate the formula deficit of £1.6m set in 2015-16 which is funded from brought forward cash balances.

IDACI is an indicator of deprivation, which uses location (postcode) as the basis of assessing a pupil's level of deprivation. Band 6 is deemed most deprived with Band 0 having no deprivation. A major national review of re-categorisation of wards has taken place and a new data set released in September 2015. The effect of this is that wards have been re-evaluated and the impact for London generally has been that most wards have been re-categorised with lower deprivation than the previous position.

The impact of these changes is significant to the funding formula and to Harrow Schools. Due to the change in the IDACI data, over £4.4m funding would no longer be distributed through that factor as the number of eligible pupils has reduced from 21,065 to 10,570 (52% primary reduction, 45% secondary reduction). In addition over £900k is no longer distributed through Free School Meals (FSM) as the number of eligible pupils has reduced from 3,703 to 3,128.

Schools are protected annually by the Minimum Funding Guarantee (MFG) from *per pupil* losses capped at -1.5% of the per pupil budget from the previous financial year. This means that schools cannot lose more than -1.5% of their previous years' per pupil budget.

The changes in IDACI have had a significant impact on school budgets as it has reduced the per pupil funding and so the £5.3m above which is no longer distributed through the deprivation factors, instead increases the amount of funding to be distributed via the Minimum Funding Guarantee. This change has a negative impact on nearly all schools but disproportionately so on those schools who receive a higher proportion of funding through deprivation factors. Those schools which are already at MFG will see no change in the proposed budget, but puts them more heavily reliant on MFG funding.

In 2015-16 IDACI and FSM funding (deprivation factors) made up significant proportions of some school budgets. Over 25% of schools received more than 10% of their budgets through the deprivation factors with two high schools receiving more than 15% of funding. Therefore, the fact that there are less eligible children has had a significant impact disproportionately on these schools. In order to take steps to address this and fund schools through the deprivation factor rather than through MFG there is a proposed change to the factor values.

In 2015-16 the primary/secondary funding ratio is 1:1.34 – for every £1 spent in primary schools, £1.34 is spent in secondary schools. At its meeting in November 2015, Schools Forum agreed that the primary/secondary funding ratio be realigned back to the ratio set in 2013-14 of 1:1.32.

4. Closing the gap

In order to reduce part of the shortfall and address the primary/secondary funding ratio, the following changes have been applied to the 2016-17 formula:

- Reduce secondary AWPU by 2% - this addresses the primary/secondary funding ratio and realigns it to 1:1.32
- Maintain the 2015-16 cap on schools who gain through MFG at 0.8%
- Adjust the IDACI rates to distribute a similar overall level of funding through deprivation
- Reduce the following factor values by 1.5% across both primary and secondary
 - * EAL
 - * Mobility
 - * Prior attainment

These both claw back some of the formula deficit and reduce it to £2.9m. The deficit can be reduced further to £1.9m by applied £1m of Early Years funding to the schools block – this is a combination of anticipated additional funding for growth in pupil numbers and a reduction in the overall DSG funding required for early years.

The 2016-17 proposed formula factor funding values are shown at Table 3 along with the 2015-16 current formula factor values for comparison.

Table 3 – 2015-16 and 2016-17 School Funding Formula Factor Values

Factor	Primary	Secondary		Primary	Secondary	
	All	KS3	KS4	All	KS3	KS4
Year	2016-17			2015-16		
Basic Entitlement (AWPU)	£3,268.00	£3,886.85	£4,741.95	£3,268.00	£3,966.17	£4,838.72
Free School Meals	£1,389.05	£2,644.98		£1,111.24	£2,115.98	
IDACI Band 1	£200.00	£433.50		£90.00	£211.83	
IDACI Band 2	£280.00	£606.90		£134.00	£295.94	
IDACI Band 3	£558.75	£1,058.39		£160.00	£346.80	
IDACI Band 4	£810.00	£1,395.39		£447.00	£846.71	
IDACI Band 5	£1,139.00	£1,694.14		£810.00	£1,395.39	
IDACI Band 6	£1,139.00	£1,694.14		£1,139.00	£1,694.14	
Looked After Children	£1,973.90	£1,973.90		£1,973.90	£1,973.90	
English as an Additional Language	£216.15	£2,961.81		£218.33	£3,022.25	
Mobility	£2,705.19	£2,421.97		£2,746.39	£2,458.85	
Prior Attainment	£617.53	£1,391.63		£626.93	£1,412.82	

Whilst the MFG is a mandatory factor in the formula there is limited scope to further claw back any further funding through the formula. A combination of the above actions results in 32/52 schools being at MFG compared with 19 schools in 2015-16 and 12 schools being capped compared with 19 schools in 2015-16.

The IDACI changes have put 8/10 secondary schools (compared with 3/10 secondary schools in 2015-16) at MFG and the ability to increase these schools above MFG would mean AWPU would need to be increased but this would impact on the primary/secondary funding ratio and cause a further deficit on the formula.

It is also not just a case of clawing back funding from schools who gain because there is no correlation between these schools and therefore no one change can be made that reduces funding to those schools which does not negatively impact on those schools already experiencing losses.

5. Early Years Block

This is based on a GUF of £4,320.96 per pupil which has remained the same value as in 2015-16. The January 2015 Early Years Census has been used to produce a provisional allocation. This will be updated during 2016-17 and calculated based on 5/12ths of the January 2016 census and 7/12ths of the January 2017 census.

A further £181k has been transferred to local authorities to fund the Early Years Pupil Premium Grant. This remains at the same value as 2016-17. The grant will be paid to providers at a rate of £0.53 per hour per child upon evidencing that children in their settings meet the eligibility criteria.

From 2015-16 the funding for 2 year olds is based on participation. As with 3 & 4 year old nursery funding, the calculation will be based on 5/12ths of the January 2016 census and 7/12ths of the January 2017 census. In the meantime, the January 2015 census has been used and calculates a budget of £1.65m.

6. High Needs Block

Unlike 2015-16, there was no opportunity to bid for growth for High Needs funding. Instead, a place review was carried out which allowed place funding to be moved from one institution to another but where the number of places was proposed to increase, the increase in funding would have to be met within local authorities existing allocations.

On 17th December 2015 the EFA announced a further £92.5m of funding to be added to local authority High Needs Blocks to fund demographic growth. Harrow received £0.446m additional funding.

7. Pupil Premium

Schools also receive the Pupil Premium in respect of pupils who have ever been eligible for Free School Meals (FSM) in the last 6 years plus Children Looked After continuously for more than 6 months. The rates for pupil premium will remain the same as 2015-16 and are shown at Table 4.

Table 4 - Pupil Premium rates agreed for 2016-17, per pupil

Area	2016-17
FSM - Primary School Pupils	£1,320
FSM - Secondary School Pupils	£935
Service children	£300
Children Looked After	£1,900
Adopted children	£1,900

Allocations per school will be available once the data from the January 2016 census has been collated.

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Draft Public Health Funding 2016/17

Appendix 7

	£	
Mandatory Services		
Sexual Health (incl Family Planning)	2,641,502	
Health Checks	76,450	
Health Visiting	3,154,000	
Supporting Child Health	<u>737,387</u>	
		6,609,339
Discretionary Services		
Tobacco Control	166,814	
Drug & Alcohol Misuse	2,519,585	
Physical Activity	<u>0</u>	
		2,686,399
Staffing & Support Costs		
Staffing	1,150,627	
Non-Staffing	80,800	
Overheads	<u>245,525</u>	
		1,476,952
Health Improvement	154,000	
Wider Determinants of Health	1,413,270	
Unallocated Grant		
		<u>1,567,270</u>
Total Expenditure		<u><u>12,339,960</u></u>

Funded by		
Department of Health Grant	12,300,000	
MOPAC Funding	<u>39,960</u>	
Total Income		<u><u>12,339,960</u></u>

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Risk Register 2016-17 to 2018-19

Ref	Risks	2016-17			2017-18			2018-19			Mitigation/Comments			
		Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating		Worst case £000	Like - lihood %	Net risk £000
	<u>POLITICAL RISKS</u>													
1	By-Election	C 4	105	50%	53	C 4	105	50%	53	C 4	105	50%	53	There is provision in the budget for the scheduled elections but not by-elections. Worst case is based on three by-elections in one year.
	<u>ECONOMIC / FINANCIAL RISKS</u>													
2	Inflation - Pay	D 4	100	17%	17	D 4	200	30%	60	D 3	1,200	30%	360	Pay inflation is assumed to be 1% p.a. pay award in line with government pay policy, and an allowance for the impact of National Living Wage on the lowest paid staff. There is some risk as general inflation is running at a higher level and there is pressure from the Trade Unions for higher increases. A 2-year pay deal has been agreed with the Trade Unions at just over 1% p.a. Given the current pressures on spending in the public sector and that the government has signalled the continuation of public sector pay restraint, there is likely to continue to be downwards pressure on public sector pay in particular. However, the longer pay restraint continues the more likely there will be a rebound when pay levels generally start to increase again.

Ref	Risks	2016-17				2017-18				2018-19				Mitigation/Comments
		Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating	Worst case £000	Like - lihood %	Net risk £000	
3	Inflation - Prices	D 3	1,270	17%	216	D 3	1,500	17%	255	D 3	500	17%	85	The budget assumes no prices inflation for 2016/17 and 2017/18 and 1.3% in 2018/19. There is an expectation that directorates will manage suppliers to keep within that. Inflation has been low for some time and at December 2015 CPI was 0.1%. There is still some risk as the items that the Council spends on are not necessarily the same as those covered by the index and prices and prices for services have been rising somewhat faster. It is however anticipated that given the general constraint on public spending that significant elements of the Council's spend can through negotiation be held below the general level of inflation. There are potential risks around fuel costs and major contracts with indexation terms. At this stage the medium term outlook for inflation is unclear.
3	Inflation National Living Wage	C3	900	70%	630	C3	1,300	70%	910	C3	1,300	70%	910	The impact of the new National Living Wage is likely to be limited in relation to directly employed staff. There may however be a more significant impact on contracts where staff are paid at the National Minimum Wage. This is particularly likely to be the case in relation to Adult Social Care and to a lesser extent, Children's Social Care.
4	Inflation - utilities	D 4	200	17%	34	D 4	200	17%	34	D 4	200	17%	34	The 2016-17 budget reflects an allowance for an increase of 10% in energy prices. While energy costs have been reducing recently, the market is volatile and dependent on international events.
5	Treasury Management - investments and borrowing	F 2	10,000	2%	200	F 2	10,000	2%	200	F 2	10,000	2%	200	The risk of losing a deposit is low given the use of a prudent lending list. The budget reflects the current base rate and anticipated borrowing costs. Note that Treasury Management decisions also affect the HRA and have the potential to impact the 30 year business plan. This in turn could impact homelessness.

Ref	Risks	2016-17			2017-18			2018-19			Mitigation/Comments			
		Risk rating	Worst case	Like - likelihood	Net risk	Risk rating	Worst case	Like - likelihood	Net risk	Risk rating		Worst case	Like - likelihood	Net risk
6	Asset management.	F 3	£000 1,500	% 10%	£000 150	F 3	£000 1,500	% 10%	£000 150	F 3	£000 1,500	% 10%	£000 150	Backlog maintenance is significant and the capital programme funds the highest priority work only. The creation of Academies has reduced the risk as these are no longer a Council responsibility. The School expansion programme is also reducing the backlog
7	Income collection: council tax, business rates, housing benefit overpayments, sundry debtors, rents and service charges	D 3	500	30%	150	D 3	750	30%	225	D 3	1,000	30%	300	Collection performance has held up well since the introduction of Council Tax Support, and the bad debt provision is reviewed quarterly. There is an increased risk to the council as a result of Business Rate Retention if rateable values decrease but this is considered as part of the budget setting process. Losses on Collection Fund items would impact the General Fund in the year after they were incurred.
8	Welfare Reform	D3	750	30%	225	D3	750	30%	225	D3	750	30%	225	There are a number of areas of potential risk. Council Tax Collection has held up relatively well so far but might possibly worsen as further Welfare reforms impact low income households in the borough. Homelessness has increased and further increases are possible. Financially stressed clients may have increased Social Care interactions etc. Collection methods are being adapted to mitigate impacts and the Harrow HELP fund does mitigate this but there is a potential for increased costs and loss of income.

Ref	Risks	2016-17			2017-18			2018-19			Mitigation/Comments			
		Risk rating	Worst case £000	Like - likelihood %	Net risk £000	Risk rating	Worst case £000	Like - likelihood %	Net risk £000	Risk rating		Worst case £000	Like - likelihood %	Net risk £000
9	Homelessness - risk of continued growth in demand for service not being met by existing supply of affordable properties.	B2	£000 3,500	80%	£000 2,800	B2	£000 3,500	80%	£000 2,800	B2	£000 4,000	80%	£000 3,200	The service has experienced a sustained growth in demand over the past two years, and there does not currently appear to be any sign that demand is likely to reduce in the near future, suggesting that there is likely to be pressure on Homelessness budgets for at least the next two years. The Council is intensifying its efforts to procure more properties from the market, but local landlords are increasingly seeking higher levels of rent than can be met lower income families, even in-work families. The Council is purchasing some properties on the open market to try to help ease the pressure on the budget, and in undertaking a programme of new build within the Housing Revenue Account, but these are expected to at best slow down the growth in demand for the service. The longer term prospects are likely to be improved once the Council's Private Rented Sector new build programme and the Housing Zone construction projects get under way in earnest, but this is unlikely to make a significant contribution until around 2018 onwards.
10	Income from parking services and parking enforcement	C 3	£000 700	50%	£000 350	C 3	£000 700	50%	£000 350	C 3	£000 700	50%	£000 350	In April 15, the Government introduced the prohibition on the use of CCTV cameras for parking enforcement and introduced 'Grace' periods to allow motorists to return to their vehicles late and not immediately incur a penalty. Mitigations have since been put in place to minimise the adverse impact on parking income. Although no adverse impact is experienced this year, PCN income is highly volatile and the achievement of the income budget (£8m in 16/17) is subject to a number of factors such as footfall, motorists compliance, weather condition etc.

Ref	Risks	2016-17				2017-18				2018-19				Mitigation/Comments
		Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating	Worst case £000	Like - lihood %	Net risk £000	
11	Waste Disposal costs	C3	150	30%	45	150	30%	45	C3	150	30%	45	Significant pricing fluctuation on dry recycling waste disposal has been experienced in the last couple of years (it changed from an income of circa £40 per tonne to a cost of £2 per tonne). It is anticipated the market condition for materials will remain sluggish and therefore the council may incur additional costs. A small fluctuation on residual waste tonnage could lead to significant cost increase . A 2% increase in tonnage would result in £100K additional costs. The tonnage forecast has taken into account the waste growth, however there is a risk the growth exceeds the forecast.	
12	Income from garden waste collection service	C3	300	30%	90	300	30%	90	C3	300	30%	90	The latest financial model assumes an annual income of £1m from the 2 options of garden waste collection service (35% participation rate collectively). A 5% less on the participation rate will reduce the income by £150k. Subscription to the garden waste service started on 4th Jan 16, it is uncertain at this stage the level of participation will be. It is however anticipated that the participation rate will go up over time, reducing the risk of income target not being achieved in future years.	
13	Economic risk - demand for services	B 3	1,000	65%	650	1,000	65%	650	B 3	1,000	65%	650	There may be additional demands on services such as housing due to the recession. There are also risks to income earning services such as planning and building control from lower volumes. This is in addition to the risks specifically linked to Welfare Reform and identified separately.	

Ref	Risks	2016-17				2017-18				2018-19				Mitigation/Comments
		Risk rating	Worst case	Like - likelihood	Net risk	Risk rating	Worst case	Like - likelihood	Net risk	Risk rating	Worst case	Like - likelihood	Net risk	
14	Litigation against the Council	C 3	£000 2,600	38%	£000 988	C 3	£000 2,000	38%	£000 760	C 3	£000 2,000	38%	£000 760	The MTFS includes an annual contribution to a provision for litigation including employment and planning related matters. Some of this risk will be covered by insurance, but individual cases can have significant cost. There is a heightened risk of a procurement challenge due to the EU remedies directive. There is also the potential for risk around the costs of Health and a possible risk of judicial review across a wide range of services, particularly Adult and Children's Social Care
15	Major fraud	E 3	500	6%	30	E 3	500	6%	30	E 3	500	6%	30	No major cases in recent years.
16	Increased Pension Fund contributions	D3	400	20%	80	D 3	600	20%	120	D 3	700	20%	140	The MTFS provides for increases in employers contributions as agreed with the actuary. There is some risk that higher contributions will be required because of fund performance although it is anticipated that any further increases will still be in stages. There will also a requirement to fund any pension fund strain on non ill health early retirements.
17	Levies, Precepts and Subscriptions	E4	600	6%	36	E4	1,000	30%	300	E4	1,000	30%	300	The Council pays a range of levies, precepts and subscriptions. These are set by other bodies and usually known before the budget is approved. It is however possible for some of them to have in year financial problems requiring a supplementary levy.
18	Financial control environment	D 3	1,000	17%	170	D 3	1,000	17%	170	D 3	1,000	17%	170	Risk mitigated by budget monitoring arrangements, refresher training, improvement boards. It is anticipated that the improvements being made currently to financial processes will further mitigate risks.
19	Insurance claims	E 3	500	6%	30	E 3	500	6%	30	E 3	500	6%	30	An actuarial review is carried out at regular intervals, the annual contribution has been increased in recent years and the balance in the provision reflects the claims liability. MMI has gone into administration, however this has largely been provided for already.

Ref	Risks	2016-17			2017-18			2018-19			Mitigation/Comments			
		Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating		Worst case £000	Like - lihood %	Net risk £000
	<u>SOCIAL RISKS</u>													
20	Demographic changes: additional demand for social care.	C 2	2,000	50%	1,000	C 2	2,000	50%	1,000	C 2	2,000	50%	1,000	The MTFs reflects some anticipated increase in demand for social care for both Children and Adults. However, small fluctuations can generate considerable cost. There continues to be the potential for Health funded continuing care cases to become Harrow's responsibility.
	<u>TECHNOLOGICAL RISKS</u>													
21	System failure	D 3	200	38%	76	D 3	200	38%	76	D 3	200	38%	76	Environment is being moved onto more stable infrastructure. Performance issues have occurred during transition; however, the migration is reducing the risk of catastrophic failure
22	Disaster recovery	C-2	600	1%	6	C-2	600	1%	6	C-2	600	1%	6	The IT contract with the council's partner includes a comprehensive DR solution. The worst case represents the loss after allowing for insurance cover.
	<u>POLICY/LEGISLATIVE / REGULATORY</u>													
23	New policy/legislation	B 2	1,000	10%	100	B 2	5,000	30%	1,500	B 2	5,000	30%	1,500	Generally changes have a long lead in time, but there are risks due to the extensive policy agenda of the new government and the speed of implementation of changes in some areas. A particular area of concern is welfare reform.

Ref	Risks	2016-17			2017-18			2018-19			Mitigation/Comments			
		Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating		Worst case £000	Like - lihood %	Net risk £000
24	Adult Social Care Reform	C2	1,000	25%	250	C2	2,000	25%	500	C2	2,000	25%	500	The Care Act came into force in April 2015. The Act creates a single route to establishing entitlement to care and support for all adults with needs for care and support. New burdens funding was allocated by way of specific grant in 2015/16, and mitigated increased ASC costs largely in relation to Ordinary Residence. From April 2016 this funding has been rolled up into RSG in 16/17. Further reforms had been expected from April 2016 making the Council responsible for care costs once a cap had been reached, although these have currently been delayed until 2020.
	<u>SERVICE RISKS</u>													
23	Safeguarding - recent high profile cases have resulted in a significant increase in referrals	B 3	1,000	65%	650	B 3	1,000	65%	650	B 3	1,000	65%	650	Detailed plans put in place in Children's services including case reviews. There is a potential for significant costs in both Adults and Children particularly in relation to Deprivation of Liberty Standards
	<u>EMERGENCIES</u>													
24	Natural disaster, accident or terrorist incident costing £4m in total.	E3	1,000	15%	150	E3	1,000	15%	150	E3	1,000	15%	150	The government has a scheme (the Bellwin scheme) that covers authorities for 100% of eligible costs of a major disaster over a threshold of 0.2% of budgeted net revenue expenditure (£349k in 2015-16). The risk to the Council is 100% of costs below the threshold together with any costs that are not eligible.
25	Adverse weather conditions	D 3	400	20%	80	D 3	400	20%	80	D 3	400	20%	80	There is some provision in the budget for seasonal work. This risk relates to exceptionally bad weather, which tends to be more frequent than previously.
	<u>EFFICIENCY RISKS</u>													

Ref	Risks	2016-17			2017-18			2018-19			Mitigation/Comments			
		Risk rating	Worst case	Like - likelihood	Net risk	Risk rating	Worst case	Like - likelihood	Net risk	Risk rating		Worst case	Like - likelihood	Net risk
26	Non-achievement of allocated savings included in the budget	C 2	£3,000	40%	£1,200	C 2	£500	40%	£200	C 2	£200	40%	£80	The MTFs includes efficiency savings totalling £16.7m in 2016-17. Progress will be carefully monitored.
27	Workforce risk of loss of permanent staff requiring more expensive interims due to adverse reaction to terms and conditions changes, public sector pay restraint and increasing stress as workforce reduces but demands increase	C 3	1,000	30%	300	C 3	1,000	30%	300	C 3	1,000	30%	300	The impact of any problems is likely to be uneven given the different labour markets that apply within the Council. Problems being mitigated by the council's workforce strategy.
	<u>PARTNERSHIP / CONTRACTUAL RISKS</u>													
28	Breakdown of relationships with strategic partners (Health, Police, businesses, voluntary sector)	C 2	2,500	38%	950	C 2	2,500	38%	950	C 2	2,500	38%	950	The HSP governance arrangements have been revised. Good working relationships exist between partners. There are ongoing concerns about the CCG's financial position, particularly given the level of savings that they are expected to deliver together with the pressures in the acute sector and wider integration agenda.
29	Shared Services not meeting each of partner's aspirations	D 3	1,000	20%	200	D 3	1,000	20%	200	D 3	1,000	20%	200	Harrow is developing partnerships with other boroughs for shared services such as Public Health, HR and Legal Services. Governance arrangements exist to identify and resolve any issues should these arise, however these as these arrangements are fairly new there is the potential that they may not work as effectively as planned causing cost to the partners.
30	Commercial Partnership failure	D 2	2,000	20%	400	D 2	2,000	20%	400	D 2	2,000	20%	400	There is a potential for either contractual problems with partners or failure of commercial partners to cause the council to incur additional costs.
	TOTAL		43,275		12,306		46,755		13,469		47,305		13,974	
	Reserves													
	Contingencies				-2,248				-2,248				-2,248	General contingency + Provision for homelessness

Ref	Risks	2016-17			2017-18			2018-19			Mitigation/Comments															
		Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating	Worst case £000	Like - lihood %	Net risk £000	Risk rating		Worst case £000	Like - lihood %	Net risk £000												
	Remaining risk				10,058								11,221													11,726

Reserves Policy

The recommended reserves policy is as follows:

The risk assessment of the budget dictates the minimum level of general balances required.

The first call on any under spend at the end of the year will be to fund the one off cost to transition. A contribution to general balances will then be considered with regard to the size of the under spend, the underlying strength of the balance sheet and the need to support other priorities.

The rationale for this policy is set out below.

Councils need balances so that they can deal with unforeseen calls on resources without disrupting service delivery. It is the responsibility of each authority to set its level of reserves based on local conditions, but taking into account national factors. Although advice can be sought from the external auditor, it is not their responsibility to prescribe the appropriate level.

It is good practice for a risk assessment to be carried out to determine the level of reserves and the External Auditor expects the Council to review its reserves on an annual basis.

The risk assessment above shows that the total risk identified has been quantified at £10m for 2016/17 after allowing for the contingency. However, the appropriate level of reserves for a council to hold is extremely subjective. It is important to find a balance between being at risk of wiping out all reserves in a single bad year and having excessive reserves and thereby wasting taxpayer's money.

The Council should at least be able to cope with a modest overspend in any one year and still be in a stable financial position.

The target level of reserves depends on:

- The degree of risk contained in the budget
- The effectiveness of budget monitoring during the year
- The effectiveness of balance sheet management during the year
- The extent to which the Council has earmarked reserves and provisions to deal with specific items

The Council is continually working to improve financial management and in 2016/17 will continue to focus on accurate and robust management of its revenue and capital monitoring and, considering the level of savings built into the budget, an increased emphasis will be placed on the delivery of in-year savings and the delivery of new savings proposals.

The Council has built up more appropriate annual contributions to provisions for debt, litigation and insurance in the last few years, and strengthened its balance sheet, but still has limited earmarked reserves.

There is greater risk as central government grant settlements continue to reduce the level of revenue support grant given to the Authority requiring large savings to be built into the budget over a prolonged and continuous period of time.

Taking all this together, the target level for reserves should be £10 - £12.5m.

As at 31 March 2016 the level of General Fund Reserves was £10m, which is within the recommended minimum level and the Authority holds a number of reserves and provisions as detailed in Appendix 10.

A decision will be made at year end on the best use of any available capacity.

Forecast reserves and provisions

Earmarked Reserves	Estimated Reserves at start of year 1 April 2016	Planned Contributions included in MTFS	Estimated Use of reserves in-year	Estimated Reserves at year end 31 March 2017
	£000	£000	£000	£000
Transformation & Priority Initiatives Fund	3,350	0	600	2,750
Business Risk	1,990	0	500	1,490
MTFS Implementation	666	2,954	2,000	1,620
Homelessness	0	1,000	1,000	0
Rapid Response	75	0	75	0
IT Implementation	1,092	0	790	302
Standing Up For Those In Need	800	0	200	600
Public Health	550	0	0	550
Commercialisation	500	0	500	0

Provisions	Estimated Provision at start of year 1 April 2016	Planned Contributions included in MTFS	Estimated Use of provisions in-year	Forecast Balances at year end 31 March 2017
	£000	£000	£000	£000
Insurance provision	8,700	1,132	1,132	8,700
Employee & Litigation Provision	950	375 (base budget)	500	825
Bad Debt Provision (Sundry debts and Housing Benefit Overpayments)	8,800	1,100	1,250	8,650

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Report of the Chief Finance Officer

Under the Local Government Act 2003 the Director of Finance (in their capacity as the Chief Finance Officer under S151 of the Local Government Act 1972) is required to comment on the robustness of the budget and the adequacy of reserves. The Directors report is set out below.

Robustness of the Budget

The current budget climate and timeframe continues to be the most volatile in the Borough's history. The economic climate and the Local Government Settlement make this budget round particularly challenging. There are significant areas of uncertainty around further cuts, income streams, transfer of responsibilities from central government, Adults and Children's Social Care, homelessness and the degree of change occurring across the Council that needs to be mitigated. In the wider economy there remains considerable uncertainty about inflation, interest rates, the property market, employment levels and the impact of the economic climate. All these issues affect the Council's own finances and have major implications for Harrow residents and businesses and may therefore create additional demand on services.

A three year approach is being taken to address the financial challenges over the MTFS period (2016/17 to 2018/19) to set a clear direction of travel and to allow the time to adequately plan for those saving proposals and initiatives that require a longer lead in time.

The advice of the S151 Officer is that the budget for 2016/17 is robust and there are evidenced proposals in development for 2017/18 and 2018/19. This advice is given, following the consideration of a number of factors:

- Saving proposals have been explored and scrutinised in some detail by various forums and Directorates have confirmed that they are achievable.
- Those proposals in development for 2017/18 and 2018/19 will be subject to further scrutiny before final approval in their respective budget years
- Service managers have made reasonable assumptions about demand led pressures
- Every effort has been made to ensure that the technical assumptions underpinning the budget are robust
- Prudent assumptions have been made about capital financing costs and investment income
- The recommended increases in fees and charges are in line with the assumptions in the budget
- A risk assessment has been conducted
- The budget for 2016/17 includes a general contingency of £1.248m
- There is a commitment within the organisation to robust financial management with any potential adverse budget variations been tightly controlled and where possible contained within service budgets

Adequacy of General Reserves, Ear marked Reserves, Provisions and Contingencies

The level of reserves and provisions is a balance between the risk facing the Authority and the opportunity costs of holding those balances. Reserves can only be spent once and should ideally only be used to support one of expenditure or to allow time for management action to be implemented.

The Council holds a general fund balance of £10m. The risk assessment shows the net risk for 2016/17 as £10m, after applying the general contingency for unforeseen circumstances (£1.248m) and the funds set aside to support homelessness pressures (£1m) both of which are recurrent. With the risk assessment in mind, the general fund reserves are adequate however, taking into account the significant challenges ahead, dependent upon the outturn position, consideration will be given to making a contribution to general balances.

In addition to general balances the Authority holds a number of other suitable reserves and provisions which are set out in Appendix 10.

In conclusion the advice of the Section 151 Officer is that, having considered the need for balances and the budget risks, the level of reserves and provision held are considered adequate but only on the basis that any potential adverse budget variations are tightly controlled and where possible contained within service budgets.

Budget Monitoring

The Local Government Act 2003 also introduced requirements in relation to budget monitoring and management action. Budget monitoring arrangements are in place in Harrow which monitor and report the performance of the revenue and capital budget and the progress of all saving proposals and income generation opportunities built into the budget. These arrangements remain continually under review to ensure they keep pace with the requirements of the organisation. The financial position can change relatively quickly and any adverse variations must be identified and addressed promptly by Service Managers and directorates to avoid a call on reserves.

Model Council Tax Resolution

Harrow Council

Council Tax Resolution 2016/2017

To approve as part of the Summons for Council, the model budget and Council Tax resolutions reflecting the recommendations of Cabinet and the GLA precept.

Council is requested to determine the level of the Council Tax for 2016/2017 in the light of the information on the precept and make the calculations set out in the resolution shown below.

- (1) To note that at its meeting on 20 January 2016 the Council calculated the amount of 82,000 as its Council Tax Base for the year 2016/2017 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 made under Section 31B(3) of the Local Government Finance Act 1992 (The Act).
- (2) That the following amounts be now calculated by the Council for the year 2016/2017, in accordance with Sections 31A, 31B and 34 to 36 of the Local Government Finance Act 1992:
- (i) Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act.
(Gross expenditure) £566,848,115
- (ii) Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3)(a) to (d) of the Act.
(Gross income including use of reserves) £461,592,095
- (iii) Being the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above, calculated by the Council, in accordance with Section 31A(4) of the Act, **as its Council Tax Requirement for the year.** £105,256,020
- (iv) Being the amount at (iii) divided by the Council Tax Base, calculated by the Council at its meeting on 20 January 2016 in accordance with Section 31B(1) of the Local Government Finance Act 1992, as the basic amount of its Council tax for the year. **(The average Band D Council Tax)** £1,283.61

(v) Valuation Bands

	A	B	C	D	E	F	G	H
£	855.74	998.36	1,140.99	1,283.61	1,568.86	1,854.10	2,139.35	2,567.22

Being the amounts given by multiplying the amount at (vi.) above by the number which, in the proportion set out in Section 5(1) of the Local Government Finance Act 1992, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Local Government Finance Act 1992, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (3) That it be noted that for 2016/2017 the Greater London Authority stated the following amount in precept issued to the Council, in accordance with section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	184.00	214.67	245.33	276.00	337.33	398.67	460.00	552.00

- (4)

That, having calculated the aggregate in each case of the amounts at (2)(v) and (3) above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2016/2017 for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	1,039.74	1,213.03	1,386.32	1,559.61	1,906.19	2,252.77	2,599.35	3,119.22

- (5)

Determine for the purposes of 52ZB and Section 52ZC of the Local Government Finance Act that the Council's basic amount of Council Tax for 2016/17 is not excessive in accordance with the principles approved under Section 52ZB and 52ZC of the Local Government Finance Act 1992 and the Referendums Relating to Council Tax Increases (Principles) (England) Report 2016/2017.

Appendix 13

Members' Allowances Scheme

1. This scheme shall have effect until 31st March 2017. It replaces all former schemes.

Basic Allowance

2. A basic allowance of £8,340 per annum shall be paid to each Councillor.

Special Responsibility Allowances and Mayoral Allowances

3.
 - (1) A special responsibility allowance shall be paid to those Councillors who have the special responsibilities in relation to the posts specified in Schedule 1 to this scheme. The amount of each such allowance shall be the amount specified against that special responsibility in that schedule.
 - (2) An allowance of £10,475 per annum shall be paid to the Mayor and an allowance of £2,085 per annum shall be paid to the Deputy Mayor.
 - (3) No Member may receive special responsibility allowances in respect of more than one post. For the purposes of this paragraph, the mayoral allowances referred to in 3(2) above are considered to be special responsibility allowances.

Uprating the Basic and Special Responsibility Allowances

4. The basic allowance and special responsibility allowances may be uprated annually in line with an index approved by the London Councils Independent Panel. The index to be used will be the level of the Local Government Pay Settlement. When making the scheme for 2017/18, the indexing arrangements will be reviewed.

Travel and Subsistence Allowances

5. The reimbursement of travel and subsistence expenses incurred in respect of **approved duties** (as set out in Schedule 2) **undertaken outside the Borough boundaries** can be claimed by Members, co-optees to formal Council committees and Independent Members of the Governance, Audit, Risk Management and Standards Committee at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

Carers' Allowance

6.
 - (1) The allowance shall only be paid for attendance at approved duties as listed in Appendix A.
 - (2) The maximum basic rate of pay is £2.90 per half hour for the duration of the meeting together with the Member's travel time between home and the place of the meeting and the carer's reasonable travelling time.
 - (3) The allowance is claimable in respect of children aged 15 or under or where a professional carer is required to meet a specialist need (eg a nurse for an elderly person).
 - (4) Actual costs will be paid **on production of an invoice or receipt**.
 - (5) Where the length of the meeting cannot be predicted and payment to the carer is necessarily contractually committed then a payment of up to 4 hours will be made. (For day time quasi-judicial meetings, payment of up to 8 hours may be made if the estimated length of the meeting is for the whole day).
 - (6) In addition, the reasonable travelling expenses of the person taking care of the dependent shall be reimbursed either at the appropriate public transport rate, or in cases of urgency or where no public transport is available, the amount of any taxi fare actually paid.
 - (7) The allowance is not to be paid where the carer is a member of the Member's household.
 - (8) Any dispute as to the entitlement and any allegation of abuse should be referred to the Governance, Audit, Risk Management and Standards Committee for adjudication.

Co-optees' Allowance

7. A basic allowance of £445 per annum shall be paid to co-optees to formal Council Committees and Independent Members of the Governance, Audit, Risk Management and Standards Committee.

Claims and Payments

8. (1) A claim for allowances or expenses under this scheme shall be made in writing within two months of the date of undertaking the duty in respect of which the entitlement to the allowance or expense relates.
- (2) Payment shall be made
 - (a) in respect of basic and special responsibility allowances, in instalments of one-twelfth of the amount specified in this scheme each month;
 - (b) in respect of out-borough travel and subsistence expenses and Carers' Allowance, each month in respect of claims received up to one month before that date.

Backdating

9. Any changes made to this scheme during the year may be backdated to 1st April 2016 by resolution of the Council when approving the amendment.

Pensions

10. Allowances paid under the Harrow Members' Allowances Scheme will **not** be pensionable for the purposes of the Superannuation Act.

Renunciation

11. A person may, by notice in writing given to the Director of Legal and Governance Services, elect to forgo any part of his/her entitlement to an allowance under this scheme.

Approved duties for Carers' Allowance

- ◆ A meeting of the Executive.
- ◆ A meeting of a committee of the Executive.
- ◆ A meeting of the Authority.
- ◆ A meeting of a Committee or Sub-Committee of the Authority.
- ◆ A meeting of some other body to which the Authority make appointments or nominations.
- ◆ A meeting of a committee or sub-committee of a body to which the Authority make appointments or nominations.
- ◆ A meeting which has both been authorised by the Authority, a committee, or sub-committee of the Authority or a joint committee of the Authority and one or more other authorities, or a sub-committee of a joint committee and to which representatives of more than one political group have been invited (if the Authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided into political groups).
- ◆ A meeting of a Local Authority association of which the Authority is a member.
- ◆ Duties undertaken on behalf of the Authority in pursuance of any Procedural Rule of the Constitution requiring a member or members to be present while tender documents are opened.
- ◆ Duties undertaken on behalf of the Authority in connection with the discharge of any function of the Authority conferred by or under any enactment and empowering or requiring the Authority to inspect or authorise the inspection of premises.
- ◆ Duties undertaken on behalf of the Authority in connection with arrangements made by the authority for the attendance of pupils at a school approved for the purposes of section 342 of the Education Act 1996.

Schedule 1

Special Responsibility Allowances (SRAs)

There are 6 bands of SRAs:

Band	Post	SRA - £/annum
1	Chief Whips of the two largest Groups Performance Lead Members for Scrutiny Policy Lead Members for Scrutiny Chair of Licensing and General Purposes Committee Portfolio Holder Assistants	£2,100
2	Nominated Member of the party not holding the Chair of the Planning Committee Chair of the Traffic Advisory Panel Chair of Governance, Audit, Risk Management and Standards Committee Chair of the Pension Fund Committee Chair of the Performance and Finance Scrutiny Sub Chair of the Health and Social Care Scrutiny Sub Nominated Member of the largest party not holding the Chair of the Performance and Finance Scrutiny Sub	£4,700
3	Nominated Member of the largest party not holding the Chair of the Overview and Scrutiny Committee Non Executive Members of Cabinet	£6,780
4	Chair of the Overview and Scrutiny Committee Leader of the Second Largest Group	£8,860
5	Cabinet Members	£20,100
6	Leader of the Council	£31,400

NOTE

The Groups are as follows:-

Largest Group = Labour Group

Minority Group = Conservative Group

Schedule 2

Claims for Out-Of-Borough Travel and Subsistence Expenses

Duties Undertaken Out-of-Borough

Claims for travel and subsistence expenses incurred can normally only be paid in respect of approved duties undertaken at venues out of the Borough. Expenses will be reimbursed at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

1. Members may claim travel and subsistence expenses in respect of the following **out-of-Borough** duties:-
 - (a) Attendance at any meeting which may be convened by the Authority provided that Members of at least two groups are invited and the meeting is not convened by officers.
 - (b) Attendance at a meeting of an outside body to which the Member has been appointed or nominated as a representative of the Council, where the Outside Body does not itself operate a scheme to reimburse travel and subsistence expenses.
 - (c)
 - (i) attendance at an appropriate out-of-Borough conference, seminar, meeting or other appropriate non-political event as a representative of an Outside Body to which that Member has been either nominated or appointed by Council to serve in a role with a specific pan-Authority remit;
 - (ii) attendance at meetings in the capacity of a direct appointee of a Local Authority Association, joint or statutory body or other London-wide or national body subject to the following proviso:

that the Member serves on the appointing body by virtue of an appointment made by Council to an authorised Outside Body;

subject in either case to the Outside Body/Bodies concerned themselves not making provision for any travel and subsistence expenses necessarily incurred.
 - (d) Attendance at a meeting of any association of local authorities of which the Authority is a member and to which the Member has been appointed as a representative.

- (e) Attendance at a training session, conference, seminar or other non-political event, the attendance fees for which are being funded by the Council through a Departmental or a corporate budget.
 - (f) Attendance at any training session, conference, seminar or other non-political event for which there is either no attendance fee or any attendance fee is being met by the Member him/herself (or from the relevant political group secretariat budget) subject to the relevant Director confirming that the content of the training, conference, seminar or event is relevant to the Member's responsibilities in respect of the services provided by the Authority or to the management of the Authority.
2. Duties for which out-of-Borough travel and subsistence expenses may not be claimed include:-
- (a) Political meetings or events.
 - (b) Any meetings of 'Outside Bodies' to which the Member has not been appointed or nominated by the Council as its representative.
 - (c) Meetings of the Governing Bodies of Schools.

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Present:

Cllr Kiran Ramchandani
Cllr Sachin Shah
Tom Whiting
Dawn Calvert
Jon Turner

Gary Martin, Unison
Darren Butterfield, Unison
Davis Searle, Unison
Anne Lyons, NAHT

Apologies:

Cllr Paul Osborn

4	<p>Consultation on Draft Revenue Budget 2016/17 and MTFS 2016/17 to 2019/20</p> <p>Pay Policy Statement - Unison has significant concerns about the option to introduce performance related pay. KR confirmed full consultation and an EQIA would be undertaken prior to any proposed introduction.</p> <p>Public Health - DC to provide Unison with details of the Barnet PH Grant. SS advised PH cuts need to be considered in the totality of the budget proposals and the administration was seeking to achieve the 'least worst' outcome. TU to be consulted on all PH redundancy proposals</p> <p>Adults Services - Unison concerned that action is being taken and users consulted on the NRC and PFI proposals ahead of Cabinet decision. TW to arrange for People Directorate to brief TU on consultation that has been undertaken and future consultation arrangements; and to confirm who had provided Legal and Finance advice on the PFI and staffing implications.</p> <p>Domestic Violence –TW explained that the Council was investigating 'social bond' funding to maintain this important service. NAHT & Unison expressed concern about the wider adverse impact of any reduction in DV support</p> <p>Business Support – TW will arrange to share the recommendations arising from the BS Review with the TU</p> <p>Commercialisation – Unison to forward to TW the commercialisation opportunities they had identified within the People Directorate.</p> <p>PC12 & PC36 – These appeared to be the same DC to investigate.</p> <p>PC42 (SNT) – DC to arrange for more detailed information on this proposal to be provided to the TU</p>	<p>All</p> <p>DC</p> <p>All</p> <p>TW</p> <p>All</p> <p>TW</p> <p>Unison</p> <p>DC</p> <p>DC</p>
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HARROW COUNCIL PAY POLICY STATEMENT 2016/17

Harrow Council supports openness and accountability and is pleased to publish its Pay Policy Statement for 2016/17. In compliance with the Localism Act 2011 this statement outlines the Council's policy on pay and benefits for Council employees (excluding Schools)¹ and specifically for its senior management for 2016/17.

Context

The Council's vision is: 'Working Together to Make a Difference for Harrow' and the Workforce Strategy is focused on supporting delivery of the Council's vision and priorities by ensuring an efficient and effective organisation. To achieve this we need a commercially minded and agile workforce delivering higher productivity and increased performance at a lower cost base.

This Organisational Development (OD) Strategy and programme is designed to accelerate the organisational change needed to deliver our ambition by delivering culture and behaviour change programmes, engaging colleagues and developing leaders. It will also help drive up workforce performance and productivity.

We want to be a modern and efficient Council, able to meet the challenges ahead. In order to help protect frontline services we will continue to deliver support functions in the most cost effective way, improving working between services within the Council and continuing to collaborate with regional bodies and other local authorities on shared services and procurement opportunities. We will protect people and Council assets from risks and retain our customer services in Harrow where possible, modernising and simplifying the access channels to the Council, making more services available online and therefore accessible on a more '24/7' basis.

Our Workforce Strategy reflects that the Council of the future may be very different and having the right people *engaged* with the Council will be vital for our future success. We already compete for people across London and this will increase as the needs of the organisation change and the search for talent in local government increases.

We will establish the people we want, the skills they need and the performance we require and develop recruitment and retention packages that maximise our employment offer. Our Pay Policy supports this by ensuring that fair and transparent processes are in place to determine the grading and pay for all jobs and that remuneration packages enable the attraction and retention of people with the skills we need. We will also look to create opportunities for staff to benefit through organisational change.

As a Council we are committed to ensuring equality and diversity is integral to everything we do so our Pay Policy seeks to reduce income inequality and ensure that the pay, terms and conditions of Council employees comply with the Council's duties under the Equality Act. The Council recognises that a significant proportion of our workforce lives locally² and that therefore our Pay Policy helps support a strong local economy.

¹ The Pay Accountability provisions of the Localism Act 2011 do not apply to staff employed in Schools

² Circa 60% of employees have a permanent address with a Harrow (HA) postcode

Modernising Terms & Conditions Review 2011/12

In 2011/12 the Council undertook a review of pay and terms and conditions for employees and in 2012 the Council reached a collective agreement with the relevant recognised trade unions, which established new pay and terms and conditions for all employees covered by this Pay Policy, including those of senior management, from January 2013.

The collective agreement is published at:

http://www.harrow.gov.uk/downloads/file/5879/collective_agreement

The changes introduced through the collective agreement were in accordance with the Council's Pay Policy Statement 2012/13 and include the following key provisions:

- 2.5% pay cut for the Chief Executive and Corporate Directors
- 1% pay cut for staff earning £21,375 and above
- Revised grading structure so that the Council's lowest paid employees are paid not less than the London Living Wage.³
- A scheme making incremental pay progression subject to satisfactory performance
- No enhancements for overtime or weekend working except for Bank Holidays and night work
- Reduced redundancy compensation payments
- Improved salary sacrifice schemes and other employee benefits

Council Pay Rates / Scales

The Council considers it important to be able to locally determine pay rates. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent employees.

The Council's pay scales were revised by the Council in January 2013 and they are subject to any pay awards agreed through the relevant national and regional negotiating bodies. The latest pay scales were revised in April 2015 and are published at:

http://www.harrow.gov.uk/download/downloads/id/7778/officers_salary_scales_april_2015

http://www.harrow.gov.uk/downloads/file/7801/chief_officers_salary_scales_april_2015

Remuneration of Senior Management (Chief Officers)

The Council defines its senior management as the top 3 tiers in the management structure commencing with the Chief Executive (Tier 1), Corporate Directors (Tier 2) and Directors (Tier 3), this includes all statutory and non-statutory Chief Officer and Deputy Chief Officer posts.

The senior management structure is published at:

http://harrohub/download/8337/senior_management_structure

Senior management pay is published at: [Senior manager salaries - Further info | Harrow Council](#)

The Council's policy is to optimise the senior management pay bill. The pay rates and numbers of senior managers reduced in 2012/13 and following the Council's decision to reinstate the post of Chief Executive in 2014, an appointment was made on a salary less than

³ London Living Wage is set periodically by the Mayor of London and is implemented from 1 April. The rate rose to £9.40 per hour in November 2015, which will be implemented from 1 April 2016.

the previous Chief Executive received. The new Chief Executive undertook a review of the Council's senior management structure in 2015 and implemented a revised senior management structure, reducing further the numbers of senior managers and the senior management pay bill.

The Council may, in exceptional circumstances, employ senior managers under contracts for services. The Council publishes details of all payments made under contracts for services in excess of £500 at:

http://www.harrow.gov.uk/info/100004/council_and_democracy/555/council_spending

Remuneration of Lowest Paid Employees

The Council defines its lowest paid employees as those paid at the lowest pay spine column point on the lowest Harrow pay grade, excluding trainees and apprentices. The Council's lowest paid employees are paid not less than the London Living Wage.

Pay Multiple

The 'pay multiple' is the ratio between the highest paid employee's pay and the median average pay of the Council's workforce. The Council's highest paid post is the Chief Executive and the pay multiple is published at:

[Senior manager salaries - Further info | Harrow Council](#)

Pay Grading

In 2004 the Council entered into a single status agreement with its recognised trade union, introducing common job evaluation schemes⁴ and pay scales for the Council's former manual workers, administrative, professional, technical and clerical employees with the exception of Education Psychologists, Nursery Nurses, Youth & Community Workers, Chief Officers and the Chief Executive.

In 2007 job evaluation was extended to include Chief Officers.

From April 2013 the Council took over specific public health functions from the NHS and staff who transferred from the NHS to the Council remain on NHS grades and pay scales. New posts are being recruited to on the local government grades and pay scales.

Pay on Appointment

All employees, including Chief Officers are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstances employees may be appointed at a higher point within the evaluated grade.

The Council delegates authority to the Chief Officers' Employment Panel to make recommendations to Council on the appointment of the Head of Paid Service and make appointments of Chief Officers in accordance with the Council's Pay Policy.

The Council's delegations to the Chief Officers' Employment Panel also include, determination of any remuneration package of £100,000 or greater

Remuneration packages of £100,000 or greater are also reported to full Council

⁴ The Greater London Provincial Council (GLPC) Scheme is used for all Harrow grade jobs and the Hay Scheme for senior professional and managerial jobs.

Pay Progression

All employees are able to incrementally progress through the pay spine column points for their job evaluated grade.

Progression will normally be one increment (pay spine column point) on the 1st of April each year until they reach the top of their grade.

Progression for Chief Officers is subject to the following qualifications:

- i. increments may be accelerated within a Chief Officer's scale at the discretion of the council on the grounds of special merit or ability.
- ii. an increment may be withheld following an adverse report on a Chief Officer (subject to that Chief Officer's right of appeal). Any increment withheld may be paid subsequently if the Chief Officer's services become satisfactory.

The criteria for pay progression for other staff were changed as a result of the modernising review so that progression for all staff is now subject to satisfactory performance.

Performance Related Pay

Council employees including the Chief Executive and Chief Officers do not currently receive performance related payments or bonuses. However, the Council recognises that this may need to change to reflect the need for a more commercially minded and agile workforce delivering higher productivity and increased performance. The Council will therefore keep under review the option to introduce performance related pay for individuals and /or groups of employees.

The Council operates a Reward and Recognition Scheme for employees who, subject to meeting the criteria of the scheme, may receive payments of £250 or £500. Details of Reward and Recognition payments to senior management are published at:

[Senior manager salaries - Further info | Harrow Council](#)

National / Regional Pay Agreements

The Council supports the national (JNC/NJC⁵ and Soulbury) and regional (GLPC) collective bargaining arrangements for pay and conditions of service and the pay scales for all employees, including the Chief Executive and Chief Officers, are increased in line with national and regional pay agreements. Some conditions of service are negotiated locally.

The last pay agreement increasing pay scales for the Chief Executive and Chief Officers was implemented in 2008/9. Since then there have been no increases for this group.

The most recent pay agreement increasing pay scales for other non-teaching employees was implemented in 2014/15.

Market Supplements

The Council may apply market supplement payments to jobs with recruitment or retention difficulties. Details of market supplement payments to senior management are published at:

[Senior manager salaries - Further info | Harrow Council](#)

⁵ Joint Negotiating Committee / National Joint Council

Fees for Election Duties

The Council's policy for payment of fees for election duties is published at:
http://www.harrow.gov.uk/info/687/election_information/689/election_fees_and_charges

Details of fees for election duties paid to senior management are published at:
[Senior manager salaries - Further info | Harrow Council](#)

Other Payments

The Head of Paid Service may authorise other payments as necessary, in accordance with the Council's delegations.

Details of any other payments to senior management are published at: [Senior manager salaries - Further info | Harrow Council](#)

Pension

All employees are auto enrolled into the Local Government Pension Scheme and employees who remain in the Scheme receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published at:
http://www.harrow.gov.uk/download/downloads/id/5338/discretionary_policy_statement-pensions_2014 and
[http://www.harrow.gov.uk/download/downloads/id/7063/pension_fund_final_account_2014 - 2015](http://www.harrow.gov.uk/download/downloads/id/7063/pension_fund_final_account_2014_-_2015)

From April 2013 the Council took over specific public health functions from the NHS and staff who transferred from the NHS to the Council and were members of the NHS Pension Scheme continue to be members of that Scheme and receive benefits in accordance with the provisions of that Scheme.

Other Terms and Conditions of Employment

The pay, terms and conditions of council employees are set out in employee handbooks. Handbooks are produced for all employees, including managers and senior professionals, Chief Officers and the Chief Executive and the latest editions are published at:
http://www.harrow.gov.uk/downloads/download/1016/employee_handbooks

Payments on Termination of Employment

In the event that the Council terminates the employment of an employee, including a Chief Officer, on the grounds of redundancy or efficiency of the service they will be entitled to receive compensation and benefits in accordance with the Council's Redundancy and Early Retirement schemes, which are published at:
http://www.harrow.gov.uk/downloads/download/1016/employee_handbooks and
http://www.harrow.gov.uk/download/downloads/id/5338/discretionary_policy_statement-pensions_2014

The Council's Redundancy scheme was changed as a result of the modernising review and compensation payments to employees reduced in 2014 and 2015.

The Council's delegations to the Chief Officers' Employment Panel, include determination of any payments on termination of £100,000 or greater.

Details of compensation payments paid to senior management are published at:

[Senior manager salaries - Further info | Harrow Council](#)

http://www.harrow.gov.uk/downloads/file/5881/red_payments_agreed

Severance payments of £100,000 or greater are also reported to full Council

Re-employment of Employees

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

Further Information

For further information on the Council's pay policy please contact the Council's Human Resources & Organisational Development Service email StaffBenefits@harrow.gov.uk DD 0208 424 1110

CABINET – 18 FEBRUARY 2016

MINUTE FROM HEALTH AND WELLBEING BOARD – 7 JANUARY 2016

118. INFORMATION REPORT - Draft Revenue Budget 2016/17 & Medium Term Financial Strategy 2016/17 to 2019/20

The Director of Adult Social Services introduced the report which detailed Harrow's Draft Revenue Budget 2016/17 and Medium Term Financial Strategy 2016/17 to 2019/20, as reported to the Council's Cabinet on 10 December 2015. It was noted that the budget and MTFS would return to Cabinet in February 2016 for final approval and recommendation to Council.

The Board's attention was drawn to the Council's Commercialisation Strategy which was expected to deliver significant benefits and to innovate partnership working. The report summarised on going activities and the Board noted the aim for further potential commercialisation in conjunction with the community and partners. As a result of the joint working on commercialisation, the officers considered that achievements had been made that would not have been feasible previously and they had been advised that the Council was better at listening.

The Chair stated that substantial thinking and planning had gone into the budget exercise, not just cutting and saving but the production of a commercial product to address the challenge.

A CCG clinical representative welcomed the submission of the report to the Board. The CCG was also experiencing a substantial financial challenge, innovation was positive and assistance was available with regard to the adult services directorate proposals. Harrow CCG had a few concerns regarding the draft budget and would be responding formally to the consultation. Specific concerns were around how Children's Services would be aligned to the 'starting well' HWB priority, the challenge as how early intervention would develop, and the proposal to take finance from public health. The CCG also raised a concern around the BCF assumptions made in the draft budget report.

The Healthwatch representative stated that, whilst he appreciated the Council's position, the incremental stripping off approach undermined the economic benefit of preventive measures. Healthwatch welcomed some of the commercialisation projects. The in-year grant reduction for public health and the possibility of ongoing grant reductions, together with consultation on its funding from retained business rates receipts, was of concern as prevention was cheap and good quality and more economic than remedial measures. The CCG concerns were shared and any support CCG could give to wider discussions would be welcomed.

The Board was informed that projects on early intervention, children's centres and early years were being launched. Minute 299 of the Cabinet meeting resolved to delete health visiting provision from the Public Health budget

reduction proposals. Consideration as to the integration of health visitors was being undertaken.

In response to a question, an officer reported that the ring fencing for public health was expected to continue for 2 years until 31 March 2018. The grant allocation for 2016/17 would be reduced but the grant funding had not yet been confirmed. The Public Health England response to the spending review indicated average reductions of 3.9% per year to 2020/21. Consultation was expected on the removal of the ring fence from April 2018 and future model funded by business rates. The Vice-Chairman stated that some consultation was required and suggested a joint response as the centre needed to be able to consider the implications. The Chair welcomed the suggestion of a joint response, noting that the reduction would not have been expected if Public Health had remained the responsibility of the CCG.

A CCG representative drew attention to need for further discussion with the Council concerning the 'Protecting Social Care' funding proposed to be drawn from the Better Care Fund. It was agreed that this would be discussed outside the meeting once the formal BCF guidance had been published.

RESOLVED: That the report be noted.

Background documents:

Minutes of the Health and Wellbeing Board – 7 January 2016

Contact Officer:

Miriam Wearing, Senior Democratic Services Officer
Tel: 020 8424 1542
Email: Miriam.wearing@harrow.gov.uk

HARROW BUSINESS CONSULTATIVE PANEL MINUTES

26 JANUARY 2016

Chair: * Councillor Keith Ferry

Councillors: † Jeff Anderson * Bharat Thakker
* Kam Chana

* Denotes Member present

† Denotes apologies received

7. Declarations of Interest

RESOLVED: To note that the following interest was declared:

Agenda Item 8 – Information Report – Draft Revenue Budget 2016/17 and Medium Term Financial Strategy 2016/17 to 2019/20 and Capital Programme 2016/17 to 2019/20

During the course of the meeting, Councillor Bharat Thakker declared a non-pecuniary interest in that his wife, who was a solicitor based in Harrow town centre, had had her office relocated outside of Harrow. He would remain in the room whilst the matter was considered and voted upon.

8. Appointment of Vice-Chair

RESOLVED: To appoint Councillor Kam Chana as Vice-Chair of the Harrow Business Consultative Panel for the 2015/2016 Municipal Year.

9. Minutes

RESOLVED: That the minutes of the meeting held on 27 January 2015 be taken as read and signed as a correct record.

10. Public Questions

RESOLVED: To note that no public questions were received.

11. Petitions

RESOLVED: To note that no petitions had been received.

12. Deputations

RESOLVED: To note that no deputations were received at this meeting under the provisions of Executive Procedure Rule 48 (Part 4D of the Constitution).

RESOLVED ITEMS

13. INFORMATION REPORT - Draft Revenue Budget 2016/17 and Medium Term Financial Strategy 2016/17 to 2019/20 and Capital Programme 2016/17 to 2019/20

Members received a report of the Director of Finance which set out the Council's proposals for the draft Revenue Budget 2016/17 and Medium Term Financial Strategy 2016/17 to 2019/20 and Capital Programme 2016/17 to 2019/20 for consultation.

The Chair welcomed local business representatives to the meeting. He explained that it was a statutory requirement that the Council consulted the business community before setting the budget and Council Tax for the forthcoming year.

The Interim Head of Strategic Finance and the Head of Collections and Benefits gave a presentation on the content of the report and outlined, in summary, the budget target and progress being made, the Capital Programme 2016/17 and the position in terms of business rates. The officers and Panel then received questions and comments from the business representatives present.

In response to a question as to how the trend in employers leaving Harrow could be reversed, the Chair advised that the Council did not have the economic levers to prevent this as it did not set the non domestic rate multiplier. The Council did, however, provide a number of services to the business community and the number of small businesses was on the increase.

The businesses representatives stated that the conversion of offices into residential use was a significant issue, particularly for small and medium businesses as it reduced the ability of businesses to grow due to space constraints. Harrow town centre was ideal in terms of business location due to its transport links with central London but due to the conversion of offices into residential, growth was difficult. The Chair advised that this problem was not unique to Harrow and that what the Council was losing in business rates would be gained in Council Tax.

In response to the concerns expressed by business representatives, a Member stated that, in his view, the Council could do more to retain businesses by using existing facilities and premises. He acknowledged that work was being done to look at other ways businesses could be supported.

A business representative emphasised the need for office space, referring to the change from office to residential in College Road which would, in turn, change the types of shop on offer. The Chair advised that retail premises, as well as offices, could now be converted to residential use due to permitted development.

The Interim Head of Strategic Finance confirmed that the Capital Programme included provision for the schools expansion programme due to the need for an increase in the number of school places. The revenue budget gap of £83m did not, however, include schools as they had a dedicated schools grant. Harrow had historically been poor in its leisure offer and the Council was looking to address this.

The Chair provided clarification on the location of the new Civic Centre in Wealdstone and the master planning for the existing Civic Centre site, which would include office space, a school and residential units.

The Panel and business representatives discussed the refurbishment of Harrow on the Hill Station and the need for step free access. The Chair confirmed that step free access was within the remit of Transport for London (TfL) but that the Council had offered to fund the development of lifts on either side of the station. Progress had, however, been slow on this issue with TfL estimating that the provision of five lifts would cost £20m. The Council had a provision of £3m in the Capital Programme as a contribution towards the project.

A Member stated that the developers of Jubilee House had offered to put in a lift at Stanmore Station and that perhaps developers could provide lifts at Harrow on the Hill Station as part of a larger development. The Member also urged caution in that Harrow could end up with a surplus of residential properties.

In response to a question as to whether Vaughan Road car park could be considered for office development, the Chair advised that consultation was on going with the local church and synagogue in relation to usage.

The Chair thanked those present for their attendance and contribution.

RESOLVED: That the report be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.21 pm).

(Signed) COUNCILLOR KEITH FERRY
Chair

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CABINET – 18 FEBRUARY 2016

REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) – 26 JANUARY 2016

QUESTION AND ANSWER SESSION WITH THE LEADER OF THE COUNCIL AND CHIEF EXECUTIVE ON THE BUDGET 2016/17

The Chair welcomed the Leader of the Council and the Chief Executive to the meeting.

The Leader of the Council gave an introduction and explained that for the first time the Council had set a 3 year budget. This had been a difficult process as the Council had to find savings of approximately £31 million over the next 12 months and identify a further £52 million of savings for the further years. It was expected that by the end of the three years the Council would have made a 59% reduction in the amount it spent on its controllable budget.

There were also other considerable challenges facing the Council which were adding further pressure on its resources. This included a rise in homelessness and changes to children's social care which had incurred further expense for the Council.

The Leader reported that despite the financial pressures, there were a number of positive things to highlight. Firstly the Council were working differently by embracing shared services and working more collaboratively both locally and regionally. As part of the Commercialisation Strategy adopted by the Council, it was expected that this would generate £15 million for it. The income generated by the Council would go towards building a better Harrow.

The Chief Executive also addressed the Committee and reported that in addition to the reductions in RSG facing the Council it was also important to note that Harrow had an ageing population with residents living longer but with more complex needs – more children coming into care and a significant increase in Homelessness all adding to the Council's costs. The Local Government financial settlement had been tough especially in the first year 2016/17 and it was believed that outer London boroughs such as Harrow had seen a bigger impact than inner London Boroughs. The 135 proposals contained within the budget had been developed through a robust commissioning panel process. The regeneration and commercialisation agendas would be key priorities and opportunities for the Council moving forward.

Members asked a series of questions to the Leader and Chief Executive and received responses as follows:

There is concern that wages which are related to regeneration projects are being capitalised. Officers have confirmed that this issue has not been included on the Council's risk register and there are concerns that if regeneration projects go ahead these wages will have to be paid out of the Council's general account.

The Leader responded that there were regulations that were required to be adhered to on whether the wages could be capitalised or not. Ultimately this would be

determined by accounting professionals. The specific figures relating to these relevant wages would be circulated to members of the Committee separately.

The Chief Executive commented that it was not unusual to capitalise wages against Regeneration Projects and the relevant regulations would be adhered to. This was an area that the Council's external auditor inspected on a yearly basis and they would need to be satisfied on this aspect. If regeneration projects did not come to fruition and the wages had to be decapitalised there was a Business Risk Reserve Fund which the Council could use to deal with any costs incurred.

How are the Council engaging residents on its Regeneration proposals?

The Leader responded that the Council had introduced a Residents Regeneration Panel. The panel had already met 2 or 3 times and had generated good discussions on general issues relating to place shaping.

The residents who were part of the panel represented various parts of the borough. Feedback received from these members of the Panel was that the Panel was well received and allowed for other localised consultation to also take place.

The Council has secured funding for the regeneration of Wealdstone. What specific projects will take place?

The Leader responded that the Council would always bid for any opportunity where it could secure external funding for projects unless it was not in the borough's interests. Money was being spent on creating a housing zone, helping business start-up in Wealdstone and further investment in public realm. It was important to recognise that Wealdstone was one of the most deprived areas in Harrow and required investment.

Given the reduction in the number of Overview and Scrutiny Meetings and given that no non-executive Councillors can speak at Cabinet meetings, how do you envisage that the current administration will be scrutinised? Are there any proposals to reduce the number of Members on Cabinet?

The Leader responded that due to the financial pressures facing the Council, all options had been explored which had included reducing the number of formal Committee meetings. There were other democratic processes that Councillors could use to scrutinise the Cabinet and meetings such as these were very productive in allowing issues to be raised directly with the Leader.

If there were ideas and suggestions on how things could be done differently, these would be considered.

The Leader also commented that the number of Members on Cabinet was an issue that only he could solely determine in accordance with the relevant legislation, and he would always consult with his political group. It was important to recognise that were there key pressures and key projects taking place within the Council, it was important to ensure that there was a Portfolio Holder responsible to provide political direction if required.

What actions were the Council taking to prevent fly tipping and cleanliness in the borough?

The Leader responded that the administration had pledged to introduce on the spot fines which had been successfully implemented. There were also more frequent litter pick-ups. Other social issues had also been addressed such as making Landlords and tenants more responsible of their relevant properties and surrounding areas.

The Leader has announced that the Council had proposed a 3 year budget. What are the distinctions from last year's budget to the one currently proposed?

The Leader responded by stating that this was a 3 year budget. The figures to be achieved for the next financial year were more certain. In a 3 year budget there could never be any certainty as to whether a proposal in the last year would definitely proceed as various local and national issues could change impacting on the decision to be made. However the proposals listed in the draft budget were based on careful consideration, officer input, and the direction and projections which it was believed were best for the Council. A 3 year budget provided officers with clarity on the political direction and a direction of travel.

There were some business cases for some of the larger projects and some had been done externally and had provided approximate figures for financial savings.

The Chief Executive clarified that any proposals developed for the next financial year were always more certain compared to the following 2 years. Further business cases could develop later on and circumstances could change. It was better to describe any savings identified in Year 2 or 3 as proposals which could change, develop or evolve.

The average price of purchasing a house in Harrow is now £500k. How can nurses, social workers etc. afford to live in Harrow and what progress is being made on building more affordable homes in Harrow?

The issue of the current average house prices was a problem across London and not just unique to Harrow. One of the ways to try and address this issue was to intervene in the property market and build more houses. The Regeneration project for Harrow would generate thousands of new homes.

What was the cost to the Council of the increasing impact of the increase of homelessness in the borough?

The Leader reported that the current forecast predicted that the cost to the Council would be in the region of £4 million. There were a number of issues contributing to the costs which included the current cost of living, the Council's low housing stock and the use of Bed and Breakfast accommodation. These reasons explained why the Council were very keen to build more affordable homes.

The Chief Executive reported that at the start of this financial year there were 153 homeless people in Harrow and at the end of the financial year it is predicted there will be 312 homeless people. The figure would have doubled. This was placing a huge burden on the Council's finances and it was difficult to predict at this stage when the homelessness figures would stop increasing.

Additionally the Council were trying to use temporary accommodation as best as it could, trying to build new homes and utilise every bit of land available. Interestingly it had been demonstrated that the costs associated with preventing homelessness by getting residents into work were much less than the resultant bed and breakfast cost if the family became homeless. This was an area that the Council would be focusing on.

Will the Council be taking up the 2% social care precept offered by the Chancellor of the Exchequer last year? The Portfolio Holder for Finance and Major Contracts has confirmed that the Council will be and if so it must be published for consultation.

The Leader responded that no decision had been reached on this and any details would be published when the final budget was proposed. Information on this would then be circulated. The Leader commented that this offer was a budget cost shunt onto Local Government. Councils nationally had been trying to persuade the Government that the financial resources provide for social care was not adequate

What progress has been made in securing a fairer grant for Harrow from Central Government?

Firstly, as had been alluded to previously, the Council were pursuing any external funding available provided it was in the borough's best interests. Secondly the Council were looking to build up better relationships with Central Government and the Greater London Authority. The Council had been proactively demonstrating to them that it had an excellent track record in delivering projects and wanted to further work collaboratively. This approach had been well received by Central Government.

The Chief Executive reported that both the Leader and he had met the Local Government Minister to provide further information on Harrow's case for a fairer grant. In terms of funding Harrow was ranked 26th out of 32 London boroughs and 105th out of 120 authorities nationally. At this meeting they also discussed how Outer London boroughs were worse off comparatively than Inner London boroughs and the impact to the Council of changes to Business Rates collection. The discussions were constructive and the Minister had been impressed with the Council's house building proposals and asked to hear more at subsequent meeting

What are the Leader's thoughts on the Voluntary Sector review that is currently taking place? There has been a lack of information provided to the voluntary sector on the scope of the review and which members are involved on it. It is important to recognise that the Voluntary Sector provides valuable services to residents and if they cease operating the Council will have to run services themselves, sometimes at a higher cost to it.

The Leader responded by stating that he fundamentally disagreed with the question asked. A large part of the budget for the voluntary sector had been protected under the draft budget proposals. Various representatives from the voluntary sector had attended meetings of the review and had commented on how positive it had been. The review had terms of reference and member and officer input. Information would be circulated separately on the voluntary sector organisations that had sent representatives to review meetings.

Has fixed penalty notices in relation to littering been successful and effective and what level of reduction in littering has been seen as a result?

There had been a noticeable improvement in the levels of littering in the Town Centre and across the borough. In addition to this park user groups had been taking more responsibility in dealing with littering in parks. The Council were looking to roll this out to other user groups.

What does the Leader consider the current Inflation Rate to be? In the Labour Group Manifesto they have pledged not to increase Council Tax above the rate of inflation.

The Leader responded by stating that when the Manifesto was produced it was difficult to foresee future events which may have impacted upon the administration's political decisions. However Local Government generally was in an unprecedented era and the Council were providing value for money for the services that it provided.

The Independent Healthcare Commission has reported its findings on healthcare services in North West London. What are the Leader's thoughts on this?

The Leader responded by stating that the report had made damaging findings which included a lack of planning, poor consultation in London and poor value for money to name a few. The report had been prepared by Michael Mansfield QC who was well respected and Harrow along with other authorities had written to the Secretary of State for the Shaping a Healthier Future Programme to be halted.

The cap on care which was introduced by the Care Act has now been pushed back to 2020. However authorities have asked that the Government continues to provide the implementation funding for it to be put into social care. Has any response been received by the Council?

The Leader responded by stating that no response had yet been received. There had been an inadequate amount of funding provided by central government on adult social care. This applied not only to the Council but also to the Clinical Commissioning Groups. This lack of funding had big impacts for residents.

The Chief Executive commented that nationally the ageing population and adult social care cost added £700 million worth of cost to Local Government every year. Better joined up working was required in providing health and social care to achieve the best outcomes for residents. It was preferred that individuals had a single budget relating to their needs. This would ensure that individuals get better care and better value for money.

A previous Challenge Panel has proposed radical reforms in relation to the budget setting process by introducing outcome based budgeting. These reforms have been endorsed by the Chair of the Challenge Panel and the Portfolio Holder for Finance and Major Projects. To what extent has this been taken into consideration when preparing the current draft budget?

The Leader responded by stating that all proposals in the draft budget produced outcomes. The draft budget had a number of proposals contained within it which delivered positive outcomes including supporting vulnerable people. He was

confident that the Chair of the Challenge Panel would be happy with the proposals contained within the draft budget.

Given the impacts of funding cuts across the Council, could an update be provided on the progress of the commercialisation strategy? Was HB Public Law looking to share services with any other authorities?

The Commercialisation Strategy was progressing well. Recently the Council had been interacting with global companies on introducing an e-purse system for residents. This would be a major project and deliver enormous benefits to residents.

The Chief Executive commented that Commercialisation was a big opportunity for the Council and would provide new income streams to the Council. £15 million had already been identified in income opportunities. It would also provide a more positive agenda for staff within the Council.

The Chief Executive also reported that HB Public Law was looking to expand and operate legal services for some other authorities. Negotiations were still on-going. HB Public Law's expansion allowed it to provide a greater range of services and more resilience within the department.

How are the Council dealing with the reduction in the projected amounts of business rates received by the Council, particularly in light of the regeneration programme and termination of the Review Support Grant?

The Leader responded by stating that It was fair to say that Harrow did not have big business parks, lots of space or a capacity to offer lots of office space in comparison to other London authorities. This was an on-going challenge and was part of the reasons why representations had been made for a fairer settlement grant from Central Government for Harrow.

The Chief Executive reported that the Regeneration programme was a big opportunity for the Council to attract businesses to operate within the borough thereby creating extra income through business rates for the Council and also increasing employment opportunities within the borough.

The Government has reduced rents by 1% under the Housing Revenue Account (HRA). What concerns were there regarding the vitality of the HRA over its lifetime? The draft budget indicated that the Council was not doing enough to attract businesses from operating in the borough. How robust was the budgeting and contingency process?

The Leader responded by stating that there would be implications for the borough. It was important that the Council spoke to Central Government to make its position clear.

The Chief Executive commented that the HRA undertook additional borrowing to build new homes and conduct pro-active repairs to the Housing stock. This approach had been supported by tenants. The changes to rent levels had now meant that the building of new homes that were much needed and pro-active repairs could not take place as initially envisaged. The HRA was now required to look at progressing

schemes in a different way and the Council would be making representations to Central Government on the implications.

What actions were the Council taking to protect the safeguarding of vulnerable children? Had anyone been prosecuted for performing Female Genital Mutilation (FGM) in Harrow

The Council always placed families at the heart of what it did. The Council had done a lot of work in preventing any type of grooming activity and had employed an officer to deal with FGM.

The Council did a lot of awareness campaigns. The Council had only recently achieved a prosecution in relation to child sexual exploitation.

The Chair thanked the Leader of the Council and Chief Executive for their attendance and responding to the questions raised.

RESOLVED: That the Committee's comments be forwarded to Cabinet for consideration.

FOR CONSIDERATION

Background Documents:

Minutes of the Overview and Scrutiny Committee (Special) – 26 January 2016

Contact Officer:

Vishal Seegoolam, Senior Democratic Services Officer

Tel: 020 8424 1883

Email: vishal.seegoolam@harrow.gov.uk

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Within the 2016/17 MTFs, £1.8m worth of revenue expenditure could potentially be funded from this flexibility and £2.1m of capital receipts is being forecast which could be used for this purpose. Where possible, the Council will be looking to fund these revenue costs from within revenue resources and therefore the use of capital receipts will only be utilised where all other funding streams have been exhausted.

Directorate	Description	16/17	17/18	18/19	Total	comment
		£	£	£	£	
Human Resources	Shared HR Service with Buckinghamshire County Council - Business Case Under Development		- 140,000	- 110,000	- 250,000	16/17 MTFs savings sheet
Human Resources	Revenue Implementation cost	86,406	103,190	24,549	214,146	
Legal	Shared Registrars Service	- 25,000			- 25,000	16/17 MTFs savings sheet
Legal	Expansion of the Legal Practice	- 144,000	- 144,000	- 144,000	- 432,000	15/16 MTFs savings sheet
Legal	Expansion of the Legal Practice	- 140,000	- 210,000	- 210,000	- 560,000	16/17 MTFs savings sheet
		- 309,000	- 354,000	- 354,000	- 1,017,000	
	Revenue Implementation cost	50,000			50,000	
Commercialisation and Procurement	Restructuring of the Commercial Contract and Procurement Division		- 201,000	- 151,000	- 352,000	15/16 MTFs savings sheet
Commercialisation and Procurement	Selling services through shared procurement arrangements.	- 108,000	19,000	- 29,000	- 118,000	16/17 MTFs savings sheet
Commercialisation and Procurement	Total Procurement	- 108,000	- 182,000	- 180,000	- 470,000	
	Revenue Implementation cost	266,890	-	-	266,890	
Adults	My Community ePurse - commercialisation of My Community ePurse		- 1,000,000	- 600,000	- 1,600,000	16/17 MTFs savings sheet
Adults	Our Community ePurse - explore new commercialisation opportunities		- 998,000	- 1,250,000	- 2,248,000	16/17 MTFs savings sheet
Adults	Community Wrap - explore new commercialisation opportunities			- 640,000	- 640,000	16/17 MTFs savings sheet
Adults	Kenmore, Nilman and New Bentley community project	-609000	-621000	-184000	- 1,414,000	
Adults	Care Management Reviews - Bedford and Roxborough Park	-150000	-650000		- 800,000	
	Total Adults	- 759,000	- 3,269,000	- 2,674,000	- 6,702,000	

	Revenue Implementation cost		452,500	125,000		-		577,500	
Regeneration	indicative net income realised from a long term regeneration strategy for the borough.								
	Revenue Implementation cost		646,000	-		- 2,000,000		646,000	15/16 MTFS savings sheet
	Saving / Benefit								
			-1,176,000	- 4,295,000		- 5,318,000		-10,789,000	
	Revenue implication		1,501,796	228,190		24,549		1,754,536	
	Capital Receipt Forecast								
			-400000						
			-700000						
			-1000000	-2,100,000				- 2,100,000	

Summary of Position on EQIAs on Savings Proposals

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N)and is this is a 2016/17 saving (Y/N)	Impact before and after mitigation	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
RESOURCES													
RES_SC06	Commissioning Capacity in the Council	Yes	Y	None	N	N	N	N	N	N	N	N	N
RES_F03	Savings in the Finance Division	Yes	Y	None	N	N	N	N	N	N	N	N	N
RES_LG03	Shared Registrars Service	Yes	Y	None	N	N	N	N	N	N	N	N	N
RES_LG04	Expansion of the Legal Practice	Yes	Y	None	N	N	N	N	N	N	N	N	N
RES_CP01	Selling services through shared procurement arrangements.	Yes	Y Jan Cabinet	None	N	N	N	N	N	N	N	N	N
RES_CS12	Customer Services - review Helpline charging and commercialisation	Yes	Y	None	N	N	N	N	N	N	N	N	N
PC13	Early Intervention & Youth Development Integration and restructure of childrens centres, early intervention and youth development service	Yes	separate report once consultation completed										
PC21	Governor Services Governor Support Officer post	Yes	Y	None	N	N	N	N	N	N	N	N	N
PC22	Schools Strategy Non staffing budgets	Yes	Y	None	N	N	N	N	N	N	N	N	N
PC23	Harrow School Improvement Partnership HSIP Full Cost recovery including Support Service Costs	Yes	Y	None	N	N	N	N	N	N	N	N	N
PC24	Enhancing Achievement within Education Strategy Post should be 75% funded by grant management fees from April 2016, post holder redundant from August 2016	Yes	Y	None	N	N	N	N	N	N	N	N	N
PC29	Review of Management	Yes	Y	None	N	N	N	N	N	N	N	N	N
PC31	Children with Disabilities Efficiencies as service seeks to merge with adults	Yes	Y	Yes	Y	Y	N	N	N	Y	N	Y	N
PC33	Review of Special Educational Needs Transport	Yes	Separate Report once consultation completed										
ADULTS													
PA_1	Supporting People - renegotiation of existing statutory contracts	No	Y	Yes low/neutral impact	Y	Y	N	N	N	N	N	N	N
PA_2	Supporting People - review of provision Care Act eligible service users (Bridge/Wiseworks Day service) and consideration of alternative provision for non eligible service users	Rewrite Yes	Y	Yes	Y	Y	N	N	N	N	N	N	N

Summary of Position on EQIAs on Savings Proposals

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PA_3	Wiseworks - commercialisation opportunities and to be self financing by end of MTFS period	Yes	Y	None	N	N	N	N	N	N	N	N	N
PA_7	Kenmore NRC - Community Tender	Yes	Y	Yes	N	Y	N	N	N	N	N	Y	N
PA_9	Sancroft - contract management and service re-negotiation	Yes	Y	Yes	Y	N	N	N	N	Y	N	N	N
PA_10A	Transport - review transport provision	Yes	Y	Yes	Y	Y	N	N	N	N	N	Y	N
PA_12	Southdown - review service through shared lives	Yes	Y	Yes	N	Y	N	N	N	N	N	N	N
PA_13	Welldon/Harrow View - review through shared lives service	Yes	Y	Yes	Y	Y	N	N	N	N	N	N	N
PA_14	Shared Lives - commercialisation through selling model to neighbouring boroughs	Yes	Y	None	N	N	N	N	N	N	N	N	N
PA_15	Bedford House / Roxborough Park - review provision within Bedford House	Yes	Y	Yes	N	Y	N	N	N	Y	N	N	N
PA_17	Hospital/STARRS Discharge - social care assessments through reablement in line with Care Act guidance	Yes	Y	Yes	Y	Y	N	N	N	N	N	N	N
PA_19	Reduce Commissioning Team - reduce the team by 2FTE	Yes	Y	Yes	Y	N	N	N	N	N	N	Y	N
PA_20	Demography - reduce demographic growth provision by £1m (From £2.5m to £1.5m) for Adult Social Care purchasing budget in 2016/17	Yes	Y	Yes	Y	Y	N	N	N	Y	N	Y	N
PA_25	Maintenance team - services provided within existing staffing resources	Yes	Y	None									
PUBLIC HEALTH													
PH_1	Health Checks - reduction in activity	Yes	Y	Yes	Y	N	N	N	N	N	N	N	N
PH_2	Sexual Health - reduction of activity in projects & non contracted activity 16-17.	Yes	Y	None	N	N	N	N	N	N	N	N	N
PH_6	Physical Activity - cessation of service	Yes	Y	Yes	N	Y	N	N	N	N	N	N	N
PH_7	Young Peoples Public Health - reduction of Schools Programme	Yes	Y - minimal impact	Yes	Y	Y	N	N	N	Y	N	N	N
PH_10	Staffing & Support - reduction in budget & deletion of additional procurement support	No	Y	None	N	N	N	N	N	N	N	N	N
COMMUNITY													
CE_1	Cessation of subsidy to Metropolitan Police	Yes	Y	Yes	N	N	N	N	N	Y	Y	N	N
CE_2	Highways Services - Efficiencies in advance of the retendering of the Highways Contract	Yes	Y	None	N	N	N	N	N	N	N	N	N
CE_4	Staff efficiencies in Parking and Network Teams	Yes	Y	None	N	N	N	N	N	N	N	N	N
CE_7	Alternative funding for recycling officer post - post to be commercially funded or deleted.	Yes	Y	None	N	N	N	N	N	N	N	N	N
CE_8	Staff efficiency once Towards Excellence fully embedded	Yes	Y	None	N	N	N	N	N	N	N	N	N

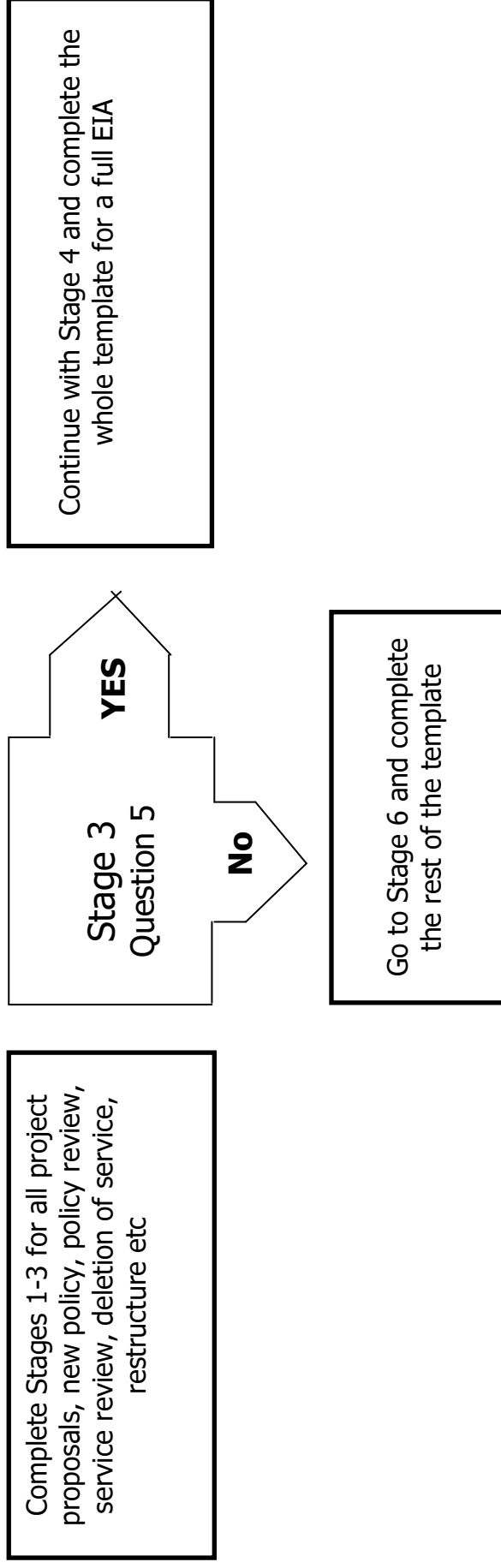
Summary of Position on EQIAs on Savings Proposals

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N) and is this is a 2016/17 saving (Y/N)	Impact before and after mitigation	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
CE_10.1	Management savings	Yes	Y	None	N	N	N	N	N	N	N	N	N
CE_10.2	Management savings	Yes	Y	None	N	N	N	N	N	N	N	N	N
CE_12	Project Phoenix - Commercialisation projects	Yes	Y	None	N	N	N	N	N	N	N	N	N
CE_14	Highways Services - revenue savings on utilities and maintenance costs	Yes	Y	None	N	N	N	N	N	N	N	N	N
CE_15	Highways Services - Reduction in revenue budget for reactive maintenance due to accelerated capital investment from 2014/15.	Yes	Y	None	N	N	N	N	N	N	N	N	N
CE_16	Staff efficiencies in Parking and Network Teams - reduction in team leader and inspector posts.	Yes	Y	None	N	N	N	N	N	N	N	N	N
CH_2	Supporting People - savings assumed to result from contract renegotiation or possible cessation of support in later years	Yes	Y	None	N	N	N	N	N	N	N	N	N
CH_3	Supporting People - Handyperson Scheme, which is intended to become self-supporting through commercialisation	Yes	Y	None	N	N	N	N	N	N	N	N	N

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EIAs and preferably completed the EIA E-learning Module.
- You are also encouraged to refer to the EIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EIAs need to be signed off by your Directorate Equality Task Groups. EIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EIA.

The EIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EIA) Template

Type of Decision: Tick ✓	<input checked="" type="checkbox"/> Cabinet	<input checked="" type="checkbox"/> Portfolio Holder	<input type="checkbox"/> Other (explain)
Date decision to be taken:	18 th February 2016		
Value of savings to be made (if applicable):	The savings relating to the 2016/17 Revenue Budget total £11.8m.		
Title of Project:	Revenue Budget 2016/17 and the Medium Term Financial Strategy 2016/17 to 2019/20		
Directorate/Service responsible:	Resources and Commercial/Finance Division		
Name and job title of Lead Officer:	Dawn Calvert		
Name & contact details of the other persons involved in the assessment:	Sharon Daniels		
Date of assessment (including review dates):	4 th February 2016		

Stage 1: Overview

1. What are you trying to do?

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

To set the revenue budget for 2016/17 and the Medium Term Financial Strategy (MTFS) for 2016/17 to 2019/20.

The Council's Corporate Plan approved by Council in February 2015 set out a vision and Council priorities and the draft budget for 2016/17 and MTFS have been prepared in line with these priorities.

The MTFS agreed by Cabinet and Council in February 2015 showed a balanced budget position for 2015/16 and an estimated total budget gap of £52.4m, (£23.2m for 2016/17, £15.3m for 2017/18 and £13.9m for 2018/19). This budget gap was based on an indicative central government grant settlement for 2016/17 alongside a number of assumptions on council tax, inflation and movements on government grants. In balancing the 2015/16 budget, savings of £30.9m were agreed which in addition to the £52.4m gap for the period 2016/17 onwards gives a total savings of £83m over the period 2015/16 to 2018/19.

In July 2015, Cabinet received a budget planning process update report which

reaffirmed the total budget gap of £52.4m over the three year period 2016/17 to 2018/19:

2016/17	£23.198m
2017/18	£15.286m
2018/19	£13.899m

A package of savings and growth items which produce a net £11.8m reduction in the Council's forecast expenditure for 2016/17 is set out in the revenue budget report. Each element of the spending reduction is supported by an individual EqIA which looks at the impact that the change in the form or level of service provision is likely to have on people who share one or more of the protected equality characteristics.

This overall EIA seeks to identify any cumulative equality impact of the proposals considered together which might not be discernible from consideration of the EIAs for each of the individual proposals.

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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?

All Directorates

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact																																				
<p>Age (including carers of young/older people)</p>	<p>Harrow age profile from Census 2011 – 0-4: 6.7%, 5-15: 13.4%</p> <p>Staff profile and Census data</p> <table border="1" data-bbox="571 1070 1171 1771"> <thead> <tr> <th></th> <th>Whole Council</th> <th>Excluding Schools</th> <th>2011 Census</th> </tr> </thead> <tbody> <tr> <td>Year</td> <td>2015</td> <td>2015</td> <td></td> </tr> <tr> <td>Total</td> <td>4,798</td> <td>2,042</td> <td></td> </tr> <tr> <td>16-24</td> <td>3.83%</td> <td>1.37%</td> <td>13.1%</td> </tr> <tr> <td>25-34</td> <td>17.22%</td> <td>12.93%</td> <td>16.3%</td> </tr> <tr> <td>35-44</td> <td>23.59%</td> <td>21.89%</td> <td>14.2%</td> </tr> <tr> <td>45-54</td> <td>31.20%</td> <td>32.62%</td> <td>13.2%</td> </tr> <tr> <td>55-64</td> <td>21.05%</td> <td>26.25%</td> <td>10.5%</td> </tr> <tr> <td>65+</td> <td>3.11%</td> <td>4.95%</td> <td>14.1%</td> </tr> </tbody> </table>		Whole Council	Excluding Schools	2011 Census	Year	2015	2015		Total	4,798	2,042		16-24	3.83%	1.37%	13.1%	25-34	17.22%	12.93%	16.3%	35-44	23.59%	21.89%	14.2%	45-54	31.20%	32.62%	13.2%	55-64	21.05%	26.25%	10.5%	65+	3.11%	4.95%	14.1%	<p>There are 43 individual EIAs supporting proposals in this budget. Of these, 11 highlight potential disadvantage to people who share the protected characteristic related to age.</p> <p>These EIAs relate to changes in services or the impact on services of staffing changes. There is potential, cumulative impact from a number of proposals under the Project Infinity banner which relate to changes in services for adults and Members are recommended to pay particular attention to these EIAs.</p> <p>In three cases, the identified impact relates to staff who might be affected when detailed re-structure plans have been developed, consultation undertaken and interviews and redeployment have taken place. In these circumstances, it is too early to be able to judge the actual impact.</p>
	Whole Council	Excluding Schools	2011 Census																																			
Year	2015	2015																																				
Total	4,798	2,042																																				
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65+	3.11%	4.95%	14.1%																																			
<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>There are 43 individual EIAs supporting proposals in this budget. Of these, 12 highlight potential disadvantage to people who share the protected characteristic related to disability.</p>																																				

<p>These EIAs relate to changes in services or the impact on services of staffing changes. There is potential, cumulative impact from a number of proposals under the Project Infinity banner which relate to changes in services for adults and members are recommended to pay particular attention to these EIAs.</p> <p>In all cases, there are proposals to mitigate the impact of these savings.</p>	<p>Staff profile</p> <table border="1" data-bbox="146 967 370 1765"> <thead> <tr> <th></th> <th>Whole Council</th> <th>Excluding schools</th> </tr> </thead> <tbody> <tr> <td>Year</td> <td>2015</td> <td>2015</td> </tr> <tr> <td>Total</td> <td>4,798</td> <td>2,042</td> </tr> <tr> <td>Yes</td> <td>1.44%</td> <td>2.94%</td> </tr> </tbody> </table>		Whole Council	Excluding schools	Year	2015	2015	Total	4,798	2,042	Yes	1.44%	2.94%	
	Whole Council	Excluding schools												
Year	2015	2015												
Total	4,798	2,042												
Yes	1.44%	2.94%												
<p>None of the individual EIAs has identified any potential impact on people who share the protected characteristic relating to gender reassignment.</p>	<p>No information collected</p> <p>Staff profile</p> <p>The decision has been taken not to report on this protected characteristic as the low level of data available may mean that individuals could be identified.</p>	<p>Gender Reassignment</p>												
<p>None of the individual EIAs has identified any potential impact on people who share the protected characteristic relating to marriage or civil partnership.</p>	<p>No Information collected</p>	<p>Marriage/Civil Partnership</p>												
<p>None of the individual EIAs has identified any potential impact on people who share the protected characteristic relating to pregnancy or maternity.</p>	<p>Staff profile</p> <table border="1" data-bbox="1273 967 1380 1765"> <thead> <tr> <th>Whole Council</th> <th>Excluding schools</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>	Whole Council	Excluding schools			<p>Pregnancy and Maternity</p>								
Whole Council	Excluding schools													

	Year	2015	2015
	Total	4,798	2,042
		3.79%	4.01%

	Staff profile and Census data				<p>There are 43 individual EIAs supporting proposals in this budget. Of these, 6 highlight potential disadvantage to people who share the protected characteristic related to race.</p> <p>Three of these EIAs relate to changes in services or the impact on services of staffing changes from a number of proposals under the Project Infinity banner which relate to changes in services for adults. There is potential, cumulative impact and Members are recommended to pay particular attention to these EIAs.</p> <p>One EIA refers to a reduction in the services available to promote healthy living in schools.</p> <p>The remaining two relate to access for children with disabilities where there may be language issues for either the children themselves or their carers and the Prevent Programme.</p> <p>In all cases, there are proposals to mitigate the impact of these savings.</p>
	Whole Council	2015	Excluding schools	2011 Census	
	Year	2015	2015		
	Total	4798	2042		
	Asian	27.34%	22.33%	42.59%	
	Black	9.44%	15.03%	8.24%	
	Mixed	2.33%	2.06%	3.97%	
	Any other ethnic group	1.06%	0.73%	2.95%	
	Total BAME	40.18%	40.16%	57.75%	
	White	52.17%	51.42%	42.25%	
	Not Known	7.65%	8.42	0	
	Staff profile and Census data				<p>There are 43 individual EIAs supporting proposals in this budget. Of these, 1 highlights potential disadvantage to people who share the protected characteristic related to religion and belief. This proposal concerns funding for the Prevent Programme and there is mitigation proposed to limit, and potentially, remove all potential disadvantage.</p>
Religion and Belief	Whole	Excluding	2011		

	Council	Schools	Census
Year	2015	2015	
Total	4798	2042	
Christianity	8.13%	11.41%	37.30%
Hinduism	3.48%	4.31%	25.30%
Islam	0.90%	1.37%	12.50%
Judaism	0.35%	0.49%	4.40%
Jainism	0.42%	0.44%	No data
Sikh	0.35%	0.49%	1.20%
Buddhism	0.17%	0.24%	1.10%
Zoroastrian	0.02%	0%	No data
Other	0.73%	0.98%	2.50%
No Religion	1.71%	2.89%	9.6-%
Unknown	83.74%	77.38%	6.20%
Staff profile and Census data			
	Whole Council	Excluding schools	2011 Census
Year	2015	2015	
Total	4798	2042	
<p>There are 43 individual EIAs supporting proposals in this budget. Of these, 4 highlight potential disadvantage to people who share the protected characteristic related to sex/gender.</p> <p>Of these, a number relate to the impact that service changes may have on carers and probability that carers are more likely to be female and that, in the case of adult social care, females are more likely to be care recipients due to their greater life expectancy.</p>			
Sex/Gender			

In one case, the identified impact relates to staff who might be affected when detailed re-structure plans have been developed, consultation undertaken and interviews and redeployment have taken place. In these circumstances, it is too early to be able to judge the actual impact.

None of the individual EIAs has identified any potential impact on people who share the protected characteristic relating to sexual orientation.

Male	21.72%	38.05%	49.59%
Female	78,28%	61.51%	50.41%

Staff profile

	Whole Council	Excluding schools
Year	2015	2015
Total	4798	2042
Heterosexual	14.17%	20.47%
Lesbian	0.06%	0.10%
Gay	0.17%	0.34%
Bi-sexual	0.17%	0.34%
Prefer not to say	1.00%	1.52%
Other	0.04%	0.00%
Unknown	84.39%	77.23%

Sexual Orientation

Stage 3: Assessing Potential Disproportionate Impact

5. 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 numbers input below set out where disproportionate impact has been assessed to exist in the budget proposals. They therefore show which protected characteristics are most impacted:

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	11	12	0	0	0	6	1	4	0
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 EIA
- 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 6

20 Page 4: Further Consultation/Additional Evidence

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

The budget consultation is carried out annually and it is not as a result of any 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? E.g. revising your proposals
The recent online budget consultation for the 2016-17 financial year comes in the second year of a four year budget programme, which began last year with the Take Part Consultation. This saw almost 20,000 people give their views about the £83 million of savings Harrow Council has to find over four years.	There were only 11 respondents to the general survey, with roughly three-quarters of those (72%) saying they were not satisfied with the proposed draft budget for 2016-17. 18% agreed with the savings but very little comment was offered on alternative proposals and so it is not possible to say what if any impact there is on different groups/protected	N/A

<p>In December, a budget consultation survey was published on the Council's web-site in relation to the Cabinet's draft budget proposals for 2016-17 after the meeting on 10 December 2015. The draft budget reported to December Cabinet has also been available to view on the Council's website.</p> <p>Following the pre-publication of the draft budget before Cabinet on 10 December, there was huge interest in the media and among the general public about Public Health savings and in particular savings against the Health Visiting Service.</p> <p>In part, due to this public feedback, those Health Visiting Service savings were not brought forward to the Cabinet meeting. The media and public response to this engagement outcome was positive.</p> <p>Aside from Public Health, other issues in the proposed budget did not draw much general interest.</p> <p>There were only 11 respondents to the general survey, with roughly three-quarters of those (72%) saying they were not satisfied with the proposed draft budget for 2016-17. 18% agreed with the savings.</p> <p>The only alternative savings proposition recommended by more than one respondent was that the Council should make further</p>	<p>characteristics.</p>
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<p>senior management savings. In context, the Council has reduced its senior management budget significantly in recent years.</p> <p>The next consultation stage is likely to bring a much higher response, as a number of individual service-area proposals for future years will be consulted upon in the coming months.</p>	
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Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?				
Protected Characteristic	Positive Impact	Adverse Impact		
		Minor	Major	
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 7</p> <p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule</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 6)</p> <p>The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule</p>
Disability (including carers of disabled people)		✓	<p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule</p>	<p>The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule</p>
Gender			<p>No potential disadvantage has been identified</p>	<p>No potential disadvantage has been identified and therefore, no mitigation has been</p>

Reassignment					proposed
Marriage and Civil Partnership				No potential disadvantage has been identified	No potential disadvantage has been identified and therefore, no mitigation has been proposed
Pregnancy and Maternity				No potential disadvantage has been identified	No potential disadvantage has been identified and therefore, no mitigation has been proposed
Race		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule
Religion or Belief				The detail of the potential impact can be found in the individual EIA as highlighted in the attached schedule	The detail of mitigation proposals can be found in the individual EIA as highlighted in the attached schedule
Sex		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule
Sexual orientation				No potential disadvantage has been identified	No potential disadvantage has been identified and therefore, no mitigation has been proposed
8. Cumulative Impact	Considering what else is happening			Yes	No
				✓	

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?

The cumulative budget equalities assessment has taken account of 43 individual assessments which are shown on the table attached to this document. For those savings where a full assessment has been undertaken the impact both before and after mitigating actions is known. In these cases if the initial assessment has highlighted a negative impact, the assessments show mitigating actions which officers believe will reduce the impact of the proposal on the protected characteristics. For these assessments, it is the impact after mitigating actions that has been used to identify the cumulative impact. Members are asked to consider whether the combined impact of the various proposals that affect the same protected characteristic groups is likely to cause disadvantage.

13 assessments, or 29%, are highlighting a negative impact on one or more of the protected groups, with age, disability, race and sex being the most impacted upon groups. The impact per group is shown in the table above.

In the attached table to this assessment, those saving proposals that are showing a negative impact on any of the characteristics are highlighted in blue.

Officers have indicated ways that these impacts can be mitigated and these are detailed in the individual assessments. The individual equalities impacts will be kept under review as the projects are initiated and throughout the life time of the projects. Officers will put in place appropriate mitigation where this is possible. Where mitigations are not possible this will be reported through the Council's performance framework.

Impact on Staff

While no cumulative disproportionate impact has been identified from an examination of the EIAs for the individual proposals contained in the budget report, there may be a disproportionate cumulative impact on staff in one or more of the protected characteristic groups when all of the staffing re-organisations envisaged as part of the budget proposals are fully worked up. Each proposal impacting on staff will be the subject of a full EIA before the proposal can be implemented.

Providing each individual full EIA on the proposals that affect staff does not identify an unjustified or unexplained disproportionate impact, any cumulative disproportionate impact will be incidental to the setting of the budget rather than a consequence of a policy or practice that is discriminatory. It is the case that an application of a fair process in a number of work areas across the Council could produce an overall disproportionate impact but that unlikely possibility cannot prevent the setting of a budget.

9. 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 it to happen?	Budget savings which impact on the capacity of frontline services and local employment will add to the impact of national austerity measures affecting, for example, other public services, such as the Police and the National Health Service and the level of economic activity in the Borough. These impacts are most likely to affect most significantly those who are least able to cope with their effects.		

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

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Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure/Target	Lead Officer/Team	Target Date
Please see individual EIAs				

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010

2. Advance equality of opportunity between people from different groups	
3. Foster good relations between people from different groups	
Stage 8: Recommendation	
11. 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 of opportunity are being addressed.	
Outcome 2 – Minor Impact: Minor adjustments to remove/mitigate adverse impact or advance equality of opportunity have been identified by the EIA and these are listed in the Action Plan above.	✓
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. In this case, the justification needs to be included in the EIA 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

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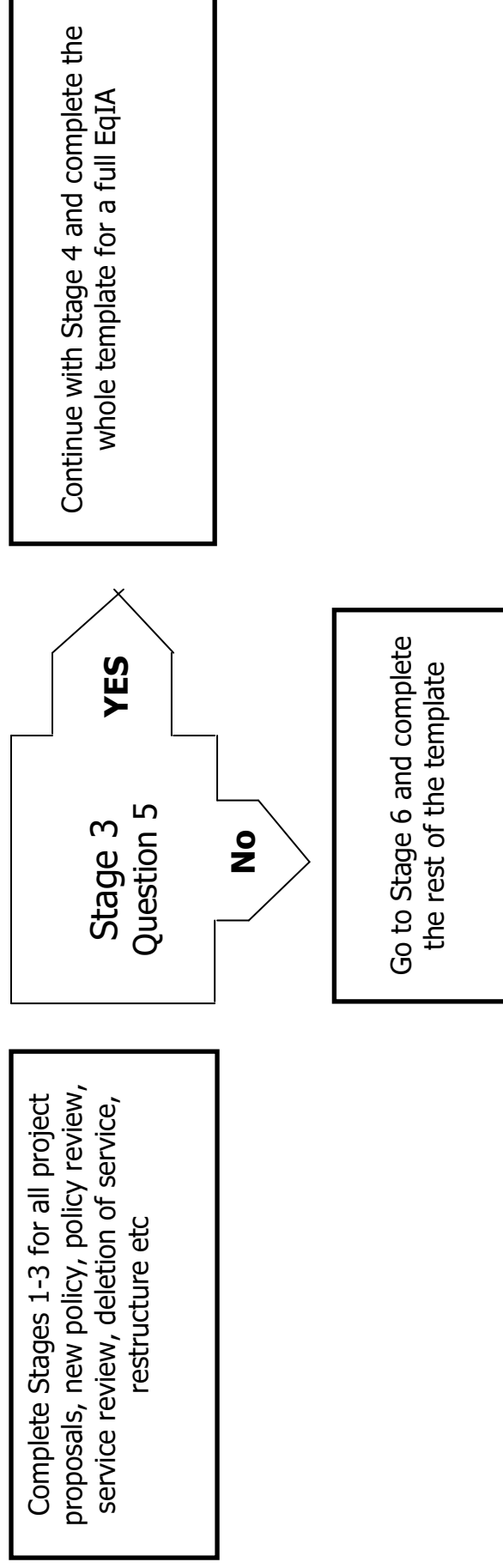
Page 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EIA)	Signed: (Chair of DETG)
Date:	Date:
Date EIA presented at the EIA Quality Assurance Group (if required)	Signature of DETG Chair

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:				
Value of savings to be made (if applicable):				
£26k 2015/16 and £54k 2016/17				
Title of Project:				
CE_2 Highways Services - Efficiencies in advance of the retendering of the Highways Contract (restructure Traffic to delete 2 engineer posts).				
Directorate / Service responsible:				
E&E Commissioning Services				
Name and job title of Lead Officer:				
Venetia Reid-Baptiste				
Name & contact details of the other persons involved in the assessment:				
Hanif Islam				
Date of assessment (including review dates):				
02/07/2015				

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain your proposals here 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 is a savings proposal and involves restructuring the Traffic and Highway network Management team to remove two Traffic Engineer posts.</p> <p>These posts are currently vacant and the workload associated with these posts is being covered by external consultant as and when required.</p>
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		Residents / Service Users		Partners		Stakeholders		
		Staff	✓	Age		Disability		
	2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	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:							
	<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 Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	<p>The work of the Traffic engineers affect all road users in Harrow and hence all protected characteristics.</p> <p>Borough profiles and census data shows a hugely diverse set of protected characteristics in Harrow. In addition, many of Harrow's road users are from outside of the borough for these people it is not possible to determine detailed profile of characteristics.</p>	<p>There will be no impact on any protected characteristic as the work will continue to be carried out under the traffic and highways consultancy contract.</p> <p>As the posts are currently vacant, there are no staff protected characteristics to be considered.</p>

Disability (including carers of disabled people)	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above
Gender Reassignment	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above
Marriage / Civil Partnership	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above
Pregnancy and Maternity	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above
Race	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above
Religion and Belief	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above
Sex / Gender	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above
Sexual Orientation	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above	As above

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

Stage 4: Further Consultation / Additional Evidence

6. 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?	Adverse Impact		Positive Impact	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? E.g. revising your proposals
	Minor	Major	✓		

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?					
Protected Characteristic	Adverse Impact		Positive Impact	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 7	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 6)
	Minor	Major			
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													
8. 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?													
9. 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 it to happen?

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
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Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

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

N/A

Stage 8: Recommendation

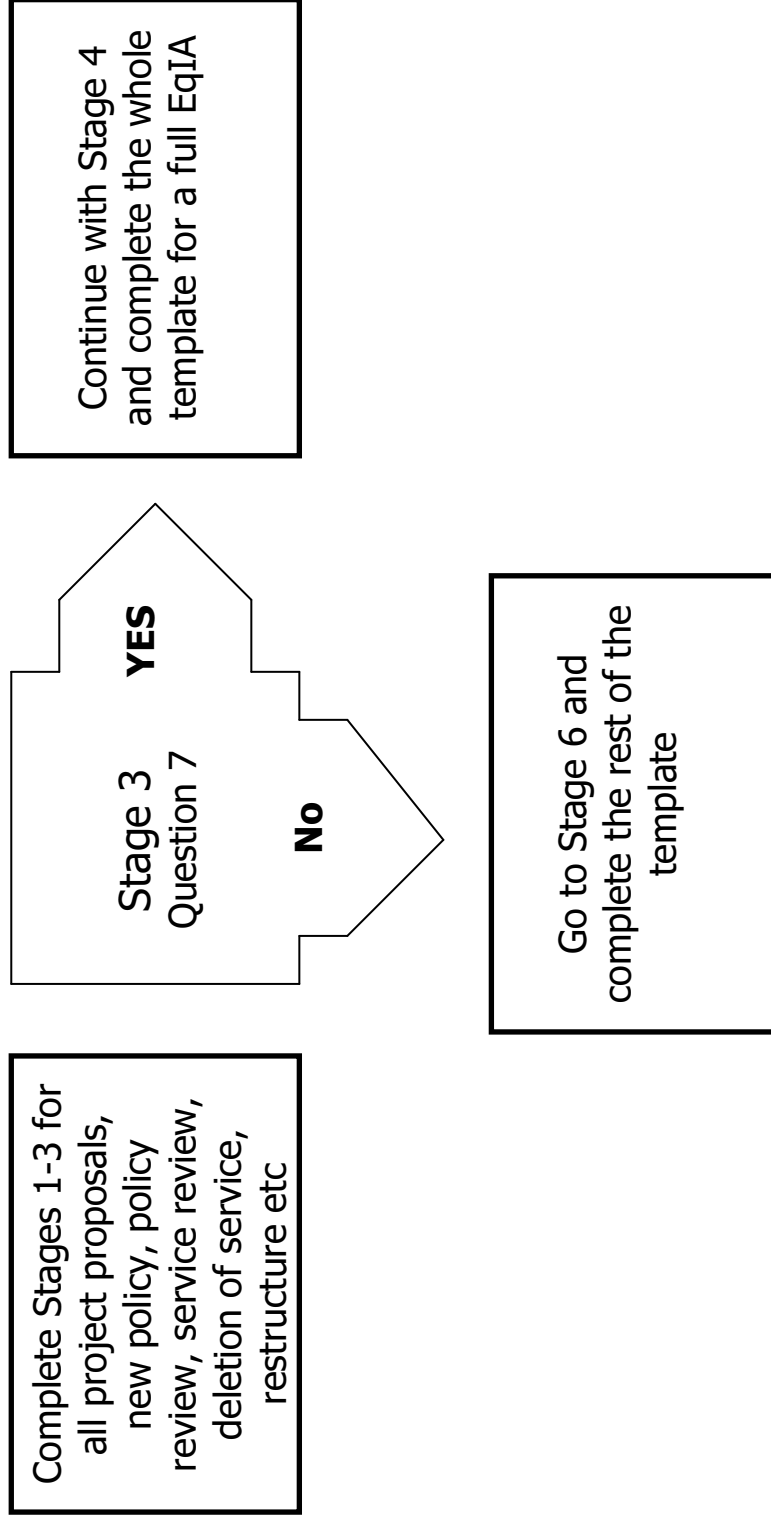
<p>11. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>	
<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.</p>	✓
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>	
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>		
<p>Signed: (Lead officer completing EqIA)</p>	<p>Venetia Reid-Baptiste</p>	<p>Signed: (Chair of DETG)</p> <p>Hanif Islam</p>
<p>Date:</p>	<p>02/07/2015</p>	<p>Date:</p> <p>02/07/2015</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>

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:			
CHW04 - Maintenance Team			
Directorate / Service responsible:			
Community Health and Well-Being			
Name and job title of lead officer:			
Jonathan Price – Head of Provided Services			
Name & contact details of the other persons involved in the assessment:			
Maureen Leonard – Service Manager Ext 6206			
Date of assessment:			
24 th June 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>This proposal is one of the projects falling within the 'minimising adults' work stream under 'Project Infinity' and as such should not be viewed in isolation but as part of a package of savings proposals to be delivered.</p> <p>The current maintenance team typically undertakes gardening, decorating and handyman tasks for the day, residential and respite services.</p> <p>The establishment had 5 FTE, which has reduced to 2 FTE leaving 3 vacant posts. The team has been gradually reduced in recent years in line with the reductions in services provided in-house.</p> <p>Savings Proposal:</p> <p>The proposed saving would be realised through the redundancy of the remaining 2 staff in the team.</p>
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	<p>It is proposed that the existing two posts in the Adult Services Property Maintenance Team are to be deleted, and the team will be closed with duties to be absorbed within existing provision.</p> <p>The proposed savings are intended to deliver circa £165k in full year.</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="279 94 368 481">Residents / Service Users</td> <td data-bbox="279 481 368 757"></td> <td data-bbox="279 757 368 954">Partners</td> <td data-bbox="279 954 368 1294">Stakeholders</td> </tr> <tr> <td data-bbox="368 94 411 481">Staff</td> <td data-bbox="368 481 411 757">✓</td> <td data-bbox="368 757 411 954">Age</td> <td data-bbox="368 954 411 1294">Disability</td> </tr> <tr> <td data-bbox="411 94 539 481">Gender Reassignment</td> <td data-bbox="411 481 539 757"></td> <td data-bbox="411 757 539 954">Marriage and Civil Partnership</td> <td data-bbox="411 954 539 1294">Pregnancy and Maternity</td> </tr> <tr> <td data-bbox="539 94 582 481">Race</td> <td data-bbox="539 481 582 757"></td> <td data-bbox="539 757 582 954">Religion or Belief</td> <td data-bbox="539 954 582 1294">Sex</td> </tr> <tr> <td data-bbox="582 94 624 481">Sexual Orientation</td> <td data-bbox="582 481 624 757"></td> <td data-bbox="582 757 624 954">Other</td> <td data-bbox="582 954 624 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? <p>How have they been involved in the assessment?</p>	<p>No</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)	Over 60's x 2 (65 – 69)
Disability (including carers of disabled people)	No Disability

Gender Reassignment	No Gender Reassignment		
Marriage / Civil Partnership			
Pregnancy and Maternity	No Pregnancy and Maternity		
Race	White – English x 1		
	White – Irish x 1		
Religion and Belief	Christianity x 2		
Sex / Gender	Male x 2		
Sexual Orientation			
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).
Staff	Staff Meeting	See Below	Tailored support to meet the needs of individuals in these groups who may be affected by the proposal.
Trade Unions	Informal briefing meetings and routine agenda item on CHW DJC	See Below	
Site Managers	Staff Meetings	Impact to services is significantly low.	
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this		N/A	

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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	No	No	No	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.

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?

Not applicable

(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).
Not applicable			

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)	✓	✓	Not applicable	
Disability (including carers of disabled)			Not applicable	

people)							
Gender Reassignment					Not applicable		
Marriage and Civil Partnership					Not applicable		
Pregnancy and Maternity					Not applicable		
Race					Not applicable		
Religion or Belief					Not applicable		
Sex					Not applicable		
Sexual orientation					Not applicable		

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<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>	<p>Yes</p>	<p>Yes</p>	<p>No</p>
<p>Not applicable</p>		<p>Not applicable</p>		<p>Not applicable</p>	
<p>224</p>		<p>Yes</p>		<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>Age (including carers)</p>		<p>Disability (including carers)</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>Gender Reassignment</p>		<p>Marriage and Civil Partnership</p>	
<p>If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4)</p>		<p>Pregnancy and Maternity</p>		<p>Race</p>	
<p>If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4)</p>		<p>Religion and Belief</p>		<p>Sex</p>	
<p>Stage 6: Decision</p>		<p>Sexual Orientation</p>		<p>Sexual Orientation</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

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
Not applicable					

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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>	Not applicable
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.

19. 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
Not applicable		

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.

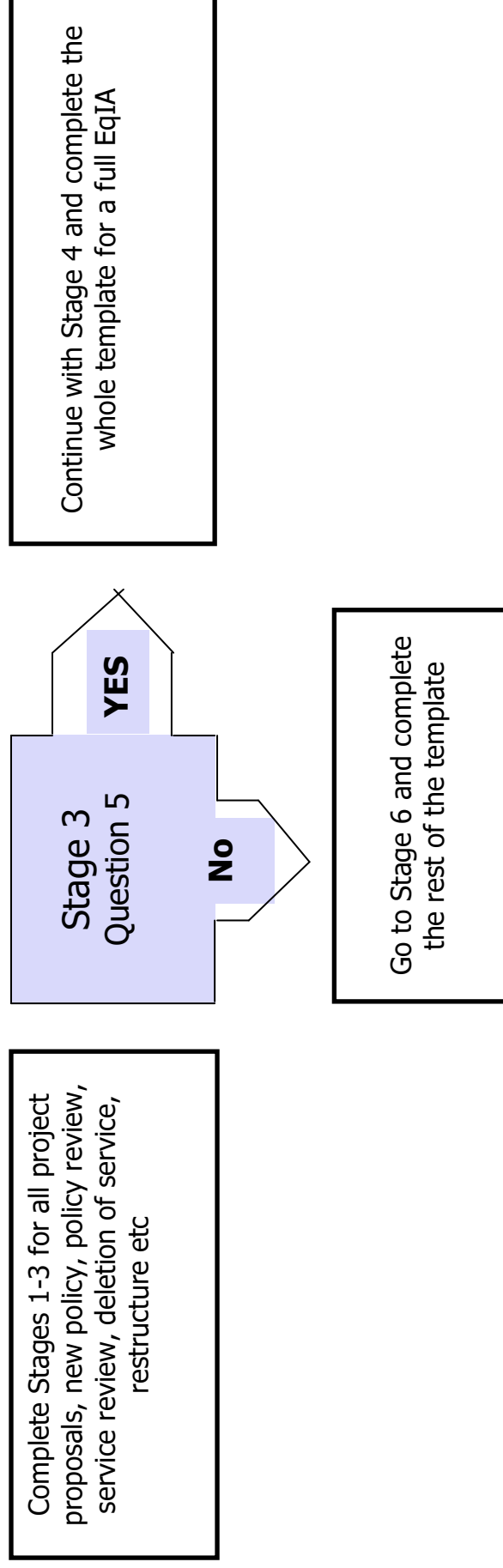
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
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Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature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

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:	February 2016			
Value of savings to be made (if applicable):	£276k			
Title of Project:	Supporting People – The Bridge			
Reference:	PA_2			
Directorate / Service responsible:	Adult Social Care			
Name and job title of Lead Officer:	Chris Greenway, Head of Safeguarding Assurance & Quality Services			
Name & contact details of the other persons involved in the assessment:	Donna Edwards, Finance Business Partner Rachel Dickinson			
Date of assessment (including review dates):	5 th August 2015			

Stage 1: Overview

<p>230</p> <p>1. What are you trying to do? (Explain your proposals here 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 recommends the closure of the Mental Health services at the Bridge and the transfer of Care Act eligible clients to the Council run Wiseworks Day Service.</p> <p>The number of Care Act eligible service users attending the Bridge has reduced significantly in recent years against the capacity of the service. Rethink have estimated that less than 20% of the current attendees at the centre would be eligible for statutory support under the Care Act. A review of CNWL clients referred to the Bridge suggest only around 28 CNWL clients are in need of Care Act eligible services ie. longer term (more than six months) support. The reduction is due to a number of factors linked to personalization and alternative options available in the community for people using personal budgets. For example, people are choosing adult learning courses and gym membership over attending the Bridge as well as preferring to attend Wiseworks for pottery, art, IT and desktop publishing, photography and gardening courses.</p> <p>The majority of groups and courses currently being delivered at the Bridge are volunteer led services provided by Community Groups. The largest attendance figures are currently for non- Mental Health services such as the Harrow Community Choir and Needlecraft groups.</p>																		
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Residents / Service Users</td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 25%;">Partners</td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 30%;">Stakeholders</td> <td style="width: 10%; text-align: center;">✓</td> </tr> <tr> <td>Staff</td> <td style="text-align: center;">✓</td> <td>Age</td> <td style="text-align: center;">✓</td> <td>Disability</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Gender Reassignment</td> <td style="text-align: center;">✓</td> <td>Marriage and Civil</td> <td style="text-align: center;">✓</td> <td>Pregnancy and</td> <td></td> </tr> </table>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓	Staff	✓	Age	✓	Disability	✓	Gender Reassignment	✓	Marriage and Civil	✓	Pregnancy and	
Residents / Service Users	✓	Partners	✓	Stakeholders	✓														
Staff	✓	Age	✓	Disability	✓														
Gender Reassignment	✓	Marriage and Civil	✓	Pregnancy and															

			Partnership	Maternity
		✓	Religion or Belief	Sex
		✓	Other	Mental Health

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?

Overall responsibility is with Adult Social Care working in partnership with Bridge user groups such as Rethink and Mind in Harrow.

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	The majority of service users at the Bridge (84 %) are under age 65.	A majority of users are of working age. There is potential for an adverse impact on this group.
Disability (including carers of disabled people)	181 Mental Health users of the Bridge Evidence from Q4 2014_15 Monitoring Spread-sheet	All service users have a disability. There is potential for an adverse impact on this group.
Gender Reassignment	At present, none of the service users at the Bridge are recorded as having undergone gender reassignment.	It is unlikely that this proposal will adversely impact this group.
Marriage / Civil Partnership	Evidence from Q4 2014_15 Monitoring Spread-sheet	It is unlikely that this proposal will adversely impact this group.
Pregnancy and Maternity	Evidence from Q4 2014_15 Monitoring Spread-sheet	It is unlikely that this proposal will adversely impact this group.
Race	56% White, 32% Asian, 5% Black, 6% Mixed, 3% Other	A large proportion of service users are White. There is potential for an adverse impact on this group.

	Evidence from Q4 2014_15 Monitoring Spread-sheet	
Religion and Belief	No information available.	It is unlikely that this proposal will adversely impact this group.
Sex / Gender	Male 85 (47%)	It is unlikely that this proposal will adversely impact this group.
	Female 96 (53%)	
Sexual Orientation	No information available.	It is unlikely that this proposal will adversely impact this group.

Stage 3: Assessing Potential Disproportionate Impact

5. 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

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 6

Stage 4: Further Consultation / Additional Evidence

6. 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?</p> <p>Service users of The Bridge as well as other stakeholders including voluntary sector organisations will be consulted on this proposal. Consultation methods to include; face to face meetings, information in hard copy and electronic format; options to give views via email, letter, phone and in person.</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? E.g. revising your proposals</p>

Stage 5: Assessing Impact

233 What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

<p>Protected Characteristic</p>	<p>Positive Impact ✓</p>	<p>Adverse Impact</p>	<p>Minor ✓</p>	<p>Major ✓</p>	<p>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 7</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 6)</p>
<p>Age (including carers of young/older people)</p>					<p>There is potential for a differential impact on mental health service users of working age.</p>	<p>Measures to mitigate the impact include; Some service users will have an option to transfer to Wiseworks or other community based provision. Working with the Voluntary sector to develop alternative provision. Provision of information and advice to users to help them find alternative support arrangements.</p>

<p>Disability (including carers of disabled people)</p>				<p>All service users have a disability. There is potential for a differential impact on those with a disability and their carers.</p>	<p>Measures to mitigate the impact include; Some service users will have an option to transfer to Wiseworks or other community based provision. Working with the Voluntary sector to develop alternative provision. Provision of information and advice to users to help them find alternative support arrangements.</p>
<p>Gender Reassignment</p>				<p>Low / Neutral impact</p>	<p>Measures to mitigate the impact include; Some service users will have an option to transfer to Wiseworks or other community based provision. Working with the Voluntary sector to develop alternative provision. Provision of information and advice to users to help them find alternative support arrangements.</p>
<p>Marriage and Civil Partnership</p>				<p>Low / Neutral Impact</p>	<p>Measures to mitigate the impact include; Some service users will have an option to transfer to Wiseworks or other community based provision. Working with the Voluntary sector to develop alternative provision. Provision of information and advice to users to help them find alternative support arrangements.</p>
<p>Pregnancy and Maternity</p>				<p>Low / Neutral Impact</p>	<p>Measures to mitigate the impact include; Some service users will have an option to transfer</p>

					<p>to Wiseworks or other community based provision.</p> <p>Working with the Voluntary sector to develop alternative provision.</p> <p>Provision of information and advice to users to help them find alternative support arrangements.</p>
Race				<p>A larger proportion of service users who are White. There is potential for a differential impact on this group.</p>	<p>Measures to mitigate the impact include;</p> <p>Some service users will have an option to transfer to Wiseworks or other community based provision.</p> <p>Working with the Voluntary sector to develop alternative provision.</p> <p>Provision of information and advice to users to help them find alternative support arrangements.</p>
Religion or Belief				<p>Low / Neutral impact</p>	<p>Measures to mitigate the impact include;</p> <p>Some service users will have an option to transfer to Wiseworks or other community based provision.</p> <p>Working with the Voluntary sector to develop alternative provision.</p> <p>Provision of information and advice to users to help them find alternative support arrangements.</p>
Sex				<p>Low / Neutral impact</p>	<p>Measures to mitigate the impact include;</p> <p>Some service users will have an option to transfer to Wiseworks or other community based provision.</p> <p>Working with the Voluntary sector to develop alternative provision.</p>

					alternative provision. Provision of information and advice to users to help them find alternative support arrangements.
Sexual orientation			Low / Neutral Impact		Measures to mitigate the impact include; Some service users will have an option to transfer to Wiseworks or other community based provision. Working with the Voluntary sector to develop alternative provision. Provision of information and advice to users to help them find alternative support arrangements.
<p>8. 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>230 If yes, which Protected Characteristics could be affected and what is the potential impact?</p>				Yes	No
<p>9. 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 it to happen?</p>				Yes	No
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity 					

<ul style="list-style-type: none"> Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 				
Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Vulnerable Adults over 18	Transfer of eligible clients to Wiseworks or alternative provision. Provide User Groups with alternative venues to continue operating. Consultation with Staff & Service Users.	Continuous monitoring and reviewing of existing service users, performance and PIs	Chris Greenway	16/17
Disability/ gender	Transfer of eligible clients to Wiseworks or alternative provision. Provide Groups with alternative venues to continue operating. Consultation with Staff & Service Users.	Through continuous monitoring and Business intelligence Surveys	Chris Greenway	16/17
Age	Transfer of eligible clients to Wiseworks or alternative provision. Provide Groups with alternative venues to continue operating. Consultation with Staff & Service Users.	Through continuous monitoring and Business intelligence Surveys	Chris Greenway	16/17

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 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>This is a preliminary assessment that has identified a need for further consultation to manage Equality in provisions with the constraints of the budget pressures to minimise risks. All proposals will have a final Impact Assessment undertaken upon mobilisation in order to eliminate the potential for unlawful discrimination.</p>
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Stage 8: Recommendation

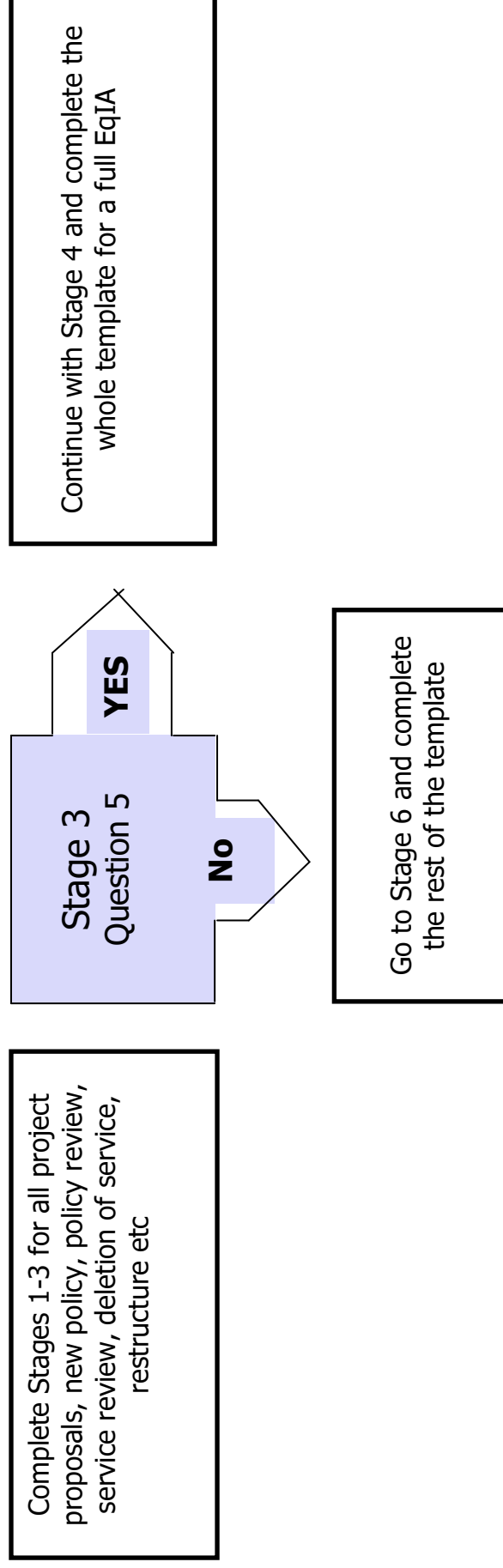
<p>11. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>	
<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.</p>	
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>	
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	
<p>Signed: (Lead officer completing EqIA)</p>	<p>Signed: (Chair of DETG)</p>
<p>Date:</p>	<p>Date:</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>	<p>Signature of DETG Chair</p>

Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:	February 2016			
Value of savings to be made (if applicable):	£750k			
Title of Project:	Transport A - provide transport externally to only the most vulnerable who require specialist transport to meet their statutory needs			
Reference:	PA_10A			
Directorate / Service responsible:	Adult Social Care			
Name and job title of Lead Officer:	Jonathan Price			
Name & contact details of the other persons involved in the assessment:	Jonathan Price Maureen Leonard Noreen Coppin			
Date of assessment (including review dates):	August 2015			

Stage 1: Overview

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<p>1. What are you trying to do? (Explain your proposals here 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 one of the projects falling within the Transforming Adults Social Care workstream under 'Project Infinity' and as such should not be viewed in isolation but instead as a complete package of savings proposals.</p> <p>In the last MTFs £500k of savings were achieved from this budget through re-providing the service through Personal Budgets and the closure of routes. The next stage of Savings looks to build on this and unlock further savings from the budget.</p> <p>As of 2015/16 Special Needs Transport (SNT) service (managed by Children Services) to Adults comprises of :-</p> <ul style="list-style-type: none"> • 11 bus fleet routes • 2 private hire taxi routes <p>The vehicles are leased from Fraikin and the Council is part way through an 8 year contract. Early return of the vehicles will result in the Council incurring an early termination payment. From September 2018 the early termination payment disappears. This is a factor that will need to be managed in conjunction with Children's services and project Phoenix.</p> <p>Savings Proposal: The proposal, in line with the 'Transforming Adults Social Care' work streams will</p>
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	<p>see route reductions in line with changes to services in the following day centres; New Bentley NRC, Milmans, Sancroft and Kenmore NRC beginning in 2016/17. This proposal is an on-going plan to reduce the number of routes currently provided whilst maintaining transport to those that need it.</p> <p>The full saving during the course of the MTFs is £750k achieved by reducing internal service requirement for transport which will deliver £200k in 2016/17, £200k in 2017/18 and £350k in 2018/19. The balance (£329k) of the budget will remain to enable re-provision of services for the most vulnerable.</p> <p>Individual service user needs will be reviewed and options for the provision of transport will be identified. Those who are able to travel independently will be enabled to do this. In line with current practice the council will continue to provide transport to those people who require it through the needs assessment process.</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>✓</th> <th>Partners</th> <th>Stakeholders</th> <th>✓</th> </tr> </thead> <tbody> <tr> <td>Staff</td> <td>✓</td> <td>Age</td> <td>Disability</td> <td>✓</td> </tr> <tr> <td>Gender Reassignment</td> <td>✓</td> <td>Marriage and Civil Partnership</td> <td>Pregnancy and Maternity</td> <td></td> </tr> <tr> <td>Race</td> <td>✓</td> <td>Religion or Belief</td> <td>Sex</td> <td>✓</td> </tr> <tr> <td>Sexual Orientation</td> <td>✓</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		
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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? How have they been involved in the assessment? 	<p>Adults SNT share this facility with Children’s Service, however this proposal relates to Adult Social care clients.</p>																									
<p>Stage 2: Evidence & Data Analysis</p>																										
<p>4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p>																										
<p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>																										

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	<p>Of the 248 service users (over the last 12 months)</p> <p>18-24: 7</p> <p>25-64: 104</p> <p>65+: 137</p>	<p>The majority of service users impacted by these proposals are older people, with a number of service users in the working age bracket. Individual service reviews and moving to independent travel will help mitigate any adverse impacts for this group. In line with current practice the council will continue to provide transport to those people who require it through the needs assessment process.</p>
Disability (including carers of disabled people)	<p>All 248 service users have a disability.</p>	<p>All service users have a disability. This group is disproportionately impacted by the proposal however individual service reviews and moving to independent travel will help mitigate any adverse impacts. In line with current practice the council will continue to provide transport to those people who require it through the needs assessment process.</p>
Gender Reassignment	<p>Information unavailable</p>	<p>Unlikely to be impacted by these proposals</p>
Marriage / Civil Partnership	<p>Of the 248 service users surveyed:</p> <p>Divorced: 5</p> <p>Married/Civil Partnership/Cohabiting: 33</p> <p>Not Recorded: 97</p> <p>Separated: 4</p> <p>Single: 75</p> <p>Widowed: 36</p>	<p>The majority of service users have not recorded their marital status. This group is unlikely to be impacted by these proposals</p>

Pregnancy and Maternity	Information unavailable		Unlikely to be impacted by these proposals
Race	Information unavailable		No current information available to assess the impact on this group however individual service reviews and moving to independent travel will help mitigate any adverse impacts for all service users. In line with current practice the council will continue to provide transport to those people who require it through the needs assessment process.
243 Religion and Belief	<p>Of the 248 service users surveyed:</p> <p>Sikh: 5</p> <p>Not stated: 13</p> <p>Athiest: 2</p> <p>Islam: 32</p> <p>Hindu: 90</p> <p>Christian: 91</p> <p>Buddhism: 2</p> <p>Other: 4</p>		<p>A larger proportion of service users are Hindu and Christian and this is in keeping with the percentage differences in religion and belief of the Borough profile.</p> <p>Individual service reviews and moving to independent travel will help mitigate any adverse impacts for all service users. In line with current practice the council will continue to provide transport to those people who require it through the needs assessment process.</p>
Sex / Gender	<p>Of the 248 service users surveyed:</p> <p>Male: 90</p> <p>Female: 158</p>		<p>A larger proportion of service users are female.</p> <p>Individual service reviews and moving to independent travel will help mitigate any adverse impacts for all service users. In line with current practice the council will continue to provide transport to those people who require it through the needs assessment process.</p>

Sexual Orientation	Information unavailable										Unlikely to be impacted by these proposals
Stage 3: Assessing Potential Disproportionate Impact											
5. 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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<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. 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 6. 											
Stage 4: Further Consultation / Additional Evidence											
6. 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? E.g. revising your proposals
The proposal will require care management											Those unable to travel independently will be

reviews to be undertaken of individual service users, to identify those able to travel independently				supported to access transport services via Personal Budgets

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?				
Protected Characteristic	Positive Impact	Adverse Impact		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 6)
		Minor	Major	
Age (including carers of young/older people)	✓	✓	Major ✓	<p>There is a chance that by reducing the transport facilities operated by the Council, people who rely on the service to get out of the home may become socially isolated however, this will be mitigated by the individual review of clients to ensure that those who need the service continue receiving it.</p> <p>In order to ensure that the older people using the service are not disproportionately impacted, care management will review the impact on service users and explore alternative options with them and their families.</p> <p>Where possible, younger adults may be provided with travel training</p> <p>In line with current practice transport will continue to be provided to those people who require it through the needs assessment process.</p> <p>In order to ensure that the disabled people using the service are not disproportionately impacted, care management will review service users and explore alternative options with them and their families.</p> <p>In line with current practice transport will continue to</p>
Disability (including carers of disabled)	✓			<p>The majority of service users impacted by these proposals are older people, with a number of service users in the working age group.</p> <p>All 248 service users have a disability.</p> <p>In line with current practice transport will continue to</p>

people)						be provided to those people who require it through the needs assessment process.
Gender Reassignment					Low impact	Unlikely to be an impact.
Marriage and Civil Partnership					Low impact	Unlikely to be an impact
Pregnancy and Maternity					Low impact	Unlikely to be an impact
Race					Low Impact	Unlikely to be any disproportionate impact. Care management will review service users and explore alternative options with them and their families. In line with current practice transport will continue to be provided to those people who require it through the needs assessment process.
Religion or Belief					Low Impact	Unlikely to be an impact
Sex			✓		Of the 248 service users surveyed: Male: 90 Female: 158 More service users are female than male	There is potential that the proposal has a greater impact on female service users than male. As such extra caution will need to be exercised when reducing the service to ensure the impact is minimized. This may require additional care management monitoring and equalities monitoring ongoing to ensure impact is kept to a minimum. There is a chance that by reducing the transport facilities operated by the Council, people who rely on the service to get out of the home may become

					socially isolated however, this will be mitigated by the review of clients to ensure that those who need the service continue being provided it. Where possible, younger adults may be provided with travel training In order to ensure that the older people / disabled people using the service are not disproportionately impacted, care management will review impact service users and explore alternative options with service users and their families.
Sexual orientation				Low impact	unlikely to be an impact
<p>8. 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>247 yes, which Protected Characteristics could be affected and what is the potential impact?</p>	Yes		✓	No	
	<p>A number of proposals under Transforming Adult Social Care will impact Adult social care service users in particular those with a disability and older clients who could experience a number of changes to the way they currently receive services from the Council.</p> <p>There is also a connection between this proposal and the proposal to transfer Kenmore NRC to community management.</p> <p>There may also be additional demand for Taxi cards and other travel schemes aimed at people with disabilities.</p>				
<p>9. Any Other Impact – Considering what else is happening within the</p>	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 it to happen?

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Age	Care management reviews and equalities monitoring.	Completion of care management reviews and equalities monitoring data	Jonathan Price/ Care Management	March 2016 onwards
Sex	Care management reviews and equalities monitoring.	Completion of care management reviews and equalities monitoring data	Jonathan Price/ Care Management	March 2016 onwards
Disability	Care management reviews and equalities monitoring.	Completion of care management reviews and equalities monitoring data	Jonathan Price/ Care Management	March 2016 onwards

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 2. Advance equality of opportunity between people from different groups
 3. Foster good relations between people from different groups
- The proposals meet the Public Sector Equality Duty through the continued provision of transport options to those with assessed needs. The impact of these proposals on particular protected characteristics will be kept under regular review, during the care management review process to ensure that the PSED is met.

Stage 8: Recommendation

<p>11. 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 of opportunity are being addressed.</p>	
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>	✓
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

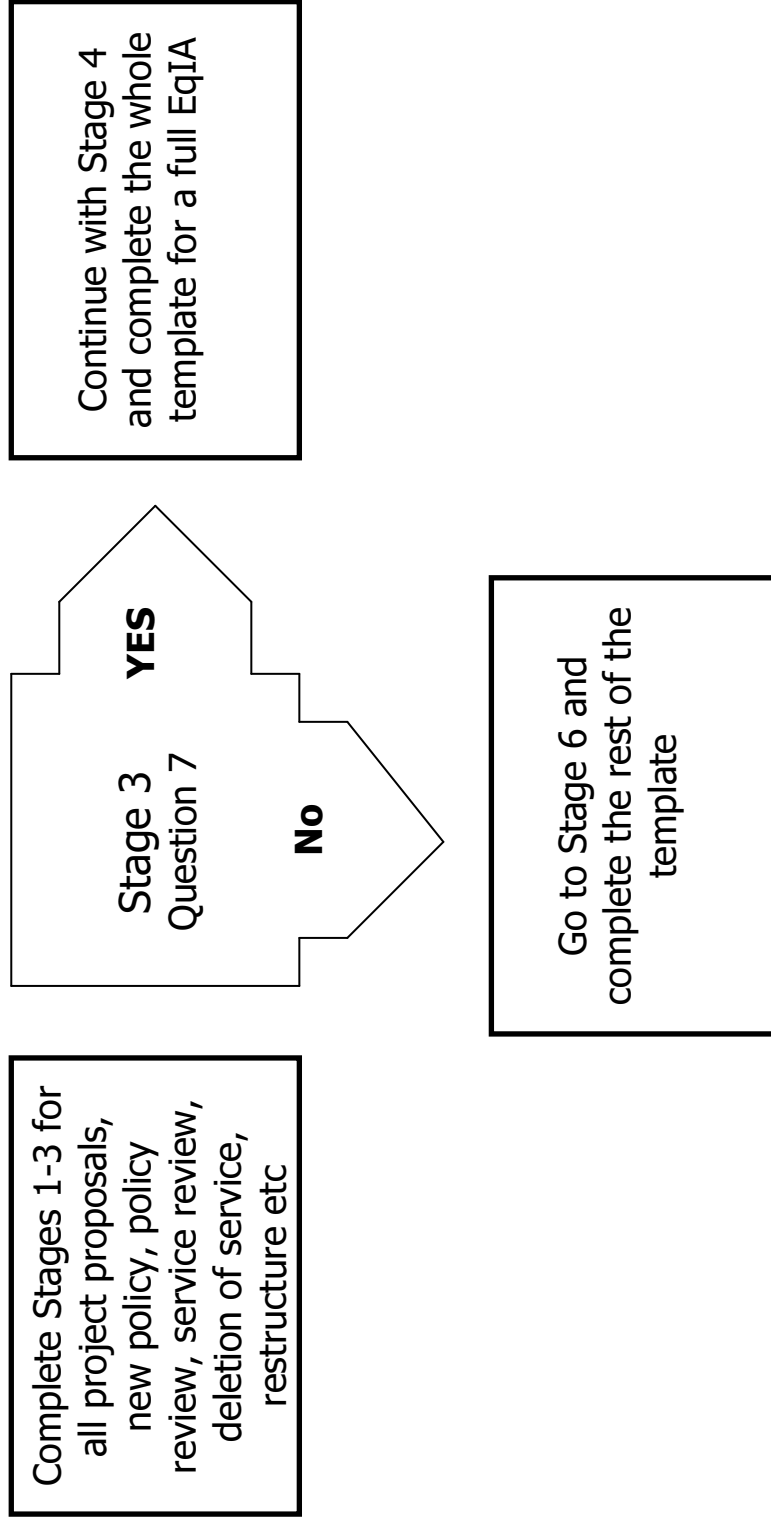
Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	
<p>Signed: (Lead officer completing EqIA)</p>	<p>Signed: (Chair of DETG)</p>
<p>Date:</p>	<p>Date:</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>	<p>Signature of DETG Chair</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	
Title of Project:		CE_01 Cessation of subsidy to Metropolitan Police	
Directorate / Service responsible:		Environment and Enterprise, Public Protection	
Name and job title of lead officer:		Richard Le-Brun	
Name & contact details of the other persons involved in the assessment:		Hanif Islam	
Date of assessment:		12/06/15	

Stage 1: Overview

Harrow currently provides grant funding through the Mayors Office for Police and Crime (MOPAC), that allows a Section 92 Agreement Match funding of Police Officers scheme. As part of this scheme, Harrow has signed up to a 3 year agreement in April 2015, which provides funding for a Sergeant and Police Officer, and in return MOPAC match fund two further Police Officers.

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 current arrangement pays for a Sergeant and three Officers that should be based in the town centre. A further Officer is funded that provides the PREVENT function (anti-terrorism) for Harrow.

The grant is discretionary, and provides a 6 month break clause on either side. The Metropolitan Police are currently going through major changes with 10,000 officer cut being proposed across the service over the next few years as well as Harrow potentially merging with other Police areas.

	<p>The proposal will see the activation of the break clause in August 2015, leading to no further funding from February 2016. This would lead to a £26,000 saving this financial year, and further £132,000 2016-17. The timing of it would fall in line with the restructure taking place in Harrow Police, as a result of their proposed merger, giving an opportunity to minimise impact.</p> <p>If the scheme is continued, the costs increase year on year and would result in a total three year cost of approximately £601,000, with increased funding of £43,000 needing to be found for year 2 and 3.</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 data-bbox="475 952 566 1288">Residents / Service Users</th> <th data-bbox="475 795 566 952">Partners</th> <th data-bbox="475 537 566 795">Stakeholders</th> <th data-bbox="475 89 566 537"></th> </tr> </thead> <tbody> <tr> <td data-bbox="566 952 614 1288">Staff</td> <td data-bbox="566 795 614 952">Age</td> <td data-bbox="566 537 614 795">Disability</td> <td data-bbox="566 89 614 537">✓</td> </tr> <tr> <td data-bbox="614 952 726 1288">Gender Reassignment</td> <td data-bbox="614 795 726 952">Marriage and Civil Partnership</td> <td data-bbox="614 537 726 795">Pregnancy and Maternity</td> <td data-bbox="614 89 726 537"></td> </tr> <tr> <td data-bbox="726 952 774 1288">Race</td> <td data-bbox="726 795 774 952">Religion or Belief</td> <td data-bbox="726 537 774 795">Sex</td> <td data-bbox="726 89 774 537"></td> </tr> <tr> <td data-bbox="774 952 821 1288">Sexual Orientation</td> <td data-bbox="774 795 821 952">Other</td> <td data-bbox="774 537 821 795"></td> <td data-bbox="774 89 821 537"></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		
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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 responsibility for service lies with Enterprise & Environment, Public Protection as well as the Metropolitan Police Service</p> <p>For this scheme to be moved forward, the MPS should be involved in the process to allow mitigation of the scheme.</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</p>																					

Plan at Stage 7)

Age (including carers of young/older people)	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.
Disability (including carers of disabled people)	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.
Gender Reassignment	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.
Marriage / Civil Partnership	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.
Pregnancy and Maternity	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.
Race	While evidence is lacking to support, the loss of the extremism officer would potentially have an impact due to certain cultures / races appearing more prone to this type of activity
Religion and Belief	While evidence is lacking to support, the loss of the extremism officer would potentially have an impact due to certain religions / beliefs appearing more prone to this type of activity
Sex / Gender	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.
Sexual Orientation	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.
Socio Economic	There is a risk of the perception of crime increasing with a potential decrease in officers. This is likely anyway due to the cuts the MPS are making themselves, and therefore they would be seeking to mitigate this already.

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
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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).																		
N/A																					
<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>Page 3: Assessing Potential Disproportionate Impact</p>																					
<p>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>																					
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					✓	✓	✓	✓													

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 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 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999, 1000

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).
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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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity						
Race	✓	While evidence is lacking to support, the loss of the extremism officer would potentially have an impact due to certain cultures / races appearing more prone to this type of activity			The responsibility to provide this post rests with the MPS, and therefore it is likely that this post would be provided through their normal funding. Additionally, any merger provides an opportunity to streamline staffing to allow the function to continue.	
Religion or Belief	✓	While evidence is lacking to support, the loss of the extremism officer would potentially have an impact due to certain religions / beliefs appearing more prone to this type of activity			The responsibility to provide this post rests with the MPS, and therefore it is likely that this post would be provided through their normal funding. Additionally, any merger provides an opportunity to streamline staffing to allow the function to continue.	
Sex						
Sexual orientation						
1. 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	✓	
			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)

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	Date Action included in Service / Team Plan
None. The equality impact assessment indicates that the equalities impact of the proposal should be neutral	Not applicable	Not applicable	Not applicable

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>	The responsibility to Police the area falls with the MPS, and therefore any impact would be felt by them rather than the Council. It is imperative that they are involved in any discussion going forward to allow them to mitigate against the impact
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.	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
Not applicable	Not applicable	Not applicable

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.

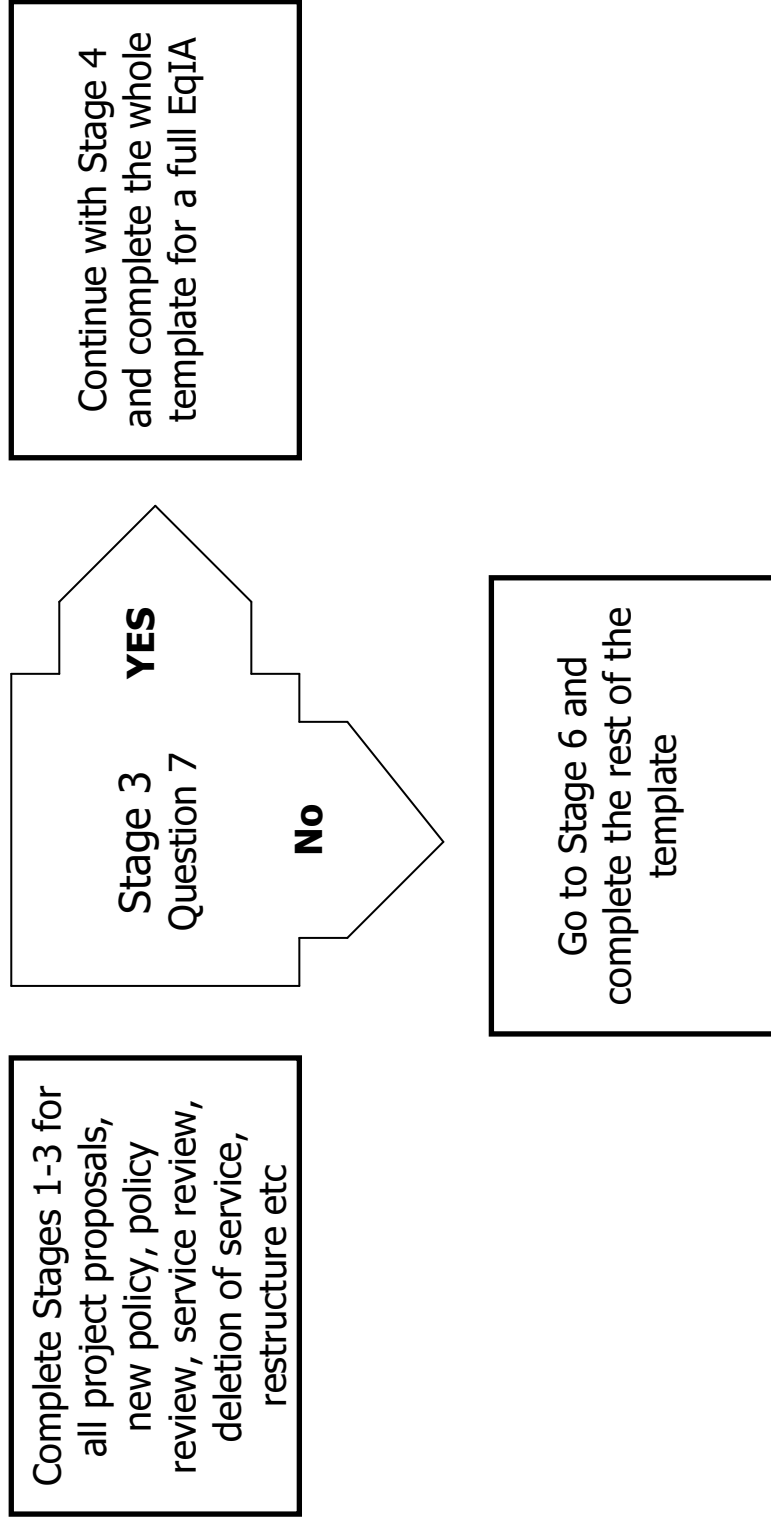
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?

261	Signed: (Lead officer completing EqIA)	Richard Le-Brun	Signed: (Chair of DETG)	Hanif Islam
	Date:	22/06/2015	Date:	23/06/2015
	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	X
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other		X	Other	
Title of Project:		PC31: Children with Disabilities Service - Reduce by one post as the service seeks to merge with adults.		
Directorate / Service responsible:		People Services		
Name and job title of lead officer:		Roger Rickman, Divisional Director, Special Needs Services		
Name & contact details of the other persons involved in the assessment:				
Date of assessment:		November 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 connected with the council's senior management restructure that refers to developing an all age disability service. The proposal is to merge the Children with Disabilities Service and the adult transition team to form a 0-25 disability service, achieving a £50,000 reduction in service costs.</p>								
<p>2. Who are the main people / Protected Characteristics that</p>	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th style="width: 25%;">Residents</th> <th style="width: 25%;">Service</th> <th style="width: 25%;">Partners</th> <th style="width: 25%;">Stakeholders</th> </tr> </thead> <tbody> <tr> <td>X</td> <td>X</td> <td>X</td> <td>X</td> </tr> </tbody> </table>	Residents	Service	Partners	Stakeholders	X	X	X	X
Residents	Service	Partners	Stakeholders						
X	X	X	X						

may be affected by your proposals? (✓ all that apply)	Users				
	Staff	x	Age	x	Disability
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity
	Race	x	Religion or Belief		Sex/gender
	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?

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.

5. 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)	Population data indicates that 25.2% of the Harrow population is under the age of 20.
Disability (including carers of disabled people)	<p>The service in its current form and the new service will be focused on those with disabilities.</p> <p>From existing information there are;</p> <ul style="list-style-type: none"> • 224 cases held by the Children with Disabilities Service and an additional 267 families who receive the core offer; • There are 952 children and young people with a statement of educational need or Education, Health and Care Plan;
Gender Reassignment	Not applicable
Marriage / Civil Partnership	Not applicable
Pregnancy and Maternity	Not applicable

Race	Data indicates that 82.1% of school children come from black or minority ethnic groups. Some 45% of pupils speak English as their first language. Gujarati, Tamil and Somali are the most recorded and commonly spoken community languages in the area.		
Religion and Belief	Not applicable		
Sex / Gender	Males are known to suffer a range of disabilities, for example, autism, disproportionately in the population.		
Sexual Orientation	Not applicable		
Socio Economic	Not applicable		

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).
Consultation with regard to the formation of the 0-25 disability service is being planned.			
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/gender	Sexual Orientation
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Yes	X	X	X	X	X	X	X	X	X
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 2?
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 Include this evidence, including any data, statistics, titles of documents and website links here)

The proposal for the new 0-25 disability service will aim to mitigate the effects of this budget reduction as far as possible.

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 The service deals with young people up to the age of 25 and so all of the people affected by the service share a protected characteristic.	The development of an all age service will provide a continuity of understanding of the issues individual disabled young people have to address.
Disability (including carers of disabled people)	✓		The new service will support young people with disabilities up to the age of 25.	The development of an all age service will provide a continuity of understanding of the issues individual disabled young people have to address.
Gender Reassignment			Not applicable	
Marriage and Civil Partnership			Not applicable	

Pregnancy and Maternity		Not applicable			
Race	✓	More than 82% of the school age population of the Borough come Black and Minority Ethnic Communities		The development of an all age service will provide a continuity of understanding of the issues individual disabled young people have to address.	
Religion or Belief		Not applicable			
Sex/gender	✓	Some disabilities are more prevalent amongst male young people		The development of an all age service will provide a continuity of understanding of the issues individual disabled young people have to address.	
Sexual orientation		Not applicable			
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	X
			Yes	No	X

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	X	X				X			
No			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)

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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)**

The impact on those with disabilities will be mitigated as far as possible in the formation of the new service and by attending to eligibility, giving priority to those with the most serious and significant level of need.

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

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	The new 0-25 disability service is in the process of being developed and appropriate consultation with service users and staff is planned.		December 2015	Roger Rickman	Not applicable

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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? *(Also Include in Improvement Action Plan at Stage 7)*

There will be a review of the operation of the new 0-25 disability service after six months.

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

Not applicable

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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Eliminate 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.

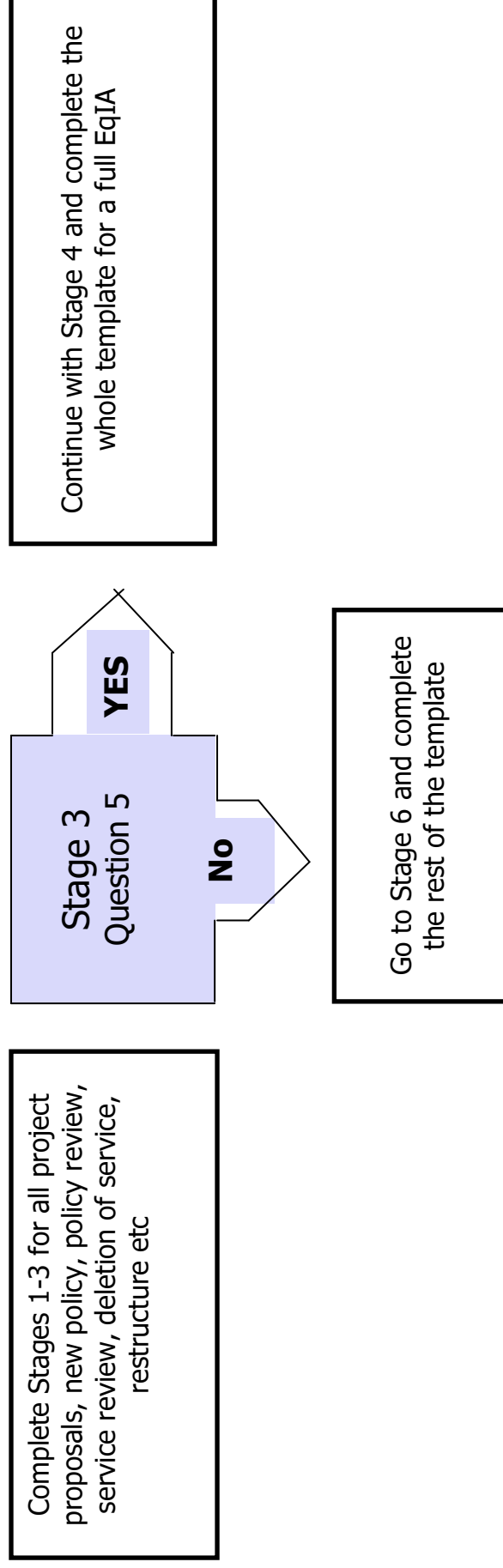
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?

Signed: (Lead officer completing EqIA)	Roger Rickman, Divisional Director, Special Needs Services	Signed: (Chair of DETG)	
Date:		Date:	
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 (EqIA). There is now just one Template. Lead Officers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input checked="" type="checkbox"/> Cabinet	<input type="checkbox"/> Portfolio Holder	<input type="checkbox"/> Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):	£150k		
Title of Project:	Commissioning Team – Reduce the commissioning team by 2FTE		
Reference:	PA_19		
Directorate / Service responsible:	CHW		
Name and job title of Lead Officer:	Jonathan Price		
Name & contact details of the other persons involved in the assessment:	Jonathan Price ext: 2963		
Date of assessment (including review dates):	August 2015		

Stage 1: Overview

	<p>The Strategic Commissioning team comprises of 3.6FTE and report to the Head of Strategic Commissioning & Provider services. Following the Senior management restructure the team is to merge with the Children's commissioning unit to establish a People's commissioning unit.</p> <p>Discussions with the Commissioning network and Children's SMT have taken place and a plan to deliver both savings over the two years has been agreed.</p> <p>Savings Proposal:</p> <p>This proposal is to reduce the Commissioning team in Adults as part of the merged unit from 3.6FTE to 1.6FTE.</p> <p>This will deliver a saving of £150,000 in 2016/17.</p> <p>The new unit will establish commissioning intentions for the People's directorate in 2015/16 and deliver the MTFS implementation plans for 2016 – 2018.</p>
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What are you trying to do?

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

<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 checked="" type="checkbox"/>	Age	<input checked="" type="checkbox"/>	Disability	<input type="checkbox"/>
	Gender Reassignment	<input type="checkbox"/>	Marriage and Civil Partnership	<input type="checkbox"/>	Pregnancy and Maternity	<input type="checkbox"/>
	Race	<input checked="" type="checkbox"/>	Religion or Belief	<input checked="" type="checkbox"/>	Sex	<input checked="" type="checkbox"/>

	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 proposal is reliant upon commitments made by the Children's SMT and Commissioning network, overall responsibility remains with adult services. These teams have been involved within the formulation of the proposal.</p>	
<p>Stage 2: Evidence & Data Analysis</p>		
<p>4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>		
Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	HR Records for Adults staff impacted by the proposal.	All staff impacted by the proposal are between the age of 40 and 60 and are of working age.
Disability (including carers of disabled people)	HR Records for Adults staff impacted by the proposal	None of the staff impacted have identified that they have a disability.
Gender Reassignment	HR information not recorded	No Information recorded
Marriage / Civil Partnership	HR Records for Adults staff impacted by the proposal	No relevant
Pregnancy and Maternity	HR information not recorded	Not relevant
Race	HR Records for Adults staff impacted by the proposal	The impact of this proposal is not more severe for any particular race.

Religion and Belief	HR information not recorded						Not relevant
Sex / Gender	HR Records for Adults staff impacted by the proposal						All staff impacted by the proposal are female
Sexual Orientation	HR information not recorded						

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

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Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals
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A full consultation will be carried out with staff if this proposal is accepted, it will include the appropriate input from the union to ensure the fairest outcome.	To be assessed after consultation	To be assessed after consultation

Stage 5: Assessing Impact

<p>7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?</p>					
Protected Characteristic	Adverse Impact	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 7			
	<table border="1"> <tr> <td data-bbox="710 1635 845 1780">Positive Impact ✓</td> <td data-bbox="710 1482 845 1635">Minor ✓</td> <td data-bbox="710 1187 845 1482">Major ✓</td> </tr> </table>	Positive Impact ✓	Minor ✓	Major ✓	
Positive Impact ✓	Minor ✓	Major ✓			
Age (including carers of young/older people)	✓	All staff impacted by the proposal are aged between 40 and 60 and as such this age range alone is impacted			
Disability (including carers of disabled people)		No impact			
Gender Reassignment		No data			
		Mitigation will come in the form of consultation with the staff impacted and the Unions. Any redundancies will need to be appropriately managed using internal redeployment procedures.			
		n/a			
		N/a			

Marriage and Civil Partnership				Not relevant	Mitigation will come in the form of consultation with the staff impacted and the Unions. Any redundancies will need to be appropriately managed using internal redeployment procedures.	
Pregnancy and Maternity				No impact	n/a	
Race				Selection of staff for redundancy will follow the Council's agreed procedure	Mitigation will come in the form of consultation with the staff impacted and the Unions. Any redundancies will need to be appropriately managed using internal redeployment procedures.	
Religion or Belief				No data available to assess impact	n/a	
Sex			✓	All staff impacted by the proposals are female, as such the proposal only has a direct impact on female members of staff.	Mitigation will come in the form of consultation with the staff impacted and the Unions. Any redundancies will need to be appropriately managed using internal redeployment procedures.	
Sexual orientation				No data	n/a	
8. 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?				This proposal is one of many proposals across the Council, which entail job reductions. This limitation is likely to limit the opportunity for redeployment of staff who may be at risk of redundancy.		
9. 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 it to happen?

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Age	Detailed, meaningful consultation	Results of Consultation	Jonathan Price	TBC
Sex	Detailed, meaningful consultation	Results of Consultation	Jonathan Price	TBC

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

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

Further assessment is required to manage Equity in provisions within the constraints of the budget pressures to minimise risks

Stage 8: Recommendation

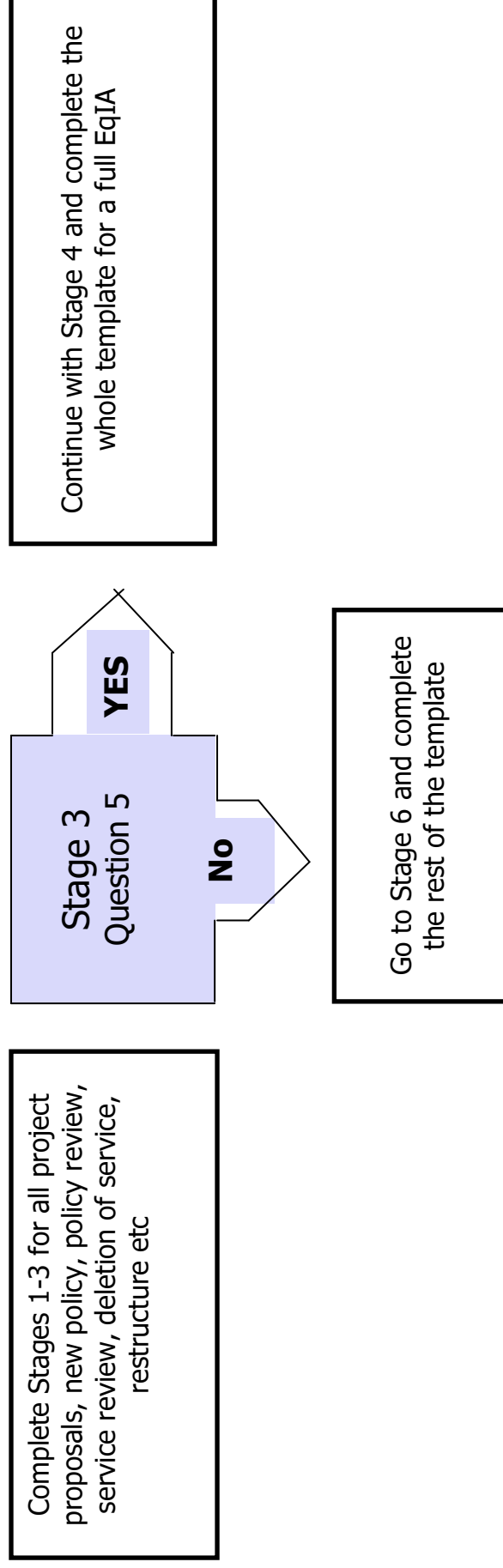
<p>11. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>	
<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.</p>	✓
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>	
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	
<p>Signed: (Lead officer completing EqIA)</p>	<p>Signed: (Chair of DETG)</p>
<p>Date:</p>	<p>Date:</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>	<p>Signature of DETG Chair</p>

Equality Impact Assessment Template

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- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input checked="" type="checkbox"/>	Cabinet	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)
Date decision to be taken:						
Value of savings to be made (if applicable):						
Title of Project:						
Directorate / Service responsible:						
Name and job title of Lead Officer:						
Name & contact details of the other persons involved in the assessment:						
Date of assessment (including review dates):						

Stage 1: Overview

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<p>1. What are you trying to do? (Explain your proposals here 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 order to achieve greater efficiency for the Council, the proposal is to transform the Council's approach to working with young people in partnership with the voluntary sector. The growth and development of the voluntary sector has long been one of the Council's ambitions and the sector is small and with relatively limited success in achieving its wider ambitions. Colleagues in Enhancing Achievement (a section within Education Strategy) have a long tradition of working with the voluntary sector and schools, in raising external funding, in meeting the needs of vulnerable and disadvantaged children and their parents and in improving the quality of provision and level of engagement of the supplementary school provision locally. This proposal, whilst reducing staff establishment at Harrow Council, intends to:</p> <ol style="list-style-type: none"> 1. Maximise opportunities for volunteering through collaborative working with the voluntary and community sector 2. Continue to ensure that, through schools and the voluntary sector people from all backgrounds are respected, treated fairly and achieve good educational outcomes. 3. Improve the Council's ability to deliver an efficient and effective organisation
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The proposal is to reduce the establishment of Education Strategy by the two posts in the Enhancing Achievement team and support the creation of a new charity to meet the Council's wider objectives on behalf of the community.

The two posts in this proposal are a legacy from the former Ethnic Minority Achievement grant which ceased some years ago but which the Council retained for the additional benefits that they brought to the community and schools. Neither post fulfils any statutory requirement of the Local Authority.

Post 1 The Traveller Liaison post works with the Traveller of Irish Heritage community and is currently funded approximately three days per week by the Forest School paying the LA for this time (local charity established 2013). These contribute to the overall cost of the post but are not guaranteed on going and do not meet full costs. The Forest School is itself a charity and this would not normally be the kind of activity a LA would, even with a funding arrangement, provide staff for. The post holder also works with the Traveller community to help them access education and additional services. The latter element is a service the post was directly not intended for.

Post 2 The Enhancing Achievement senior professional post works with the supplementary schools to support their development and to secure grant funding from charities to sustain the work of the schools with respect to vulnerable and disadvantaged children, parents and families.

It is proposed that these two posts are deleted.

Post 1: The **Traveller Liaison Post** will be deleted with the process starting Autumn 2015. The post will be deleted with effect from 31 March 2016. There is limited risk in deleting this post. The work of the Forest School is likely to remain and continue to benefit young people. The Forest School can continue to directly employ this colleague if they wish.

Associated Risks of the Deletion of the Traveller Liaison Post

Some Traveller families of Irish Heritage will not have access to a specialist service. Loss of internal expertise and some existing relationships with Traveller families will be

met by other links with the community through Early Intervention Services teams.

Some 18 schools have benefited from the work of the Traveller Support Officer in recent years. There are approximately 20 children of Traveller heritage in secondary schools and 69 in primary schools in Harrow; although it must be noted that Travellers do not always declare their heritage as such so the number could be greater. Schools may continue to directly purchase the support in such a liaison role as they wish. This is what they would do for any other ethnic group. This could be funded through various grant schemes identified by the Securing Success charity in future (see below). There is no statutory requirement on the LA to have this post and the duty on the educational performance for Traveller children falls principally and directly on schools.

Post 2: The Senior Professional Post (Enhancing Achievement) will work throughout the academic year September 2015 - August 2016 to develop a charity arm for this work (see above). During this time the council will begin the process to delete the post with effect from 31 August 2016. For the period from April 2016 until August 2016 the post will remain to lead the transformation, including the development of the new charity (Securing Success as a working title) until the post is deleted and the post holder made redundant.

From 1 April 2016 to 31 August 2015 this post will cost the Council approximately £25,000. The aim is to cover 75% of this from management fees and from external funding sources including charity set up funds.

Associated Risks to Deletion of Senior Professional Post:

There are risks associated with the deletion of this post to the LA but the impact on protected characteristics should be limited as the new Charity takes over much of this work.

Through the deletion of this post the council will lose inside knowledge of the community groups and supplementary schools and the eyes and ears of the organisation to identify unregulated schools. The provision in Harrow has been described as outstanding in a recent research paper and Harrow is exceptional in the work that it does in these areas. These established relationships support general capacity building across communities, including those which can be hard to hear and reach

	<p>This could have serious implications where safeguarding concerns may not be identified as speedily where readiness to report concerns in the supplementary school community may be hampered by less direct Council engagement and in the opportunities for the promotion of good practice in supplementary schools. The loss of the post could also result in a loss of income to schools through the funded generated by successful bidding. An estimated 30,000 annual loss to the Council in management fees will also result. It may also cost the Council some funding to commission certain activities from time to time. Much of this risk can be offset by the successful establishment of the new charity to which the Council can be a partner and commissioner.</p> <p>If the charity is not established this would put the quality assurance from the Council's perspective at risk, with the loss of demonstrable benefits of improved educational outcomes for many children and young people. External funding opportunities may not be matched to Harrow Council's priorities and the funding available to schools for targeted intervention may decrease. Schools and the new charity may be able address this risk of a shortfall. Importantly the highly successful, and now nationally recognised, importance of Harrow Council's work with supplementary schools will be undone.</p> <p>Two members of staff are directly affected. As this is a very small number the risk of their characteristics being identified and attributed to an individual is high.</p> <p><u>This proposal if fully implemented will not result in any adverse impact on any protected characteristic and the LA's statutory duties will be unaffected.</u> There may be some impact on the LA non-statutory work but the current fiscal conditions would not justify the retention of these tasks where other options are available.</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,</p>																

authority or organisation? If so:

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

The responsibility for these activities and decisions rests only within the People Directorate. Schools, local charities and supplementary schools are partners in different aspects of the work involved. Although both sectors understand the potential impact of Council efficiencies in these areas they have not yet been formerly consulted on the proposal in relation to possible redundancies in this change as the Council has yet to make a decision in relation to staff and it would be inappropriate to formerly consult on the finer detail without a, at least concurrent, staff consultation. However, Education Strategy has been in discussions with different charities in order to develop a new model of working (the substantive part of this proposal) and provide for these activities going forward. We have had a very positive response to date and new arrangements are already beginning to be implemented.

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address your Improvement Action Plan at Stage 6)

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Protected Characteristic	Evidence	Analysis & Impact
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	

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

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Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		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 7	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 6)
		Minor	Major		
Age (including carers of young/older people)	✓	✓	Major ✓		
Disability (including carers of					

disabled people)													
Gender Reassignment													
Marriage and Civil Partnership													
Pregnancy and Maternity													
Race													
Religion or Belief													
Sex													
Sexual orientation													
8. 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?

9. 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 it to happen?

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If there is a significant reduction in early intervention services that may limit the Council's capacity to work with families that may find it particularly difficult to access services or who are often, in the case of some TIH, keen to work only with those they have a long established relationship with. The protected characteristic at risk could be Race.

Yes

✓

No

The overall presence of the Council in the third sector environment. These are non-statutory elements as far as education services are concerned but the DfE, GLA and independent analysis has pointed to Harrow's work with the supplementary schools. We have been regarded as a national leader in this area. This has helped to improve the quality assurance around SSs and enabled the Council to develop strong community links here. There is some concern nationally about SSs but Harrow's approach has been proactive and a model of good practice. The successful establishment of the Charity, in partnership with the Council, will mitigate the risks. Community cohesion could be at some risk but it would not affect any protected characteristic.

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <p>2. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p> <p>3. Advance equality of opportunity between people from different groups</p> <p>3. Foster good relations between people from different groups</p>	<p>The division intends to continue its current commitments in these areas. It has already achieved well in these but intends to do this through a different mechanism and, in line with the transformation of local government nationally, to embrace the opportunity of working with new partnerships to achieve the objectives. This will allow the directorate/division to provide challenge and support to agencies delivering on our core objectives for young people and their families. Some elements of the work will continue through remaining services, such as elements of Families First and Early Intervention (and services in other Directorates) where Travellers, as one example need additional support to access services.</p>
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Stage 8: Recommendation

<p>11. 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 of opportunity are being addressed.</p> <p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p> <p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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</p>	<p>✓</p>
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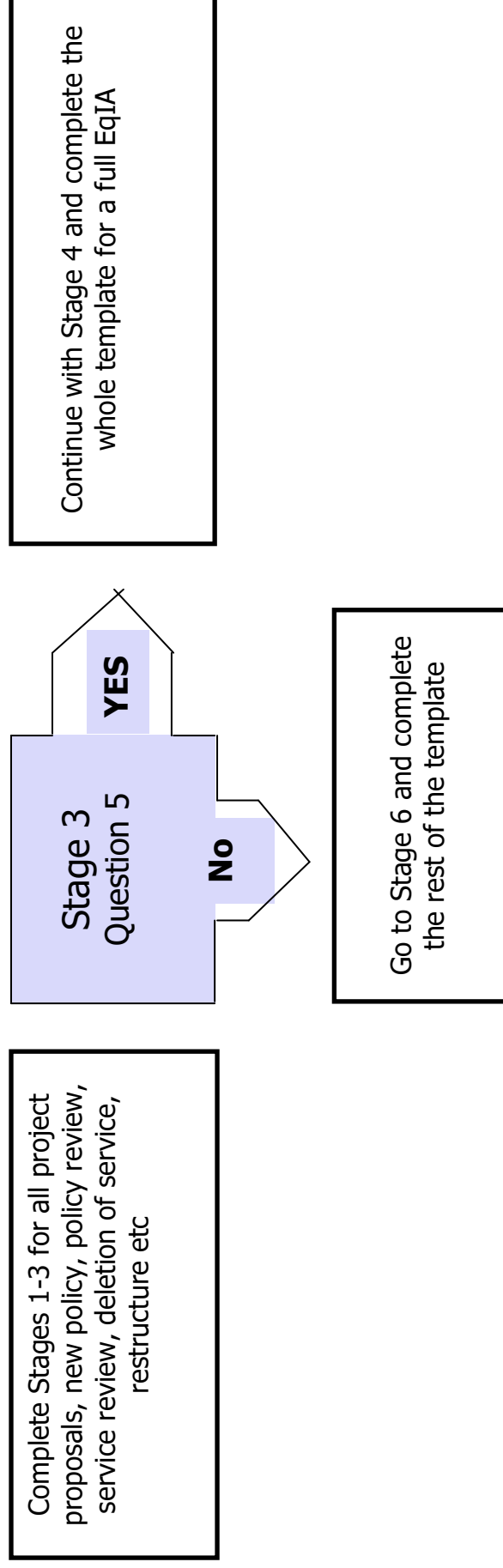
sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	People Services Directorate	
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)
Date:		Date:
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair

Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input type="checkbox"/>	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:				
Value of savings to be made (if applicable):	£514,000.00			
Title of Project:	Special Needs Transport			
Directorate / Service responsible:	Children and Families			
Name and job title of Lead Officer:	Roger Rickman, Divisional Director			
Name & contact details of the other persons involved in the assessment:	Caroline Piddington – Transport Co-ordination Manager Carole Wells, Service Manager, SEN Assessment and Review			
Date of assessment (including review dates):				

Stage 1: Overview

<p>296</p> <p>1. What are you trying to do? (Explain your proposals here 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 Special Needs Transport Service is responsible for transporting 576 vulnerable children with special needs from their homes to specified school placements or colleges. The destinations are both in-borough and out-borough either on a daily, weekly boarder or termly boarder basis.</p> <p>The service has undergone a fundamental service review and restructuring as part of the SNT 3 programme during 2013/14. The project concluded that if savings were not met that consideration would be given to out-source further routes</p> <p>The service is looking at the following proposals to reduce costs</p> <p>Option 1 - Out-source Further Routes Alexandra and Shafesbury Schools – If this proposal is approved there would be deletion of driver and escort posts, resulting in potential redundancy for approximately 40 term time only staff 18 Drivers and 19 Escorts</p> <p>Option 2 - Review criteria for College and Nursery Transport Assistance with a view to reduce transport requirement. If this proposal is approved some passengers would experience difficulty with attending their college or nursery</p> <p>Option 3 – High cost routes – There are two routes that are currently costing over 1k for 2 passengers. Both passengers have high complex needs and travel with 2-1 ratio of support (escort) plus driver and vehicle. Consider direct payment, personalisation or</p>
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	similar payment to families				
	Residents / Service Users	<input type="checkbox"/>	Partners		Stakeholders
	Staff	<input type="checkbox"/>	Age		Disability
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity
	Race		Religion or Belief		Sex
	Sexual Orientation		Other		
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:	Partners- educational settings/neighbouring LAs/Adult social care /Other SEN services in the Council				
• Who are the partners?	Overall responsibility – Divisional Director SEN services				
• Who has the overall responsibility?	Possible involvement in the assessment- work through the WLA				
• How have they been involved in the assessment?					

Stage 2: Evidence & Data Analysis

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<p>What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>	
Protected Characteristic	Evidence
Age (including carers of young/older people)	The age range of service users is 3 to 25, however the age range of carers is unknown
Disability (including carers of disabled people)	All passengers travelling on the service have special needs. This may range from mild learning disability to severe complex mobility difficulties, met the eligibility criteria for travel assistance. Duty imposed on LAs by <ul style="list-style-type: none"> The changes could result in not promoting and ensuring equality of opportunity for the most

	the Education Act 1996 and the Children and Families Act 2014	vulnerable <ul style="list-style-type: none"> School attendance is disrupted and made more difficult for eligible children and young people with SEN Increase in the number of complaints and compensation challenges
Gender Reassignment	There is no indication to suggest that gender reassignment is a factor in this service	
Marriage / Civil Partnership	There is no indication to suggest that marriage/civil partnership is a factor in this service	
Pregnancy and Maternity	There is no indication to suggest that pregnancy is a factor in this service	
Race	There is no indication to suggest that race is a factor in this service	
Religion and Belief	There is no indication to suggest that Religion and Belief are a factor in this service	
Sex / Gender	There is no indication to suggest that sex or gender is a factor in this service	
Sexual Orientation	There is no indication to suggest that sexual orientation is a factor in this service	
Stage 3: Assessing Potential Disproportionate Impact		
5. 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	X	X					
No			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 6

Stage 4: Further Consultation / Additional Evidence

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?
Option 1 - SNT 3 – A comprehensive review was carried out in 2013, including parents, schools, HADS, Unions and all stakeholders	The effect of the Alexandra and Shaftesbury group is change in provider
Option 2 – This proposal has not been consulted	Expected removal of service will cause difficulty to some service users and their families It could result in the Council not promoting and ensuring equality of opportunity for the most vulnerable
Option 3 – High cost routes – There are two	Expected removal of service will cause
	What actions have you taken to address the findings of the consultation? E.g. revising your proposals
	The review concluded that if savings were not met that this option would be considered
	Looking at other transport options, i.e. if family are in receipt of travel allowance or car. Taxi card
	Review the eligibility criteria for young adults

routes that are currently costing over 1k for 2 passengers. both passengers have high complex needs and travel with 2-1 ratio of support (escort) plus driver and vehicle. Consider direct payment, personalisation or similar payment to families	difficulty to service users and their families. School attendance is disrupted and made more difficult for eligible children and young people with SEN	alongside support received through personal budgets.
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Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
Age (including carers of young/older people)	✓	X	X	Option 1 – Outsourcing would have minor impact as service still being provided Option 2 & 3 – Removal of service would have a major impact to some of our service users and their families	Monitoring on existing framework Alternative transport options, could be considered and eligibility reviewed as parents may be in receipt of travel allowance, mobility allowance or taxi car
Disability (including carers of disabled people)		X	X	Option 1 – Outsourcing would have minor impact as service still being provided Option 2 & 3 – Removal of service would have a major impact to some of our service users and their families	Monitoring on existing framework Alternative transport options, could be considered and eligibility reviewed as parents may be in receipt of personal budgets ,travel allowance, mobility allowance or taxi card

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			
Sexual orientation	N/A	N/A	N/A	N/A			
8. 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>The changes are likely to have a disproportionate impact on children / young people with disabilities and their families</p>						
<p>9. 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 it to happen?</p>	<table border="1"> <thead> <tr> <th data-bbox="526 840 574 1086">Yes</th> <th data-bbox="526 604 574 840">X</th> <th data-bbox="526 336 574 604">No</th> </tr> </thead> <tbody> <tr> <td colspan="3" data-bbox="574 89 829 1086"> <p>Phoenix Project Adults Services Proposals are highly likely to have an impact on the SENARS and the LA's ability and to carry out duties as set out in the Children and Families Act 2014 and the Care Act 2015</p> </td> </tr> </tbody> </table>	Yes	X	No	<p>Phoenix Project Adults Services Proposals are highly likely to have an impact on the SENARS and the LA's ability and to carry out duties as set out in the Children and Families Act 2014 and the Care Act 2015</p>		
Yes	X	No					
<p>Phoenix Project Adults Services Proposals are highly likely to have an impact on the SENARS and the LA's ability and to carry out duties as set out in the Children and Families Act 2014 and the Care Act 2015</p>							
<p>Stage 6 – Improvement Action Plan</p>							
<p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p>							
<ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 							
<p>Area of potential adverse impact e.g. Race, Disability</p>	<p>Proposal to mitigate adverse impact</p>	<p>How will you know this has been achieved? E.g. Performance Measure / Target</p>	<p>Lead Officer/Team</p>	<p>Target Date</p>			
<p>Age</p>							

Disability				
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 				
Stage 8: Recommendation				
<p>11. 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 of opportunity are being addressed.</p> <p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p> <p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>				
			Potentially disadvantaging children and young people with special needs and disability from accessing further Education	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p> <p>The Special Needs Transport is a service under immense financial pressure, year on year is overspending due to the growth in numbers requiring the service and no additional funding available. The numbers have increased again this year from 550 in July 2015 to 576 by September 2015. In addition, the savings target for 2016/2017, to find £5m. in potential savings, means that there is a need for significant change to the existing service.</p> <p>The pressure on the service must be assessed against the national context and the changes in legislation for SEND through the Children and Families Act 2014 and the Care Act 2015. Nationally there is a growth in the number of children and young people with SEND and who are continuing to remain in education beyond</p>				

statutory school age and up to 25 years.

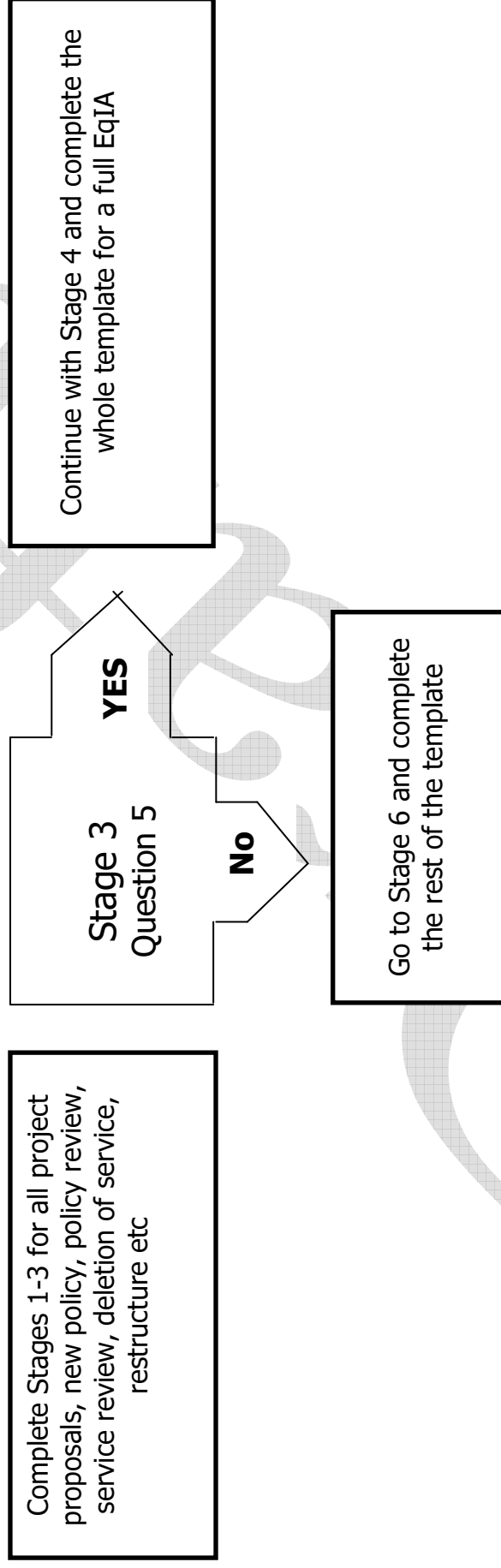
Stage 9 - Organisational sign Off

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

Signed: (Lead officer completing EqIA)	Caroline Piddington	Signed: (Chair of DETG)	
Date:	August 2015	Date:	
Date EqIA presented at the EqIA Equality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	✓	Portfolio Holder	Other (explain)
Date decision to be taken:	18 th February 2016			
Value of savings to be made (if applicable):	£333k staffing (Total saving for re-org is £415k)			
Title of Project:	RESF03 Finance Division Reorganisation			
Directorate / Service responsible:	Resources and Commercial / Finance Division			
Name and job title of Lead Officer:	Dawn Calvert – Director of Finance			
Name & contact details of the other persons involved in the assessment:	Dawn Calvert Dawn.Calvert@harrow.gov.uk			
Date of assessment (including review dates):	November 2015			

Stage 1: Overview

1. What are you trying to do?

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

Reduce the cost of the Finance division in 2016/17 by £385k. £333k of this will be delivered through a reduction in staff costs with the remaining £52k saving being found in non staffing budgets. The proposal to deliver the £333k saving reduces the division by a net of 7.5 posts, going from a total of 36.5 posts to 29.0 posts.
There are a total of 14.5 posts being deleted and 7 posts being created, so a net reduction of 7.5 posts. At this stage I will use the statistics for the 14 staff currently in post to complete the EQIA.
Of the 14 staff, 3 members of staff are on Fixed Term contracts covering Finance Officer posts.

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	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? 		<p>Overall responsibility for the savings delivery lies within the Finance Division, however its implementation will require working in partnership with other directorates and services within the Council.</p>																																							
<p>Stage 2: Evidence & Data Analysis</p>																																									
<p>4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics. (Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action in your Improvement Action Plan at Stage 6)</p>																																									
<p>307</p>		<p>Protected Characteristic</p>		<p>Evidence</p>																																					
<p>Age (including carers of young/older people)</p>		<table border="1"> <thead> <tr> <th>Whole Council</th> <th>Excluding Schools</th> <th>2011 Census</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>2015</td> <td></td> </tr> <tr> <td>4,798</td> <td>2,042</td> <td></td> </tr> <tr> <td>3.83%</td> <td>1.37%</td> <td>13.1%</td> </tr> <tr> <td>17.22%</td> <td>12.93%</td> <td>16.3%</td> </tr> <tr> <td>23.59%</td> <td>21.89%</td> <td>14.2%</td> </tr> <tr> <td>31.20%</td> <td>32.62%</td> <td>13.2%</td> </tr> <tr> <td>21.05%</td> <td>26.25%</td> <td>10.5%</td> </tr> <tr> <td>3.11%</td> <td>4.95%</td> <td>14.1%</td> </tr> <tr> <td>2015</td> <td>2015</td> <td></td> </tr> <tr> <td>4,798</td> <td>2,042</td> <td></td> </tr> <tr> <td>1.44%</td> <td></td> <td>2.94%</td> </tr> </tbody> </table>		Whole Council	Excluding Schools	2011 Census	2015	2015		4,798	2,042		3.83%	1.37%	13.1%	17.22%	12.93%	16.3%	23.59%	21.89%	14.2%	31.20%	32.62%	13.2%	21.05%	26.25%	10.5%	3.11%	4.95%	14.1%	2015	2015		4,798	2,042		1.44%		2.94%	<p>Analysis & Impact</p> <p>As these proposals are focused on the reduction of staff it is unlikely to impact on residents or other stakeholders.</p> <p>The age profile of the affected staff group is currently 7% 50 – 65, 57% 40 - 50, 29% 30 – 40, 7% 20-30</p> <p>There is no disproportionate impact on age based on the statistics above.</p>	
Whole Council	Excluding Schools	2011 Census																																							
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21.05%	26.25%	10.5%																																							
3.11%	4.95%	14.1%																																							
2015	2015																																								
4,798	2,042																																								
1.44%		2.94%																																							
<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 these proposals are focused on the reduction of staff it is unlikely to impact on residents or other stakeholders.</p> <p>None of the affected staff are known to be registered disabled.</p>																																					

Gender Reassignment	No information collected	As these proposals are focused on the reduction of staff it is unlikely to impact on residents or other stakeholders. None of the affected staff have been involved in gender reassignment as far as is known.																																																								
Marriage / Civil Partnership	No information collected	As these proposals are focused on the reduction of staff 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																																																								
Pregnancy and Maternity	No information collected	As these proposals are focused on the reduction of staff it is unlikely to impact on residents or other stakeholders. None of the staff affected are on maternity leave and no information is known to management regarding pregnancy.																																																								
Race	<table border="1"> <thead> <tr> <th></th> <th>Whole Council</th> <th>Excluding schools</th> <th>Census</th> </tr> </thead> <tbody> <tr> <td></td> <td>2015</td> <td>2015</td> <td></td> </tr> <tr> <td>Total</td> <td>4798</td> <td>2042</td> <td></td> </tr> <tr> <td>Asian</td> <td>27.34%</td> <td>22.33%</td> <td>42.59%</td> </tr> <tr> <td>Black</td> <td>9.44%</td> <td>15.03%</td> <td>8.24%</td> </tr> <tr> <td>Mixed</td> <td>2.33%</td> <td>2.06%</td> <td>3.97%</td> </tr> <tr> <td>Any other ethnic group</td> <td>1.06%</td> <td>0.73%</td> <td>2.95%</td> </tr> <tr> <td>Total BAME</td> <td>40.18%</td> <td>40.16%</td> <td>57.75%</td> </tr> <tr> <td>White</td> <td>52.17%</td> <td>51.42%</td> <td>42.25%</td> </tr> <tr> <td>Not Known</td> <td>7.65%</td> <td>8.42</td> <td>0</td> </tr> <tr> <td></td> <td>2015</td> <td>2015</td> <td></td> </tr> </tbody> </table>		Whole Council	Excluding schools	Census		2015	2015		Total	4798	2042		Asian	27.34%	22.33%	42.59%	Black	9.44%	15.03%	8.24%	Mixed	2.33%	2.06%	3.97%	Any other ethnic group	1.06%	0.73%	2.95%	Total BAME	40.18%	40.16%	57.75%	White	52.17%	51.42%	42.25%	Not Known	7.65%	8.42	0		2015	2015		As these proposals are focused on the reduction of staff it is unlikely to impact on residents or other stakeholders. Current profile of the affected group of staff is: White 36%, Asian 64%.												
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Sex / Gender	Whole Council		Excluding schools		Census	As these proposals are focused on the reduction of staff it is unlikely to impact on residents or other stakeholders. Current profile of the affected group of staff is: 57% female 43% male.
	2015		2015			
	4798		2042			
	Total	21.72%	38.05%	49.59%		
	Male	78.28%	61.51%	50.41%		
	Female	Whole Council		Excluding schools		
		2015	2015			
	Total	4798	2042			
	Heterosexual	14.17%	20.47%			
	Lesbian	0.06%	0.10%			
Gay	0.17%	0.34%				
Bi-sexual	0.17%	0.34%				
Prefer not to say	1.00%	1.52%				
Other	0.04%	0.00%				
Unknown	84.39%	77.23%				
Sexual Orientation						
As these proposals are focused on the reduction of staff 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.						

Stage 3: Assessing Potential Disproportionate Impact

5. 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?

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	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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals

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Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		

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>8. 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>9. 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 it to happen?</p>					Yes	No			
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 									

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
No areas of adverse impact have been identified	The impact of this change will be reviewed after six months of implementation and then as part of the annual planning process on an ongoing basis.	Progress reports through management line.	Dawn Calvert	Sept 2016

Stage 7: Public Sector Equality Duty

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1. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 2. Advance equality of opportunity between people from different groups
 3. Foster good relations between people from different groups

- 1 The change proposed is not likely to have any direct impact however if they do, we will always seek to support the Council in eliminating discrimination, harassment and victimisation.
2. The change proposed is not likely to have any direct impact however if they do, we will always seek to support the advancement of equality of opportunity.
3. The change proposed is not likely to have any direct impact however if they do, we will always seek to support the fostering of good relations between different groups.

Stage 8: Recommendation

11. 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 of opportunity are being addressed.	✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been	

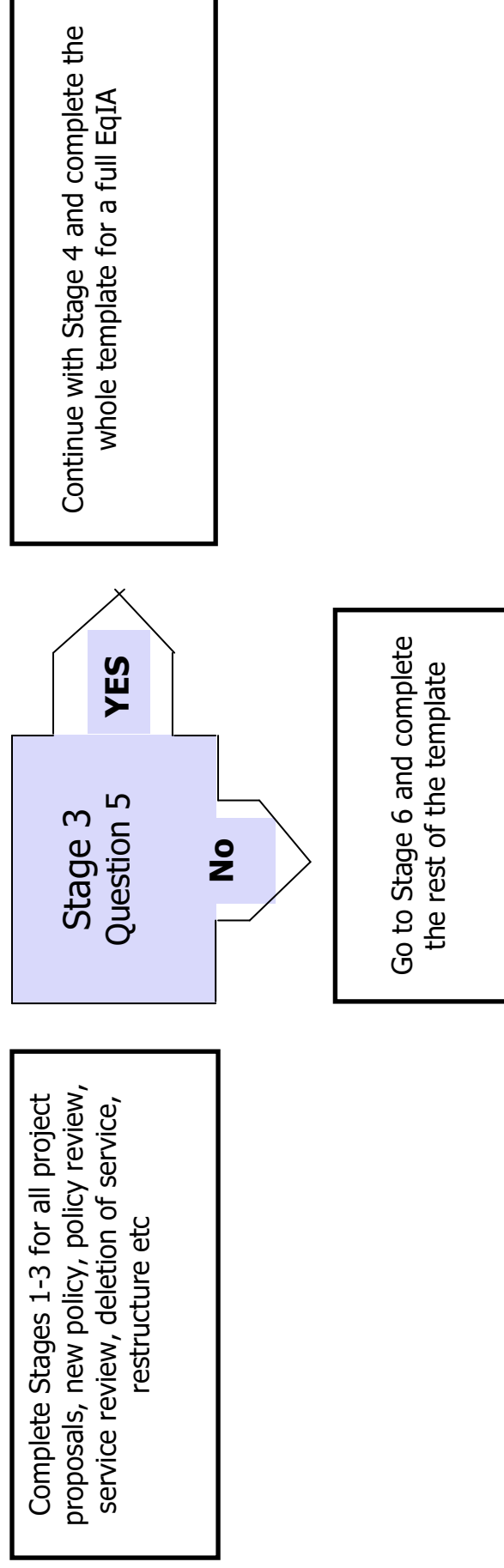
identified by the EqIA and these are listed in the Action Plan above.	
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. In this case, the justification needs to be included in the EqIA 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	None at this stage		
Signed: (Lead officer completing EqIA)	Dawn Calvert	Signed: (Chair of DETG)	Dawn Calvert
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	✓	Portfolio Holder	Other (explain)
Date decision to be taken:	2016/2017			
Value of savings to be made (if applicable):	£1.0 million			
Title of Project:	Demographic Growth savings			
Reference:	PA_20			
Directorate / Service responsible:	Adult Social Care			
Name and job title of Lead Officer:	Visva Sathasivam			
Name & contact details of the other persons involved in the assessment:	Visva Sathasivam, Shaun Riley, Seth Mills, Anne Mosley and Barbara Huggan			
Date of assessment (including review dates):	10/08/2015			

Stage 1: Overview

<p>1. What are you trying to do? (Explain your proposals here 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 one of the projects falling within the minimising adults work stream under 'Project Infinity' and as such should not be viewed in isolation but as one part of a package of savings proposals to be delivered.</p> <p>The combination of extending life expectancy and the ageing of those born in the baby boom, just after the Second World War, means that the population aged over 65 is growing at a much faster rate than those under 65. Over the next 20 years the population aged 65-84 will rise by 39 per cent and those over 85 by 106 per cent (Office of National Statistics). As well as the increase in older people, the population is becoming more diverse and advances in medicine are meaning that more children with severe disabilities and long term conditions are transitioning into Adulthood with a substantially increased life expectancy.</p> <p>The current MTFs assumed demographic growth until 2016/17, thereafter requiring the directorate to contain growth within existing resources. The growth funds new vulnerable service users coming into the Adult Social Care service, including children transitioning to adult services, increasing needs of older people and people with physical and learning disabilities and those with mental health problems, as well as funding increased costs arising from increasing complexity of need. The growth also enables any new unfunded legislative requirements that may be required i.e.; Deprivation of Liberty Standards (DoLs) – grant funding £104k but forecast cost in 2015/16 in the region of £375k.</p> <p>Savings Proposal:</p> <p>This proposal is to put forward the allocated growth in 2016/17 of £2.5m as a saving.</p>
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	<p>Of the controllable Adults budget of £54.5m, the Adult Social Care purchasing budget represents approximately £35.5m for 2015-16. Historically growth in the region of £2 to £3m has been awarded annually in recent years and is based on the Projection Older People Population Information [POPPI] and Projecting Adult Needs & Service Information [PANSI].</p> <p>The purchasing budget funds the support for those in need of long term (residential/nursing/supported accommodation) care (£23.4m) and those receiving support in the community (largely through cash personal budgets) £14.2m and other costs (respite, day care, inflation etc.) of £4.6m. Client Contributions currently £6.7m.</p> <p>This proposal would require the directorate to contain all increases – both cost (where service user needs have deteriorated and require more support) and volume (where there is a net increase in the number of service users being supported). This is extremely likely to prove challenging given the statutory responsibility to meet assessed need.</p> <p>The majority of Adults budgets are demand led and the Council has a statutory duty to meet vulnerable adults' needs. It is therefore challenging to strike a balance between safeguarding adults against harm and abuse and simultaneously balancing the budgets.</p> <p>All service users go through a vigorous social care assessment and RAS assessment process to determine their eligible need. A financial assessment is also carried out, in the main before services are set up. All care package requests are scrutinised through a two tier management authorisation process (Service Manager and Director Panel). This is to ensure the strict application of eligibility, cost effectiveness and safeguarding issues are implemented. These arrangements are regarded as the most robust gate-keeping in London.</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>✓</th> <th>Partners</th> <th>Stakeholders</th> </tr> </thead> <tbody> <tr> <td>Staff</td> <td></td> <td>Age</td> <td>Disability</td> </tr> <tr> <td>Gender Reassignment</td> <td></td> <td>Marriage and Civil Partnership</td> <td>Pregnancy and Maternity</td> </tr> <tr> <td>Race</td> <td>✓</td> <td>Religion or Belief</td> <td>Sex</td> </tr> <tr> <td>Sexual Orientation</td> <td></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:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? 	<p>No</p>																				

- How have they been involved in the assessment?

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	POPPI & PANSI Data 2014-2018 Care Act 2014 Business Intelligence	<p>Total number of the population aged 65 and over with a limiting long term illness whose day-to-day activities are limited a little will rise from 8,949 (2014) to 9,736 (2018)</p> <p>Total number of the population aged 65 and over with a limiting long term illness whose day-to-day activities are limited a lot will rise from 8,675 (2014) to 9,503 (2018)</p> <p>Care Act 2014 identifies that the local authority must promote well being, thus employing the well being principle which applies both to the service user as well as the carer's support needs. It has been well documented by ADASS and SCIE that there has been and will be an increase in demand for services and provisions under this principle.</p> <p>Harrow Business Intelligence has documented the increase in service users over the period of 2014 to 2018, hence demonstrating an increase in demand of service provision</p>
Disability (including carers of disabled people)	POPPI & PANSI Data 2014-2018	Total population aged 18-64 predicted to have a learning

	<p>Care Act 2014</p> <p>Business Intelligence</p>	<p>disability will rise from 3,782 (2014) to 3,910 (2018)</p> <p>Total population aged 18-64 predicted to have a moderate physical disability will rise from 11,582 (2014) to 12,124 (2018)</p> <p>Total population aged 18-64 predicted to have a serious physical disability will rise from 3,326 (2014) to 3517 (2018)</p> <p>Care Act 2014 identifies that the local authority must promote well being, thus employing the well being principle which applies both to the service user as well as the carer's support needs. It has been well documented by ADASS and SCIE that there has been and will be an increase in demand for services and provisions under this principle.</p> <p>Harrow Business Intelligence has documented the increase in service users over the period of 2014 to 2018, hence demonstrating an increase in demand of service provision</p>
Gender Reassignment	Specific information not widely published	Marginal impact to this service user group
Marriage / Civil Partnership	Specific information not widely published	Marginal impact to this service user group
Pregnancy and Maternity	Specific information not widely published	Marginal impact to this service user group
Race	Business Intelligence Census 2011	<p>The London Borough of Harrow has a diverse population. There are approximately 70 different languages spoken in the borough and 41% of the population come from black and ethnic minority groups.</p> <p>Numerically residents of Indian origin account for the</p>

		<p>highest number and proportion of all residents of working age in Harrow, at 29 per cent (46,670). The White British group follows closely behind, with 28.1 per cent (44,189)</p> <p>Residents aged 65 and over- 14.1 per cent of Harrow's residents are aged 65 and over of that group 43% are from BME this needs to be acknowledged within the proposal.</p> <p>Thus without demography growth service provision will need to be reduced due to the effect of the lack of appropriate support and exclusion of many BME groups.</p>
<p>320 Religion and Belief</p>	<p>Business Intelligence Census 2011</p>	<p>Christianity is Harrow's most common religion with 37.3 per cent (89,181).</p> <p>Harrow is ranked first nationally for people with Other Religions. Ninety nine per cent of people who follow other religions in Harrow are Asian/Asian British.</p> <p>95 per cent of Harrow's Jewish community come from the White ethnic groups</p> <p>Thus without demography growth service provision will need to be reduced due to the effect of the lack of suitable support and exclusion relating to culturally in appropriate service provision.</p>
<p>Sex / Gender</p>	<p>POPPI & PANSI Data 2014-2018 Care Act 2014 Business Intelligence</p>	<p>Total population aged 18-64 predicted to have a learning disability will rise from 3,782 (2014) to 3,910 (2018)</p> <p>Total population aged 18-64 predicted to have a moderate physical disability will rise from 11,582 (2014) to 12,124 (2018)</p> <p>Total population aged 18-64 predicted to have a serious physical disability will rise from 3,326 (2014) to 3517 (2018)</p>

	<p>Total number of the population aged 65 and over with a limiting long term illness whose day-to-day activities are limited a little will rise from 8,949 (2014) to 9,736 (2018)</p> <p>Total number of the population aged 65 and over with a limiting long term illness whose day-to-day activities are limited a lot will rise from 8,675 (2014) to 9,503 (2018)</p> <p>Thus without demography growth service provision will need to be reduced with more emphasis on the carers, which statistically shown to be a women, to taken on the further burden of support.</p> <p>Care Act 2014 identifies that the local authority must promote well being, thus employing the well being principle which applies both to the service user as well as the carer's support needs. It has been well documented by ADASS and SCIE that there has been and will be an increase in demand for services and provisions under this principle.</p> <p>Harrow Business Intelligence has documented the increase in service users over the period of 2014 to 2018, hence demonstrating an increase in demand of service provision</p> <p>Marginal impact to this service user group</p>
Sexual Orientation	Specific information not widely published

Stage 3: Assessing Potential Disproportionate Impact

5. 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			X		
No			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 6

Stage 4: Further Consultation / Additional Evidence

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

<p>322</p> <p>Who was consulted? What consultation methods were used?</p> <p>If these proposals are accepted the need for Consultation will be assessed at the point of acceptance and mobilisation.</p>	<p>What do the results show about the impact on different groups / Protected Characteristics? Consultation will aim to ensure the impact on different groups/ Protected Characteristics</p>	<p>What actions have you taken to address the findings of the consultation? E.g. revising your proposals</p>

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact
	Explain what this impact is, how likely it is to happen and the extent of impact if it was to	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7 occur.	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
Age (including carers of young/older people)			✓	The existing service provides support to clients of all ages but predominantly older people (over 65 population) and as such a reduction in service is likely to have some impact on people with this protected characteristic. In addition, there is likely to be an impact on staff with these protected characteristics.	To explore whether the third sector can step in to support where there are gaps within service provision in line with other proposals to work with the voluntary sector.
Disability (including carers of disabled people)			✓	The existing service provides support to clients with a disability and as such a reduction in service is likely to have some impact on people with this protected characteristic. In addition, there is likely to be an impact on staff with these protected characteristics.	To explore whether the third sector can step in to support where there are gaps within service provision
Gender Reassignment				With limited published information about gender reassignment it is difficult to assess the impact on this protected characteristic. The services offered to Service users in Harrow would be offered to people who had undergone gender reassignment, but the impact is no greater on this protected characteristic.	To monitor potential impact, and work with voluntary sector and national organisations to try and mitigate impacts.
Marriage and Civil Partnership				With limited published information about marriage statistics in Harrow, it is difficult to assess the impact on this protected characteristic. The services offered to Service users in Harrow would be offered to people who were married, in a civil partnership, widowed and single irrespectively, but the impact is no greater on this protected characteristic.	To monitor potential impact, and work with voluntary sector and national organisations to try and mitigate impacts.
Pregnancy and Maternity				With limited published information about pregnancy and maternity statistics in Harrow, it is difficult to assess the impact on this protected	

				characteristic. The services offered to all of the population, and as such there is a chance that this characteristic will be impacted.				
Race			✓	Harrow's business Intelligence and Census 2011 have identified that without demography growth service provision will need to be reduced due to the effect of the lack of suitable support and exclusion relating to culturally in appropriate service provision				To explore whether the third sector can step in to support where there are gaps within service provision
Religion or Belief				Harrow's business Intelligence and Census 2011 have identified that without demography growth service provision will need to be reduced due to the effect of the lack of suitable support and exclusion relating to culturally in appropriate service provision				To explore whether the third sector can step in to support where there are gaps within service provision
Sex		✓		The existing service provides support to clients of all genders and as such a reduction in service is likely to have some impact on people with this protected characteristic. In addition, there is likely to be an impact on staff with these protected characteristics.				To explore whether the third sector can step in to support where there are gaps within service provision
Sexual orientation				The proposal here impacts potentially the full population in Harrow, who may at some point in their lives come into contact with the Social Care systems and as such there is likely to be a negative impact on this (and all) protected characteristic.				To monitor potential impact, and work with voluntary sector and national organisations to try and mitigate impacts.
8. 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?

x9. 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 it to happen?

This proposal is one of many proposals across the Council, the connection between reductions in general funding for social care is likely to have a cumulative effect on protected characteristics.

In particular; National changes to welfare benefits, other unrelated reductions in service provision included but not limited potential reduction in funding allocated to the voluntary sector.

Yes	✓	No
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May have an affect on the local economy and as some service users and carers still employed which will be affected from this proposal due to an evitable reduction of service provision. As result a reduction disposal income reducing the spend in the local economy.

Stage 6 – Improvement Action Plan

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What below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Vulnerable Adults over 18	Adult services provide support to people 18 and older, of all disabilities and races. To mitigate adverse impact on vulnerable people	Continuous monitoring and reviewing of existing service users, performance and PIs	Visva Sathasivam, Shaun Riley, Seth Mills, Anne Mosley and Barbara Huggan	16/17
Disability/ gender	Adult services to liaise with the advocacy	Through continuous monitoring	Visva Sathasivam,	16/17

	group eg HAD and Carers Association, as well as the third sector	and Business intelligence Surveys	Shaun Riley, Seth Mills, Anne Mosley, Barbara Huggan and Business intelligence	
Age	Adult services to liaise with the advocacy groups eg Age Concern and Carers Association, as well as the third sector	Through continuous monitoring and Business intelligence Surveys	Visva Sathasivam, Shaun Riley, Seth Mills, Anne Mosley, Barbara Huggan and Business intelligence	16/17
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups <p>Foster good relations between people from different groups</p>				
Stage 8: Recommendation				
<p>11. 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 of opportunity are being addressed.</p> <p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p> <p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>				
				✓
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>			<p>The savings proposal relates to a reduction or non-provision of Demographic growth to the Adults social care budget from 16/17. POPPI and PANSL, and Harrow' business intelligence have identified that there is an ongoing increase in demand for service provisions due to the growth of the population. Therefore non-provision of services will have a direct impact on the quality of life for all local residents <u>unless</u> further support can be provided through</p>	

	the voluntary sector and the wider community.
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Stage 9 - Organisational sign Off

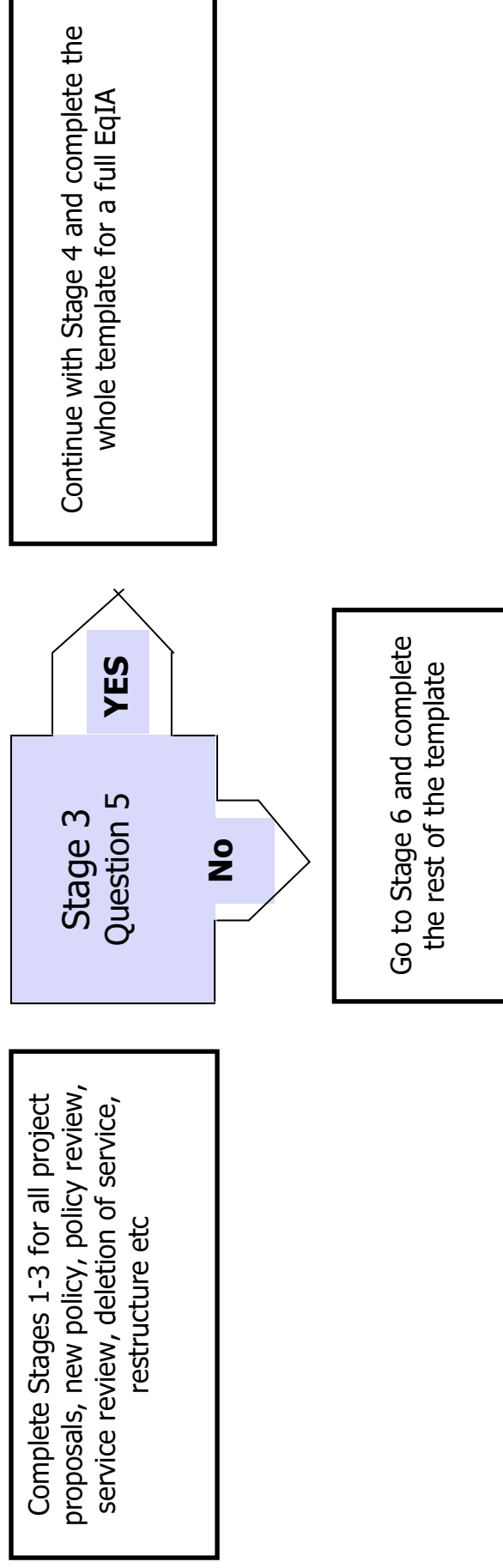
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)
Date:		Date:
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input checked="" type="checkbox"/> Cabinet	<input type="checkbox"/> Portfolio Holder	<input type="checkbox"/> Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable): £44,000			
Title of Project: PC 21 - Transformation of Governor Services			
Directorate / Service responsible: People Services / Education and Commissioning / Education Strategy / Governor Services			
Name and job title of Lead Officer: Pauline Nixon			
Name & contact details of the other persons involved in the assessment: Patrick O'Dwyer: 020 8736 6514			
Date of assessment (including review dates): 23 October 2015			

Stage 1: Overview

<p>1. What are you trying to do? (Explain your proposals here e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Statutory Duties: Governor Support</p> <p>Education and Inspections Act 2006 (“the 2006 Act”)</p> <ul style="list-style-type: none"> • Apprenticeships, Skills, Children and Learning Act, 2009 (ASCL Act) (amended the Act) • Education Act 2011 (amended the 2006 Act, and Schedule 14) • Education Act 2002, including Schedule 2 • Education Act 2005 • School Standards and Framework Act 1998 • The School Governance (Transition from an Interim Executive Board)(England) Regulations 2010 (Transition Regulations) • Academies Act 2010 <p>Section 60 (performance and safety warning notices)</p> <p>Section 60a (teachers’ pay and conditions warning notices)</p> <p>Section 63 (power of the LA to require governing bodies of schools eligible for intervention to enter into arrangements)</p> <p>Section 64 (power of LA to appoint additional governors)</p> <p>Section 65 (power of LA to provide for governing bodies to consist of interim executive boards)</p> <p>Section 66 (power of LA to suspend the right to delegated budget)</p>
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Section 72 (power of LA to exercise their functions in respect of schools causing d

Through amalgamation and conversion to academy, the number of LA maintained schools has declined in recent years. Furthermore, the reconstitution of maintained school governing bodies under the 2012 regulations, which was completed in August 2015, means that there are now less than 60 LA governors in schools. As these have nearly all been quite recently appointed the work around LA governor recruitment, selection and nomination will be less demanding in the short term. Some work will remain in this area. In supporting the recruitment of other types of governors (not a statutory requirement), Governor Services has continued to promote with governing bodies the recruitment work of the SGOSS, a nationally funded body.

The proposal, therefore, is to transform the manner in which the Local Authority discharges its duties with respect to school governance in order to achieve greater efficiency and a re-alignment of responsibilities within current financial restraints and to continue to deliver a high quality service to schools and within the directorate.

The proposal is to delete the post of Governor Services Officer within Education Strategy and to transform the organisational structure in order to deliver the statutory duties (or commission them) in a different way. As there is no reduction in the statutory service to schools, there is expected to be no adverse impact on governors in carrying out their duties although there will need to be regular communication between now and 31 March 2016 to prepare governing bodies for the new arrangements and to direct them to other sources of guidance.

This proposal will not result in the Local Authority forgoing any of its statutory duties with respect to school governance and other LA duties. These will just be delivered in a different way and with greater cost efficiency.

Risks

The work of the GSO is well regarded by schools and is the principal point of contact on day to day matters of governance (with the exception of governor training). The post also liaises with the Association of Harrow Governing Bodies, the London Co-ordinators group and Legal Services.

It is highly likely the net saving to the Council may fall short of £44,000 as the small number of statutory elements of the work will need to continue and be picked up by other existing services or externally commissioned. However, non-statutory aspects could be added to existing service level agreements. Other Council services could charge schools for some (but not reasonably all) of these activities. Advice services to governing bodies are also available now in the private sector at a charge or free on the Department of Education website.

The specific proposal is that, on deletion of this post, some of these duties may transfer to the Harrow School Improvement Partnership (HSIP). Harrow School Improvement Partnership is unlikely to agree to leading on this additional statutory role without financial support. Schools are unlikely to agree to pay costs associated with specific LA statutory responsibilities.

Schools do have a SLA with legal services and this could be extended to include advice on reconstitution and clerking.

Other options are being considered such as reducing the FTE of this post or providing parts of it through a skilled and knowledgeable Business Support Unit post. Sharing with another Local Authority will also require a budget and may risk the loss of the LA direct knowledge of the workings of local governing bodies and their personnel.

Providing all governor support through a senior officer will inevitably absorb what is essentially a lower graded relatively more administrative function thus limiting capacity at a senior level. A senior officer has a very good understanding of the statutory functions and duties on governing bodies and, in relation to these, on the LA and can oversee this transformation.

There is no adverse affect on any protected characteristic in the client base (Stage 2 below) as the statutory functions will continue to be met. One member of staff is affected through redundancy. The risk of their characteristics being identified and attributed to an individual is high; discretion has been used.

Residents / Service Users	✓	Partners	✓	Stakeholders	✓
Staff	✓	Age		Disability	
Gender Reassignment		Marriage and Civil		Pregnancy and	

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)

Religion and Belief	
Sex / Gender	
Sexual Orientation	

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

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Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals
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Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil					

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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 it to happen?

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Not Applicable (following relates only to structural change issues)	Schools have a SLA with legal services and this could be extended to include further advice on reconstitution and clerking.		Legal Services	March 2016
Not Applicable (following relates only to structural change issues)	Other options are being considered such as reducing the FTE of this post or providing parts of it through a skilled and knowledgeable Business Support Unit post. Sharing with another Local Authority will also require a budget and may risk the loss of the LA direct knowledge of the workings of local governing bodies and their personnel.		Pauline Nixon, Education and Commissioning	March 2016

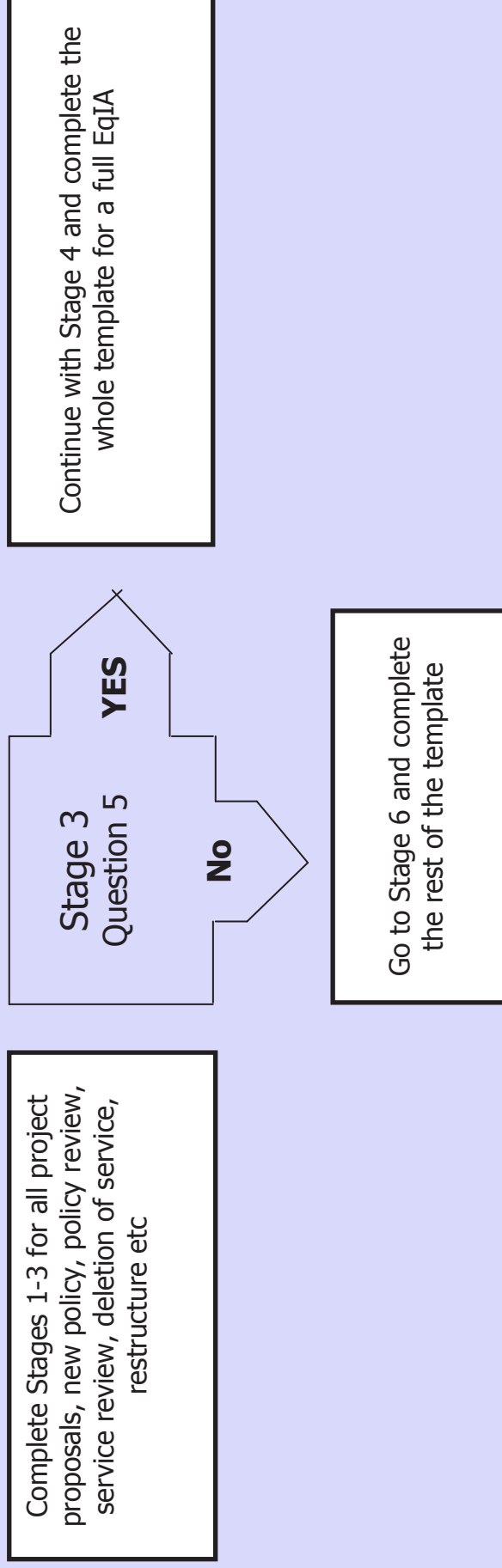
Stage 7: Public Sector Equality Duty			
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 	<p>The LA will continue to provide its statutory duties with respect to school governance, although there may be a loss of some non-statutory elements, and will continue to explore how best to maximise effective practice across services and through other state-funded and private providers to support school governing bodies as appropriate.</p>		
Stage 8: Recommendation			
11. 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 of opportunity are being addressed.			✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.			
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)			
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.			
Stage 9 - Organisational sign Off			
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		People Services Directorate	

Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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Equality Impact Assessment Template

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):	2016/17 £10k, 2017/8 £25k		
Title of Project:	CH3_Supporting People - Handyperson Scheme		
Directorate / Service responsible:	Jane Fernley, Head of Business Development and Transformation, Housing Department Jane.Fernley@harrow.gov.uk		
Name and job title of Lead Officer:	Meghan Zinkewich-Peotti, Housing Strategy Project Manager, Business Development and Transformation, Housing Department Meghan.Zinkewich-Peotti@harrow.gov.uk		
Name & contact details of the other persons involved in the assessment:	Mick Sheehy, Service Manager Adaptations michael.sheehy@harrow.gov.uk		
Date of assessment (including review dates):	03/11/2015		

Stage 1: Overview	
<p>342</p> <p>1. What are you trying to do? (Explain your proposals here 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 the cessation of Supporting People funding for the Handyperson Scheme, which is intended to become self-supporting through commercialisation.</p> <p>The Home Improvement Agency (HIA) is partly funded by the General Fund, previously Supporting People money of £50k pa. One service the HIA offers is a free service to vulnerable people who meet strict criteria to undertake small jobs in the home they are unable to complete themselves. Each applicant is entitled to up to 6 hours a year, they just pay for materials. The service is widely acknowledged to save money in the longer term as it plays an important part of the prevention agenda-helping to enable people to retain independent living and avoid trips and falls by not attempting to do such jobs themselves.</p> <p>The proposal is to commercialise this service by offering a similar service to other Harrow residents who may struggle to find trustworthy tradespeople to undertake small jobs, at a competitive hourly rate. This may also help those who meet the criteria when they have used up the annual allocation of 6 hours for the free service to have more, or larger jobs completed.</p>

	Sufficient take up of the paid for service once costs, including a contribution to staff salaries, have been met will generate additional income sufficient to fund the free service in the future, protecting the service to the most vulnerable.																				
<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>✓</th> <th>Partners</th> <th>Stakeholders</th> </tr> </thead> <tbody> <tr> <td>Staff</td> <td>✓</td> <td>Age</td> <td>Disability</td> </tr> <tr> <td>Gender Reassignment</td> <td>✓</td> <td>Marriage and Civil Partnership</td> <td>Pregnancy and Maternity</td> </tr> <tr> <td>Race</td> <td>✓</td> <td>Religion or Belief</td> <td>Sex</td> </tr> <tr> <td>Sexual Orientation</td> <td>✓</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	
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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? How have they been involved in the assessment? 	<p>The other stakeholders are Adult Social Care, Health and voluntary sector organisations working with potential clients of the service, contractors, current customers and the wider residents of Harrow who are potential customers.</p> <p>Maggie Challoner – Head of Housing Asset Management has overall responsibility.</p> <p>Limited market testing has been carried out to date with potential customers and more is planned.</p>																				
<p>Stage 2: Evidence & Data Analysis</p>																					
<p>4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p>	<p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>																				
<p>Protected Characteristic</p> <p>Age (including carers of young/older people)</p>	<table border="1"> <thead> <tr> <th>Evidence</th> <th>Analysis & Impact</th> </tr> </thead> <tbody> <tr> <td> <p>Harrow's population as at 2011: 6.7% of residents were aged four and under, 13.5% were aged 5 to 15, 65.7% were of working age (16 to 64) and 14.1% were aged 65 and over. 18% of Harrow's households are comprised solely of residents aged 65 and over.</p> </td> <td> <p>The Handyperson Scheme is clearly predominantly used by service users aged 65 and over, with the next largest group being those aged 55-64.</p> <p>We expect the free service to continue as described, hence</p> </td> </tr> </tbody> </table>	Evidence	Analysis & Impact	<p>Harrow's population as at 2011: 6.7% of residents were aged four and under, 13.5% were aged 5 to 15, 65.7% were of working age (16 to 64) and 14.1% were aged 65 and over. 18% of Harrow's households are comprised solely of residents aged 65 and over.</p>	<p>The Handyperson Scheme is clearly predominantly used by service users aged 65 and over, with the next largest group being those aged 55-64.</p> <p>We expect the free service to continue as described, hence</p>																
Evidence	Analysis & Impact																				
<p>Harrow's population as at 2011: 6.7% of residents were aged four and under, 13.5% were aged 5 to 15, 65.7% were of working age (16 to 64) and 14.1% were aged 65 and over. 18% of Harrow's households are comprised solely of residents aged 65 and over.</p>	<p>The Handyperson Scheme is clearly predominantly used by service users aged 65 and over, with the next largest group being those aged 55-64.</p> <p>We expect the free service to continue as described, hence</p>																				

<p>Disability (including carers of disabled people)</p>	<p>Profile of Harrow Council Housing tenants as of 11 November 2014:</p> <table border="1" data-bbox="231 1093 671 1648"> <thead> <tr> <th>Age</th> <th>Number of tenants</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>0-15</td> <td>0</td> <td>0.0</td> </tr> <tr> <td>16 -24</td> <td>113</td> <td>2.1</td> </tr> <tr> <td>25 - 34</td> <td>441</td> <td>8.2</td> </tr> <tr> <td>35 -44</td> <td>895</td> <td>16.6</td> </tr> <tr> <td>45-54</td> <td>1315</td> <td>24.4</td> </tr> <tr> <td>55-64</td> <td>951</td> <td>17.6</td> </tr> <tr> <td>65+</td> <td>1,678</td> <td>31.1</td> </tr> <tr> <td>Total</td> <td>5393</td> <td>100.0</td> </tr> </tbody> </table> <p>Out of 434 service users of the Handyperson Scheme to date in 2014/2015:</p> <table border="1" data-bbox="818 1093 1262 1648"> <thead> <tr> <th>Age</th> <th>Number of service users</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>0-15</td> <td>0</td> <td>0</td> </tr> <tr> <td>16-24</td> <td>2</td> <td>0.5</td> </tr> <tr> <td>25-34</td> <td>4</td> <td>0.9</td> </tr> <tr> <td>35-44</td> <td>16</td> <td>3.7</td> </tr> <tr> <td>45-54</td> <td>28</td> <td>6.5</td> </tr> <tr> <td>55-64</td> <td>60</td> <td>13.8</td> </tr> <tr> <td>65+</td> <td>312</td> <td>71.9</td> </tr> <tr> <td>No info</td> <td>12</td> <td>2.7</td> </tr> <tr> <td>Total</td> <td>434</td> <td>100</td> </tr> </tbody> </table> <p>In 2011 14.6% of Harrow residents identified themselves as having a limiting long term illness.</p> <p>Profile of Harrow Council Housing tenants as of 11</p>	Age	Number of tenants	%	0-15	0	0.0	16 -24	113	2.1	25 - 34	441	8.2	35 -44	895	16.6	45-54	1315	24.4	55-64	951	17.6	65+	1,678	31.1	Total	5393	100.0	Age	Number of service users	%	0-15	0	0	16-24	2	0.5	25-34	4	0.9	35-44	16	3.7	45-54	28	6.5	55-64	60	13.8	65+	312	71.9	No info	12	2.7	Total	434	100
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	<p>we do not consider there will be a disproportionate, adverse impact on this protected characteristic.</p> <p>Expansion of the service to include a wider group of residents may or may not follow the characteristics of the current customer base. Further market testing and research will determine this.</p> <p>The data on disability is limited but indicates that the service is used by people with disabilities.</p> <p>We expect the free service to continue as described, hence</p>																																																									

	<p>November 2014:</p> <table border="1" data-bbox="156 1014 395 1771"> <thead> <tr> <th>Disability</th> <th>Number of tenants</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>964</td> <td>16.2</td> </tr> <tr> <td>No</td> <td>1,484</td> <td>24.9</td> </tr> <tr> <td>Prefer not to say</td> <td>29</td> <td>0.5</td> </tr> <tr> <td>Unknown</td> <td>3,471</td> <td>58.4</td> </tr> <tr> <td>Total</td> <td>5948</td> <td>100.0</td> </tr> </tbody> </table> <p>Out of 434 service users of the Handyperson Scheme to date in 2014/2015, 67 (15%) have a disability and we do not hold the information for the other 367 (85%).</p>	Disability	Number of tenants	%	Yes	964	16.2	No	1,484	24.9	Prefer not to say	29	0.5	Unknown	3,471	58.4	Total	5948	100.0	<p>we do not consider there will be a disproportionate, adverse impact on this protected characteristic.</p> <p>Expansion of the service to include a wider group of residents may or may not follow the characteristics of the current customer base. Further market testing and research will determine this.</p>
Disability	Number of tenants	%																		
Yes	964	16.2																		
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Prefer not to say	29	0.5																		
Unknown	3,471	58.4																		
Total	5948	100.0																		
<p>345</p> <p>Gender Reassignment</p>	<p>There is limited data held about this protected characteristic for the population and in relation to the Handyperson scheme.</p>	<p>We expect the free service to continue as described, hence we do not consider there will be a disproportionate, adverse impact on this protected characteristic.</p> <p>Expansion of the service to include a wider group of residents may or may not follow the characteristics of the current customer base. Further market testing and research will determine this.</p>																		
<p>Marriage / Civil Partnership</p>	<p>There is limited data held about this protected characteristic for the population and in relation to the Handyperson scheme.</p>	<p>We expect the free service to continue as described, hence we do not consider there will be a disproportionate, adverse impact on this protected characteristic.</p> <p>Expansion of the service to include a wider group of residents may or may not follow the characteristics of the current customer base. Further market testing and research will determine this.</p>																		
<p>Pregnancy and Maternity</p>	<p>There is limited data held about this protected characteristic for the population and in relation to the Handyperson scheme.</p>	<p>We expect the free service to continue as described, hence we do not consider there will be a disproportionate,</p>																		

		<p>adverse impact on this protected characteristic.</p> <p>Expansion of the service to include a wider group of residents may or may not follow the characteristics of the current customer base. Further market testing and research will determine this.</p>						
<p>346 Race</p>	<p>Harrow's population as at 2011: 44% of Harrow's usual resident population is Asian, sub-categorised as White/Asian (1.4%) Indian (26.4%) Pakistani (3.3%) Bangladeshi (0.6%) Chinese (1.1%) Other Asian (11.3%) (mainly Sri Lankan and Tamil).</p> <p>42.2% of Harrow's usual resident population is White, sub-categorised as British (30.9%) Irish (3.1%) Gypsy/Irish Traveller (0.1%) Other (8.2%) (mainly from other parts of Europe, with a large proportion from Eastern Europe, particularly Romania and Poland).</p> <p>9.7% (23,105) of Harrow's usual resident population is Black, sub-categorised as White/Black Caribbean (1%) White/Black African (0.4%) Black African (3.6%) Black Caribbean (2.8%) Other Black (1.8%).</p> <p>4.1% of residents were included in the Arab and Other grouping.</p> <p>Profile of Harrow Council Housing tenants as of 11 November 2014:</p> <table border="1" data-bbox="1324 958 1396 1787"> <thead> <tr> <th>Race/Ethnicity</th> <th>Number</th> <th>%</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Race/Ethnicity	Number	%				<p>The Handyperson Scheme is currently predominantly used by service users from White ethnic groups, with the next largest group being service users from Asian ethnic groups.</p> <p>We expect the free service to continue as described, hence we do not consider there will be a disproportionate, adverse impact on this protected characteristic.</p> <p>Expansion of the service to include a wider group of residents may or may not follow the characteristics of the current customer base. Further market testing and research will determine this.</p>
Race/Ethnicity	Number	%						

Asian/Asian British/Other Asian	1037	23.1
Black/Black British/Other Black	81	1.8
Other Ethnic Group	175	3.9
Mixed	149	3.3
White/Other White	2448	54.5
Prefer not to say	600	13.4
Total	4490	100.0

Out of 434 service users of the **Handyperson Scheme** to date in 2014/2015:

Ethnicity	Number of service users	%
White groups	260	59.9
Black groups	20	4.6
Asian groups	131	30.2
Other groups	4	0.9
Refused	1	0.2
No Info	18	4.1
	434	100

Religion and Belief

Harrow's population as at 2011: 37.3% of residents

We expect the free service to continue as described, hence

	<p>identify as Christian, 25.3% as Hindu, 12.5% as Muslim and 4.4% as Jewish. 4.8% of Harrow's residents are followers of all other religions (such as Sikhs and Buddhists). 9.6% have no religion.</p> <p>There is limited data held about this protected characteristic in relation to the Handyperson scheme.</p>	<p>we do not consider there will be a disproportionate, adverse impact on this protected characteristic.</p> <p>Expansion of the service to include a wider group of residents may or may not follow the characteristics of the current customer base. Further market testing and research will determine this.</p>												
<p>Sex / Gender</p> <p>348</p>	<p>Profile of Harrow Council Housing tenants as of 11 November 2014:</p> <table border="1" data-bbox="539 1064 813 1769"> <thead> <tr> <th>Sex (Gender)</th> <th>Number of tenants</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>3,730</td> <td>63.1</td> </tr> <tr> <td>Male</td> <td>2,184</td> <td>36.9</td> </tr> <tr> <td>Total</td> <td>5,914</td> <td>100.0</td> </tr> </tbody> </table> <p>Out of 434 service users of the Handyperson Scheme to date in 2014/2015, 110 are men, 316 are women and 8 people did not respond.</p>	Sex (Gender)	Number of tenants	%	Female	3,730	63.1	Male	2,184	36.9	Total	5,914	100.0	<p>The service is clearly used by more women than men.</p> <p>We expect the free service to continue as described, hence we do not consider there will be a disproportionate, adverse impact on this protected characteristic.</p> <p>Expansion of the service to include a wider group of residents may or may not follow the characteristics of the current customer base. Further market testing and research will determine this.</p>
Sex (Gender)	Number of tenants	%												
Female	3,730	63.1												
Male	2,184	36.9												
Total	5,914	100.0												
<p>Sexual Orientation</p>	<p>There is limited data held about this protected characteristic for the population and in relation to the Handyperson scheme.</p> <p>Profile of Harrow Council Housing tenants as of 11 November 2014:</p> <table border="1" data-bbox="1300 985 1412 1769"> <thead> <tr> <th>Sexual Orientation</th> <th>Number of tenants</th> <th>%</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Sexual Orientation	Number of tenants	%				<p>We expect the free service to continue as described, hence we do not consider there will be a disproportionate, adverse impact on this protected characteristic.</p> <p>Expansion of the service to include a wider group of residents may or may not follow the characteristics of the current customer base. Further market testing and research will determine this.</p>						
Sexual Orientation	Number of tenants	%												

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 6

Stage 4: Further Consultation / Additional Evidence

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

350	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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		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 6)
	✓	Minor	Major	
		✓	✓	

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 7

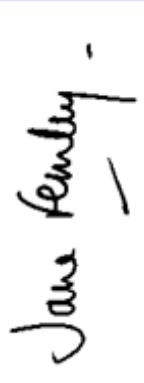


Age (including carers of young/older people)						
Disability (including carers of disabled people)						
Gender Reassignment						
Marriage and Civil Partnership						
Pregnancy and Maternity						
Race						
Religion or Belief						

Sex									
Sexual orientation									
<p>8. 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>9. 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 it to happen?</p>					Yes	No			
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 									

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
All	We will monitor the impact of the new service and compare with the existing service and the diversity profile of Harrow residents.	Performance management data to be analysed and reported	Mick Sheehy/ Home Improvement Agency	tbc
All	We will review the position if the market testing is not successful and thus there is a threat to the free service	Performance data on activity/ fee income	Mick Sheehy/ Home Improvement Agency	tbc
Stage 7: Public Sector Equality Duty				
<p>32) How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <p>33) 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p> <p>2. Advance equality of opportunity between people from different groups</p> <p>3. Foster good relations between people from different groups</p>				
Stage 8: Recommendation				
<p>1.1. 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 of opportunity are being addressed.</p> <p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p> <p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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</p>				
				✓

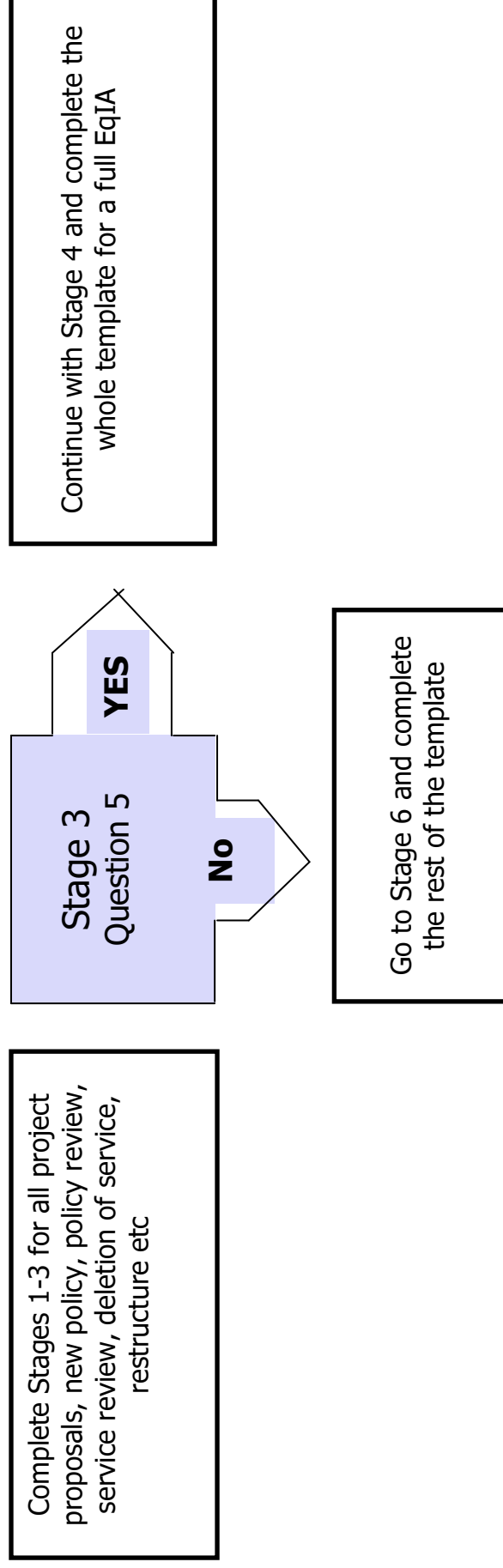
sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off

13. 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:	3 November 2015	Date:	26/11/2015
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input checked="" type="checkbox"/> Cabinet	<input type="checkbox"/> Portfolio Holder	<input type="checkbox"/> Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):	£130k		
Title of Project:	Reduction C23: Harrow School Improvement Partnership (HSIP full Cost recovery including SSCs)		
Directorate / Service responsible:	People Directorate		
Name and job title of Lead Officer:	Johanna Morgan, Education Strategy		
Name & contact details of the other persons involved in the assessment:			
Date of assessment (including review dates):	3 November 2015		

Stage 1: Overview

<p>356</p> <p>1. What are you trying to do? (Explain your proposals here 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 reclaim full cost recovery of Support Service Charges. HSIP currently pays £26k p.a. towards these costs and the full cost recharge has been estimated as £161k p.a. Therefore a further £130k is being proposed, some five-fold rise.</p> <p>The options to recover this amount of funding the following 3 options are available:</p> <ol style="list-style-type: none"> 1. Increase Income of the Service 2. Reduce staffing 3. A combination of 1 and 2. <p>Options 2 and 3 will impact directly on staff. The exact extent will be determined by the final decisions.</p> <p>Harrow School Improvement Partnership is a partnership with schools and the council that provides school improvement services for schools and enables the local authority to fulfil its statutory duties for school improvement.</p> <p>Statutory Duties: School Improvement Education and Inspections Act 2006 (“the 2006 Act”)</p> <ul style="list-style-type: none"> • Apprenticeships, Skills, Children and Learning Act, 2009 (ASCL Act) (amended the
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2006 Act)

- Education Act 2011 (amended the 2006 Act, and Schedule 14)
- Education Act 2002, including Schedule 2
- Education Act 2005
- School Standards and Framework Act 1998
- The School Governance (Transition from an Interim Executive Board)(England) Regulations 2010 (Transition Regulations)
- Academies Act 2010

The Education and Inspections Act of 2006 (revised 2011) outlines in Part 4 legislation on LA powers of intervention covering action and support on schools causing concern. This builds on existing statutory powers and good practice to ensure that every pupil is provided with the education and opportunities that they deserve.

The Act includes provision to ensure earlier action to address underperformance in schools through more prompt and timely use by the LA of the powers set out in the Act to challenge, and where necessary intervene, where a school is not able to address underperformance itself.

LAs are expected to take robust action to tackle failure, and to challenge and support schools. Where schools have been deemed by Ofsted to be in Serious Weaknesses or Special Measures, the Act sets out the expectation that action to address weaknesses will lead to faster improvement than has been the case in the past.

Harrow School Improvement Partnership (HSIP) is a school improvement service delivered in partnership with schools. The partnership service was established nearly 4 years ago when the decision was made to provide school improvement services through a member based organisation. At the time of it being established the government reduced the LA's responsibility for school improvement and withdrew considerable funding.

This model established a vehicle to provide school improvement services to schools on a buy-back basis, for the local authority to commission to provide support for schools causing concern and to operate as a trading vehicle beyond Harrow. The expectation was that it would either evolve to become a legal entity or cease to operate.

Contingency funding was put into place in 2013 to secure the service and pay

	<p>redundancy costs if the partnership did not succeed in attracting sufficient members to be viable.</p> <p>The Partnership has gained momentum and most Harrow schools - primary, secondary and special - are member schools. The council commissions HSIP to deliver its statutory duties, supported by a payment of £170,000 p.a. The Partnership also attracts other sources of income from Brent, other LA services (e.g. governor training, SEND, early years and Public Health) to deliver aspects of school improvement.</p> <p>The 2 year membership agreement finished in July 2015. In January 2015, the HSIP Board considered 2 options for the future, basically to continue the offer or to disband. The board unanimously agreed on behalf of its members to continue and schools have entered into a further 2 year service level agreement.</p> <p>The model agreed in 2013 was not reconsidered when the agreement finished. This original model, allowed staff to be employed by the Local Authority (LA) and to use a range of LA services e.g. Payroll, HR and IT. The financial risk therefore sits entirely with the LA. There is currently 22 staff.</p> <p>From September 2015 the team is based at Whitmore High School.</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:</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>Harrow Council is the employer of all the staff. The partners are HSIP member Harrow Schools and the Council. The HSIP board has responsibility for the operation of HSIP in relation to the funded provided by Schools. The Board have established a working group to explore the funding model to sustain HSIP as a financially viable operation.</p>															

Harrow Council is undertaking the assessment as the employer.

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact								
Age (including carers of young/older people)	<p>22 staff directly employed including Virtual School & early years staff as recorded by HR records.</p> <p>The age profile of staff is as follows:</p> <table border="1"> <tr> <td>30-40</td> <td>3</td> </tr> <tr> <td>40-50</td> <td>5</td> </tr> <tr> <td>50-60</td> <td>8</td> </tr> <tr> <td>60+</td> <td>4</td> </tr> </table>	30-40	3	40-50	5	50-60	8	60+	4	There is no identified impact based on this characteristic.
30-40	3									
40-50	5									
50-60	8									
60+	4									
Disability (including carers of disabled people)	22 staff directly employed including virtual school & early years staff as recorded by HR records. No staff are recorded as having a disability.	There is no identified impact based on this characteristic.								
Gender Reassignment	22 staff directly employed including virtual school & early years staff as recorded by HR records. No staff are recorded as having Gender Reassignment	There is no identified impact based on this characteristic.								
Marriage / Civil Partnership	22 staff directly employed including virtual school & early years staff as recorded by HR records. 11 are recorded as married. 2 divorced.	There is no identified impact based on this characteristic.								

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Pregnancy and Maternity	22 staff directly employed including virtual school & early years staff as recorded by HR records. There are no staff on maternity leave.	There is no identified impact based on this characteristic.
Race	22 staff directly employed including virtual school & early years staff as recorded by HR records	There is no identified impact based on this characteristic.
	White - English	13
	Black - African	2
	Black - Caribbean	1
	Asian - Indian	2
	Asian - Pakistani	2
	Mixed White and Asian	1
	Unclassified	1
Religion and Belief	22 staff directly employed including virtual school & early years staff as recorded by HR records	There is no identified impact based on this characteristic.
	Christianity	6
	Judaism	1
	Hinduism	2
	No Religion/Atheist	1
Sex / Gender	16 female and 6 male	There is no identified impact based on this characteristic.
Sexual Orientation	6 are recorded as heterosexual	There is no identified impact based on this characteristic.
Stage 3: Assessing Potential Disproportionate Impact		
5. 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 6

Stage 4: Further Consultation / Additional Evidence

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

361	<p>Who was consulted? 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? E.g. revising your proposals</p>
<p>There has been initial consultation with HSIP Board about the future model.</p>	<p>N/A</p>	<p>N/A</p>	
<p>Any staff reductions will be managed in line with the Council's policies and procedures, including Organisational Change, and thus comply with employment law.</p>	<p>N/A</p>		

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact	Explain what this impact is, how likely it is to happen and the extent of impact if it was to	What measures can you take to mitigate the impact or advance equality of opportunity?
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	✓	Minor ✓	Major ✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7 occur.	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
Age (including carers of young/older people)				Go to Stage 6	
Disability (including carers of disabled people)				Go to Stage 6	
Gender Reassignment				Go to Stage 6	
Marriage and Civil Partnership				Go to Stage 6	
Pregnancy and Maternity				Go to Stage 6	
Race				Go to Stage 6	

Religion or Belief						Go to Stage 6			
Sex						Go to Stage 6			
Sexual orientation						Go to Stage 6			
<p>8. 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>33 yes, which Protected Characteristics could be affected and what is the potential impact?</p>									
<p>9. 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 it to happen?</p>									
<p>Stage 6 – Improvement Action Plan</p>									
<p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p>									
<ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented 									

• Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?				
Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
All	The support offered to staff will be in line with Council practice and recognise the likely range of choices including redeployment, different aspirations of staff, and varied personal circumstances. Includes LifeTrack programme available	Feedback from staff	DD Education and Commissioning	TBC
364				
Stage 7: Public Sector Equality Duty				
10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:				
	1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010			
	2. Advance equality of opportunity between people from different groups			
	3. Foster good relations between people from different groups			
Stage 8: Recommendation				
11. 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 of opportunity are being addressed.			✓
	Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been			

identified by the EqIA and these are listed in the Action Plan above.	
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

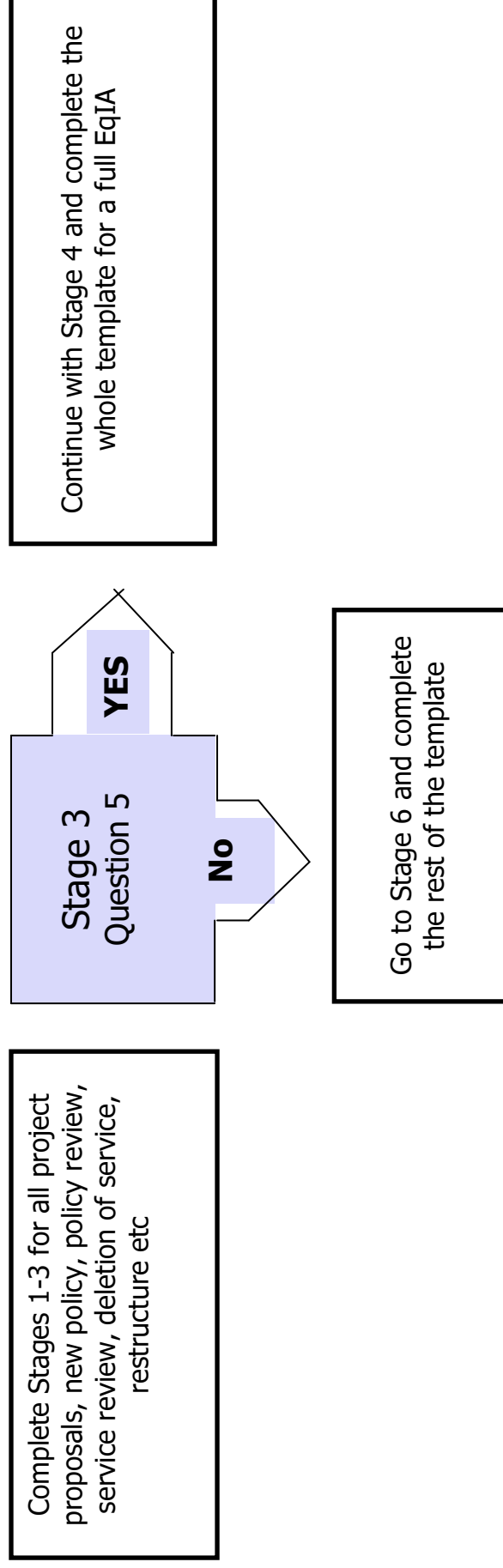
Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	EqIA Quality Assurance Group	
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)
Date:	3 November 2015	Date:
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	x	Other (explain)	Officer Decision
Date decision to be taken:	6 th November 2015				
Value of savings to be made (if applicable):	£284,000				
Title of Project:	Res SC06 Strategic Commissioning Savings (related to Commissioning Capacity in the Council)				
Directorate / Service responsible:	Resources & Commercial (Strategic Commissioning)				
Name and job title of Lead Officer:	Alex Dewsnap, Divisional Director Strategic Commissioning				
Name & contact details of the other persons involved in the assessment:	NA				
Date of assessment (including review dates):	6 th November 2015				

Stage 1: Overview

<p>308</p> <p>1. What are you trying to do? (Explain your proposals here 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 Policy and Business Intelligence teams are required to make a major contribution to the savings targets of Strategic Commissioning for 2016-17 and beyond. This has necessitated a review of the current staffing structure with the aim of reducing costs. This paper proposes changes that are driven by the budget reduction, but aim to maintain the best service possible within funding constraints.</p> <p>The Chief Executive implemented a structural change during 2015-16 which resulted in the establishment of People and Community Directorates. These sit alongside a Resources and Commercialisation Directorate and a strengthened Planning and Regeneration function, which now reports directly in to the Chief Executive. This new structure reflects the ambition in Harrow to regenerate the local area, and provide integrated and high-quality services, responding effectively to the major reduction in funding from central government. The restructure also moved responsibility for Community Development and voluntary sector commissioning into the Division.</p> <p>A fundamental part of the organisational restructure is to introduce more effective commissioning arrangements and co-ordinate strategic capability and capacity around this. To enable this, a Commissioning Network has been set up, sponsored by the Chief Executive and led by the Divisional Director of Strategic Commissioning with involvement of senior representatives from across the Council. Critical to the success of the Commissioning Network is the understanding and harnessing of the remaining 'strategic resource' across the authority, including policy and business intelligence</p>
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<p>resource. The work of the Commissioning Network is informing the changes that are proposed in this document, but it is also recognised that this work is at an early stage. On completion of the restructure, we will enter into Phase 2 in January 2016, which will look at how best we can deploy the capacity and capability in the Council to support these new commissioning arrangements. Through this process we would set out how the Division best supports the Council so that there would be clarity on the role, expectations and standards for the Division.</p> <p>This EQIA relates to changes to the staffing structure in the Strategic Commissioning Division in response to the budget reductions needed from 2016-17 onwards. The resulting structure aims to make savings while best meeting client and corporate demands on the services, before moving into a more fundamental review of our services and the commissioning capacity across the rest of the Council in 2016 as outlined above.</p> <p>Proposals for changes directly affect staff in the Policy, Business Intelligence and Community Development Teams. The proposed changes will meet the staff savings target and will enable the teams to continue to deliver statutory and high priority services while responding to the major changes that are taking place in the organisation.</p> <p>The proposal deletes vacant posts where possible to limit the impact on permanent staff. However, there is a direct impact which is that five members of staff at the senior analyst level will be reduced to three. One member of staff is on secondment to another part of the Council, but ostensibly there are five people with rights to the posts which will lead to a reduction by two. The Council's PMOC is being followed so ring fenced interviews will be held by the end of November. Given the make-up of these five members of staff, no conclusion on adverse impact can be ascertained until the ring fenced interviews have been completed.</p>	<p>369</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>x 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> </tbody> </table>	Residents / Service Users	Partners	Stakeholders	Staff	x Age	Disability	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	<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	x 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, but Directorates are impacted in that the division supports the rest of the Council.</p>	
<p>Stage 2: Evidence & Data Analysis</p>		
<p>4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>		
Protected Characteristic	Evidence	Analysis & Impact
<p>370 Age (including carers of young/older people)</p>	<p>All members of staff impacted are between the age of 30-40.</p>	<p>Overall the Council has an aging workforce, so the impact of this restructure will reduce staff numbers in the Council in age groups not over-represented.</p>
<p>Disability (including carers of disabled people)</p>	<p>None of the five members of staff has declared a disability</p>	<p>There is no adverse impact.</p>
<p>Gender Reassignment</p>	<p>None of the five members of staff is gender re-assigned.</p>	<p>There is no adverse impact.</p>
<p>Marriage / Civil Partnership</p>	<p>This data is not available.</p>	<p>There is no adverse impact.</p>
<p>Pregnancy and Maternity</p>	<p>One member of staff has recently been on paternity leave, but there are no maternity impacts in the group</p>	<p>There is no adverse impact.</p>
<p>Race</p>	<p>Three members of the staff group are white and two are BME.</p>	<p>There is no adverse impact at this stage, but there is a chance of disproportionate impact on one group as a result on interviews.</p>

Religion and Belief	This data is not available.							There is no adverse impact.		
Sex / Gender	One member of staff is female and the other four are male. The Council's workforce is predominantly female although with a significant reduction in female representation at more senior levels.							There is no adverse impact.		
Sexual Orientation	This data is not available.							There is no adverse impact.		

Stage 3: Assessing Potential Disproportionate Impact

5. 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.

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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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?		
Protected Characteristic	Positive Impact	Adverse Impact
	✓	Minor ✓ Major ✓
Age (including carers of young/older people)		
Disability (including carers of disabled people)		
Gender Reassignment		

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 6)

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 7

Marriage and Civil Partnership											
Pregnancy and Maternity											
Race											
Religion or Belief											
Sex											
Sexual orientation											
8. 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?											
9. 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?				
Stage 6 – Improvement Action Plan				
If yes, what is the potential impact and how likely is it to happen?				
List below any actions you plan to take as a result of this Impact Assessment. These should include:				
<ul style="list-style-type: none"> • Proposals to mitigate any adverse impact identified • Positive action to advance equality of opportunity • Monitoring the impact of the proposals/changes once they have been implemented • Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 				
Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
374 none identified at this stage	NA	NA	NA	NA
Stage 7: Public Sector Equality Duty				
10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to: <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 				
<ol style="list-style-type: none"> 1. The change proposed is not likely to have any direct impact however if it does, we will continue the work that supports the Council in eliminating discrimination, harassment and victimisation. 2. The proposal reduces staffing levels from five to three in the Senior Analyst roles so it is unlikely to have an impact on this area of the PSED 3. The change proposed is not likely to have any direct impact and work to deliver the Divisions' Development Plan focusing on fostering good relations. 				

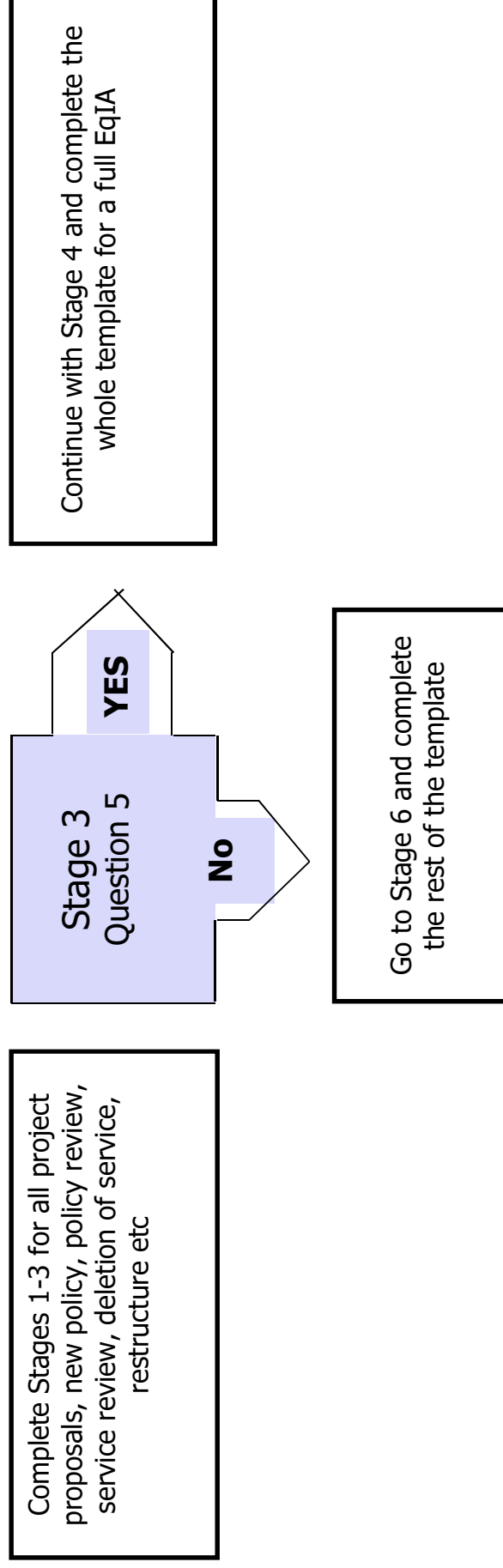
Stage 8: Recommendation	
11. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)	
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	x
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off	
Q13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	This was agreed at Divisional Level under delegated authority, but forwarded to the chair of the Resources and Commercial Making a Difference Group for sign off. It will also make up the budget papers for Member consideration so will be scrutinised from this perspective.
Signed: (Lead officer completing EqIA)	Alex Dewsnap
Signed: (Chair of DETG)	Alex Dewsnap
Date:	6 th November 2015
Date:	6 th November 2015
Date EqIA presented at the EqIA Quality Assurance Group (if required)	NA
Date:	6 th November 2015
Signature of DETG Chair	

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:				
Value of savings to be made (if applicable):	£100k			
Title of Project:	CE_15 Highway Services – revenue savings on reactive maintenance			
Directorate / Service responsible:	Environment & Enterprise			
Name and job title of Lead Officer:	Venetia Reid-Baptiste, Divisional Director			
Name & contact details of the other persons involved in the assessment:	Hanif Islam, Jessie Man			
Date of assessment (including review dates):	26/08/2015			

Stage 1: Overview

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1. What are you trying to do?

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

In 14/15, some capital budget within E&E was reallocated to Highway programme to accelerate the delivery of a number of highway schemes.

In 15/16, additional capital funding of £2.1M has also been provided to deliver more planned maintenance work on highways. It is anticipated that this will reduce the demand on reactive maintenance in a longer run.

		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>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 Analysis

What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)		There is unlikely to be any effect on protected characteristic groups as the maintenance budget is only reduced following capital investment.
Disability (including carers of disabled people)	As Above	As Above

Gender Reassignment	As Above	As Above
Marriage / Civil Partnership	As Above	As Above
Pregnancy and Maternity	As Above	As Above
Race	As Above	As Above
Religion and Belief	As Above	As Above
Sex / Gender	As Above	As Above
Sexual Orientation	As Above	As Above

Stage 3: Assessing Potential Disproportionate Impact

5. 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

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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 6

Stage 4: Further Consultation / Additional Evidence

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

381	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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		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 7
	✓	Minor	Major	
		✓	✓	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 6)

Age (including carers of young/older people)							
Disability (including carers of disabled people)							
Gender Reassignment							
382 Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							

Sex									
Sexual orientation									
<p>8. 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>9. 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 it to happen?</p>					Yes	No			
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 									

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 				
Stage 8: Recommendation				
11. 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 of opportunity are being addressed.				✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.				
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)				
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.				

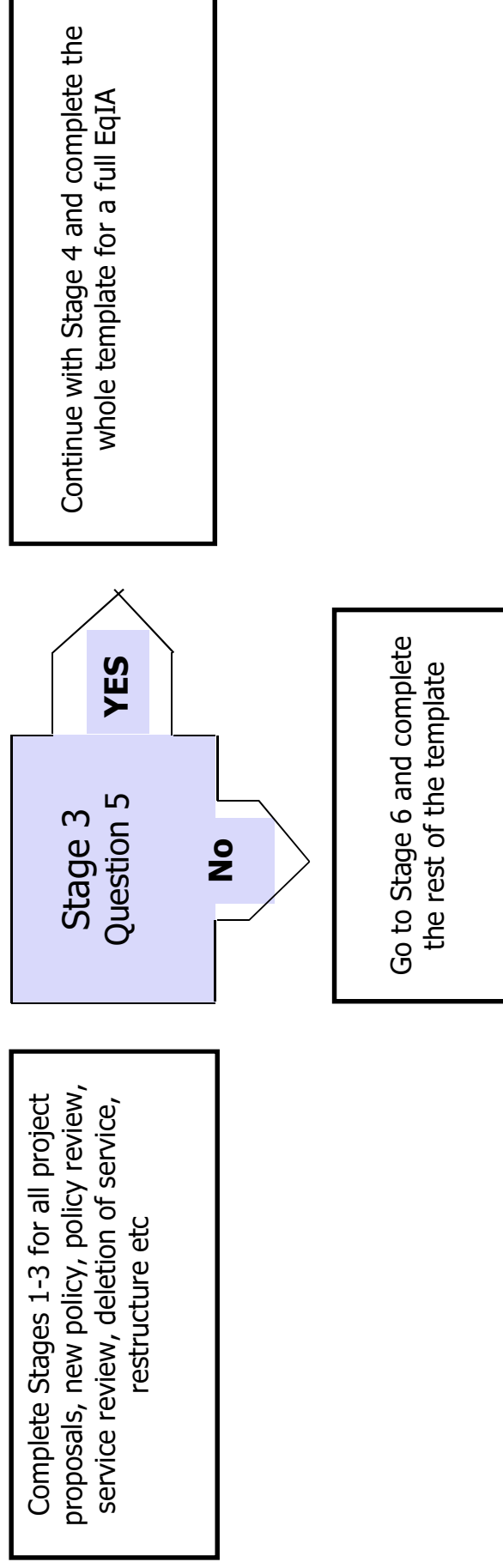
Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>	<p>Venetia Reid-Baptiste</p>	<p>Signed: (Chair of DETG)</p>	<p>Hanif Islam</p>
<p>Date:</p>		<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>	

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Date decision to be taken:					
Value of savings to be made (if applicable):					
£80k					
Title of Project:					
CE_14 Project Highway Services – revenue savings on utilities and maintenance costs					
Directorate / Service responsible:					
Environment & Enterprise					
Name and job title of Lead Officer:					
Venetia Reid-Baptiste, Divisional Director					
Name & contact details of the other persons involved in the assessment:					
Hanif Islam, Jessie Man					
Date of assessment (including review dates):					
26/08/2015					

Stage 1: Overview

<p>3008</p> <p>1. What are you trying to do? (Explain your proposals here e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>There is a capital budget of £1.5M per year for street lighting in the agreed capital programme. An approval was obtained to bring forward the capital budget from 16/17 to 15/16 to accelerate the street lighting improvement programme. This includes replacing aged columns and installing more energy efficient light bulbs, and the extension of the variable lighting regime. Revenue savings on electricity and future maintenance are anticipated as a result of this.</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			

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 Analysis

What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	New lamp columns are unlikely to have any adverse effect. However, elderly/vulnerable residents may be more affected by the perception of crime if lights are dimmed. Borough wide 2011 census shows that Harrow has a fairly significant elderly population with 14.1% over the age of 65.	The dimming will be between 12am and 6am and from previous roll outs and we know that most people in areas where lighting changed to the new dimmable lighting had not noticed the phased dimming. Also it is likely that this group of residents will not be out during these hours nor be aware of any significant changes in light intensity. Also, key corridors will not be dimmed. So overall, this group is unlikely to be adversely disproportionately affected.

Disability (including carers of disabled people)	<p>Disabled / vulnerable residents may be more affected by the perception of crime if lights are dimmed.</p> <p>In 24 per cent (20,323) of Harrow's households one person has a limiting long-term health problem or disability including dependant and no dependent children (please see table below). This highlights that Harrow has a significant proportion of residents with a long - term health problem or disability.</p>	<p>The dimming will be between 12am and 6am and from previous roll outs we know that most people in areas where lighting changed to the new dimmable lighting had not noticed the phased dimming. Also it is likely that this group of residents will not be out during these hours nor be aware of any significant changes in light intensity. Also, key corridors will not be dimmed. So overall, this group is unlikely to be adversely disproportionately affected.</p>
Gender Reassignment	No data collected. Unlikely to have an adverse disproportionate effect.	As above
Marriage / Civil Partnership	No data collected. Unlikely to have an adverse disproportionate effect.	As above
Pregnancy and Maternity	No data collected. Unlikely to have an adverse disproportionate effect.	As above
Race	No data collected. Unlikely to have an adverse disproportionate effect.	As above
Religion and Belief	No data collected. Unlikely to have an adverse disproportionate effect.	As above
Sex / Gender	No data collected. Unlikely to have an adverse disproportionate effect.	As above
Sexual Orientation	No data collected. Unlikely to have an adverse disproportionate effect.	As above

Stage 3: Assessing Potential Disproportionate Impact

5. 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
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Yes										
No	X	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 6

Stage 4: Further Consultation / Additional Evidence

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

39 39	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? E.g. revising your proposals
	What consultation methods were used?		

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
	✓	Minor ✓	Major ✓	
<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 7</p>				

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>8. 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>				Yes	No					
<p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>										
<p>9. 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					
<p>If yes, what is the potential impact and how likely is it to happen?</p>										
<p>Stage 6 – Improvement Action Plan</p>										
<p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p>										
<ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 										
<p>Area of potential adverse impact e.g. Race, Disability</p>				<p>Proposal to mitigate adverse impact</p>			<p>How will you know this has been achieved? E.g. Performance Measure / Target</p>		<p>Lead Officer/Team</p>	<p>Target Date</p>

Age	Monitor levels of customer complaints and service enquiries	Monthly complaints monitoring to Directorate SMT	
Disability	Monitor levels of customer complaints and service enquiries	Monthly complaints monitoring to Directorate SMT	

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

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

Stage 8: Recommendation

4. 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 of opportunity are being addressed.

Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.

Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)**

12. If your EqIA is assessed as **outcome 3** explain your justification with full reasoning to continue with your proposals.

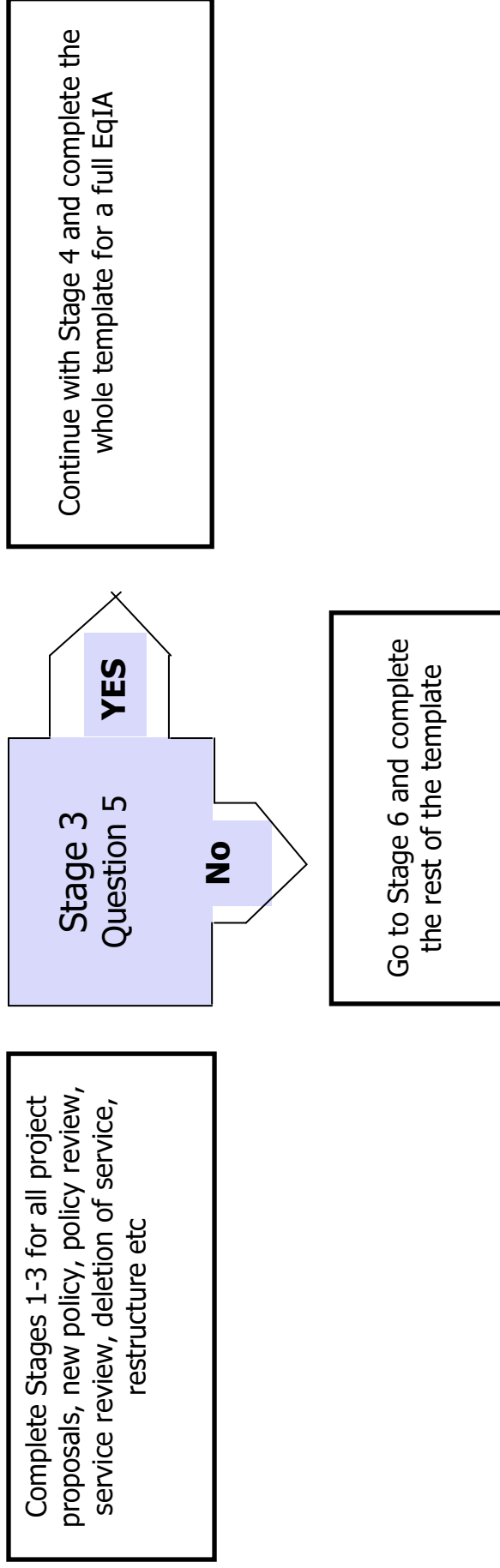
Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>	<p>Venetia Reid-Baptiste</p>	<p>Signed: (Chair of DETG)</p>	<p>Hanif Islam</p>
<p>Date:</p>		<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>	

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Equality Impact Assessment Template

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- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
 - You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
 - **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
 - Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.
- The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)	MTFS
Date decision to be taken:	February 2016				
Value of savings to be made (if applicable):	£609k				
Title of Project:	Kenmore Neighbourhood Resource Centre (NRC) – Community Tender				
Reference:	PA_7				
Directorate / Service responsible:	Community Health and Well-Being / Adult Social Care				
Name and job title of Lead Officer:	Jonathan Price				
Name & contact details of the other persons involved in the assessment:	Lynne Ahmed – Service Manager Kashmir Takhar – Senior Commissioner				
Date of assessment (including review dates):	7 th August 2015				

Stage 1: Overview

<p>3308</p> <p>1. What are you trying to do? (Explain your proposals here 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 one of the projects falling within the Transforming Adult Social Care work stream under 'Project Infinity' and as such should not be viewed in isolation but as one part of a package of savings proposals to be delivered.</p> <p>In 2009 the Council opened 3 purpose built Neighbourhood Resource Centres. The Council had previously secured funding to build the centres on existing Council land via a PFI Lift arrangement. The PFI Lift will run from 2008 until 2033.</p> <p>Kenmore NRC provides day centre services for 44 adult social care clients that have a physical or learning disability. The centre provides a range of social and physical group activities.</p> <p>Savings Proposal:</p> <p>The proposal, in line with the Transforming Adult Social Care workstream will see the service transferred to a community management model in 2016/17. The proposal delivers a saving of £609k.</p> <p>Adults working alongside the Council's Procurement and Commercialisation team will develop a selection process for identifying an alternative provider that delivers social value and community benefit.</p>
2. Who are the main people / Protected Characteristics	Residents / Service Users ✓ Partners ✓ Stakeholders ✓

that may be affected by your proposals? (✓ all that apply)	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?

Responsibility for this proposal is with Adult Social Care.

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	Service users age profile: Age 18-24: 0 Age 25-64: 47 Age 65+: 2	The majority of service users are working age adults. As the service is intended to continue this group will not be disproportionately affected by the proposals.
Disability (including carers of disabled people)	All service users have a disability.	All service users have a disability. As the service is intended to continue this group will not be disproportionately affected by the proposals.

Gender Reassignment	This information is not available.	As the service is intended to continue this group will not be disproportionately affected by the proposals
Marriage / Civil Partnership	This information is not available.	As the service is intended to continue this group will not be disproportionately affected by the proposals
Pregnancy and Maternity	This information is not available.	As the service is intended to continue this group will not be disproportionately affected by the proposals
Race	Service user profile: White/White British: 14 Black/ Black British: 5 Asian/ Asian British: 29	The majority of service users are of Asian/ Asian British background. As the service is intended to continue this group will not be disproportionately affected by the proposals.
Religion and Belief	This information is not available.	As the service is intended to continue this group will not be disproportionately affected by the proposals.
Sex / Gender	Service user profile: Female: 23 Male: 26	The gender split of service users is relatively even. As the service is intended to continue this group will not be disproportionately affected by the proposals.
Sexual Orientation	This information is not available.	As the service is intended to continue this group will not be disproportionately affected by the proposals.

Stage 3: Assessing Potential Disproportionate Impact

5. 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
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	(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 6

401

Stage 4: Further Consultation / Additional Evidence

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

Further consultation to be undertaken if proposals agreed by commissioning panels.

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? E.g. revising your proposals
Service users, their carers and families were invited to meetings that took place both during the day and in the evening. Information was also provided in hard copy and service users, carers and families were able to submit their comments by email, phone, letter or in person to the centre Manager.	The feedback from these meetings included positive comments by service users, carers and the Voluntary Sector on the Council's approach to responding to the financial position and developing an innovative solution instead of just cutting services. The PFi Company were also supportive of the change and confirmed that it would not change the	A detailed transition plan will be developed to address carers concerns regarding the transition for service users. Service users will be involved in key working groups to gather their feedback on services they would like to see offered by the new provider and this information will be used to develop the service specification.

<p>Meetings were held with voluntary sector representatives.</p>	<p>grant position. There were some concerns about the impact that any change to services has on service users; Families and carers also raised questions about whether or not service users would be able to continue to attend for the same number of hours and whether or not any services would be charged; There were questions about the selection process and how the service would be quality assured and monitored. There was also some interest expressed in being involved in the process to identify a new provider. There were also questions raised about what would happen to the service if the council was unable to identify an alternative provider.</p>	<p>The selection process will be designed to include opportunities for service user, carers and families' involvement. The service will be managed through a contract that will set out quality and performance standards. The service will be monitored at regular intervals to ensure compliance against these standards.</p>

402 **Stage 5: Assessing Impact**

<p>What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?</p>					
<p>Protected Characteristic</p>	<p>Positive Impact ✓</p>	<p>Adverse Impact</p> <table border="1" data-bbox="1002 1482 1152 1787"> <tr> <td data-bbox="1002 1637 1152 1787"> <p>Minor ✓</p> </td> <td data-bbox="1002 1482 1152 1637"> <p>Major ✓</p> </td> </tr> </table>		<p>Minor ✓</p>	<p>Major ✓</p>
<p>Minor ✓</p>	<p>Major ✓</p>				
<p>Age (including carers of young/older people)</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 6)</p> <p>Some of the feedback from service users was that they wanted to have more opportunities to undertake 'employment' type activities. This will be included in the service specification for the new provider.</p>		

Disability (including carers of disabled people)				All service users at Kenmore have a disability. As the service is intended to continue no adverse impact has been identified for this group.	In order to ensure that the assessed needs of all service users can continue to be met by the new provider care management will undertake reviews and explore alternative options for those users where it is felt that the new provider will not be able to meet needs.
Gender Reassignment				No impact identified.	A robust selection process will be undertaken to ensure that the new provider meets the requirements of the Equality Act and provides a service that advances equality of opportunity for all protected characteristics.
Marriage and Civil Partnership				No impact identified.	A robust selection process will be undertaken to ensure that the new provider meets the requirements of the Equality Act and provides a service that advances equality of opportunity for all protected characteristics.
Pregnancy and Maternity				No impact identified.	A robust selection process will be undertaken to ensure that the new provider meets the requirements of the Equality Act and provides a service that advances equality of opportunity for all protected characteristics.
Race				Service user information shows that the majority of service users are Asian/ Asian British. As the service is expected to continue no adverse impact has been identified for this group.	A robust selection process will be undertaken to ensure that the new provider meets the requirements of the Equality Act and provides a service that advances equality of opportunity for all protected characteristics.
Religion or Belief				No impact identified.	A robust selection process will be undertaken to ensure that the new provider meets the requirements of the Equality Act and provides a service that advances equality of opportunity for all protected characteristics.

Sex				The gender split of service users is relatively even. As the service is expected to continue no adverse impact has been identified for this group.	A robust selection process will be undertaken to ensure that the new provider meets the requirements of the Equality Act and provides a service that advances equality of opportunity for all protected characteristics.
Sexual orientation				No impact identified.	A robust selection process will be undertaken to ensure that the new provider meets the requirements of the Equality Act and provides a service that advances equality of opportunity for all protected characteristics.
<p>8. 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	✓
<p>404 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 it to happen?</p>				Yes	✓
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 					No
<p>A number of proposals under Transforming Adult Social Care will impact Adult social care service users in particular those with a disability who could experience a number of changes to the way they currently receive services from the Council.</p> <p>The proposals have the potential for a positive impact on building community capacity and cohesion.</p>					

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Age	The service specification for the new provider to include a requirement to provide 'employment' type activities for service users.	Monitoring of contract.	Jonathan Price / SAQS team	March 2016
Disability	Care management reviews will be undertaken to ensure assessed needs can continue to be met by new provider. Alternative options for meeting these needs to be explored where appropriate.	Completion of care management reviews.	Jonathan Price / Care Management team	March – June 2016
All groups	A robust selection process will be undertaken to ensure that the new provider meets the requirements of the Equality Act and provides a service that advances equality of opportunity for all protected characteristics.	Successful outcome of selection process.	Jonathan Price / Commissioning and procurement teams	March – June 2016
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 				
Stage 8: Recommendation				
11. 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 of opportunity are being addressed.				✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.				

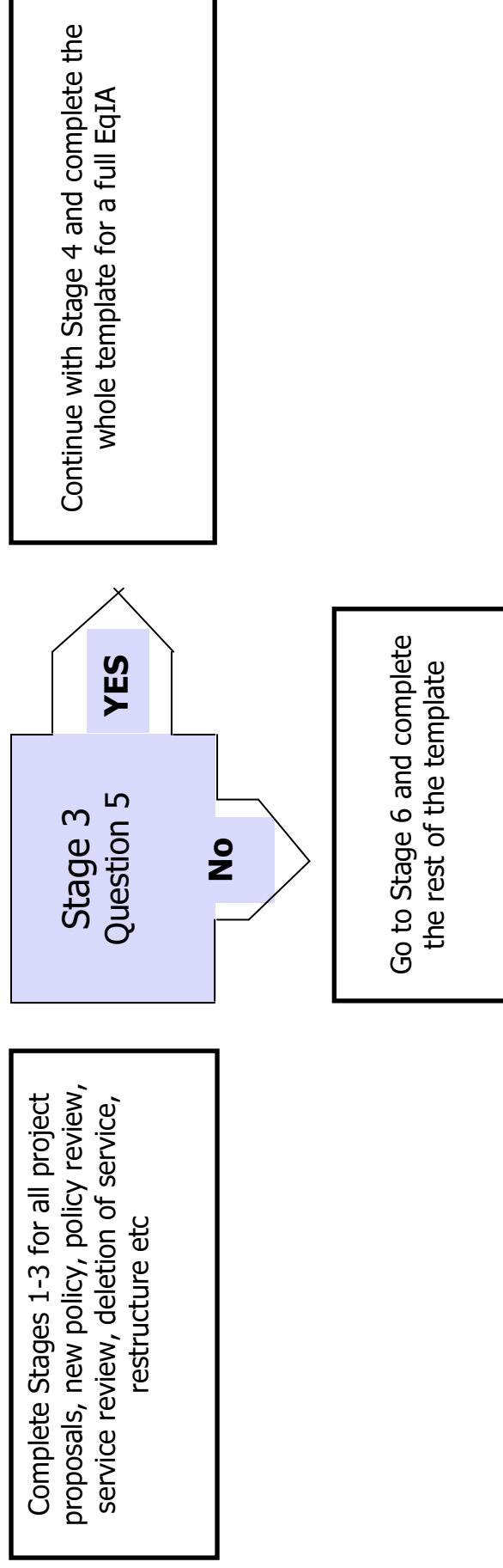
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, 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 Q12 below)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>		
<p>Signed: (Lead officer completing EqIA)</p>		Signed: (Chair of DETG)
<p>Date:</p>		Date:
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		Signature of DETG Chair

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):	£161K		
Title of Project:	CE 10.1 and 10.2 ESD Management Savings		
Directorate / Service responsible:	Community, Environmental Service Delivery		
Name and job title of Lead Officer:	Mick Wynne, Head of Operations		
Name & contact details of the other persons involved in the assessment:			
Date of assessment (including review dates):			

Stage 1: Overview

<p>1. What are you trying to do? (Explain your proposals here 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 current structure provides a clear distinction between Harrow Pride and Waste & Recycling services, with separate management teams in place for each service, currently structured as follows:</p> <p>Harrow Pride: Service Manager x 1 6 Team Leaders managing operations for residential street cleansing, commercial street cleansing, verge maintenance, shrub pruning, parks maintenance, fine turf/sports provision, weed control, fly tip removal, graffiti removal, cemetery maintenance (including burials, exhumations and memorial management programme), allotments, playgrounds, Commercial Grounds Maintenance Services</p> <p>Waste & Recycling Service Manager x 1 CA Site x 2 Assistant Managers 5 Team Leaders managing operations for organic waste, residual waste, dry recyclables, trade waste, flats, special collections, bin deliveries, recycling officers. Pending changes in waste collection services will see the introduction of a separate food waste stream in October 2015 and a chargeable gardens waste scheme from April 2016.</p> <p>The proposal would see an amalgamation of the management teams, with a reduction of 1 Service Manager and 2 Team Leaders</p>
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	Residents / Service Users		Partners		Stakeholders	
	Staff	X	Age		Disability	
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	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:	No
<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 Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected characteristics.

(where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Disability (including carers of disabled people)	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Gender Reassignment	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Marriage / Civil Partnership	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A

Pregnancy and Maternity	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Race	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Religion and Belief	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Sex / Gender	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Sexual Orientation	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

Stage 4: Further Consultation / Additional Evidence

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

411	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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		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 7
	✓	Minor	Major	
		✓	✓	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 6)


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						

412

Sex									
Sexual orientation								Yes	No
<p>8. 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>9. 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 it to happen?</p>									
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 									

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Staff Impact	If agreed, the process will be managed through the PMOC policy; redeployment opportunities will be sought			
Stage 7: Public Sector Equality Duty				
10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:				
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010				
414 Advance equality of opportunity between people from different groups				
3. Foster good relations between people from different groups				
Stage 8: Recommendation				
11. 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 of opportunity are being addressed.				X
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.				
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)				
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.				

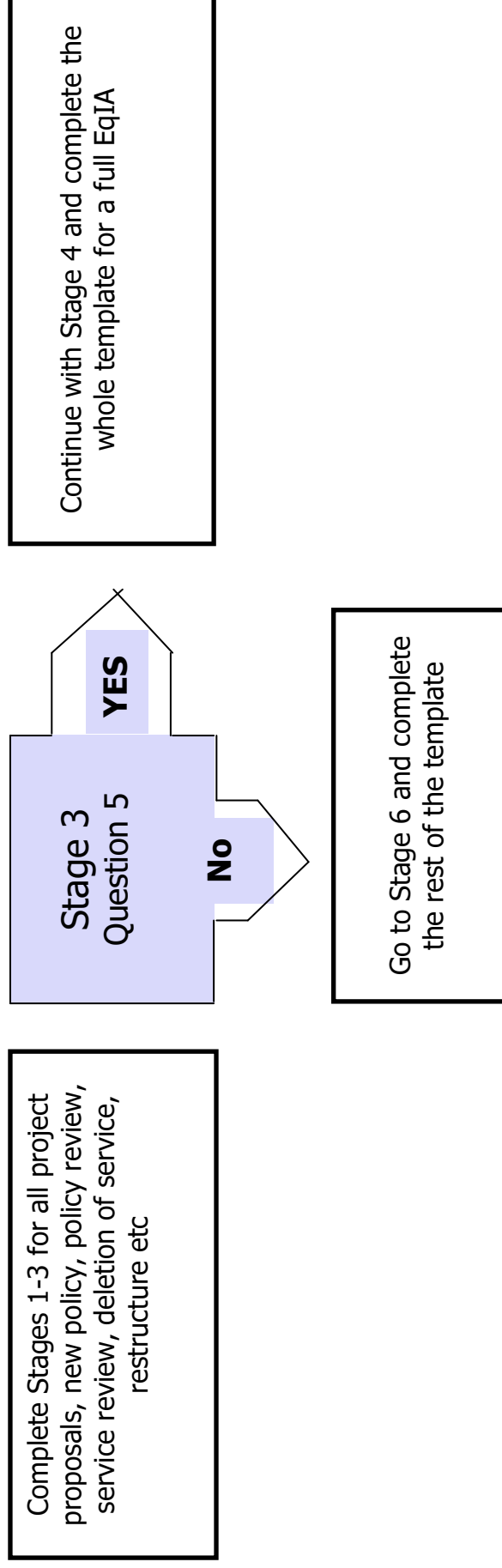
Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	
<p>Signed: (Lead officer completing EqIA)</p>	 <p>Signed: (Chair of DETG)</p>
<p>Date:</p>	<p>9th November 2015</p> <p>Date:</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>	<p>Signature of DETG Chair</p>

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will **NOT** accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):			
A total savings of £100k over 2 years			
Title of Project:			
Health Checks – reduction in activity			
Directorate / Service responsible:			
People Directorate – Public Health			
Name and job title of Lead Officer:			
Audrey Salmon – Head of Public Health Commissioning			
Name & contact details of the other persons involved in the assessment:			
Carol Yarde – Interim Business Manger Public Health			
Date of assessment (including review dates):			
August 2015			

Stage 1: Overview

<p>418</p> <p>1. What are you trying to do? (Explain your proposals here 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 reduce the NHS Health Checks budget by two thirds over two years, leaving a smaller service in 2017-18 – which will focus on the highest risk groups.</p> <p>Public Health will review the current provision, which is currently delivered by GPs, to ensure that services are appropriately targeted in the most deprived wards in the borough (Wealdstone, Roxbourne, Greenhill and Marlborough).</p> <p>We will be exploring other service delivery models for this programme as the current model is reliant on GPs.</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	✓		
		Partners include: GPs, Harrow CCG, Harrow Local Medical Committee Barnet and Harrow Joint Public Health Services have overall responsibility. GPs, as the sole provider of this service, regularly submit data which has been used as part of this assessment.					
		Partners include: GPs, Harrow CCG, Harrow Local Medical Committee Barnet and Harrow Joint Public Health Services have overall responsibility. GPs, as the sole provider of this service, regularly submit data which has been used as part of this assessment.					
		Partners include: GPs, Harrow CCG, Harrow Local Medical Committee Barnet and Harrow Joint Public Health Services have overall responsibility. GPs, as the sole provider of this service, regularly submit data which has been used as part of this assessment.					

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 Analysis

What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	Health Check quarterly activity data. JSNA 2015	Ensuring those from high risk groups receive a Health Check will enable local authorities to narrow the health inequalities gap. The higher the take up rates for the programme, the greater the reach and impact of the programme and the more likely the programme is to tackle health inequalities. Councils are required to provide for 100% of the eligible

population to have a health check, with guidance suggesting that a 50-75% target should be aimed for over 5 years; an annual suggested target of 20%. During 2014/15, Harrow reduced its target to 10% (6,300) of the eligible population to ensure that it delivered the programme within the restricted budget. The consequence of a reduction in funding is that the service will not be promoted to a large proportion of the eligible population. The risk of this is that life threatening conditions will remain undetected until the late stages of the disease, resulting in poorer outcomes for patients. Early diagnosis means that cost effective interventions, some related to simple lifestyle adjustments, can reduce the burden on the health and social care system.

Harrow would not be in position to increase the take up of Health Checks with reduced resources.

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. People with diabetes have about twice the risk of developing a range of CVD compared with those without diabetes. Of those registered with a GP, about 8.3% have diagnosed diabetes. One GP practice sees prevalence as high as 16.2%; the England average is 6.2%. South Asians are at 3 and a half times the risk of diabetes as white people (age and sex standardised) and are higher risk at lower BMI and younger age (about 10 years earlier). South Asian communities also have higher rates of coronary heart disease; about twice as high as for white people.

A higher proportion of women in Harrow are receiving health checks, and the difference in uptake between men and women is most noticeable between 40 and about 60 years of age. This is despite risk being highest among men and may relate to how checks are accessed. In contrast, Asian men and women are having the highest number of health checks compared with any other ethnic group which is in line with their increased risk.

<p>Similarly, people in deprived areas are more likely to be at risk of cardiovascular disease but national data show they are also more likely to receive a health check. Local data mirrors this picture. However there is more targeted work to do in the most deprived parts of the borough.</p> <p>With diabetes prevalence in Harrow set to increase by 45% in the next 20 years and an ageing population, increasing the proportion of eligible residents being offered and receiving health checks at a more rapid rate is crucial in having an impact on premature mortality.</p> <p>There is evidence of inequity of provision in Harrow. Health checks are generally delivered by GP practices and there is wide variation in uptake between them. Alternative models of delivery are being considered and discussions should include ways in which alternatives could increase offer and uptake, especially among those most at risk. Importantly, clear referral pathways and financial provision for this should be in place to maximise risk reduction efforts.</p>	
<p>Health Checks for people with LDD are available and funded outside of this programme.</p>	<p>Disability (including carers of disabled people)</p>
<p>All of the above would be relevant to this group.</p>	<p>Gender Reassignment</p>
<p>All of the above would be relevant to this group.</p>	<p>Marriage / Civil Partnership</p>
<p>All of the above would be relevant to this group.</p>	<p>Pregnancy and Maternity</p>
<p>All of the above would be relevant to this group.</p>	<p>Race</p>
<p>All of the above would be relevant to this group.</p>	<p>Religion and Belief</p>
<p>All of the above would be relevant to this group.</p>	<p>Sex / Gender</p>
<p>All of the above would be relevant to this group.</p>	<p>Sexual Orientation</p>

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

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Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals
Harrow Council Public Health Consultation ran from the 16 Nov 2015 until the 16 Jan 2016. In addition to an on line an paper consultation	A total of 15 individual responses were received and a full report detailing the outcome from the consultation is appended to	none

document and questionnaire being widely circulated and send directly to stakeholders three focus groups were organised on different days of the week and at different times of the day.		this EqjA. 7 individuals agreed with this proposal and 5 disagreed.	

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		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 7	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 6)
		Minor	Major		
Age (including carers of young/older people)	✓	✓	✓	The impact is that less people will take up a health check, leading to poorer health outcomes.	A mitigating measure is to focus resources on groups will higher health needs or at risk of future health conditions to address current health inequality. This includes targeting specific wards.
Disability (including carers of disabled people)					
Gender					

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

<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>9. 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 it to happen?</p>	Yes	No	x
Stage 6 – Improvement Action Plan			
<p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p>			
<p>425</p>	<ul style="list-style-type: none"> • Proposals to mitigate any adverse impact identified • Positive action to advance equality of opportunity • Monitoring the impact of the proposals/changes once they have been implemented • Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 		
<p>Area of potential adverse impact e.g. Race, Disability</p>	<p>Proposal to mitigate adverse impact</p>	<p>How will you know this has been achieved? E.g. Performance Measure / Target</p>	<p>Lead Officer/Team</p> <p>Target Date</p>
<p>Age</p>	<p>Target resources to those wards with health inequality, as health checks in these wards are likely to have the most impact.</p>		

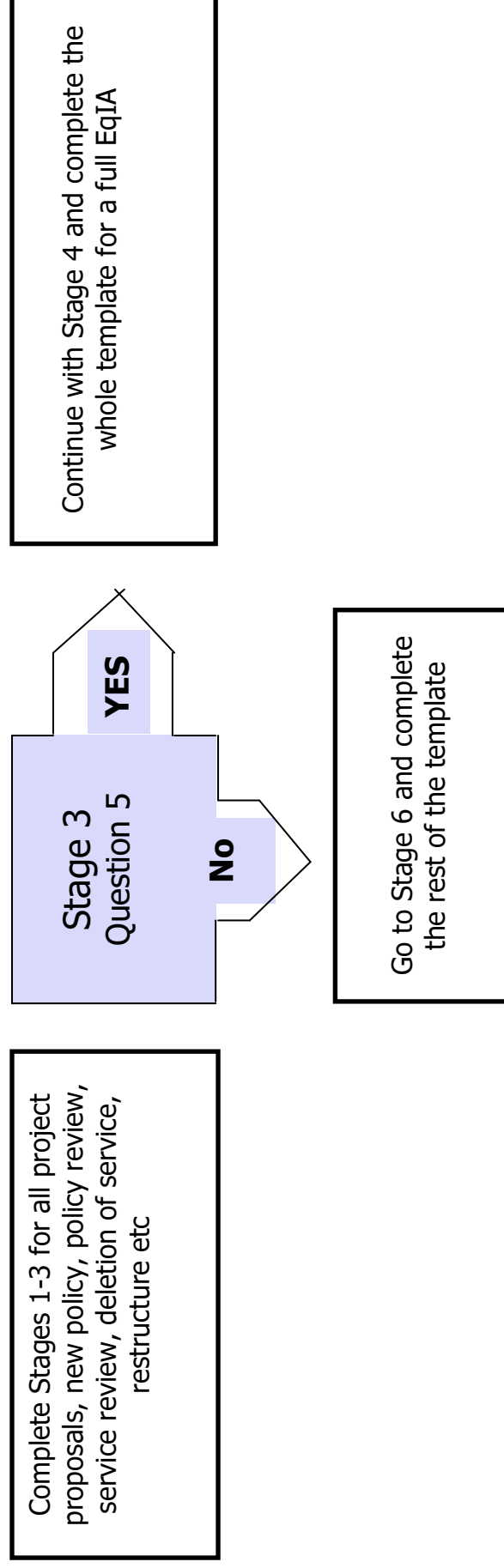
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 				
Stage 8: Recommendation				
11. 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 of opportunity are being addressed.				
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.				x
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)				
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.				
Stage 9 - Organisational sign Off				
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?				

Signed: (Lead officer completing EqIA)	Audrey Salmon – Head of Public Health Commissioning	Signed: (Chair of DETG)	Carol Yarde – Interim Public Health Business Manager
Date:	24.8.15	Date:	2.1.16
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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Equality Impact Assessment Template

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- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input checked="" type="checkbox"/>	Cabinet	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)
Date decision to be taken:						
Value of savings to be made (if applicable):	£76,000					
Title of Project:	Physical activity – cessation of service					
Directorate / Service responsible:	People Directorate – Public Health					
Name and job title of Lead Officer:	Audrey Salmon, Head of Public Health Commissioning and Sarah Crouch PH Consultant					
Name & contact details of the other persons involved in the assessment:	Carol Yarde – Interim Business Manager Public Health					
Date of assessment (including review dates):	August 2015 updated following consultation Jan 2016					

Stage 1: Overview

<p>430</p> <p>1. What are you trying to do?</p> <p>(Explain your proposals here e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>All Physical Activity Initiatives commissioned or delivered by Public Health will cease.</p> <p>This will include the following programmes:</p> <ul style="list-style-type: none"> • Physical Activity – walks • Exercise on referral programme • Mental health personal trainers • Projects and campaigns • Health Trainers 					
	<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	✓

apply)		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>Partners include voluntary and community sector providers, Everyone Activity (Harrow Leisure Centre), Aspire, etc.</p> <p>Public Health has overall responsibility as the commissioners and/or coordinators of this service.</p> <p>When we reduced the funding available to these services – providers and delivery partners assisted us in making better use of limited services.</p>					

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	JSNA 2015	<p>The cessation of these services may have an adverse impact on particular protected characteristics, as the above projects are available to residents who were identified as at risk who needed to increase their physical activity.</p> <p>Nationally, on average only a third of adults take enough physical activity according to guidelines. In Harrow this is even lower. Areas within the south east of the borough have the highest levels of inactivity. Data from a recent meta-analysis found that compared with individuals of normal weight, unfit individuals had twice the risk of mortality regardless of BMI. Other evidence suggests regular physical activity can improve diabetes control. South Asian populations are at higher risk of</p>

	<p>type 2 diabetes at lower BMI and there is some evidence that levels of physical activity are lower among South Asian groups than the general population; which may contribute to increased risk of diabetes and coronary heart disease.</p> <p>Physical Activity not only offers the opportunity for people to improve their health but also has huge potential social and economic benefits. Increasing physical activity levels is a long term commitment with the need for a consistent approach, providing people with the opportunity to undertake physical activity that fits into their everyday lives. It needs to be recognised that some groups in society including disabled people, older people, people with mental health conditions and some ethnic minority groups are less likely to be active than others will be adversely affected if this proposal is accepted.</p> <p>Reducing the proportion of adults with excess weight and increasing the proportion of physically active adults are two of the outcome measures in the local Health and Well Being Strategy Implementation Plan and highlighted as a priority in the Harrow Health Profile for 2014 (produced by Public Health England). This also reflects the Public Health Outcomes Framework 2013-16 for England (Indicators 2.06i and ii, and 2.12).</p> <p>In addition, 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 to access mainstream 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.</p> <p>As above.</p> <p>In addition, 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</p>
<p>Disability (including carers of disabled people)</p>	

	<p>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> <p>Please see appendices 1, 2, 3, 4 & 5</p>
43	As above.
33	As above.
Gender Reassignment	As above.
Marriage / Civil Partnership	As above.
Pregnancy and Maternity	As above.
Race	As above.
Religion and Belief	As above. In addition, the 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.
Sex / Gender	As above.

Sexual Orientation	As above.										
Stage 3: Assessing Potential Disproportionate Impact											
5. 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.											
<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. 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 6 											
434											
Stage 4: Further Consultation / Additional Evidence											
6. 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?										
Harrow Council Public Health Consultation ran from the 16 Nov 2015 until the 16 Jan 2016. In addition to an on line an paper consultation	A total of 15 individual responses were received and a full report detailing the outcome from the consultation is appended to										
	What actions have you taken to address the findings of the consultation? E.g. revising your proposals										
	None										

<p>document and questionnaire being widely circulated and send directly to stakeholders three focus groups were organised on different days of the week and at different times of the day.</p>	<p>this EqIA. 5 individuals agreed with this proposal and 8 disagreed. A formal response together with supporting evidence was received from Lead Occupational Therapist, Harrow Mental Health Service; CNWL and is appended to this EqIA.</p>						
<p>Stage 5: Assessing Impact</p>							
<p>7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?</p>							
Protected characteristic	Positive Impact	Adverse Impact	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 6)				
43 35	✓	<table border="1"> <tr> <td data-bbox="847 1482 906 1637">Minor</td> <td data-bbox="847 1482 906 1637">✓</td> </tr> <tr> <td data-bbox="847 1482 906 1637">Major</td> <td data-bbox="847 1482 906 1637">✓</td> </tr> </table>	Minor	✓	Major	✓	<p>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 7</p>
Minor	✓						
Major	✓						
Age (including carers of young/older people)							
Disability (including carers of disabled people)	✓	<p>Evidence provided as consultation feedback have shown benefits for most participants including improved mood and activity levels. Please see appendices 1, 2, 3, 4 & 5</p>					

Gender Reassignment										
Marriage and Civil Partnership										
Pregnancy and Maternity										
Race										
Religion or Belief										
Sex										
Sexual orientation										
8. 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 other savings proposals across the Council and particularly in Adult Social Care there may be a cumulative impact on those currently using this service.</p>		
<p>9. 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 it to happen?</p>	Yes	✓	No
<p>Due to other savings proposals across the Council and particularly in Adult Social Care there may be a cumulative impact on those currently using this service.</p>			

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

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Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Disability	Promote other activities e.g Health Walk scheme	Numbers of participants	Public Health	End Sept 2016

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

<p>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p> <p>2. Advance equality of opportunity between people from different groups</p> <p>3. Foster good relations between people from different groups</p>	
Stage 8: Recommendation	
11. 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 of opportunity are being addressed.	
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	x
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

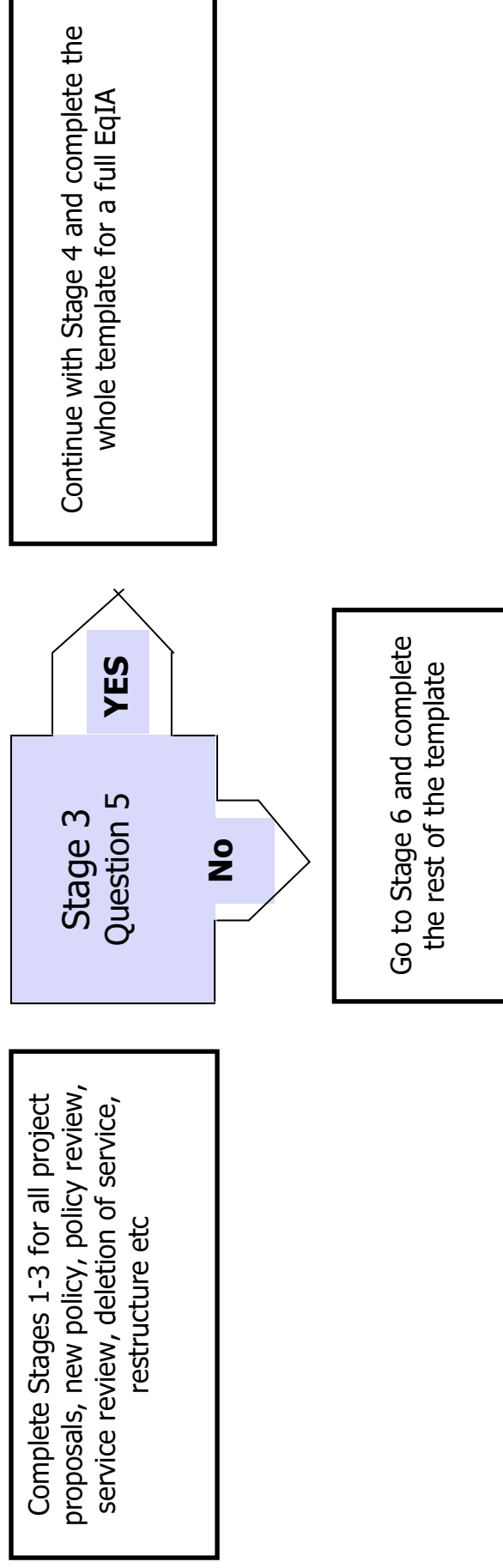
Stage 9 - Organisational sign Off	
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	<p>Audrey Salmon, Head of Public Health Commissioning and Sarah Crouch PH Consultant</p>
Signed: (Lead officer completing EqIA)	Signed: (Chair of DETG) Carol Yarde, Interim Public Health Business Manager
Date:	Date: 25.1.16
Date EqIA presented at the EqIA Quality Assurance Group (if required)	Signature of DETG Chair

ⁱ D. Umpierre, P. A. B. Ribeiro, C. K. Kramer et al., "Physical activity advice only or structured exercise training and association with HbA1c levels in type 2 diabetes: a systematic review and meta-analysis," *Journal of the American Medical Association*, vol. 305, no. 17, pp. 1790–1799, 2011.

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:				
Value of savings to be made (if applicable):		£70K		
Title of Project:		Transition of funding responsibility of precaution service to Harrow C.C.G		
Reference:		PA_17		
Directorate / Service responsible:		Adult Social Care		
Name and job title of Lead Officer:		Visva Sathasivam		
Name & contact details of the other persons involved in the assessment:		Visva Sathasivam and Shaun Riley		
Date of assessment (including review dates):		August 2015		

Stage 1: Overview

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1. What are you trying to do?

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

This proposal is one of the projects falling within the minimising adults work stream under 'Project Infinity', and as such should not be viewed in isolation and instead as one part of a package of savings to be made by Adults.

The Precaution service is a short-term home based care service that is provided free of charge for people who have been discharged from hospital and are diagnosed with a temporary disability, this is normally as a result of a fracture or following a surgical procedure. Whilst Health provide a reablement type service (STARRS) in recent years, the period of support is not sufficient resulting in a need for additional support which has historically been provided by Adult Social Care. This service is usually offered for up to 12 weeks, providing extra support to help them to complete their personal and daily living tasks during their recuperation period.

As an intermediate care service, which cuts across both health and social care, under current legislation it cannot be a chargeable service.

The Precaution service falls within the umbrella of intermediate care services. Intermediate care aims to offer care and support services to enable service users to maintain or regain the ability to live independently in their own home and is a time limited intervention. The support provided depends on service user's needs and the ability to meet identified outcomes.

However in Harrow this type of intermediate care service (Precaution service) has been delivered and funded solely by the Local authority for a number of years.

Savings Proposal:

This proposal is to cease the provision of the precaution service in 2016/17 and fully transfer all responsibility of this service to health under the umbrella of intermediate care (STARRS). This will provide Harrow council with a savings of £70K full year effect.

This proposal achieves savings by transferring responsibility for the service from Social Care, back to Health.

Residents / Service Users	x	Partners	x	Stakeholders	x
Staff		Age	x	Disability	x
Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
Race		Religion or Belief		Sex	
Sexual Orientation		Other			

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:

4. Who are the partners?

5. Who has the overall responsibility?

- How have they been involved in the assessment?

The line of overall responsibility to be transferred to our partners Harrow C.C.G through management negotiation, at the point of assessment CCG have not been consulted, but it is expected that they will be if the proposal is accepted.

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	Service user information (Framework i)	Age:

		<p>18-24: 0</p> <p>25-64: 27</p> <p>65+ : 115</p> <p>The data collected from 2014 shows that the majority of clients using this service are 65+ This is a representative sample of service users over the last 12 months.</p>
<p>Disability (including carers of disabled people)</p>	<p>Service user information (Framework i)</p>	<p>Of the 142 client sampled:</p> <p>132 - physical disability,</p> <p>6 – Sensory disability</p> <p>3 – Require social support</p> <p>1 – Require memory and cognition support</p> <p>All service users have some form of disability.</p>
<p>Gender Reassignment</p>	<p>This information is not available</p>	<p>N/a</p>
<p>Marriage / Civil Partnership</p>	<p>Service user information (Framework i)</p>	<p>Of the 142 clients sampled:</p> <p>10 – Divorced</p> <p>43 – Married</p> <p>11 – Single</p> <p>20 – Widowed</p> <p>58 – Not declared</p> <p>The marital status of the sampled service users is very spread, with the majority of service users choosing not to</p>

		declare their marital status.
Pregnancy and Maternity	Not collected	n/a
445 ice	Service user information (Framework i)	<p>Of the 142 clients sampled:</p> <p>7 – Did not wish to reply</p> <p>2 – African</p> <p>5 – Any other Asian Background</p> <p>4 – Any other Ethnic Background</p> <p>14 – Any other White Background</p> <p>3 – Caribbean</p> <p>73 – English</p> <p>22 – Indian</p> <p>4 – Irish</p> <p>3 – Pakistani</p> <p>1 – Scottish</p> <p>2 – Somali</p> <p>1 – Sri Lankan</p> <p>1 – White/ Black Caribbean</p> <p>The majority of service users who have used the service in the last 12 months were English, with 22 Indian service users. This shows that the majority of service users impacted are English or Indian, and are likely to be</p>

		impacted more than other Races.
		Of the 142 service users sampled: 7 – Catholic 30 – Christian 23 – Hindu 1 – Jainism 23 – Jewish 5 – Muslim 1 – Sikh 42 – Not Recorded 4 – Other 6 – No Religion The majority of service users did not record their religion, of those that did record their religion 30 are Christian and 23 are Hindu, and 23 are Jewish. These three Religions therefore will be impacted more than the other religions.
Religion and Belief	Service user information (Framework i)	
Sex / Gender	Service user information (Framework i)	Of the 142 service users sampled: 103 – Female 39 – Male The majority of service users are Female, and as such Females will be impacted more than Males.

Sexual Orientation	Not collected										n/a							
Stage 3: Assessing Potential Disproportionate Impact																		
5. 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. <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. 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 6 																		
Stage 4: Further Consultation / Additional Evidence																		
6. 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 / Protected Characteristics?				What actions have you taken to address the findings of the consultation? E.g. revising your proposals										
What consultation methods were used?				If the CCG agree to take over the service, it is unlikely that any of the protected				The need for further consultation, and next steps planning will be considered if the CCG										
It is the intention of the proposal that the CCG will pick up the Precautions service, and as																		

such will need to be consulted on the proposal.	characteristics will be impacted.	review.

Stage 5: Assessing Impact

<p>7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?</p>					
Protected Characteristic	Positive Impact ✓	Adverse Impact		<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 7</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</p> <p>(Also Include these in the Improvement Action Plan at Stage 6)</p>
		Minor ✓	Major ✓		
Age (including carers of young/older people)	✓			<p><u>Age:</u></p> <p>18-24: 0</p> <p>25-64: 27</p> <p>65+ : 115</p> <p>The data collected from 2014 shows that the majority of clients using this service are 65+ This is a representative sample of service users over the last 12 months.</p>	<p>The intention is for the CCG to take over this service, and as such the impact on the different ages should be nothing.</p> <p>Conversations will need to happen early on to ensure the CCG are willing to take over the service in the same form that it is currently.</p>
Disability (including carers of disabled people)		✓		<p>Of the 142 client sampled:</p> <p>132 - physical disability,</p> <p>6 – Sensory disability</p> <p>3 – Require social support</p> <p>1 – Require memory and cognition support</p>	<p>The intention is for the CCG to take over this service, and as such the impact on the different ages should be nothing.</p> <p>Conversations will need to happen early on to ensure the CCG are willing to take over the service in the same form that it is currently.</p>

					All service users have some form of disability.	
Gender Reassignment					No information available	n/a
Marriage and Civil Partnership					No information available	n/a
Pregnancy and Maternity					No information available	n/a
Race					<p>Of the 142 clients sampled:</p> <p>7 – Did not wish to reply</p> <p>2 – African</p> <p>5 – Any other Asian Background</p> <p>4 – Any other Ethnic Background</p> <p>14 – Any other White Background</p> <p>3 – Caribbean</p> <p>73 – English</p> <p>22 – Indian</p> <p>4 – Irish</p>	<p>The intention is for the CCG to take over this service, and as such the impact on the different ages should be nothing.</p> <p>Conversations will need to happen early on to ensure the CCG are willing to take over the service in the same form that it is currently.</p>

				<p>3 – Pakistani 1 – Scottish 2 – Somali 1 – Sri Lanken 1 – White/ Black Caribbean</p> <p>The majority of service users who have used the service in the last 12 months were English, with 22 Indian service users. This shows that the majority of service users impacted are English or Indian, and are likely to be impacted more than other Races.</p>	
<p>Religion or Belief</p> <p>450</p>				<p>Of the 142 service users sampled:</p> <p>7 – Catholic 30 – Christian 23 – Hindu 1 – Jainism 23 – Jewish 5 – Muslim 1 – Sikh 42 – Not Recorded 4 – Other 6 – No Religion</p>	<p>The intention is for the CCG to take over this service, and as such the impact on the different ages should be nothing.</p> <p>Conversations will need to happen early on to ensure the CCG are willing to take over the service in the same form that it is currently.</p>

					The majority of service users did not record their religion, of those that did record their religion 30 are Christian and 23 are Hindu, and 23 are Jewish. These three Religions therefore will be impacted more than the other religions.	
Sex				Of the 142 service users sampled: 103 – Female 39 – Male The majority of service users are Female, and as such Females will be impacted more than Males.	The intention is for the CCG to take over this service, and as such the impact on the different ages should be nothing. Conversations will need to happen early on to ensure the CCG are willing to take over the service in the same form that it is currently.	
Sexual orientation				No information available	n/a	
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		✓	
	It is expected that this service will be taken over by the CCG and as such there will be no cumulative impact. However, this proposal should be seen in connection with the reduction in reablement, and as such may impact the general availability of intermediate care services in Harrow.					
9. 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 it to happen?	Yes		No		✓	
	9. 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 it to happen?					

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
All Protected Characteristics	However to ensure this happens there will need to be a discussion with Harrow CCG regarding transferring responsibility as they are financially challenged	On - going monitoring	Joint executive meeting/HVBB meeting	16/17

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Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 2. Advance equality of opportunity between people from different groups
 3. Foster good relations between people from different groups

The proposal aims for the CCG to take over the service, and as such the PSED should be met. However, there will be a negative impact on the PSED should the CCG decide not to take over the service.

Stage 8: Recommendation

11. 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 of opportunity are being addressed.

Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.

x

<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

Stage 9 - Organisational sign Off

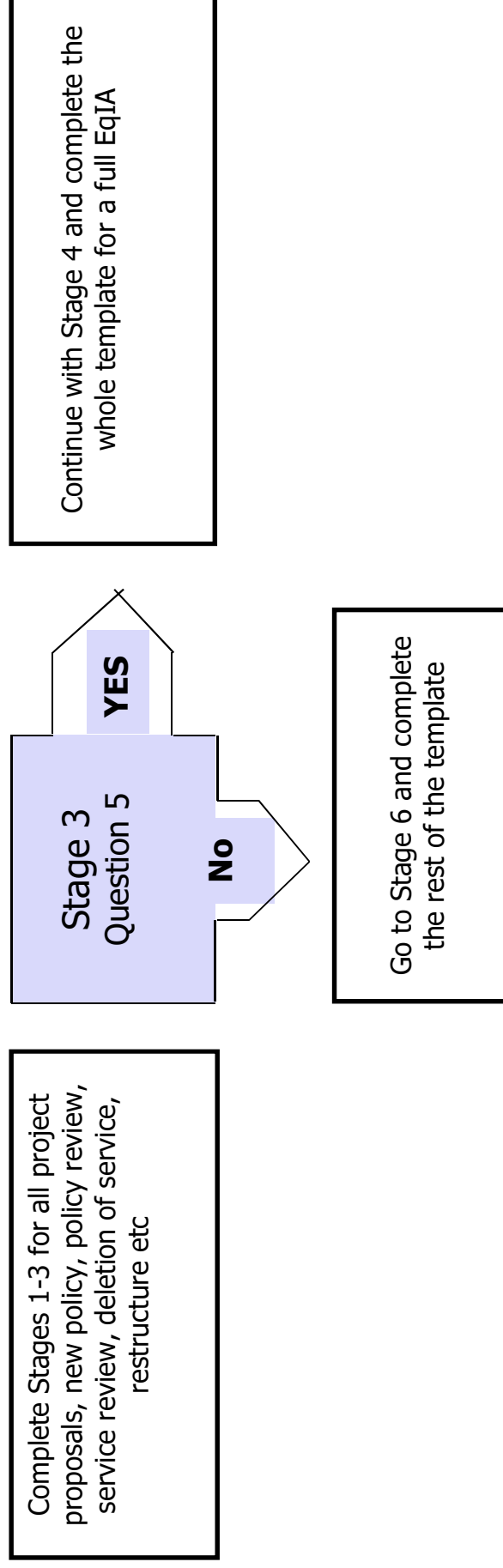
<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>		
<p>Signed: (Lead officer completing EqIA)</p>		Signed: (Chair of DETG)
<p>Date:</p>		Date:
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		Signature of DETG Chair

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)	Cabinet if shared service entered into. CSB otherwise.
Date decision to be taken: January 2016				
Value of savings to be made (if applicable): £290,000 cumulative in 2016/17 and 2017/18				
Title of Project: Commercial & Procurement Shared Services				
Directorate / Service responsible: Resources & Commercial – 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: Rob Bonneywell – x8209 – rob.bonneywell@harrow.gov.uk				
Date of assessment (including review dates): 16/11/15				

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>45 Explain your proposals here e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Shared service with two other local authorities (Brent and Buckinghamshire) is being explored and a business case is being drafted. Harrow's Director of Commercial and Procurement is already the Head of Procurement at Brent and further team integration is being considered.</p> <p>Unless it is possible to share services with other councils it is anticipated that a further 8 posts will need to be deleted in the years up to 2018/19.</p>																														
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Residents / Service Users</td> <td style="width: 25%;"></td> <td style="width: 25%;">Partners</td> <td style="width: 25%;"></td> <td style="width: 20%;">Stakeholders</td> <td style="width: 20%;"></td> </tr> <tr> <td>Staff</td> <td style="text-align: center;">✓</td> <td>Age</td> <td></td> <td>Disability</td> <td style="text-align: center;">✓</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? 	<p>Overall responsibility for the savings delivery lies within Commercial, Contracts and</p>																														

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

Procurement, however its implementation will require working in partnership with other directorates and services within the council.

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

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 Procurement Team. 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
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%	No matching category
	No	2.14%	
	Unknown	93.66%	
	16 to 24	4.53%	11.7%
	25 to 34	3.34%	
Age	35 to 44	17.39%	30.4%
	45 to 54	22.67%	
	55 to 64	32.76%	23.6%
	65+	21.15%	14.1%
	Unknown	2.69%	0.00%

	Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
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%
Sexual Orientation	No Religion/Atheist	2.09%	9.60%
	Unknown	78.81%	6.20%
	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	95.98%	No category
Same gender assigned at birth?	Yes	95.47%	
	No	0.00%	No category
	Unknown	4.53%	

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)		
Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	See table above for statistical evidence	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)	See table above for statistical evidence	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.
459 Gender Reassignment	See table above for statistical evidence	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	See table above for statistical evidence	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	See table above for statistical evidence	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.

Race	See table above for statistical evidence	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	See table above for statistical evidence	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	See table above for statistical evidence	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	See table above for statistical evidence	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.

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Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

Stage 4: Further Consultation / Additional Evidence

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

461	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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		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 7
	✓	Minor	Major	
		✓	✓	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 6)

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>8. 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>9. 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 it to happen?</p>					Yes	No			
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 									

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
All	Monitoring the impact of the proposals/changes once they have been implemented	As proposals are further refined and in particular business cases drafted for CSB and/or Cabinet, this EQIA should be reviewed to ensure the answers provided are still valid.	Terry Brewer, Divisional Director, Commercial, Contracts & Procurement	Ongoing
Stage 7: Public Sector Equality Duty				
10. How do your proposals meet the Public Sector Equality Duty (SED) which requires the Council to: 4 64 Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups		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.		
Stage 8: Recommendation				
11. 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 of opportunity are being addressed.				✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.				
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)				

12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
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Stage 9 - Organisational sign Off

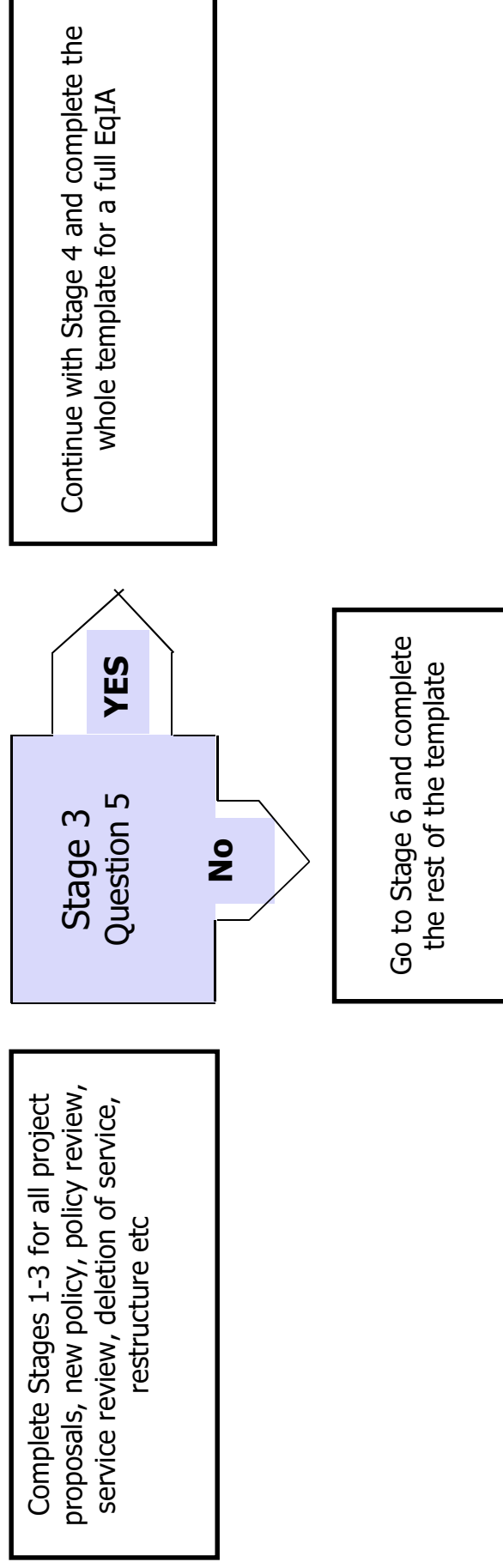
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		
Signed: (Lead officer completing EqIA)	Terry Brewer	Signed: (Chair of DETG)
Date:	16/11/15	Date:
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:				
Value of savings to be made (if applicable):	£1640k			
Title of Project:	CE 12 Project Phoenix – Commercialisation Projects			
Directorate / Service responsible:	Environment & Enterprise			
Name and job title of Lead Officer:	Venetia Reid-Baptiste, Divisional Director			
Name & contact details of the other persons involved in the assessment:	Hanif Islam, Jessie Man			
Date of assessment (including review dates):	26/08/2015			

Stage 1: Overview

<p>1. What are you trying to do? (Explain your proposals here 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 directorate has embarked on a range of commercialisation projects with the vision to achieve cost neutrality by 2020. The individual projects, as they develop, will go through the agreed governance process to ensure that each project has been robustly assessed and business plan being produced to ensure that they are financially viable before implementation.</p> <p>Project Phoenix seeks to</p> <ul style="list-style-type: none"> • increase market share in the services that are currently traded eg trade waste; • to deliver cost effective services by exploring alternative delivery models • trade activities not currently traded eg grounds maintenance , environmental health/public protection • to utilise our asset for income generation – review of leasing arrangements and renovating buildings for commercial usage • and to deliver statutory minimum services and reduce back office costs
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Projects underway include trade waste commercialisation including collaboration with Barnet , MOT bay Joint Venture, SEN transport collaboration with Brent, Highway enforcement activities, detailed review of fees and charges, ground maintenance

The cashable saving for each project will be calculated and reported as the business cases are progressed and each project will make a contribution to the MTFs target. Business cases will include 3 year business plans that will show the annual contribution to the MTFs

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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			

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 Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	High level project with limited detail of target audience and hence not possible to conclude if there is any disproportionate adverse impact on any protected characteristic group.	None identified at this stage
470 Disability (including carers of disabled people)	As above	As above
Gender Reassignment	As above	As above
Marriage / Civil Partnership	As above	As above
Pregnancy and Maternity	As above	As above
Race	As above	As above
Religion and Belief	As above	As above
Sex / Gender	As above	As above
Sexual Orientation	As above	As above

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

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Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
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>8. 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>9. 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 it to happen?</p>									
							Yes		No

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity

<ul style="list-style-type: none"> Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 				
Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
	Individual projects will have EqIAs as appropriate			
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <p>474 Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p> <p>2. Advance equality of opportunity between people from different groups</p> <p>3. Foster good relations between people from different groups</p>				
Stage 8: Recommendation				
<p>11. 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 of opportunity are being addressed.</p>				✓
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>				
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>				

12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
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Stage 9 - Organisational sign Off

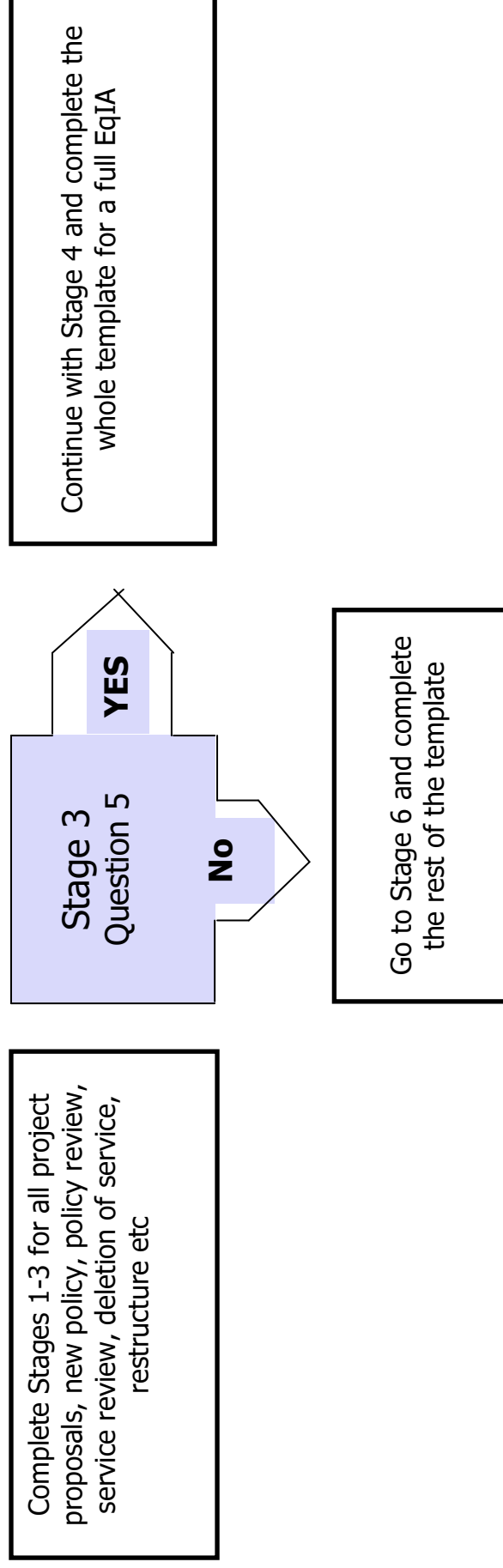
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Hanif Islam
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):			
Title of Project:			
Directorate / Service responsible:			
Name and job title of Lead Officer:			
Name & contact details of the other persons involved in the assessment:			
Date of assessment (including review dates):			

Stage 1: Overview

<p style="margin: 0;">478</p> <p style="margin: 0;">1. What are you trying to do? (Explain your proposals here e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p style="margin: 0;">Since September 2014 Harrow has employed three members of staff in the role of Recycling Officers. The role has been one of Education and assistance to members of the public in ensuring the waste they deposit is separated into the correct waste streams to maximise the amount of waste that Harrow recycles and therefore reducing our landfill costs.</p> <p style="margin: 0;">They conduct visits to those residents identified as contaminating their bins and through discussions and leaflets including the “What goes Where” booklet provide them with the relevant information to avoid contamination, which results in the residents bin remaining uncollected. They also carry out numerous door knocking exercises within the borough.</p> <p style="margin: 0;">Working with the West London Waste Authority Waste Minimisation Team they attend events within the borough such as the Roxeth Show and the Days of Action programme of events. They arrange school visits to educate children and attend local supermarkets providing free advice and kitchen caddies to residents. They are involved in the Free Compost Giveaway and arrange other associated visits with groups within the borough.</p> <p style="margin: 0;">The proposal is to seek to fund one of the recycling officer posts either through increased revenue generation through the on-going commercialisation opportunities identified as part of Project Phoenix, or through external funding, in order to retain the current level of three.</p> <p style="margin: 0;">If sufficient revenue is not generated, the post will need to be deleted to meet the saving target, and the work reallocated among the remaining officers.</p>
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	Residents / Service Users		Partners		Stakeholders					
	Staff	X	Age		Disability					
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity					
	Race		Religion or Belief		Sex					
	Sexual Orientation		Other							
	No									

- 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 Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)		N/a
Disability (including carers of disabled people)		N/a
Gender Reassignment		N/a
Marriage / Civil Partnership		N/a

Pregnancy and Maternity	N/a						
Race	N/a						
Religion and Belief	N/a						
Sex / Gender	N/a						
Sexual Orientation	N/a						

Stage 3: Assessing Potential Disproportionate Impact

5. 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

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5. 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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?					
Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
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													
8. 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?													
9. 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 it to happen?

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:


- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Staff Impact	One Recycling Officer has been transferred in to the Trade Waste Team as part of Project Phoenix	Interviews took place amongst the team and one officer appointed.	Alan Whiting	November 2015

Stage 7: Public Sector Equality Duty

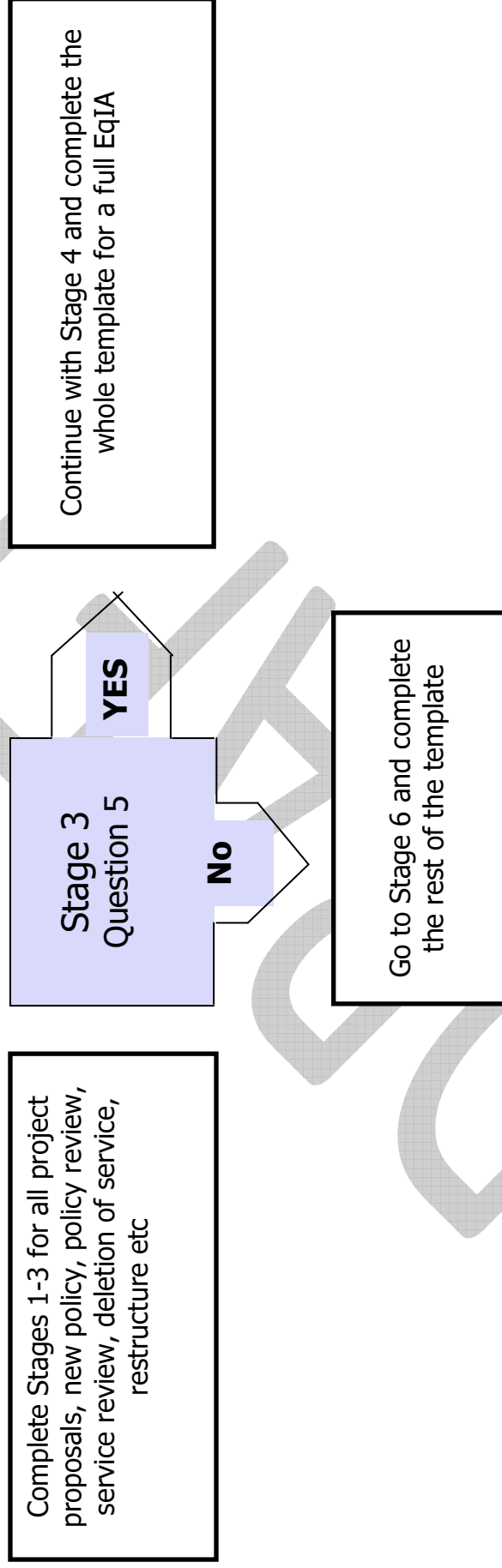
10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 2. Advance equality of opportunity between people from different groups

3. Foster good relations between people from different groups		
Stage 8: Recommendation		
11. 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 of opportunity are being addressed.		X
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.		
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)		
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.		

Stage 9 - Organisational sign Off		
43. 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:	9 th November 2015	Date:
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair

Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will **NOT** accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)																														
Date decision to be taken:	Cabinet																																	
Value of savings to be made (if applicable):	RES LG03 £50k																																	
Title of Project:	Shared Registration and Nationality Checking Service																																	
Directorate / Service responsible:	Resources & Commercial – Legal & Governance																																	
Name and job title of Lead Officer:	Elaine McEachron – Democratic Electoral & Registration Services Manager																																	
Name & contact details of the other persons involved in the assessment:	Elaine McEachron – Democratic & Electoral Services Manager 0208 424 1097 Hugh Peart – Director of Legal & Governance Services – 0208 424 1272																																	
Date of assessment (including review dates):	16 November 2015																																	
Stage 1: Overview																																		
<p>1 What are you trying to do?</p> <p>2 Explain your proposals here e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p> <p>3 Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</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? 	<p>As part of efficiency savings, consideration is being given to reviewing the delivery of the Registration and Nationality Service. It is proposed to consider entering into a shared service arrangement with London Borough of Brent. This would involve a complete relocation of the Registration and Nationality Service, and amalgamating the Harrow Service Registration Service within the service offered by Brent.</p> <p>As the proposal is to relocate and deliver the service from the offices of the London Borough of Brent, this will involve the TUPE transfer of the current staff.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Residents / Service Users</td> <td style="width: 15%; text-align: center;">✓</td> <td style="width: 15%;">Partners</td> <td style="width: 15%; text-align: center;">✓</td> <td style="width: 15%;">Stakeholders</td> <td style="width: 15%; text-align: center;">✓</td> </tr> <tr> <td>Staff</td> <td style="text-align: center;">✓</td> <td>Age</td> <td style="text-align: center;">✓</td> <td>Disability</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Gender Reassignment</td> <td></td> <td>Marriage and Civil Partnership</td> <td style="text-align: center;">✓</td> <td>Pregnancy and Maternity</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Race</td> <td style="text-align: center;">✓</td> <td>Religion or Belief</td> <td style="text-align: center;">✓</td> <td>Sex</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Sexual Orientation</td> <td></td> <td>Other</td> <td></td> <td></td> <td></td> </tr> </table> <p>The responsibility for the delivery of part of the service (Nationality Checking) is delivered jointly with Access Harrow who are aware of the proposals. In addition, the service is governed by the rules and regulations of the General Register Office, who will be fully consulted on the proposals.</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			
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																																

<ul style="list-style-type: none"> How have they been involved in the assessment? 	<p>The business case is at a very early stage and it is likely that further assessments will take place as the case develops.</p>	
<p>Stage 2: Evidence & Data Analysis</p>		
<p>4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>		
<p>Protected Characteristic</p>	<p>Evidence</p>	<p>Analysis & Impact</p>
<p>Age (including carers of young/older people)</p>	<p>Harrow 2013 mid-year population estimates show the population to be 243,400. Of those likely to use the Services 65% are aged 16-64 and 15% are aged 65 and over.</p>	<p>No impact is envisaged to any particular age group. As they would still have access to all the services currently offered by Harrow, albeit at a different location. Harrow is service by excellent transport links to Brent regardless of location within Harrow.</p>
<p>Disability (including carers of disabled people)</p>		
<p>Gender Reassignment</p>		
<p>Marriage / Civil Partnership</p>	<p>The 2011 data showed that 53.67 those aged 16 and over were married and 0.16% civil partnership.</p> <p>Harrow is a Designated Office and took approximately 2158 notices of marriage in the last year, and conducted 596 Marriages including Civic Partnerships. Couples can give notice at any designated office and marry at any venue of their choice. Therefore although there is an adverse impact on services users as they will not be able to give their notice in Harrow, a joint service offers</p>	<p>There is an adverse impact on services users as they will not be able to give their notice in Harrow and will have to travel. However, it is anticipated that the proposed joint service will offer Harrow residents greater flexibility and choice for appointments, and ceremonies.</p> <p>Brent is currently responsible for Barnet Registration Services and it is possible that residents to north east of the borough could benefit from the link.</p>

	greater flexibility and choice to the service users.	This will be explored further.
Pregnancy and Maternity	Birth registration takes place in the borough where the child is born. Harrow does not have a hospital and the majority of Harrow births take place at Northwick Park Hospital in the London Borough of Brent. Therefore residents currently attend Brent Registration Services to register birth. However residents are able to make a Birth Declaration at Harrow Registration Service and information has to be passed to Brent or the relevant local authority. Harrow on average registers 24 home births per year.	<p>Harrow residents currently travel to the relevant local authority to register births and given the number of home birth the impact of the proposal on service users will be minimal.</p> <p>Brent is currently responsible for Barnet Registration Services and it is possible that residents to north east of the borough could benefit from the link.</p> <p>This will be explored further.</p>
488 Race		
Religion and Belief	As the service is available to every resident regardless of religion or belief no one particular religion will be impacted over another.	
Sex / Gender		
Sexual Orientation		

Stage 3: Assessing Potential Disproportionate Impact

5. 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
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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 6

4 Stage 4: Further Consultation / Additional Evidence

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? E.g. revising your proposals
Staff – discussions have already taken place with the staff. However detailed consultation will take place on the proposals as they are developed. Union – will be consulted on the proposals as they are developed.	Based on the profile of the current staff it is not anticipated that there will be any adverse impact.	The full impact of the proposal will be assessed as the Business Case is developed.

5 Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential

for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?				
Protected Characteristic	Positive Impact	Adverse Impact		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 6)
		Minor	Major	
Age (including carers of young/older people)	✓	✓	Major ✓	Harrow is well served with transport links to Brent from all parts of the borough.
Disability (including carers of disabled people)	✓	✓		As the proposal is developed this will be further assessed.
Gender Reassignment				
Marriage and Civil Partnership	✓	✓		Harrow is well served with transport links to Brent from all parts of the borough. Past records will be securely stored as is the current practice and copied will continue to be made available on request. No proposed change is anticipated to any of the current licensed venues which will continue to be made available to Harrow residents.
Pregnancy and Maternity	✓	✓		Harrow is well served with transport links to Brent from all parts of the borough.

Race	✓	✓	No one particular group will be impacted by the proposal			
Religion or Belief	✓	✓	No one particular religious group will be impacted by the proposal.			
Sex	✓	✓	No one particular group will be impacted by the proposal.			
Sexual orientation	✓					
8. 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	✓
9. 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 it to happen?

In addition to registration of births, taking of notice of marriage/civil partnerships and conducting, Harrow also deals with registration of death (approximately 531), offers a Nationality Checking Services (approximately 938 in the last year although this is likely to increase) and carries out Citizenship Ceremonies, currently weekly with 2 in the last week of the Month. The proposal envisages that these additional services would be undertaken by the service provider providing greater availability to Harrow residents.

Residents would be expected to travel to Brent but as indicated Harrow is well served with transport links to Brent.

As the proposal develops, further assessment of the impact will be undertaken.

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

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- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date

Stage 7: Public Sector Equality Duty

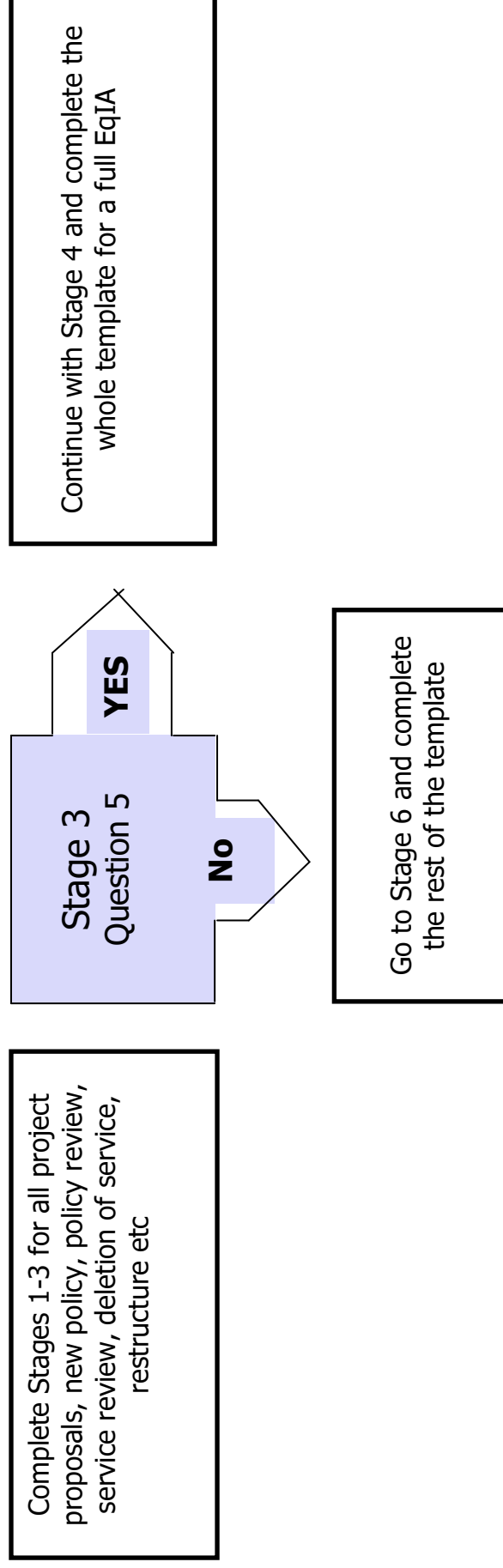
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 	<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 of opportunity are being addressed.</p> <p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p> <p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. In this case, the justification needs to be included in the EqIA and should be in line with the '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 Q12 below)</p>
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	
<p>Stage 9 - Organisational sign Off</p>	
<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>Signed: (Chair of DETG)</p>
<p>Signed: (Lead officer completing EqIA)</p>	<p>Signed: (Chair of DETG)</p>

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

DRAFT

Equality Impact Assessment Template

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- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:				
Value of savings to be made (if applicable):				
Title of Project:				
<p>Consultation on proposed realignment of management arrangements for: Education Strategy and School Organisation, HSIP, Virtual school for Looked after children, Children with Disabilities Service, Adult Transition Team, the Firs Short Break Centre, Children's Sensory Team, Portage Home visiting service, Educational Psychology Service, Autistic Spectrum Team, SEN Assessment and Review Service</p>				
Directorate / Service responsible:				
Name and job title of Lead Officer:				
Name & contact details of the other persons involved in the assessment:				
Date of assessment (including review dates):				

Stage 1: Overview

<p style="text-align: center; font-weight: bold; font-size: 1.2em;">496</p> <p>1. What are you trying to do? (Explain your proposals here 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 government's national policy for local government is characterised by austerity and the regionalisation and devolution agendas. The key elements of policy for education and local authorities are:</p> <ul style="list-style-type: none"> • Increasing autonomy of schools through academisation and 500 free schools • Promoting sector led development • Establishing a regional tier of accountability through the Regional Schools Commissioners. <p>Harrow council faces very significant funding challenges. These include the requirement to identify savings worth approximately 30% of its controllable budget between 2010-2015 and a further £83 million of savings between 2015-2019. The 2016 efficiency target for Children's services (now People Services) amount to over £6 million with a further £10 million by 2019/20.</p> <p>The council's senior management restructure was approved by the council's Cabinet on 17 June 2015 and created three directorates. The People Services Directorate was created from the Children and Families Directorate and parts of the Community, Health and Wellbeing Directorate, bringing together services for children and young people</p>
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and adults and public health services.

The senior management restructure deleted the post of Divisional Director, Special Needs Services and the post of Divisional Director, Education and Commissioning. The intention was to merge these two roles into a single post of Divisional Director, Education Services, and bring together the Children's Sensory Team, the Educational Psychology Service and the SEN Assessment and Review Service with more universal services such as Harrow School Improvement Partnership and the strategic functions of school place planning, school admissions, early years and services for the 16-25 year age group.

The significant financial savings needed to be made by the council over the next three years have however, led to the December cabinet meeting agreeing to delete the single post of Divisional Director, Education Services. This alters substantially the anticipated structure that was expected to apply to services within the ESSO, HSIP, Special Needs Services Division and the Education and Commissioning Division in the new People Services Directorate.

The consultation will focus on the following options:

1. Job match followed by ring fence the posts of: Service Manager SEN Assessment and Review Service, the Principal Educational Psychologist and the Sensory Team to create a new Head of Service post for SEN services. The post holder will line manage the SEN services and will also assume some additional responsibilities held currently by the Divisional Director, Special Needs Service. The post holder will report to the Corporate Director, People Services
2. The Service Manager SEN Assessment and Review and the Principal Educational Psychologist will report to the Head of Service Education Strategy
3. The Team Manager Children's Sensory will report to the Head of Education Services

All other roles are unchanged.

Role profiles will be evaluated following the consultation according to the model agreed.

		There is no adverse affect on any protected characteristic in the client base (Stage 2 below) as the statutory functions will continue to be met and no member of staff will be affected by redundancy.			
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:	Sexual Orientation		Other		
	The directorate is now a People Services Directorate and the services affected are all within this directorate and include: Education, Adult Social Care and SEN services.				

4. Stage 2: Evidence & Data Analysis

<p>What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>		
Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)		There is no identified impact based on this characteristic
Disability (including carers of disabled people)		There is no identified impact based on this characteristic

Gender Reassignment	There is no identified impact based on this characteristic						
Marriage / Civil Partnership	There is no identified impact based on this characteristic						
Pregnancy and Maternity	There is no identified impact based on this characteristic						
Race	There is no identified impact based on this characteristic						
Religion and Belief	There is no identified impact based on this characteristic.						
Sex / Gender	There is no identified impact based on this characteristic.						
Sexual Orientation	There is no identified impact based on this characteristic.						

Stage 3: Assessing Potential Disproportionate Impact

5. 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?

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	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 6

Stage 4: Further Consultation / Additional Evidence

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

500	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? E.g. revising your proposals
	There has been initial consultation with HSIP Board about the future model.	N/A	
	Any staff reductions will be managed in line with the Council's policies and procedures, including Organisational Change, and thus comply with employment law.	N/A	

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact	What measures can you take to mitigate the impact or advance equality of opportunity?
			Explain what this impact is, how likely it is to happen and the extent of impact if it was to

	✓	Minor ✓	Major ✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7 occur.	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
Age (including carers of young/older people)				Go to Stage 6	
Disability (including carers of disabled people)				Go to Stage 6	
Gender Reassignment				Go to Stage 6	
Marriage and Civil Partnership				Go to Stage 6	
Pregnancy and Maternity				Go to Stage 6	
Race				Go to Stage 6	

Religion or Belief						Go to Stage 6			
Sex						Go to Stage 6			
Sexual orientation						Go to Stage 6			
8. 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	
51 yes, which Protected Characteristics could be affected and what is the 52 potential impact?									
9. 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 it to happen?									
Stage 6 – Improvement Action Plan									
List below any actions you plan to take as a result of this Impact Assessment. These should include:									
<ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented 									

• Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?				
Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <p>51 Eliminate unlawful discrimination, harassment and victimisation 53 and other conduct prohibited by the Equality Act 2010</p> <p>2. Advance equality of opportunity between people from different groups</p> <p>3. Foster good relations between people from different groups</p>				
Stage 8: Recommendation				
<p>11. 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 of opportunity are being addressed.</p>		<p>✓</p>		
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>				
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>				

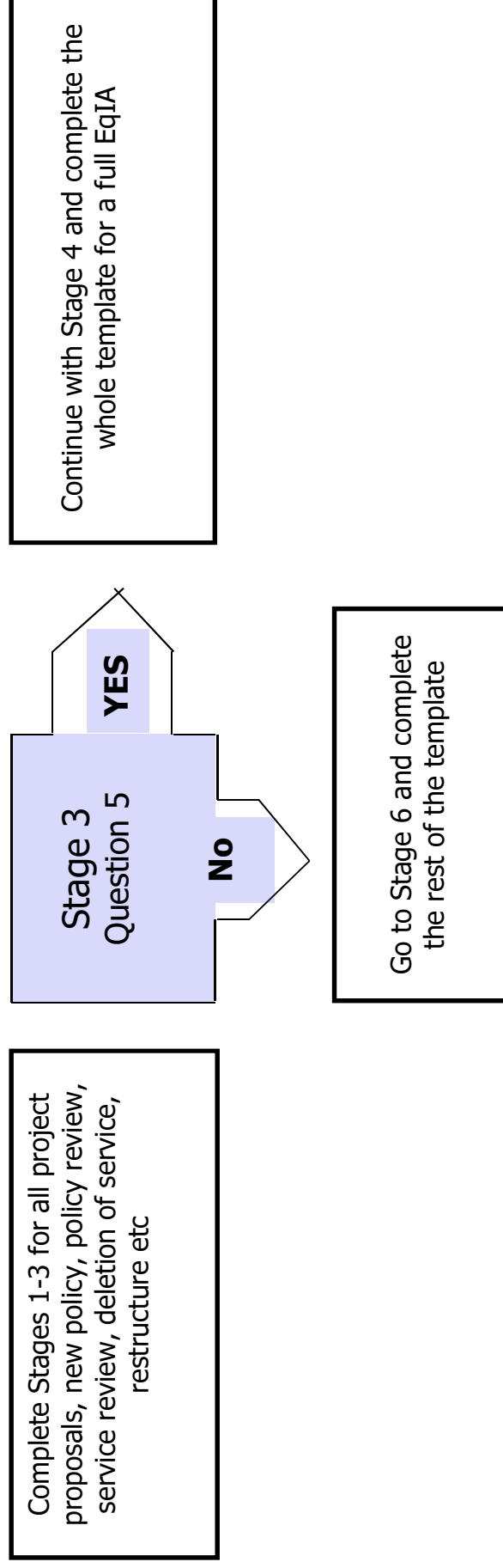
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
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Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Pauline Nixon	Signed: (Chair of DETG)	Roger Rickman
Date:	3 November 2015	Date:	15.1.16
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	<i>Roger Rickman</i>

Equality Impact Assessment Template

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- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)	delegated
Date decision to be taken:	2015			
Value of savings to be made (if applicable):				
Title of Project:	Proposal to restructure the Legal Practice following the merger of the legal teams and support services from Barnet, Harrow, Hounslow and in due course Aylesbury Vale.			
Directorate / Service responsible:	Legal & Governance Services, Resources Directorate			
Name and job title of Lead Officer:	Hugh Peart, Director of Legal & Governance Services			
Name & contact details of the other persons involved in the assessment:	Jessica Farmer, Head of Legal Practice			
Date of assessment (including review dates):	July 2015 but this EIA will be reviewed throughout the restructure.			
Stage 1: Overview				
<p>506</p> <p>1. What are you trying to do? (Explain your proposals here 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 restructure the merged legal teams from Barnet Hounslow and Harrow that form HB Public Law. Staff consultation documents outline the proposals for the restructure (in 2 phases) with some of the key aims being:</p> <ul style="list-style-type: none"> - to fully integrate the staff and the work, so that any lawyer can work for any Council and in future for any new clients; - eliminate duplication of functions and roles; - ensure all staff are consistently and appropriately managed, supported and developed; - make it clear to clients who to contact for support; - reduce operating costs to meet agreed funding from all Councils, and to be able to secure new work; - be client focussed and work flexibly to retain existing clients and attract new ones; - comply with the Inter Authority Agreement between Harrow, Barnet and Hounslow Councils and meet Lexcel & IIP standards; 			

	<ul style="list-style-type: none"> - be clear what support is available and from whom; - have a structure which is scalable as workloads increase or decline; - ensure work is done at the appropriate levels, by appropriately remunerated staff; and - have consistency in individual job titles and spans of control. <p>The restructure has been undertaken in 2 phases: Phase 1 – management restructure; Phase 2 – all other roles.</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>507</p> <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>Whilst it is a merged service, staff who transferred from Hounslow are Harrow employees so the responsibility lies with Legal & Governance Services.</p>															
<p>Stage 2: Evidence & Data Analysis</p>																
<p>4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>																
Protected Characteristic	Evidence															
Analysis & Impact																

Age (including carers of young/older people)	Some staff are carers.	This will be borne in mind during the process and individual issues raised by staff will be addressed as part of the consultation.
Disability (including carers of disabled people)	5% of staff in the Legal Practice have declared a disability.	Individual issues raised by staff will be addressed as part of the consultation.
Gender Reassignment		Individual issues raised by staff were addressed as part of the consultation.
Marriage / Civil Partnership		Individual issues raised by staff were addressed as part of the consultation.
Pregnancy and Maternity	Staff on maternity leave have been notified of the consultation and invited to the consultation meetings. There are currently 3 staff on maternity leave. (July 2015)	Individual issues raised by staff were addressed as part of the consultation.
Race	24% of the department have declared themselves to be BME.	Individual issues raised by staff will be addressed as part of the consultation.
	57% declared unknown 19% declared as white	
Religion and Belief		Individual issues raised by staff will be addressed as part of the consultation.
Sex / Gender	There is a greater number of female staff than male staff across the department. Therefore if there is any impact on staff it is likely to have a greater impact on female staff purely because of numbers.	Individual issues raised by staff will be addressed as part of the consultation.
Sexual Orientation		Individual issues raised by staff will be addressed as part of the consultation.

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals
Consultation document Meetings Consultation will be undertaken in phases.		

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?					
Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
510 Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					

Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
Sexual orientation									
511									
<p>8. 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>9. 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 it to happen?</p>									
							Yes		No

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date

Stage 7: Public Sector Equality Duty

1. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 2. Advance equality of opportunity between people from different groups
 3. Foster good relations between people from different groups

Stage 8: Recommendation

1.1. 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 of opportunity are being addressed.	
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off

13. 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 (if required)		Signature of DETG Chair

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:	February 2016			
Value of savings to be made (if applicable):	£800k			
Title of Project:	Roxborough and Bedford House			
Reference:	PA_15			
Directorate / Service responsible:	Community Health and Well-Being / Adult Social Care			
Name and job title of Lead Officer:	Jonathan Price			
Name & contact details of the other persons involved in the assessment:	Lynne Ahmed – Service Manager Lois Elliott – Senior Commissioner			
Date of assessment (including review dates):	August 2015			

Stage 1: Overview

<p style="text-align: right; margin: 0;">515</p> <p>1. What are you trying to do? (Explain your proposals here 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 one of the projects failing within the Transforming Adult Social care work stream under 'Project Infinity' and as such should not be viewed in isolation but as one part of a package of savings proposals to be delivered.</p> <p>Roxborough is a registered 8 bedded residential unit which provides specialist care services for people with severe learning disabilities and autism. The service is accredited with the National Autistic Society and achieved a 'Good' CQC rating. The building is located at 62 Roxborough Park, is old and has limited wheelchair access; there is a small lift which provided access to other floors.</p> <p>The recent Fire Service review identified significant failings in the current building in the event of a fire. The home is rented from Genesis Housing Association and there are a number of issues in regard to the maintenance of the building and the level of service received.</p> <p>All 8 service users at Roxborough have lived there for a number of years, the residents are aged 25years and upwards. The current service users are high on the autistic spectrum with behaviours that challenge the service, some require 24 hour support and intervention.</p> <p>Bedford House residential unit is an 11 bed unit for people with Learning disabilities (some with severe physical disabilities) and challenging behaviour. The service supports people aged 25years and upwards. The service provides 24 hour care and support.</p>
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Bedford House also provides 7 respite beds for people with learning disability.

Bedford House has CQC registration for 20 beds. The building is owned by Harrow Council and following the closure of the day service in 2013 the building has large areas of unused space. The site also benefits from an established "Friends of Bedford House" voluntary group who have made significant donations of money and time in the past.

Savings Proposal:

The proposal is to close Roxborough and transfer the 8 service users to Bedford House residential services. The proposal would require a reduced respite Service (1 bed) to allow the expansion of the residential service.

The proposal will make savings of £150,000 in 2016/17 and £650,000 in 17/18, which delivers a total saving of £800k.

The new budget for the "new Bedford House" service will be £665k with £100k transferred to the Community budget for Respite provision.

To achieve a merged service the layout of the home would require some capital works.

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Service Users	✓	Partners	Stakeholders
Staff	✓	Age	Disability
Gender Reassignment		Marriage and Civil Partnership	Pregnancy and Maternity
Race		Religion or Belief	Sex
Sexual Orientation		Other	

Adult social care has overall responsibility for this service.

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 Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.
(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	Service users – 25 across the 3 units Age range -27-71	The age profile of service users does not suggest that a particular age group is likely to be disproportionately affected
Disability (including carers of disabled people)	Service users Learning disability and sensory support- 16 Physical disabilities - 9	All service users have a disability and will be affected by this proposal.
Gender Reassignment	Information not available	It is unlikely that this proposal will negatively impact this group
Marriage / Civil Partnership	Information not available	It is unlikely that this group be negatively impacted as a result of these changes
Pregnancy and Maternity	Information not available	It is unlikely that this group will be negatively impacted as a result of these changes
Race	Service Users Black/ Black British -5 White/White British – 8 Asian/Asian British – 7	The service user profile does not suggest that any particular group is likely to be disproportionately affected.

	Mixed Background – 2 Other ethnic group - 2	
Religion and Belief	Service users Hinduism – 6 Islam – 4 Others - Unknown	Incomplete data available however there is unlikely to be any impact on this group as a result of the changes.
Sex / Gender	Service users Male-13 Female -12	The service users are almost equally split in terms of gender – there is unlikely to be a disproportionate impact on this group.
Sexual Orientation	Information not available.	There is unlikely to be any impact on this group as a result of the changes.

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Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals
51 519 ... current staff and service users will be consulted on the proposals, to try and limit any potential negative impacts. This consultation will also include consultation with the service users carers/ representatives		

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact	Explain what this impact is, how likely it is to happen and the extent of impact if it was to	What measures can you take to mitigate the impact or advance equality of opportunity? E.g.

	✓	Minor ✓	Major ✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
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										
8. 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?										
9. 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 it to happen?

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
522				

Stage 7: Public Sector Equality Duty

- 10.** How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 2. Advance equality of opportunity between people from different groups
 3. Foster good relations between people from different groups

Detailed consultation will be undertaken to ensure that the PSED is met, and that all staff and service users are handled in a sensitive way.

Stage 8: Recommendation

<p>11. 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 of opportunity are being addressed.</p>	
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>	
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

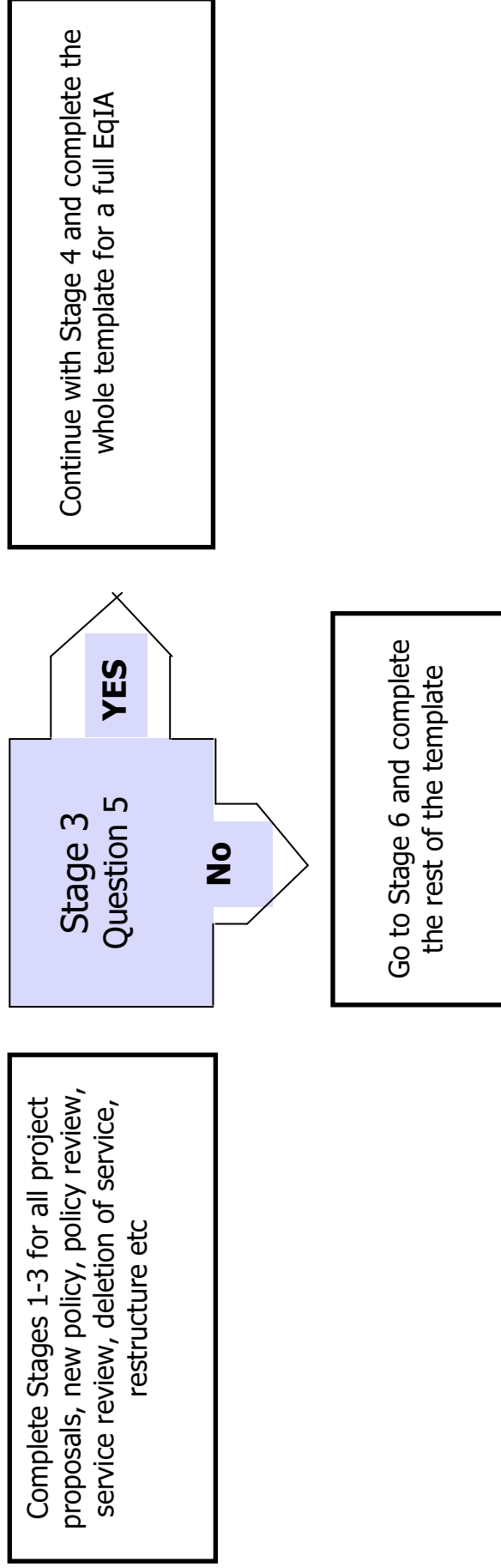
Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	
<p>Signed: (Lead officer completing EqIA)</p>	<p>Signed: (Chair of DETG)</p>
<p>Date:</p>	<p>Date:</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>	<p>Signature of DETG Chair</p>

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
 - You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
 - **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
 - Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.
- The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:				
Value of savings to be made (if applicable):	£10,000			
Title of Project:	Funding for Agreed Syllabus Development			
Directorate / Service responsible:	People Services, Education and Commissioning, Education Strategy, SACRE			
Name and job title of Lead Officer:	Pauline Nixon			
Name & contact details of the other persons involved in the assessment:	Patrick O'Dwyer: 020 8736 6514			
Date of assessment (including review dates):	23 October 2015			

Stage 1: Overview

<p>526</p> <p>1. What are you trying to do? (Explain your proposals here 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 role and responsibility of the LA for SACRE Regulation 5A, Education (Special Educational Needs) (England) (Consolidation) Regulations 2001, SI 2001/34555 Section 390, Education Act 1996 10</p> <p>This Act includes the obligation that each LA must, together with establishing a Standing Advisory Council for Religious Education (SACRE):</p> <ul style="list-style-type: none"> • establish an occasional body called an agreed syllabus conference (ASC) to review the agreed syllabus for RE adopted by the LA. • institute a review of its locally agreed syllabus within five years of the last review, and subsequently every five years after the completion of each further review appoint members of the committees represented on the ASC • An LA should fund and support a SACRE and an ASC satisfactorily in line with the duty to constitute or convene each of these bodies and to enable them effectively to carry out their functions. <p>Harrow Council has funded the establishment of the ASC for 2015-2016 and for the review, development and publication of a new locally agreed syllabus for religious education in locally maintained schools, and other schools who wish to adopt it, effective from April 2016.</p>
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It is proposed that £10,000 of the funding allocated to the SACRE and ASC to oversee this new Agreed Syllabus process is withdrawn from the SACRE budget for the financial year 2016-2017. This will have no adverse effect on SACRE's work and the work of the ASC will have been completed by 31 March 2016.

This is, therefore, a proportionate proposal as by April 2016 the work of the ASC will be completed and the new Agreed Syllabus for RE will have been published. It will no longer be necessary to provide any funding for this activity in the financial year 2016-2017.

The budget remaining to SACRE is sufficient to provide for its activities, costs and publications in the 2016-2017 year. There will be no adverse impact on its work and will broadly restore the SACRE budget to the amounts allocated in years where an ASC and new syllabus is not required.

In the FY **2020-2021** funding for an ASC and review of the Agreed Syllabus will, once again, be needed in line with the statutory duty placed on the Local Authority.

There is no adverse affect of this decision on any person, on any protected characteristic (Stage 2) or any organisation within the London Borough of Harrow.

Funding for the work of SACRE in 2016-2017 will continue to be provided by the Local Authority.

		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>The responsibility rests solely within the People Directorate of Harrow Council, SACRE and the Agreed Syllabus Conference whilst the latter is established.</p>							
		<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 Analysis

What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
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													

Stage 3: Assessing Potential Disproportionate Impact

5. 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	✓	✓	✓	✓	✓	✓	✓	✓	✓

6. 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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					

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Marriage and Civil Partnership												
Pregnancy and Maternity												
Race												
Religion or Belief												
Sex												
Sexual orientation												
8. 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?												
9. 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 it to happen?

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
51 32 None	There are no adverse impacts of this action			

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 2. Advance equality of opportunity between people from different groups
 3. Foster good relations between people from different groups
- In the 2015-2016 Financial Year, the Local Authority will have discharged its duty fully towards the Agreed Syllabus Conference and the publication of a new locally agreed syllabus for religious education. No further duty will remain on it in this respect and relevant to this efficiency saving subsequent to April 2016.

Stage 8: Recommendation

11. 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 of opportunity are being addressed.	✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

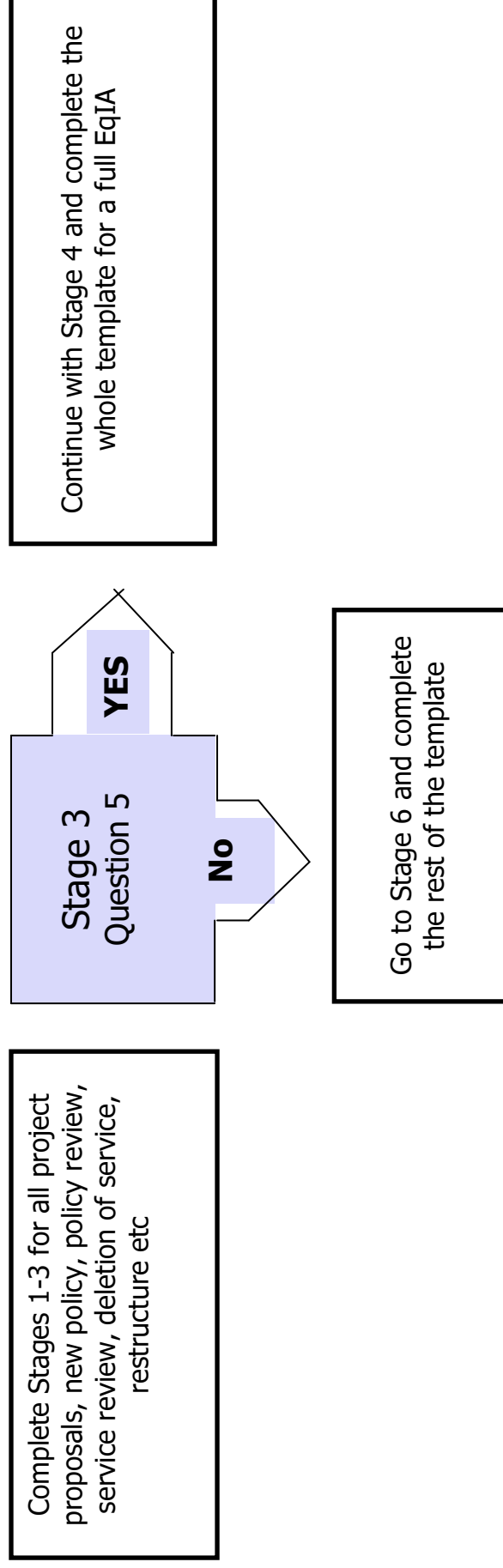
Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	People Services Directorate
Signed: (Lead officer completing EqIA)	Signed: (Chair of DETG)
Date:	Date:
Date EqIA presented at the EqIA Quality Assurance Group (if required)	Signature of DETG Chair

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:	February 2016			
Value of savings to be made (if applicable):	£500k			
Title of Project:	Sancroft			
Reference:	PA_9			
Directorate / Service responsible:	Adult Social Care			
Name and job title of Lead Officer:	Chris Greenway, Head of Safeguarding Assurance & Quality Services			
Name & contact details of the other persons involved in the assessment:	Donna Edwards, Finance Business Partner Rachel Dickinson			
Date of assessment (including review dates):	5 th August 2015			

Stage 1: Overview

<p>536</p> <p>1. What are you trying to do? (Explain your proposals here 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 one of the projects falling within the Transforming Adult Social Care work stream under 'Project Infinity' and as such should not be viewed in isolation but as one part of a package of savings proposals to be delivered.</p> <p>Sancroft is a purpose built Residential Care Home and Day Centre facility with 50 single residential beds for elderly residents and two 25 place Day Centres which opened in 1999 in central Harrow.</p> <p>Sancroft is a 25 year Private Finance Initiative (Pathfinder) contract arrangement between LB Harrow and Catalyst Communities Housing Association (In 2006 the Association changed its name from Ealing Family Housing Association). The service commencement date was the 31st December 1999 and continues for a period of 25 years.</p> <p>Three day care services are provided at Sancroft. These include 'Byron' for older people with dementia, 'Anjali' and 'Maya' for older Asian people, Asian people with dementia and Asian people with learning disabilities. The day service block contract costs £525,025 (2015/16) including annual uplift (based on GDP deflator percentage change – currently 2.36%).</p> <p>Savings Proposal: Contract Variation will be issued for 50% of the Day Care Capacity as current utilisation is only</p>
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	<p>around 46% overall. The Contract only allows a variation (Clause 10.5) to a minimum 25 Day Care Places.</p> <p>With the reduction of 50% of the current Day Care capacity this should allow one of the two floors used to provide the Day Service to be re-used. The Council plan to commission extra Dementia beds. Savings on current external dementia placements will deliver £150k.</p> <p>The remaining savings will be delivered through PFI contract management e.g. Lifecycle costs. The current building condition is not likely to meet the Chartered Institute of Building Service Engineers (CIBSE), grade A building conditions (the standard for NHS buildings). As the contract states that the Contractor should make arrangements to ensure that it has machinery and equipment in order to carry out the service a recurrent refund is likely to be achieved.</p> <ul style="list-style-type: none"> • Reduction of Day Care Places from 50 to 25 per day to achieve £250k saving over 2016/17 (£166k part year) and 2017/18 (£84k) • Reconfiguration of Service to create 5 to 6 Dementia Beds £150k 2017/18 • PFi Contract Management £100k 2017/18 															
<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:</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 is with Adult Social Care working in partnership with Catalyst Communities Housing Association the Council's Pfi Partner and Freemantle Trust who deliver the care services at Sancroft (sub-contract to Catalyst).</p>															
<p>Stage 2: Evidence & Data Analysis</p>																
<p>4. What evidence is available to assess the potential impact of your proposals? 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</p>																

interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	106 (88%) are currently over 65 (older People) Evidence from Frameworki Case Management System	Likelihood of negative Impact – Implications for existing clients attending the Day Centre is limited but there will be an overall reduction in the Community for Older People’s Day Care by 25 places
Disability (including carers of disabled people)	Evidence from Frameworki Case Management System Some service users of the day centres have dementia and some have learning disabilities.	Likelihood of negative Impact – Implications for existing clients attending the Day Centre is limited but there will be an overall reduction in the Community for Older People’s Day Care by 25 places
51 33 88 Gender Reassignment	None identified Evidence from Frameworki Case Management System	None of the users are identified as being gender reassigned Neutral Impact – the reduction of Older People Day Care Places will not adversely impact this protected characteristic over another group
Marriage / Civil Partnership	Evidence from Frameworki Case Management System	Neutral Impact – the reduction of Older People Day Care Places will not adversely impact this protected characteristic over another group
Pregnancy and Maternity	Evidence from Frameworki Case Management System	Neutral Impact – the reduction of Older People Day Care Places will not adversely impact this protected characteristic over another group
Race	14 (12%) White, 100 (83)% Asian, 4 (3)% Black, 3 (2%) Other Evidence from Frameworki Case Management System	Likelihood of negative Impact – the reduction of places will not directly affect current users however the reduction of Day Centre places is likely to adversely impact this protected characteristic over another group.

	The majority of service users are from Asian background																		
Religion and Belief	<table border="1"> <tr> <td>Christian (all denominations)</td> <td>20</td> </tr> <tr> <td>Hinduism</td> <td>71</td> </tr> <tr> <td>Islam</td> <td>13</td> </tr> <tr> <td>Not Stated</td> <td>5</td> </tr> <tr> <td>Other Religion</td> <td>2</td> </tr> <tr> <td>Sikh</td> <td>4</td> </tr> <tr> <td>Not Recorded</td> <td>6</td> </tr> <tr> <td>Grand Total</td> <td>121</td> </tr> </table>	Christian (all denominations)	20	Hinduism	71	Islam	13	Not Stated	5	Other Religion	2	Sikh	4	Not Recorded	6	Grand Total	121	Likelihood of negative Impact – the reduction of places will not directly affect current users however the reduction of Day Centre places will adversely impact this protected characteristic over another group. The majority of service users identified Hinduism as their religion.	
	Christian (all denominations)	20																	
Hinduism	71																		
Islam	13																		
Not Stated	5																		
Other Religion	2																		
Sikh	4																		
Not Recorded	6																		
Grand Total	121																		
	Evidence from Frameworki Case Management System																		
Sex / Gender	Male 30 (25%) Female 91 (75%)	Likelihood of negative Impact – the reduction of places will not directly affect current users however the reduction of Day Centre places will adversely impact this protected characteristic over another group. The majority of service users are Female																	
	Evidence from Frameworki Case Management System																		
Sexual Orientation	Evidence from Frameworki Case Management System	Neutral Impact – the reduction of day centre places will not adversely impact this protected characteristic over another group.																	
Stage 3: Assessing Potential Disproportionate Impact																			
5. 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	<table border="1"> <tr> <th>Age (including carers)</th> <th>Disability (including carers)</th> <th>Gender Reassignment</th> <th>Marriage and Civil Partnership</th> <th>Pregnancy and Maternity</th> <th>Race</th> <th>Religion and Belief</th> <th>Sex</th> <th>Sexual Orientation</th> </tr> <tr> <td>✓</td> <td>✓</td> <td>X</td> <td>X</td> <td>X</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> </table>	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	✓	✓	✓	
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	✓	✓	✓												
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 6

Stage 4: Further Consultation / Additional Evidence

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

540	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? E.g. revising your proposals
	As this proposal does not impact on the services delivered to current users the consultation will only take place with the Contractor who will be consulted as part of the contract variation discussion. As service is not expected to change wider consultation will not be undertaken.		

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
Age (including carers of young/older people)		✓		As there will be a reduction in Day Care places for Older People in the borough this is likely to have an impact on potential future users.	The needs of potential future users will be assessed in line with current practice. Users will have access to personal budgets and will be signposted to alternative provision through MyCeP (My Community ePurse).
Disability (including carers of disabled people)		✓		As there will be a reduction in Day Centre places for people with dementia and those with a learning disability this is likely to have an impact on potential future users.	The needs of potential future users will be assessed in line with current practice. Users will have access to personal budgets and will be signposted to alternative provision through MyCeP (My Community ePurse).
Gender Reassignment				No Impact identified.	Adult social care provision is quality assured by the Safeguarding and Quality Assurance team to ensure it meets the needs of all users.
Marriage and Civil Partnership				No impact identified.	Adult social care provision is quality assured by the Safeguarding and Quality Assurance team to ensure it meets the needs of all users.
Pregnancy and Maternity				No impact identified	Adult social care provision is quality assured by the Safeguarding and Quality Assurance team to ensure it meets the needs of all users.
Race		✓		As there will be a reduction in Day Care places for Asian people in the Borough there is likely to be an	The needs of potential future users will be assessed in line with current practice. Users will

				impact on potential future users.	have access to personal budgets and will be signposted to alternative provision through MyCeP (My Community ePurse).	
Religion or Belief	✓			As there will be a reduction in Day Care places for Asian people in the borough, with the major religious group for Asians being the Hindu faith there is likely to be an impact on potential future users of this faith.	The needs of potential future users will be assessed in line with current practice. Users will have access to personal budgets and will be signposted to alternative provision through MyCeP (My Community ePurse).	
Sex	✓			As there will be a reduction in Day Care places and the majority of whom use these facilities are Females there is likely to be an adverse impact on this group of future users.	The needs of potential future users will be assessed in line with current practice. Users will have access to personal budgets and will be signposted to alternative provision through MyCeP (My Community ePurse).	
Sexual orientation				No impact identified	Adult social care provision is quality assured by the Safeguarding and Quality Assurance team to ensure it meets the needs of all users.	
<p>8. 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
				A number of proposals under Transforming Adult Social Care will impact Adult social care service users in particular older people who could experience a number of changes to the way they currently receive services from the Council.		
				Yes		No
						✓
<p>9. 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 it to happen?</p>						
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified 						

<ul style="list-style-type: none"> Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 				
Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Age / Disability / Race / Religion / Sex	The needs of potential future users will be assessed in line with current practice. Users will have access to personal budgets and will be signposted to alternative provision through MyCeP (My Community ecourse).	Monitoring through MCeP	Chris Greenway / Care Management	April 2016
All groups	Adult social care provision is quality assured by the Safeguarding and Quality Assurance team to ensure it meets the needs of all users.	Quality assurance monitoring	Chris Greenway / Safeguarding and Quality assurance team	March 2016 ongoing
543				
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 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 8: Recommendation				
<p>11. 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 of opportunity are being addressed.</p>				

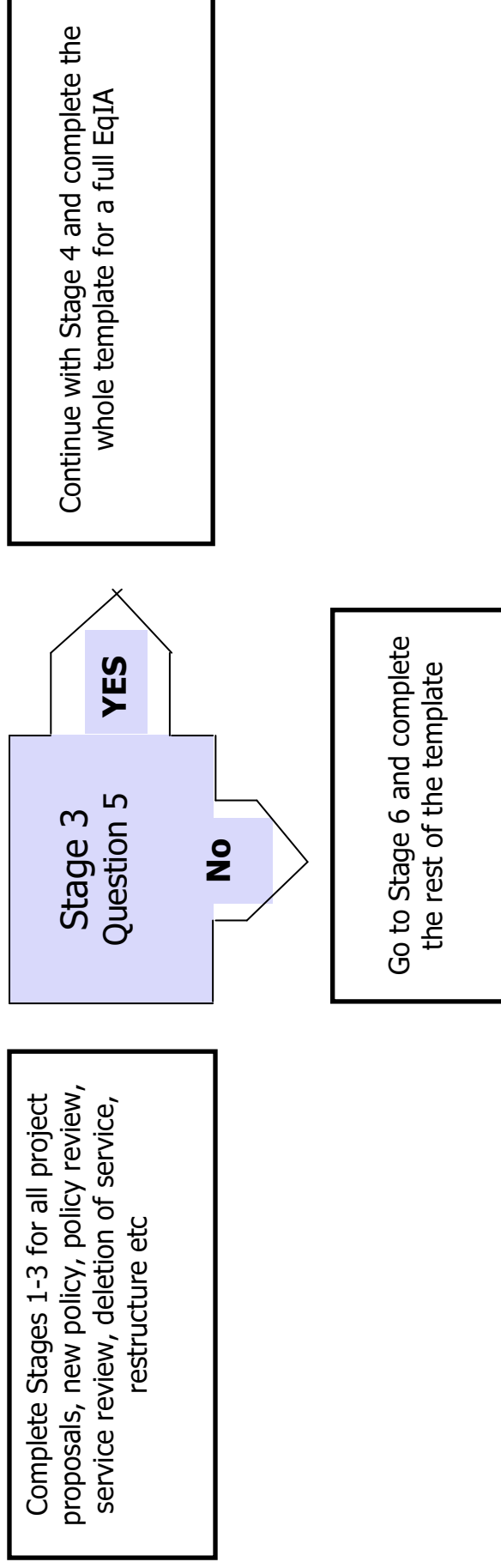
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p> <p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>	<p>✓</p>
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>Chris Greenway</p>	<p>Signed: (Chair of DETG)</p> <p>Roger Rickman</p>
<p>544</p>	<p>Date: 07/01/2016</p>	<p>Date: 15/01/2016</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>	<p>Signature of DETG Chair</p>	

Equality Impact Assessment Template

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- Legal will **NOT** accept any reports without a fully completed, Quality Assured and signed off EqIA.

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)																														
Date decision to be taken:																																	
Value of savings to be made (if applicable):																																	
£121,000																																	
Title of Project:																																	
Directorate / Service responsible:																																	
Name and job title of Lead Officer:																																	
Name & contact details of the other persons involved in the assessment:																																	
Date of assessment (including review dates):																																	
Stage 1: Overview																																	
<p>1. What are you trying to do?</p> <p>Explain your proposals here 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 involves the cessation of Sexual Health projects: the distribution of Contraceptives (£5k) and Sexual Health projects (£10k) – and the deletion of the Contingency fund to meet the costs of the Open access Genitourinary Medicine (GUM) cross borough charging (£107k).</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Residents / Service Users</td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 25%;">Partners</td> <td style="width: 40%; text-align: center;">✓</td> <td style="width: 10%;">Stakeholders</td> <td style="width: 10%; text-align: center;">✓</td> </tr> <tr> <td>Staff</td> <td style="text-align: center;">✓</td> <td>Age</td> <td style="text-align: center;">✓</td> <td>Disability</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Gender Reassignment</td> <td style="text-align: center;">✓</td> <td>Marriage and Civil Partnership</td> <td style="text-align: center;">✓</td> <td>Pregnancy and Maternity</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Race</td> <td style="text-align: center;">✓</td> <td>Religion or Belief</td> <td style="text-align: center;">✓</td> <td>Sex</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Sexual Orientation</td> <td style="text-align: center;">✓</td> <td>Other</td> <td style="text-align: center;">✓</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>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<p>Public Health has overall responsibility in partnership with NHS providers, such as GPs and pharmacies.</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>Public Health has overall responsibility in partnership with NHS providers, such as GPs and pharmacies.</p>																																

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	The Sexual Health Strategy 2014 and the JSNA 2015	This proposal, if agreed will not have an adverse affected on any group as these activities will be incorporated into existing service provision and therefore will have no impact the service available to local residents. The contingency fund that was set aside to mitigate financial risk associated with open access Genitourinary Medicine (GUM) to the Council is not required and therefore the removal of this fund will have no impact on local residents.
Disability (including carers of disabled people)	As above	As above.
Gender Reassignment	As above	As above.
Marriage / Civil Partnership	As above	As above.
Pregnancy and Maternity	As above	As above.
Race	As above	As above.
Religion and Belief	As above	As above.
Sex / Gender	As above	As above.
Sexual Orientation	As above	As above.

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

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Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					

<p>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 it to happen?</p>				
<p>Stage 6 – Improvement Action Plan</p>				
<p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> • Proposals to mitigate any adverse impact identified • Positive action to advance equality of opportunity • Monitoring the impact of the proposals/changes once they have been implemented • Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 				
Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
N/A				
<p>Stage 7: Public Sector Equality Duty</p>				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 		<p>This proposal does not help the council fulfil its Public Sector Equality Duty.</p>		

3. Foster good relations between people from different groups	
Stage 8: Recommendation	
11. 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 of opportunity are being addressed.	✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

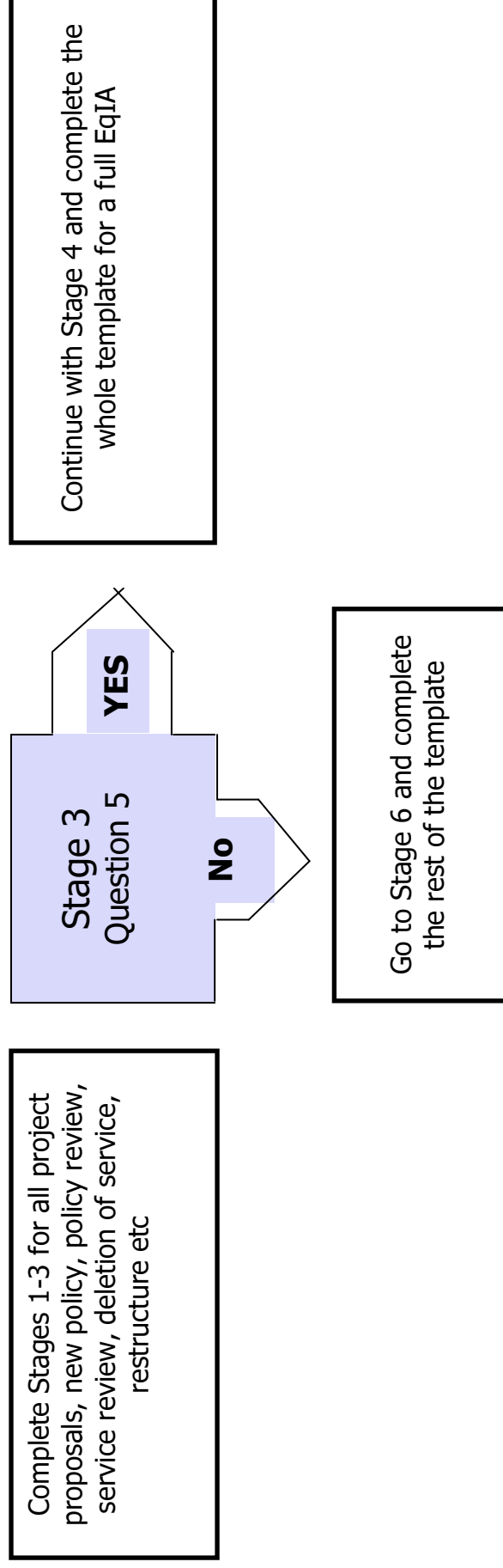
Stage 9 - Organisational sign Off

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

Signed: (Lead officer completing EqIA)	Audrey Salmon	Signed: (Chair of DETG)	Carol Yarde
Date:	3.9.15	Date:	3.9.15
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	✓	Other (explain)	MTFS
Date decision to be taken:	September 2015				
Value of savings to be made (if applicable):	£50,000 – 2016/17; £150,000 2017/18				
Title of Project:	Commercialisation of Shared Lives				
Reference:	PA_14				
Directorate / Service responsible:	Community Health and Well-Being / Adult Social Care				
Name and job title of Lead Officer:	Jonathan Price				
Name & contact details of the other persons involved in the assessment:	Lynne Ahmed – Service Manager Kashmir Takhar – Senior Commissioner				
Date of assessment (including review dates):	4 th August 2015				

Stage 1: Overview

	<p>This proposal is one of the projects falling within the minimising adults work stream under 'Project Infinity', and as such should not be viewed in isolation and instead as one part of a package of savings to be made by Adults.</p> <p>The Shared Lives scheme offers an alternative to traditional day or residential care by placing adult social care clients in the homes of paid Carers. These Carers are paid a weekly fee for providing both the residential and care needs of eligible clients. As some of the costs are met by Housing Benefit, the weekly cost to the Council is significantly lower than the weekly cost of providing traditional residential care.</p> <p>Harrow runs a very successful Shared Lives scheme and has significantly increased the number of paid Carers recruited in recent years. The proposal is to continue this expansion and offer the scheme to other London boroughs.</p> <p>Savings Proposal:</p> <p>The proposal is to develop and expand the Shared Lives scheme to operate commercially and generate income from trading services to other Local Authorities.</p> <p>The proposal is to generate £50,000 in 2016/17 and £150,000 in 2017/18.</p>
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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		Pregnancy and	

	<p>16 – 24 years: 0</p> <p>25-44 years: 3</p> <p>45 – 64 years: 0</p> <p>65 years and over: 0</p>	
Disability (including carers of disabled people)	<p><u>Service user profile:</u></p> <p>38 service users have a disability</p> <p><u>Staff profile:</u></p> <p>No staff have declared a disability.</p>	The proposals will not affect current service users or staff as their service will continue without disruption.
Gender Reassignment	<p><u>Service user profile:</u></p> <p>This information is not available.</p> <p><u>Staff profile:</u></p> <p>This information is not available.</p>	The proposals will not affect current service users or staff as their service will continue without disruption.
Marriage / Civil Partnership	<p><u>Service user profile:</u></p> <p>This information is not available.</p> <p><u>Staff profile:</u></p> <p>This information is not available.</p>	The proposals will not affect current service users or staff as their service will continue without disruption.
Pregnancy and Maternity	<p><u>Service user profile:</u></p> <p>This information is not available.</p> <p><u>Staff profile:</u></p>	The proposals will not affect current service users or staff as their service will continue without disruption.

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	2 members of staff are married.	
	<p><u>Service user profile:</u></p> <p>White English: 23</p> <p>White Irish: 2</p> <p>Black Caribbean: 3</p> <p>Black African: 1</p> <p>Asian Indian: 3</p> <p>Any other Asian background: 4</p> <p>Mixed background White / Asian: 1</p> <p><u>Staff profile:</u></p> <p>Asian Indian: 1</p> <p>Black African: 1</p> <p>White Other: 1</p>	
Race		The proposals will not affect current service users or staff as their service will continue without disruption.
	<p><u>Service user profile:</u></p> <p>This information is not available.</p> <p><u>Staff profile:</u></p> <p>Christian: 2</p> <p>Hindu: 1</p>	
Religion and Belief		The proposals will not affect current service users or staff as their service will continue without disruption.
Sex / Gender	<u>Service user profile:</u>	The proposals will not affect current service users or staff as their service will continue without disruption.

	<p>Male: 19</p> <p>Female: 19</p> <p><u>Staff profile:</u></p> <p><u>Service user profile:</u></p> <p>This information is not available.</p> <p><u>Staff profile:</u></p> <p>This information is not available.</p>	<p>The proposals will not affect current service users or staff as their service will continue without disruption.</p>
<p>Sexual Orientation</p>		
<p>Stage 3: Assessing Potential Disproportionate Impact</p>		
<p>5. 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	✓	
No		
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
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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 6

Stage 4: Further Consultation / Additional Evidence

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

559	Who was consulted? What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics? Consultation will aim to ensure the impact on different groups/ Protected Characteristics	What actions have you taken to address the findings of the consultation? E.g. revising your proposals
	If these proposals are accepted the need for Consultation will be assessed at the point of acceptance and mobilisation.		

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?			
Protected Characteristic	Positive Impact	Adverse Impact	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
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>8. 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>51 yes, which Protected Characteristics could be affected and what is the 61 potential impact?</p>									
<p>9. 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 it to happen?</p>									
<p>Stage 6 – Improvement Action Plan</p>									
<p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p>									
<ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented 									
<p>The proposal, if there is take up of the service within other Boroughs. The impact to the wider community is likely to be positive. With increased demand for paid carers, and additional places created for people assessed as suitable for shared lives support.</p>									

• Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?			
Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team
Target Date			
Stage 7: Public Sector Equality Duty			
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <p>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p> <p>2. Advance equality of opportunity between people from different groups</p> <p>3. Foster good relations between people from different groups</p>			
Stage 8: Recommendation			
<p>11. 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 of opportunity are being addressed.</p>		✓	
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>			
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>			

12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
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Stage 9 - Organisational sign Off

13. 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 (if required)		Signature of DETG Chair

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:	February 2016			
Value of savings to be made (if applicable):	£139k			
Title of Project:	Southdown supported living			
Reference:	PA_12			
Directorate / Service responsible:	Adult Social Care			
Name and job title of Lead Officer:	Jonathan Price			
Name & contact details of the other persons involved in the assessment:	Lynne Ahmad – Service Manager			
Date of assessment (including review dates):				

Stage 1: Overview

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	<p>This proposal is one of the projects falling within the Transforming Adult Social Care work stream under 'Project Infinity' and as such should not be viewed in isolation but as one part of a package of savings proposals to be delivered.</p> <p>The service is a seven bedded registered unit supporting people with learning disabilities, located at Southdown Crescent Harrow.</p> <p>The unit currently has one void and care management have indicated that it is not a service they refer to for future placements.</p> <p>The current client group have increased in their individual needs since initial placement and care management reviews have identified that placements through other services are now more appropriate.</p> <p>Savings Proposal:</p> <p>The proposal is to close the unit and move service users to more appropriate placements that better meet their needs. The proposal delivers a savings of £139K in 2016/17.</p> <p>The building is not Council stock and will be handed back to Network Housing.</p>
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1. What are you trying to do?

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

	Service Users	Partners	Stakeholders
Staff	✓	Age	Disability
Gender Reassignment	✓	Marriage and Civil Partnership	Pregnancy and Maternity
Race	✓	Religion or Belief	Sex
Sexual Orientation		Other	

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?

Adult social Care has overall responsibility for this proposal.
Service managers and commissioners have undertaken the assessment

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	6 service users; aged between – 34-64 years of age	All service users are of working age. As the proposal will identify more appropriate placements for service users that better suits their needs there is unlikely to be an adverse impact on this protected characteristic.
Disability (including carers of disabled people)	All service users have learning disabilities	All service users have a disability. As the proposal will identify more appropriate placements for service users that better suits their needs there is unlikely to be an adverse

		impact on this protected characteristic.
Gender Reassignment	Information not available	As the proposal will identify more appropriate placements for service users that better suits their needs there is unlikely to be an adverse impact on this protected characteristic.
Marriage / Civil Partnership	Of the 6 service users, the majority of them are single.	As the proposal will identify more appropriate placements for service users that better suits their needs there is unlikely to be an adverse impact on this protected characteristic.
Pregnancy and Maternity	Information not available	All service users are of working age. As the proposal will identify more appropriate placements for service users that better suits their needs there is unlikely to be an adverse impact on this protected characteristic.
51 67 Race	1 service user is of a Mixed Background and 5 are White British	The majority of residents in Southdown are White English. As the proposal will identify more appropriate placements for service users that better suits their needs there is unlikely to be an adverse impact on this protected characteristic.
Religion and Belief	Information not available	As the proposal will identify more appropriate placements for service users that better suits their needs there is unlikely to be an adverse impact on this protected characteristic.
Sex / Gender	Information not available.	As the proposal will identify more appropriate placements for service users that better suits their needs there is unlikely to be an adverse impact on this protected characteristic.
Sexual Orientation	Information not available	All service users are of working age. As the proposal will identify more appropriate placements for service users that better suits their needs there is unlikely to be an adverse impact on this protected characteristic.

	impact on this protected characteristic.
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Stage 3: Assessing Potential Disproportionate Impact

5. 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.

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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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals
Service users, their carers and families. Face to face meeting as well as information provided in hard copy. Service users, carers and	Service users, carers and families understand that the accommodation at Southdown is no longer suitable to meet their changing needs. During the	Service users and their families will be fully involved in the process for identifying alternative placements. Their views will be sought and taken in

families were able to submit their views by email, phone, letter or in person.	consultation meeting there was some concern expressed by families about whether or not alternative placements would be found in Harrow; There were also questions about who would pay for the accommodation and how the transition process would be managed. Service users expressed their preferences for alternative accommodation; one service user said that she would like to live with her sister; another service user said that she would like to live in Kenton. Service users and their families were keen to ensure that new placements were centrally located and offered service users access to shops and amenities.	to account during the care management review process and the planning of alternative placements.

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

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Protected Characteristic	Positive Impact	Adverse Impact		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 6)
		Minor	Major	
Age (including carers of young/older people)	✓	✓	Major ✓	The impact on this group will be mitigated by individual care management reviews and planning. This process will take in to account their personal preferences and interests.
Disability (including carers of	✓			The impact on this group will be mitigated by individual care management reviews and planning. This process will take in to account their personal preferences, abilities and interests.

disabled people)									
Gender Reassignment					Impact unknown				The impact on this group will be mitigated by individual care management reviews and planning. This process will take in to account their personal preferences and interests.
Marriage and Civil Partnership			✓		All service users are single and will be affected by the proposals however this should result in service users being placed in alternative accommodation that better suits their needs.				The impact on this group will be mitigated by individual care management reviews and planning. This process will take in to account their personal preferences and interests.
Pregnancy and Maternity					No Impact				The impact on this group will be mitigated by individual care management reviews and planning. This process will take in to account their personal preferences and interests.
Race					5 of the 6 service users are White British, and one is of mixed background. This group will be affected by the proposals however this should result in them being placed in more suitable accommodation that better suits their needs.				The impact on this group will be mitigated by individual care management reviews and planning. This process will take in to account their personal preferences and interests.
Religion or Belief					Impact unknown				The impact on this group will be mitigated by individual care management reviews and planning. This process will take in to account their personal preferences and interests.
Sex				✓	Of the 6 service users, all are female. This group will be affected by the proposals however should result in more appropriate placements that better meets their needs.				The impact on this group will be mitigated by individual care management reviews and planning. This process will take in to account their personal preferences and interests.
Sexual orientation					Impact unknown				The impact on this group will be mitigated by individual care management reviews and planning. This process will take in to account their personal preferences and interests.

<p>8. 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>	<table border="1"> <tr> <td data-bbox="71 766 129 1093">Yes</td> <td data-bbox="71 607 129 766">✓</td> <td data-bbox="71 342 129 607">No</td> <td data-bbox="71 89 129 342"></td> </tr> </table> <p>A number of proposals under the Transforming Adult Social Care work stream will impact Adult social care service users in particular those with a disability who could experience a number of changes to the way they currently receive services from the Council.</p>	Yes	✓	No	
Yes	✓	No			
<p>9. 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 it to happen?</p>	<table border="1"> <tr> <td data-bbox="343 844 400 1093">Yes</td> <td data-bbox="343 607 400 844"></td> <td data-bbox="343 342 400 607">No</td> <td data-bbox="343 89 400 342">✓</td> </tr> </table>	Yes		No	✓
Yes		No	✓		

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

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- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Age, Disability, Race and Sex	Care management reviews and planning.	Completion of care management reviews	Jonathan Price/ Care Management	March 2016
Race	Care management reviews and planning	Completion of care management	Jonathan Price/ Care Management	March 2016

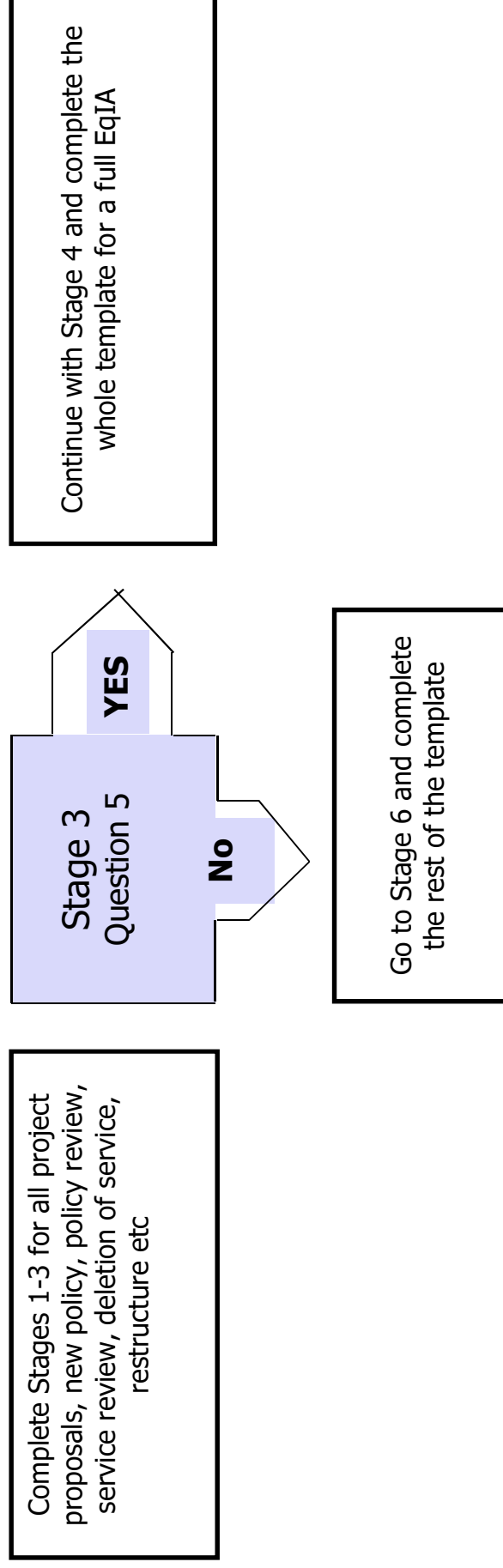
			reviews		
Sex	Care management reviews and planning		Completion of care management reviews	Jonathan Price/ Care Management	March 2016
Stage 7: Public Sector Equality Duty					
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 					
Stage 8: Recommendation					
<p>11. 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 opportunities to advance equality of opportunity are being addressed.</p> <p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p> <p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>					
					✓
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>					
Stage 9 - Organisational sign Off					
<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>					

Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input checked="" type="checkbox"/>	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:				
Value of savings to be made (if applicable):				
£255k				
Title of Project:				
Directorate / Service responsible:				
Name and job title of Lead Officer:				
Name & contact details of the other persons involved in the assessment:				
Date of assessment (including review dates):				
26/08/2015				

Stage 1: Overview

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<p>1. What are you trying to do? (Explain your proposals here e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Parking Services were transferred from Environmental Service Delivery division to Commissioning Service division in February 15. Following the departure of the Parking Manager on 31st March 15, the management resource was reviewed and restructured.</p> <p>The consultation has resulted in the merger of Parking Manager role and Network Management Manager role, contributing to management saving of £75K in 15/16.</p> <p>Further efficiencies will also be made on team leader posts and inspector posts over a phased approach. The Deregulation Bill introduces the restriction on the use of CCTV for parking enforcement. A range of measures have been put in place to support our traffic management approach.</p> <p>This was formalised through the restructure which already took place in June 2015. The implementation of posts deletion will be phased over the next 2 years.</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					

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 Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	This proposal relates to borough wide service provision. However, as the service levels are not proposed for	None identified at this stage

	change there is unlikely to be any disproportionate adverse effect on any protected characteristic group. Staff impacts will be managed through the Council's established PMOC process and there is unlikely to be any disproportionate adverse effect on any protected characteristic group within staff.	
Disability (including carers of disabled people)	As above	As above
Gender Reassignment	As above	As above
Marriage / Civil Partnership	As above	As above
Pregnancy and Maternity	As above	As above
Race	As above	As above
Religion and Belief	As above	As above
Sex / Gender	As above	As above
Sexual Orientation	As above	As above

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

Stage 4: Further Consultation / Additional Evidence

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

579	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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7
		Minor ✓	Major ✓	

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>8. 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>9. 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 it to happen?</p>					Yes	No			
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 									

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups <p>51 88 2 Foster good relations between people from different groups</p>				
Stage 8: Recommendation				
11. 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 of opportunity are being addressed.				✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.				
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)				
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.				

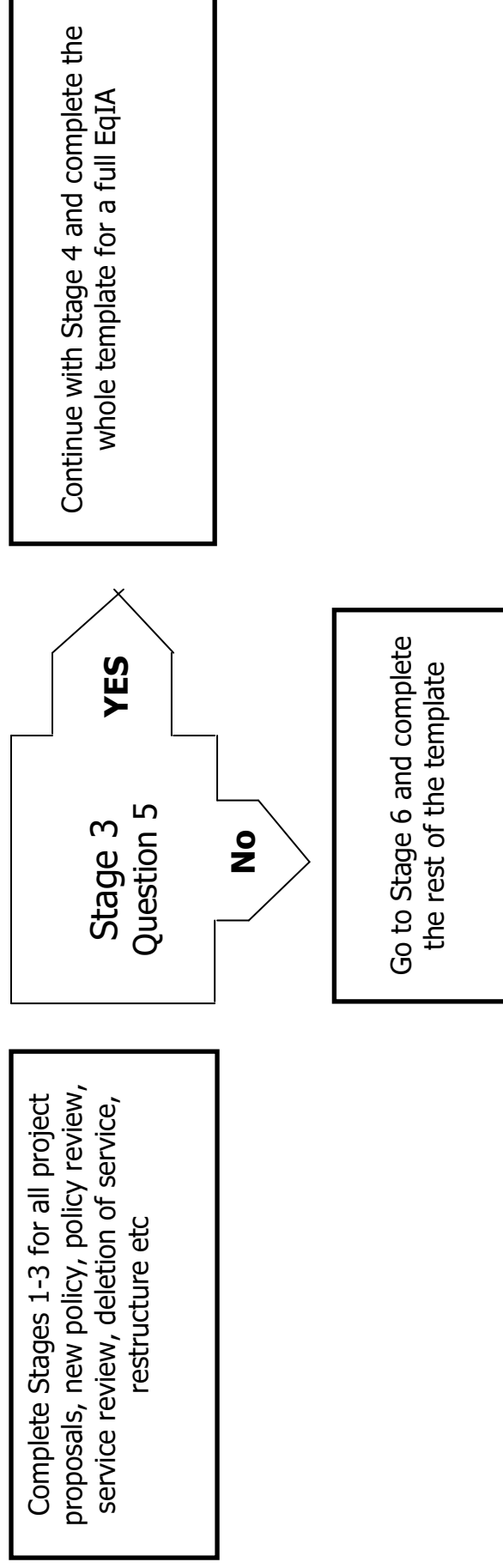
Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>	<p>Venetia Reid-Baptiste</p>	<p>Signed: (Chair of DETG)</p>	<p>Hanif Islam</p>
<p>Date:</p>		<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>	

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Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input checked="" type="checkbox"/> Cabinet	<input checked="" type="checkbox"/> Portfolio Holder	<input type="checkbox"/> Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):	£54k in 2016/17 and £30k in 2017/18		
Title of Project:	Staffing & Support – reduction in budget & deletion of additional procurement support		
Directorate / Service responsible:	Public Health		
Name and job title of Lead Officer:	Carol Yarde – Interim Business Manager		
Name & contact details of the other persons involved in the assessment:	N/A		
Date of assessment (including review dates):	20 August 2015		

Stage 1: Overview

<p>586</p> <p>1. What are you trying to do? (Explain your proposals here 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 2016-17, reduction of budget by £54k</p> <p>In 2017-18 removal of final £30k.</p> <p>This represents a reduction in future capacity to procure value for money services. The budget was established to provide additional capacity to support the procurement of new contracts – Drug and Alcohol and School Nursing – which place additional strain on commissioning capacity as these are large exercises requiring significant resources.</p> <p>Reduction in service capacity potentially prejudices future re-procurement in terms of achieving cost effective contracts because available resource will be insufficient to ensure a robust approach to provider engagement and contract negotiations.</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	✓				
		Procurement							

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 Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	- Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance.	Is isn't possible to identify potential impacts for this proposal as this funding is for possible future work and not existing service provision.
Disability (including	As above	

carers of disabled people)	
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

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
Disability (including carers of disabled people)					

<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>9. 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 it to happen?</p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%;"></td> <td style="width: 33%;"></td> </tr> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> <td style="text-align: center;">No</td> </tr> </table>				Yes	No	No
Yes	No	No					

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

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59

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
N/A				

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

<p>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p> <p>2. Advance equality of opportunity between people from different groups</p> <p>3. Foster good relations between people from different groups</p>	
Stage 8: Recommendation	
<p>11. 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 of opportunity are being addressed. ✓</p> <p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p> <p>Outcome 3 – Major Impact: Continue with proposals having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

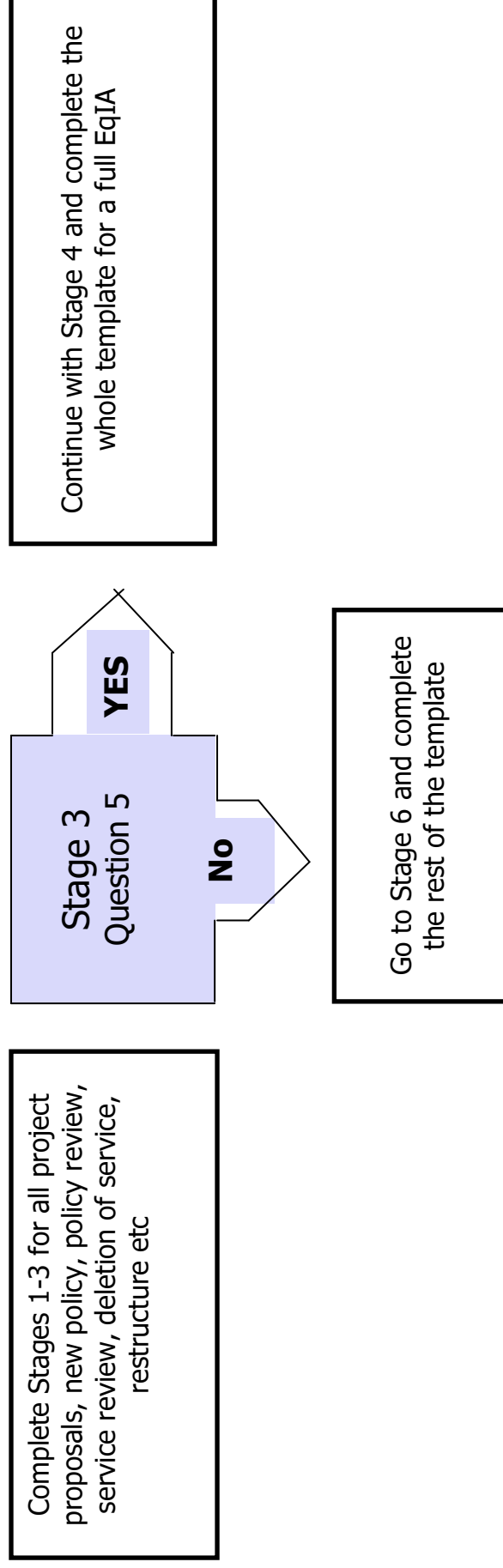
Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>Carol Yarde</p>	<p>Signed: (Chair of DETG)</p>	<p>Carol Yarde</p>
<p>Date:</p>	<p>20 Aug. 15</p>	<p>Date:</p>	<p>20 Aug 2015</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>	

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Equality Impact Assessment Template

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- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder		Other (explain)
Date decision to be taken:					
Value of savings to be made (if applicable):		£276k			
Title of Project:		Supporting People – Renegotiation of Contracts			
Reference:		PA_1			
Directorate / Service responsible:		Adult Social Care			
Name and job title of Lead Officer:		Chris Greenway, Head of Safeguarding Assurance & Quality Services			
Name & contact details of the other persons involved in the assessment:		Donna Edwards, Finance Business Partner Rachel Dickinson			
Date of assessment (including review dates):		5 th August 2015			
Stage 1: Overview					
<p>1. What are you trying to do? (Explain your proposals here 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 one of the projects falling within the minimising adults work stream under 'Project Infinity' and as such should not be viewed in isolation but instead part of a complete package of savings proposals.</p> <p>The Supporting People Programme funds housing related support services within supported accommodation, support to enable people to remain living independently in their own home, and assistance in finding and resettling into a new home following a crisis such as homelessness or a period in hospital or residential care. Services are commissioned by the Council and provided by external organisations such as registered providers, housing associations, voluntary organisations, private companies and charities.</p> <p>Although Supporting People is not a statutory service, the care provided can prevent the need for statutory services, and if this service was withdrawn there would be a direct impact on the purchasing budget, and other statutory services.</p> <p>The Supporting People budget has reduced from £4.3m in 2009/10 to £2.5m in 2014/15 through efficiencies. A further £290k was cut from the current 2015/16 financial year and £1.2m transferred to Housing covering the Harrow Sheltered schemes and other Housing HRA linked schemes.</p> <p>The Adults Supporting People actual budget currently stands at £923k for 15/16. This proposal seeks to:</p>				

	<ul style="list-style-type: none"> Negotiate additional contract savings on housing related support to people living in their own homes or supported accommodation Reduce non housing related support only to those assessed as eligible (meeting statutory Adult Social Care (ASC) criteria) <p>These contracts are currently in place supporting the following client groups within Adults: Mental Health, Older People, Learning Disability, and Physical Disability client groups.</p> <p>Savings Proposal:</p> <p>This proposal is to look to achieve a further £150k saving in 2016/17 on the Supporting People budget through contract renegotiation.</p> <p>Savings proposed across a range of housing related support services:</p> <ul style="list-style-type: none"> Older People Sheltered Housing and Floating Support Services Mental Health Service Learning & Physical Disability 																														
<p>597</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>Mental Health</td> <td>✓</td> </tr> </table> <p>Overall Responsibility lies with the Director of Adult Social Services (DASS) and Adults Portfolio Holder, Cllr Anne Whitehead Both have been consulted</p> <p>Supporting People contracts are delivered by a number of third party Voluntary Sector and Commercial Organisations. These have been consulted.</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	✓	Mental Health	✓
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	✓	Mental Health	✓																										
<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 lies with the Director of Adult Social Services (DASS) and Adults Portfolio Holder, Cllr Anne Whitehead Both have been consulted</p> <p>Supporting People contracts are delivered by a number of third party Voluntary Sector and Commercial Organisations. These have been consulted.</p>																														

Stage 2: Evidence & Data Analysis

<p>4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>		
Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	<p>Data obtained from the Supporting People Team Manager following consultation earlier this year:</p> <p>Currently 3 contracts providing floating support service to 285 older people within their own homes.</p> <p>Currently 9 contracts providing housing related support at 525 units within external sheltered schemes to residents through the Warden/Scheme Manager.</p> <p>The support within the Extra Care Sheltered Scheme is a combination of care and housing related support. This service supports 47 residents within the scheme and 7 outside to help support independence.</p> <p>There are also additional services provided by home improvement agency and Age UK Harrow that support people across all tenures within their own homes, providing practical and emotional support. The number of people supported is variable but could exceed 150 units per quarter.</p> <p>Data obtained from the Supporting People Team Manager following consultation earlier this year:</p> <p>There is one contract for people with a learning difficulty which is designed to support people on a long term basis who reside in their own homes and require support to maintain their independence</p> <p>There is one contract for people with sensory impairment,</p>	<p>Negative Impact depending on the scale of service reductions negotiated – Many of the service users impacted are over the age of 65</p>
Disability (including carers of disabled people)	<p>Data obtained from the Supporting People Team Manager following consultation earlier this year:</p> <p>There is one contract for people with a learning difficulty which is designed to support people on a long term basis who reside in their own homes and require support to maintain their independence</p> <p>There is one contract for people with sensory impairment,</p>	<p>Negative Impact depending on the scale of service reductions negotiated – Many of the service users impacted have a registered disability</p>

	<p>which is designed to support people who reside in their own homes but still require support to help maintain their independence.</p> <p>There are 2 contracts for people with mental health issues, providing support to a total of 89 service users within a supported living and floating support service.</p> <p>One contract is designed to support people on a flexible/long term basis and the other is designed to support people on a short term basis.</p>	
Gender Reassignment	Evidence from Q4 2014_15 Monitoring Spread-sheet	Low impact
Marriage / Civil Partnership	Evidence from Q4 2014_15 Monitoring Spread-sheet	Low impact
Pregnancy and Maternity	Evidence from Q4 2014_15 Monitoring Spread-sheet	Low impact
Race	Evidence from Q4 2014_15 Monitoring Spread-sheet	Low impact
Religion and Belief	Evidence from Q4 2014_15 Monitoring Spread-sheet	Low impact
Sex / Gender	Evidence from Q4 2014_15 Monitoring Spread-sheet	Low impact
Sexual Orientation	Evidence from Q4 2014_15 Monitoring Spread-sheet	Low impact

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Stage 3: Assessing Potential Disproportionate Impact

5. 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.

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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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals
If these proposals are accepted, the need for Consultation will be assessed at the point of acceptance and mobilisation.	Consultation will aim to ensure the impact on different groups/ Protected Characteristics	

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 7	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 6)
		Minor ✓	Major ✓		
Age (including carers of young/older people)	✓	✓		Low / Neutral Impact as savings based only on Contract efficiencies – Service Users should not be impacted	None required
Disability (including carers of disabled people)		✓		Low / Neutral Impact as savings based only on Contract efficiencies – Service Users should not be impacted	None required
Gender Reassignment		✓		Low / Neutral Impact	None required
Marriage and Civil Partnership				Low / Neutral Impact	None required

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Age	Not known until negotiations are completed and assessed			
Disability	Not known until negotiations are completed and assessed			

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Stage 7: Public Sector Equality Duty

- 10.** How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 2. Advance equality of opportunity between people from different groups
 3. Foster good relations between people from different groups

Stage 8: Recommendation

11. 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 of opportunity are being addressed.	✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	

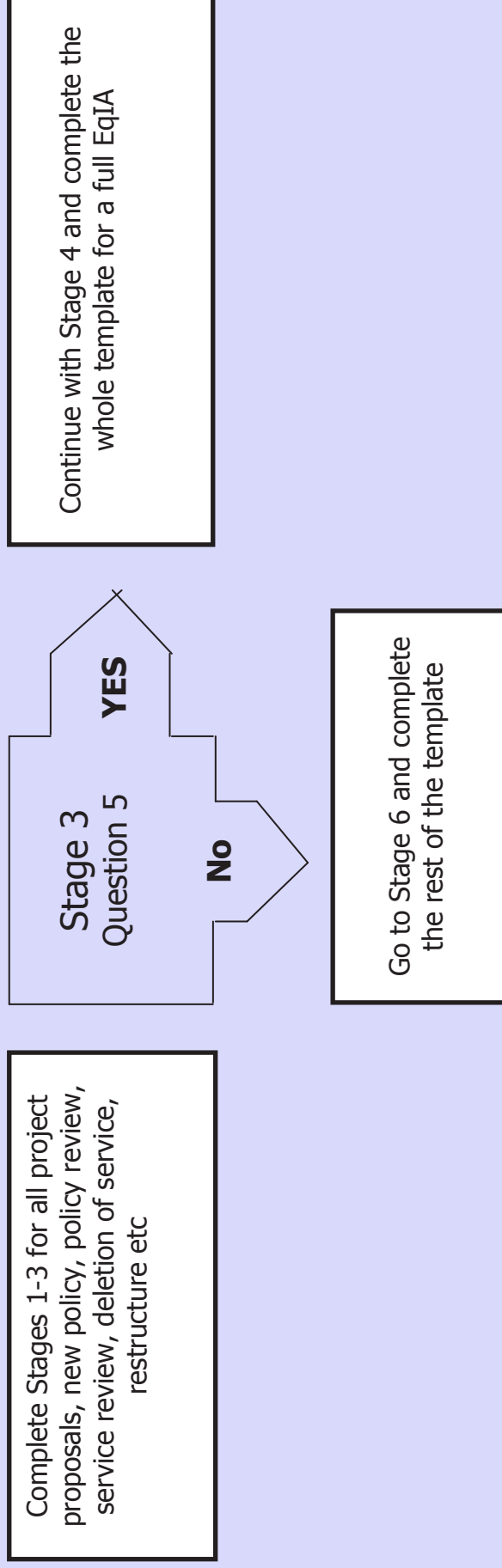
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off

13. 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 (if required)		Signature of DETG Chair

Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):	(2015/16 £6k), 2016/17 £62k		
Title of Project:	CH2 Supporting People – Generic Floating Support Service		
Directorate / Service responsible:			
Name and job title of Lead Officer:	Jane Fernley, Head of Business Development and Transformation, Housing Department Jane.Fernley@harrow.gov.uk		
Name & contact details of the other persons involved in the assessment:	Meghan Zinkewich-Peotti, Housing Strategy Project Manager, Business Development and Transformation, Housing Department Meghan.Zinkewich-Peotti@harrow.gov.uk Sandie Roberts, Safeguarding Assurance and Quality Services (SAQS) Contracts Manager, People Directorate Sandie.Roberts@harrow.gov.uk		
Date of assessment (including review dates):	03/11/2015		

Page 1: Overview

1. What are you trying to do?

(Explain your proposals here 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 make savings to the Supporting People budget in relation to the Generic Floating Support Service through the contract renegotiation and service efficiencies.

The service provides short term, intensive housing related support to people living independently in the community who need help to sustain that independent living e.g. claiming benefits, dealing with budgeting/tenancy/ housing matters. The categories of people supported include domestic abuse survivors, substance misuse, offenders and an armed forces/ homeless hostel and a generic category. People are referred to the service via a variety of agencies, the service is delivered by 3 different, specialist providers to a specification, and performance is monitored by the Council's Safeguarding, Assurance and Quality Services Contracts Team.

A service review has identified scope for efficiencies by:

	<ul style="list-style-type: none"> • Bringing a newly tendered contract into line with the existing pattern of service i.e. reducing the hours of support to reflect the service on the ground. There will be cost savings with no diminution of service. • Ensuring that service users are receiving appropriate support and that move-on plans are being followed through as intended. A recent review has identified that some service users have been receiving support for more than 2 years, instead of the short term intended. This is being addressed by the provider and service users needing more long term support are being moved on to other more appropriate services. This ensures that resources are being focussed on the right people and the service is brought back into line with the specification. • Negotiations with a third provider have resulted in some contract savings with no reduction in service or in the numbers supported. <p>The above measures achieve service efficiencies and cost savings and there should be no reduction in service outcomes. This will be monitored by the SAQS team and the budget holder.</p>																				
<p>607</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>✓</th> <th>Partners</th> <th>Stakeholders</th> </tr> </thead> <tbody> <tr> <td>Staff</td> <td>✓</td> <td>Age</td> <td>Disability</td> </tr> <tr> <td>Gender Reassignment</td> <td>✓</td> <td>Marriage and Civil Partnership</td> <td>Pregnancy and Maternity</td> </tr> <tr> <td>Race</td> <td>✓</td> <td>Religion or Belief</td> <td>Sex</td> </tr> <tr> <td>Sexual Orientation</td> <td>✓</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:</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>See above – the Safeguarding Assurance and Quality Services (SAQS) team monitor the contracts</p> <p>Partners are the service providers (Look Ahead, SSAFA and Hestia) and they have been consulted on the need for savings and have made proposals which have resulted in the above savings.</p> <p>Jane Fernley – Head of Business Development and Transformation has budget responsibility</p>																				

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact																					
<p>Age (including carers of young/older people)</p>	<p>Harrow's population as at 2011: 6.7% of residents were aged four and under, 13.5% were aged 5 to 15, 65.7% were of working age (16 to 64) and 14.1% were aged 65 and over. 18% of Harrow's households are comprised solely of residents aged 65 and over.</p> <p>Profile of all Harrow Council Housing tenants as of 11 November 2014:</p> <table border="1" data-bbox="842 1093 1370 1653"> <thead> <tr> <th>Age</th> <th>Number of tenants</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>0-15</td> <td>0</td> <td>0.0</td> </tr> <tr> <td>16 -24</td> <td>113</td> <td>2.1</td> </tr> <tr> <td>25 - 34</td> <td>441</td> <td>8.2</td> </tr> <tr> <td>35 -44</td> <td>895</td> <td>16.6</td> </tr> <tr> <td>45-54</td> <td>1315</td> <td>24.4</td> </tr> <tr> <td>55-64</td> <td>951</td> <td>17.6</td> </tr> </tbody> </table>	Age	Number of tenants	%	0-15	0	0.0	16 -24	113	2.1	25 - 34	441	8.2	35 -44	895	16.6	45-54	1315	24.4	55-64	951	17.6	<p>The current Generic Floating Support Service Users are of a range of ages, with the largest % being 40-54 followed by 55-64 and 30-39 years.</p> <p>The above proposals should not result in a reduction in service. We expect the current service outcomes to be maintained and, on this basis, we do not envisage there will be a disproportionate, adverse impact on this protected characteristic.</p>
Age	Number of tenants	%																					
0-15	0	0.0																					
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	<table border="1" data-bbox="76 1093 220 1653"> <tr> <td>65+</td> <td>1,678</td> <td>31.1</td> </tr> <tr> <td>Total</td> <td>5393</td> <td>100.0</td> </tr> </table> <p data-bbox="288 990 360 1767">Profile of Generic Floating Support Service Users at Oct 2015:</p> <table border="1" data-bbox="464 1406 868 1767"> <thead> <tr> <th>Age</th> <th>Number</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>16</td> <td>0</td> <td>0.0</td> </tr> <tr> <td>17</td> <td>0</td> <td>0.0</td> </tr> <tr> <td>18-19</td> <td>0</td> <td>0.0</td> </tr> <tr> <td>20-29</td> <td>15</td> <td>11.9</td> </tr> <tr> <td>30-39</td> <td>30</td> <td>23.8</td> </tr> <tr> <td>40-54</td> <td>43</td> <td>34.1</td> </tr> <tr> <td>55-64</td> <td>34</td> <td>27.0</td> </tr> <tr> <td>65+</td> <td>4</td> <td>3.2</td> </tr> <tr> <td>Total</td> <td>126</td> <td>100.0</td> </tr> </tbody> </table>	65+	1,678	31.1	Total	5393	100.0	Age	Number	%	16	0	0.0	17	0	0.0	18-19	0	0.0	20-29	15	11.9	30-39	30	23.8	40-54	43	34.1	55-64	34	27.0	65+	4	3.2	Total	126	100.0	
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Total	126	100.0																																				
Disability (including carers of disabled people)	<p data-bbox="975 1084 1046 1774">In 2011 14.6% of Harrow residents identified themselves as having a limiting long term illness.</p> <p data-bbox="1121 1010 1193 1774">Profile of Harrow Council Housing tenants as of 11 November 2014:</p> <table border="1" data-bbox="1227 1016 1437 1774"> <thead> <tr> <th>Disability</th> <th>Number of tenants</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>964</td> <td>16.2</td> </tr> <tr> <td>No</td> <td>1,484</td> <td>24.9</td> </tr> </tbody> </table>	Disability	Number of tenants	%	Yes	964	16.2	No	1,484	24.9	<p data-bbox="1007 120 1150 940">The current Generic Floating Support Service Users have a range of disabilities and needs, with some service users presenting with more than one disability, vulnerability or need.</p> <p data-bbox="1187 105 1369 940">The above proposals should not result in a reduction in service. We expect the current service outcomes to be maintained and, on this basis, we do not envisage there will be a disproportionate, adverse impact on this protected characteristic.</p>																											
Disability	Number of tenants	%																																				
Yes	964	16.2																																				
No	1,484	24.9																																				

Prefer not to say	29	0.5
Unknown	3,471	58.4
Total	5948	100.0

Profile of **Generic Floating Support Service Users** at Oct 2015:

Disability and other needs	Number
Older people with support needs	2
Older people mental health	1
Frail elderly	0
Mental health problems	21
Learning disabilities	6
Physical or sensory disability	13
Single homeless with support	0
Alcohol problems	8
Drug problems	5
Offenders or at risk of offending	0
Mentally disordered offenders	4
Young people at risk	0

	<table border="1"> <tr> <td data-bbox="67 1256 145 1780">Young people leaving care</td> <td data-bbox="145 1256 252 1780">0</td> </tr> <tr> <td data-bbox="252 1256 323 1780">Women at risk of domestic violence</td> <td data-bbox="323 1256 395 1780">1</td> </tr> <tr> <td data-bbox="395 1256 467 1780">People with HIV/AIDS</td> <td data-bbox="467 1256 539 1780">0</td> </tr> <tr> <td data-bbox="539 1256 611 1780">Homeless families with support</td> <td data-bbox="611 1256 683 1780">4</td> </tr> <tr> <td data-bbox="683 1256 754 1780">Refugees</td> <td data-bbox="754 1256 826 1780">0</td> </tr> <tr> <td data-bbox="826 1256 898 1780">Teenage parents</td> <td data-bbox="898 1256 970 1780">0</td> </tr> <tr> <td data-bbox="970 1256 1042 1780">Rough Sleeper</td> <td data-bbox="1042 1256 1114 1780">2</td> </tr> <tr> <td data-bbox="1114 1256 1185 1780">Traveller</td> <td data-bbox="1185 1256 1257 1780">0</td> </tr> <tr> <td data-bbox="1257 1256 1329 1780">Complex needs</td> <td data-bbox="1329 1256 1396 1780">81</td> </tr> </table>	Young people leaving care	0	Women at risk of domestic violence	1	People with HIV/AIDS	0	Homeless families with support	4	Refugees	0	Teenage parents	0	Rough Sleeper	2	Traveller	0	Complex needs	81	
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611 Gender Reassignment	There is limited data held about this protected characteristic for the population and in relation to this service.	The above proposals should not result in a reduction in service. We expect the current service outcomes to be maintained and, on this basis, we do not envisage there will be a disproportionate, adverse impact on this protected characteristic.																		
Marriage / Civil Partnership	There is limited data held about this protected characteristic for the population and in relation to this service.	The above proposals should not result in a reduction in service. We expect the current service outcomes to be maintained and, on this basis, we do not envisage there will be a disproportionate, adverse impact on this protected characteristic.																		
Pregnancy and Maternity	There is limited data held about this protected characteristic for the population and in relation to this service.	The above proposals should not result in a reduction in service. We expect the current service outcomes to be maintained and, on this basis, we do not envisage there will be a disproportionate, adverse impact on this protected characteristic.																		

Harrow's population as at 2011: 44% of Harrow's usual resident population is Asian, sub-categorised as White/Asian (1.4%) Indian (26.4%) Pakistani (3.3%) Bangladeshi (0.6%) Chinese (1.1%) Other Asian (11.3%) (mainly Sri Lankan and Tamil).

42.2% of Harrow's usual resident population is White, sub-categorised as British (30.9%) Irish (3.1%) Gypsy/Irish Traveller (0.1%) Other (8.2%) (mainly from other parts of Europe, with a large proportion from Eastern Europe, particularly Romania and Poland).

9.7% (23,105) of Harrow's usual resident population is Black, sub-categorised as White/Black Caribbean (1%) White/Black African (0.4%) Black African (3.6%) Black Caribbean (2.8%) Other Black (1.8%).

4.1% of residents were included in the Arab and Other grouping.

Profile of **Harrow Council Housing tenants** as of 11 November 2014:

Race/Ethnicity	Number	%
Asian/Asian British/Other Asian	1037	23.1
Black/Black British/Other Black	81	1.8
Other Ethnic Group	175	3.9
Mixed	149	3.3
White/Other White	2448	54.5
Prefer not to say	600	13.4
Total	4490	100.0

Profile of **Generic Floating Support Service Users** at Oct 2015:

Race/Ethnicity	Number	%
----------------	--------	---

The current Generic Floating Support Service Users are predominantly White, followed by Asian as the next largest group.

The above proposals should not result in a reduction in service. We expect the current service outcomes to be maintained and, on this basis, we do not envisage there will be a disproportionate, adverse impact on this protected characteristic.

Asian/Asian British/Other Asian	30	23.8
Black/Black British/Other Black	12	9.5
Other Ethnic Group	6	4.8
Mixed	2	1.6
White/Other White	61	48.4
Prefer not to say	15	11.9
Total	126	100

Harrow's population as at 2011: 37.3% of residents identify as Christian, 25.3% as Hindu, 12.5% as Muslim and 4.4% as Jewish. 4.8% of Harrow's residents are followers of all other religions (such as Sikhs and Buddhists). 9.6% have no religion.

Profile of **Harrow Council Housing tenants** as of 11 November 2014:

Religion or Belief	Number
Agnostic	231
Baha'I	0
Buddhism	0
Christianity	76
Hinduism	112
Humanist	0
Islam	408
Jainism	16
Judaism	20
Rastafarian	0
Sikhism	7
Zoroastrian	0
No religion	0
Other Religion	46
Prefer not to say	129
Blank	4874
Total	5688

The above proposals should not result in a reduction in service. We expect the current service outcomes to be maintained and, on this basis, we do not envisage there will be a disproportionate, adverse impact on this protected characteristic.

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Religion and Belief

There is limited data held about this protected characteristic in relation to this service.

Sex / Gender

Profile of **Harrow Council Housing tenants** as of 11 November 2014:

Sex (Gender)	Number of tenants	%
Female	3,730	63.1
Male	2,184	36.9
Total	5,914	100.0

Profile of **Generic Floating Support Service Users** at Oct 2015

Sex (Gender)	Number of tenants
Female	68
Male	57
Refused	1
Total	126

There is limited data held about this protected characteristic for the population and in relation to this service.

More than half of the current Generic Floating Support Service Users are female.

The above proposals should not result in a reduction in service. We expect the current service outcomes to be maintained and, on this basis, we do not envisage there will be a disproportionate, adverse impact on this protected characteristic.

The above proposals should not result in a reduction in service. We expect the current service outcomes to be maintained and, on this basis, we do not envisage there

will be a disproportionate, adverse impact on this protected characteristic.

Profile of **Harrow Council Housing tenants** as of 11 November 2014:

Sexual Orientation	Number of tenants	%
Heterosexual	2,107	85.5
Bisexual	22	0.9
Gay man	8	0.3
Gay woman / Lesbian	4	0.2
Prefer not to say	324	13.1
Total	2,465	100.0

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Page 3: Assessing Potential Disproportionate Impact

3. 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 6

Stage 4: Further Consultation / Additional Evidence

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

616	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? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		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 6)
	✓	Minor	Major	
		✓	✓	

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						

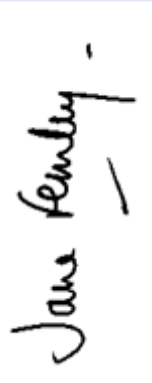


617

Sex									
Sexual orientation									
<p>8. 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>9. 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 it to happen?</p>					Yes	No			
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> Proposals to mitigate any adverse impact identified Positive action to advance equality of opportunity Monitoring the impact of the proposals/changes once they have been implemented Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this? 									

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
All	We will monitor the service to check for any impact and endeavour to fill gaps in equalities data that currently exist	Annual data reports	SAQS	April 2017
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 				
Stage 8: Recommendation				
<p>11. 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 of opportunity are being addressed.</p>		✓		
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<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>				

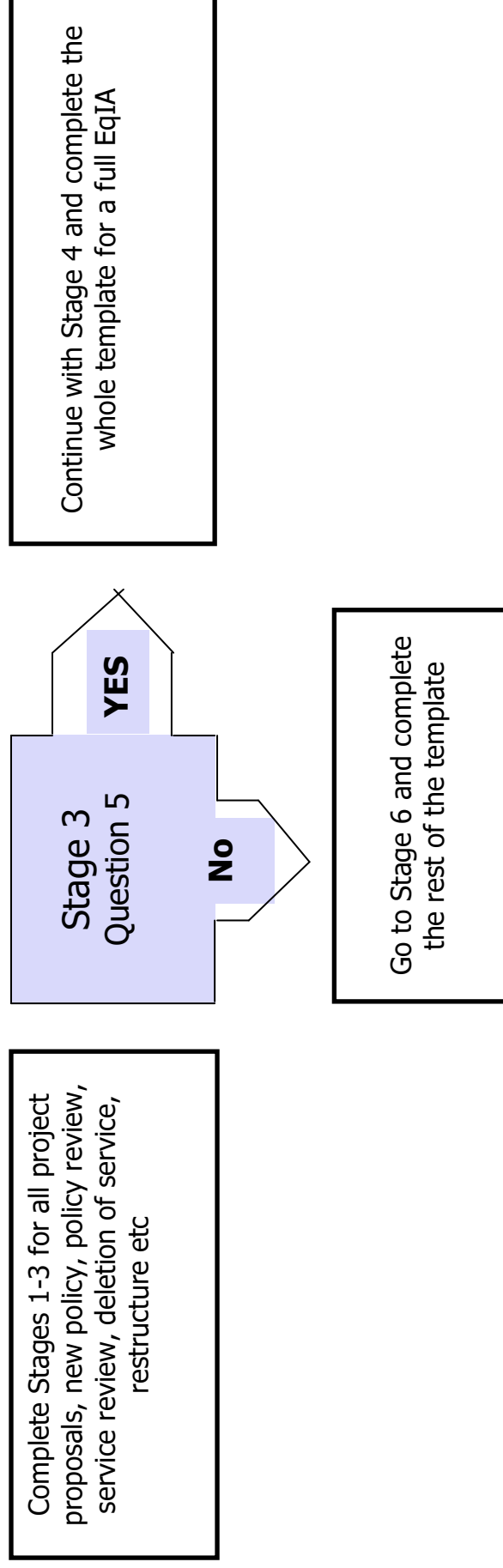
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
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Stage 9 - Organisational sign Off

13. 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:	4/11/15	Date:	26/11/2015
14. Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)	MTFS
Date decision to be taken:	February 2016			
Value of savings to be made (if applicable):	£106k			
Title of Project:	Welldon Crescent and 26 Harrow View			
Directorate / Service responsible:	Adult Social Care			
Name and job title of Lead Officer:	Jonathan Price, Head of Strategic Commissioning & Provider Services			
Name & contact details of the other persons involved in the assessment:	Lynne Ahmed – Service Manager			
Date of assessment (including review dates):				

Stage 1: Overview

<p>1. What are you trying to do? (Explain your proposals here 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 one of the projects falling within the Transforming Adult social care work stream under 'Project Infinity' and as such should not be viewed in isolation but as one part of a package of savings proposals to be delivered.</p> <p>Harrow Supported Living Service was set up under the Supporting People agenda in 2003. People are placed in the accommodation for approximately 2 years and receive housing related support to build independent living skills. They are then helped to move to independent accommodation in the community with low levels of floating housing support from providers in the private and voluntary sector.</p> <p>The service consists of 2 council owned properties located in the centre of the borough and is designed to provide housing related support to people with a learning disability. There are 3 places at 26 Harrow View and 6 places at 56 Welldon Crescent. The staff team works across both units, which are staffed during the day on weekdays. A telephone support line is available out of hours in the event of an urgent need.</p> <p>A lack of referral to the scheme has meant that there are currently 3 vacancies at Welldon Crescent and the last placement took approximately a year to find. One of the reasons given for the lack of placements has been that they are both large houses with accommodation across several floors and no disabled access to the rooms. The buildings would benefit from modernisation, however structural changes would be difficult. The split between the properties of male and female service users has meant that potential service users have not been appropriate for the vacancies as they are in the building for women. The staff resource has been scaled back to 2 full time and one agency staff members.</p>
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<p>623</p>	<p>Five of the 6 current clients are already due to be reviewed and step down to independent living in the community by 1st April 2016. This would mean that there is just one remaining resident, who would be suited to support from the Shared Lives Scheme. It is proposed that this service user be reviewed by care management over the next couple of months and offered support from the service. This would allow for at least 12 weeks transition time for the individual.</p> <p>There would be no gap in provision as any future referrals would be supported by a shared lives carer giving more tailored low level support. Service users would benefit from more personalised placements which could be flexible at times when service users need more or less support.</p> <p>One of the properties is already part of Housing Department stock and the other would be transferred to Housing as part of a larger negotiation with the aim to secure nomination rights over suitable property in the borough for the most vulnerable.</p> <p>Savings Proposal:</p> <p>The savings proposal is to close the unit. Five clients will be transitioned to independent living in the community with no re-provision costs assumed necessary and the remaining client not suitable for independent living to Shared Lives.</p> <p>This will produce a saving of £105,950 in 2016/17. £8k will be transferred to Shared Lives for re-provision for 1 client.</p>																														
<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? 	<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> <p>The responsibility for this proposal lies with adults only.</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			
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																													

- How have they been involved in the assessment?

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	Clients using the services affected are aged between 21 and 36	The service users are all of working age. The proposal is to move service users in to more appropriate accommodation that better meets their needs. There is unlikely to be an adverse impact on this group.
Disability (including carers of disabled people)	All 6 clients resident across the 2 sites have a Learning disability, and one client is recorded as having a physical disability.	All service users have a disability. The proposal is to move service users in to more appropriate accommodation that better meets their needs. There is unlikely to be an adverse impact on this group.
Gender Reassignment	No available information	It is unlikely that this particular characteristic will be impacted as a result of these proposals.
Marriage / Civil Partnership	5 of the 6 clients resident across the 2 sites state they are single, and one of the clients does not have the information recorded around marital/ civil partnership status.	It is unlikely that this characteristic will be impacted by this proposal.
Pregnancy and Maternity	No available information.	It is unlikely that this characteristic will be impacted by this proposal.
Race	Of the 6 clients resident across the 2 sites, 3 state they are White or White British, 2 state they are Black or Black British/ African, and 1 states they are Asian/ Asian British/ Indian.	It is unlikely that this characteristic will be impacted by this proposal.
Religion and Belief	Of the 6 clients resident across the 2 sites, 3 state they are Christian, 1 states they are Hindu and 2 state they are	It is unlikely that this characteristic will be impacted by this proposal.

	Atheist/ No religion.									
Sex / Gender	Of the 6 clients, 3 are female and 3 are male.									
Sexual Orientation	Information unavailable									

Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

Stage 4: Further Consultation / Additional Evidence

6. 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? E.g. revising your proposals
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<p>The service users across both sites will be consulted individually with their options made clear both to them and their representatives.</p>	<p>Extra care will need to be taken to ensure that the clients and their representatives understand the proposals and are able to support the service users to express their wishes and make safe decisions.</p>	
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Stage 5: Assessing Impact

<p>7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?</p>							
Protected Characteristic	Positive Impact	Adverse Impact	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 6)				
Age (including carers of young/older people)	✓	<table border="1"> <tr> <td data-bbox="694 1482 944 1785">Minor</td> <td data-bbox="694 1785 944 1937">✓</td> </tr> <tr> <td data-bbox="694 1482 944 1632">Major</td> <td data-bbox="694 1632 944 1937">✓</td> </tr> </table>	Minor	✓	Major	✓	<p>Care Management reviews, and satisfaction surveys will allow the Local Authority to monitor the impact on the service users impacted by the proposals.</p>
Minor	✓						
Major	✓						
Disability (including carers of disabled people)	✓	<p>The people impacted by the proposal are working age adults. The proposal is to move service users in to more appropriate accommodation that better suit their needs it is not therefore expected to create an adverse impact on the service users involved. Individual consultation and sensitive care management will help ensure any adverse impact is managed appropriately</p> <p>All service users have a learning disability, and as such the proposal impacts specifically on this protected characteristic.</p> <p>The proposal is to move service users in to more appropriate accommodation that better suits their needs. It is not therefore expected to create an adverse impact on the service users. Individual consultation and sensitive care management will help to ensure any adverse impact is managed appropriately</p>	<p>Care Management reviews, and satisfaction surveys will allow the Local Authority to monitor the impact on service users impacted by the proposals.</p>				
Gender Reassignment		No impact identified	It is unlikely that this characteristic will be disproportionately impacted by the proposals.				

Marriage and Civil Partnership				No impact identified								It is unlikely that this characteristic will be disproportionately impacted by the proposals.
Pregnancy and Maternity				No impact identified								It is unlikely that this characteristic will be disproportionately impacted by the proposals.
Race				No impact identified								It is unlikely that this characteristic will be disproportionately impacted by the proposals.
Religion or Belief				No impact identified								It is unlikely that this characteristic will be disproportionately impacted by the proposals.
Sex				No impact identified								It is unlikely that this characteristic will be disproportionately impacted by the proposals.
Sexual orientation				No impact identified								It is unlikely that this characteristic will be disproportionately impacted by the proposals.
8. 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
				<p>A number of proposals under Transforming Adult Social Care will impact Adult social care service users in particular those with a disability who could experience a number of changes to the way they currently receive services from the Council.</p>								

	Yes	✓	No
<p>9. 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 it to happen?</p>			
<p>The proposals have the potential for a positive impact by enabling service users to move on to more appropriate accommodation in the community with the potential to achieve positive health and well-being outcomes.</p>			

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Age	Care management reviews and continued support through community services	Care management reviews and regular contact	Jonathan Price/ Care Management	Feb – April 2016
Disability	Care management reviews and continued support from community services	Care management reviews and regular contact	Jonathan Price/ Care Management	Feb – April 2016

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

- Eliminate unlawful discrimination, harassment and victimisation

This proposal meets the public sector equality by preventing unlawful discrimination, harassment and victimisation through the identification of suitable accommodation for service users that encourages increased independence in the

and other conduct prohibited by the Equality Act 2010	community.
2. Advance equality of opportunity between people from different groups	
3. Foster good relations between people from different groups	
Stage 8: Recommendation	
11. 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 of opportunity are being addressed.	✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

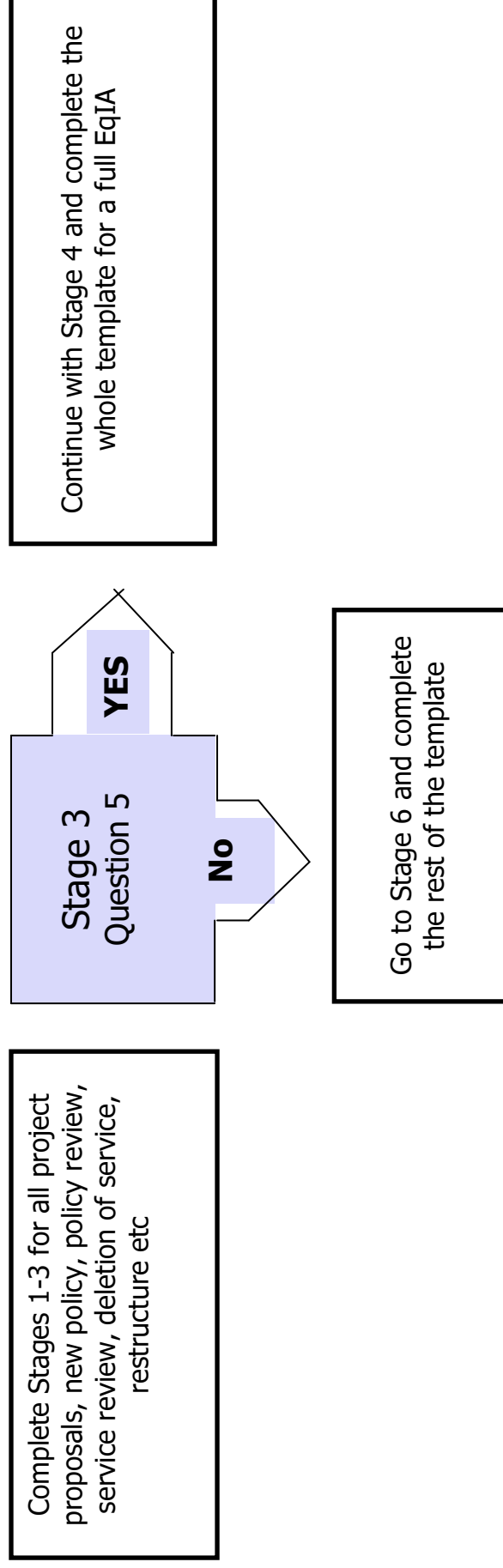
Stage 9 - Organisational sign Off

13. 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 (if required)	Signature of DETG Chair

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Equality Impact Assessment Template

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- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet	Portfolio Holder	✓	Other (explain)	MTFS
Date decision to be taken:	February 2016					
Value of savings to be made (if applicable):	£50,000 – 2016/17; £50,000 2017/18					
Title of Project:	Commercialisation of Wiseworks					
Reference:	PA_3					
Directorate / Service responsible:	Community Health and Well-Being / Adult Social Care					
Name and job title of Lead Officer:	Jonathan Price					
Name & contact details of the other persons involved in the assessment:	Lynne Ahmed – Service Manager Kashmir Takhar – Senior Commissioner					
Date of assessment (including review dates):	4 th August 2015					

Stage 1: Overview

<p>1. What are you trying to do? (Explain your proposals here 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 one of the projects falling within the Transforming Adult Social Care work stream under 'Project Infinity' and as such should not be viewed in isolation but as one of a package of savings proposals to be delivered.</p> <p>Wiseworks is a day centre for people who have severe and enduring mental health problems. The centre is a few minutes' walk from the Civic Centre and local transport networks. There are currently 74 service users attending the service. The service users are referred by CNWL (Central and North West London NHS Foundation Trust) and may be on CPA (Care Programme Approach). The Wiseworks centre offers vocational, educational and work programmes. There is an Employment specialist based at the centre who is able to offer a range of voluntary and paid work for service users within their horticultural and printing services and in the wider community. The centre has a lottery grant to support its 'Wiseacre' horticultural project which is currently half way through a three year programme.</p> <p>In 2011/12 Wiseworks returned to the Council from our Mental Health (MH) provider, CNWL. Since that time the service has been successful in establishing Wiseacre a market garden and social area, attracting lottery funding and helping drive the Council's MH employment figures. The staffing has been restructured and a business plan has been developed to promote Wiseworks services. This financial year the unit will take over the Council's print contract and maintenance requirements for in-house services.</p> <p>The service is also creating additional capacity to accommodate further internal and external referrals from other services eg. The Bridge</p>
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	<p>Savings Proposal:</p> <p>The proposal is to utilise the capacity and potential of Wiseworks to create additional commercialisation opportunities and to be self-financing by the end of the MTFS period 2018/19. The saving will be achieved by a reduction in running costs and the generation of sufficient surpluses through income generation and grant funding. The income generated in 2014/15 was £92,000 and the staff along with the “service user committee” believe further income can be gained through working alongside the Council’s Procurement and Commercialisation team. The income targets will be £50k 2016/17, £69k in 2017/18 and £56k in 2018/19.</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: Who are the partners? Who has the overall responsibility? How have they been involved in the assessment?</p>	<p>Responsibility for this proposal is with Adult Social Care however it will require input from Procurement and liaison with other boroughs.</p>																														
<p>Stage 2: Evidence & Data Analysis</p>																															
<p>4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>																															
<p>Protected Characteristic</p>	<p>Evidence</p> <p>Analysis & Impact</p>																														
<p>Age (including carers of young/older people)</p>	<p>All Service users are aged between 18 and 24</p> <p>The majority of service users are working age. There are unlikely to be any adverse impacts on this group as the</p>																														

		service will continue to operate.
Disability (including carers of disabled people)	All service users present with a mental health condition, with some service users also presented with Learning and Physical Disabilities.	All service users have a disability however there is unlikely to be any adverse impact on this group as the service will continue to operate.
Gender Reassignment	This information is not available.	The service will continue and is unlikely to have any adverse impact on this group.
Marriage / Civil Partnership	The majority of service users are single.	It is unlikely that there will be any adverse impact on this group as the service will continue to operate.
Pregnancy and Maternity	This information is not available.	It is unlikely that there will be any adverse impact on this group as the service will continue to operate.
Race	The majority of service users are White/White British, with a number of other service users identifying as Asian, Black, Caribbean, or mixed.	It is unlikely there will be any adverse impact on this group as the service will continue to operate.
Religion and Belief	The service user group is made up of a mix of Christian, Church of England, Hindu, Jewish and Muslim service users.	It is unlikely there will be any adverse impact on this group as the service will continue to operate.
Sex / Gender	The majority of service users are male	More service users are male than female however it is unlikely that there will be any adverse impact on this group as the service will continue to operate.
Sexual Orientation	The majority of service users identify as Heterosexual.	A majority of service users have identified themselves as heterosexual however it is unlikely that there will be any

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	adverse impact on this group as the service will continue to operate.
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Stage 3: Assessing Potential Disproportionate Impact

5. 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 6

Stage 4: Further Consultation / Additional Evidence

6. 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 / Protected Characteristics?	What actions have you taken to address the findings of the consultation? E.g. revising your proposals
Who was consulted? The Service User Development Group has been informed and consulted on these proposals. Meetings take place on a bi-monthly basis.	What do the results show about the impact on different groups / Protected Characteristics? The Service User Development group is supportive of the proposals. The group is actively involved in discussions around commercialising activities and	What actions have you taken to address the findings of the consultation? E.g. revising your proposals The Service User Development Group will continue to have a key role in developing plans for Wiseworks.

The Service User Development Group has also met with the wider service user group on the proposals.	fundraising. The group meets regularly and develops ideas about new activities that could be offered as well as ideas for creating more employment opportunities for service users.	

Stage 5: Assessing Impact

<p>7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?</p>							
Protected Characteristic	Positive Impact	Adverse Impact	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 6)				
	✓	<table border="1"> <tr> <td data-bbox="427 965 544 1482">Minor</td> <td data-bbox="427 1482 544 1928">✓</td> </tr> <tr> <td data-bbox="544 965 695 1482">Major</td> <td data-bbox="544 1482 695 1928">✓</td> </tr> </table>	Minor	✓	Major	✓	<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 7</p>
Minor	✓						
Major	✓						
Age (including carers of young/older people)	✓		<p>The majority of service users are of working age. As the service will continue to operate there is unlikely to be any adverse impact on this group. There is a potential for a positive impact as the development of more commercial opportunities could generate additional employment opportunities for service users.</p> <p>The Service User Development group will continue to be involved in the planning of activities at Wiseworks.</p> <p>By utilising the capacity at Wiseworks with the inclusion of additional service users from other services eg. The Bridge this is also likely to lead to the introduction of new activities which will increase the range of services available to all users.</p>				
Disability (including carers of disabled people)	✓		<p>All service users have a disability. As the service will continue to operate it is unlikely that there will be any adverse impact on this group.</p> <p>By utilising the capacity at Wiseworks with the inclusion of additional service users from other services eg. The Bridge this is also likely to lead to the introduction of new activities which will increase the range of services available to all users.</p>				
Gender Reassignment		No impact identified	<p>The service will continue to operate in its current format with the opportunity to offer additional activities for service users. It will continue to</p>				

						undertake equalities monitoring to monitor usage across all protected characteristics.
Marriage and Civil Partnership			No impact identified.			The service will continue to operate in its current format with the opportunity to offer additional activities for service users. It will continue to undertake equalities monitoring to monitor usage across all protected characteristics.
Pregnancy and Maternity			No impact identified.			The service will continue to operate in its current format with the opportunity to offer additional activities for service users. It will continue to undertake equalities monitoring to monitor usage across all protected characteristics.
Race			No impact identified.			The service will continue to operate in its current format with the opportunity to offer additional activities for service users. It will continue to undertake equalities monitoring to monitor usage across all protected characteristics.
637 Religion or Belief			No impact identified.			The service will continue to operate in its current format with the opportunity to offer additional activities for service users. It will continue to undertake equalities monitoring to monitor usage across all protected characteristics.
Sex			The majority of service users are Male however there is unlikely to be any adverse impact on this group as the service will continue to operate.			The service will continue to operate in its current format with the opportunity to offer additional activities for service users. It will continue to undertake equalities monitoring to monitor usage across all protected characteristics.
Sexual orientation			No impact identified.			The service will continue to operate in its current format with the opportunity to offer additional activities for service users. It will continue to undertake equalities monitoring to monitor usage across all protected characteristics.
8. 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?

9. 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 it to happen?

A number of proposals under Transforming Adult Social Care will impact Adult social care service users in particular those with a disability who could experience a number of changes to the way they currently receive services from the Council.

Yes	✓	No
Wiseworks operates to support people with employment skills to increase their employability and assist them in re-joining the labour market. This in turn contributes to the achievement of positive health and well-being outcomes and increases their ability to live independently within the community.		

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Age	Development of additional employment opportunities	Service monitoring; monitoring of individual outcomes.	Jonathan Price / Wiseworks team	April 2016 onwards
Disability	Development of increased range of activities based on service user feedback	Service monitoring; monitoring of individual outcomes	Jonathan Price / Wiseworks team	April 2016 onwards
All groups	Equal opportunities monitoring of service users	Service monitoring; monitoring of individual outcomes	Jonathan Price / Wiseworks team	April 2016 onwards

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty

The proposal meets the Public Sector Equality Duty by ensuring the continuity and

<p>(PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 	<p>sustainability of the service. There is an active service user group at the centre who work closely with staff to ensure that the views and needs of service users help shape the service. The user group will continue to play an active role in the future developments of the service.</p>
<p>Stage 8: Recommendation</p>	
<p>11. 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 of opportunity are being addressed.</p>	<p style="text-align: center;">✓</p>
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>	
<p>Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)</p>	
<p>Q12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

Stage 9 - Organisational sign Off

People's Directorate Equalities Task Group

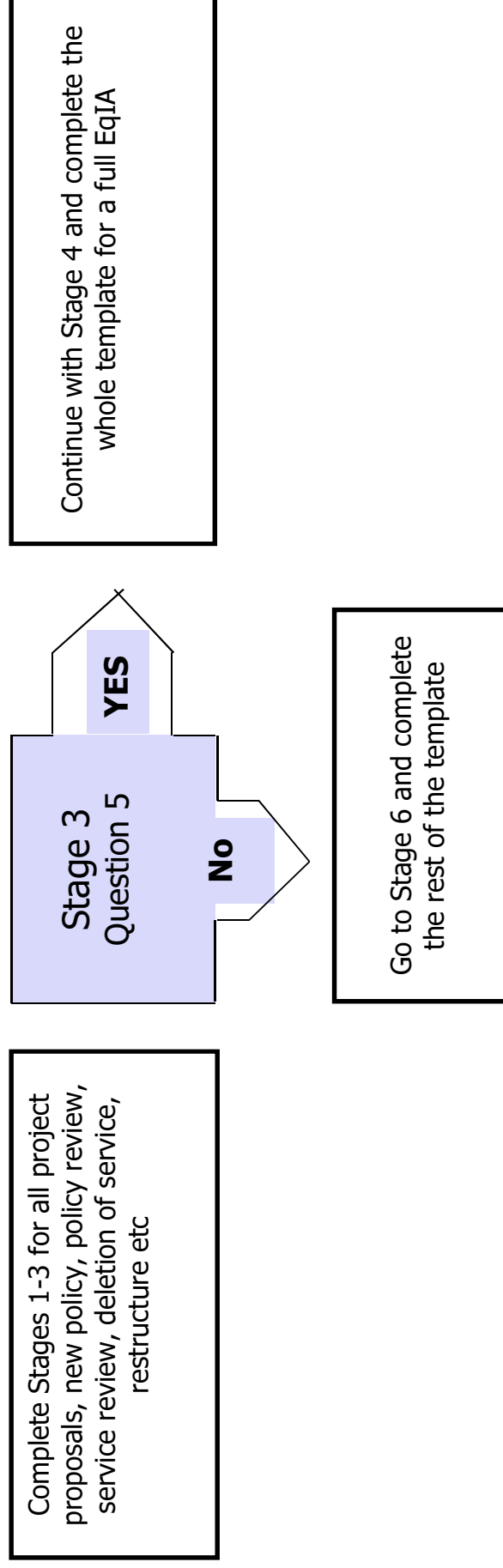
<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>Jonathan Price</p>	<p>Signed: (Chair of DETG)</p> <p>Johanna Morgan</p>
<p>Signed: (Lead officer completing EqIA)</p>	<p>Jonathan Price</p>	
<p>Date:</p>	<p>07/01/2016</p>	<p>Date:</p>

Date EqIA presented at the EqIA
Quality Assurance Group (if required)

Signature of DETG Chair

Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):	£100K		
Title of Project:	Young Peoples Public Health – Cessation of Schools Programme		
Directorate / Service responsible:	People / Public Health		
Name and job title of Lead Officer:	Carole Furlong, Consultant in Public Health		
Name & contact details of the other persons involved in the assessment:	Laura Waller, Health Improvement Officer		
Date of assessment (including review dates):	August 2015 Updated 2 Feb 2016		

Stage 1: Overview

	<p>The aim of the proposal is to end the Public Health funded portion of the Harrow Healthy Schools programme after one year.</p> <p>The Harrow Healthy Schools Programme allows schools to access specialist support for the public health topic areas listed below. It is proposed that schools will no longer be able to access this support free of charge.</p> <ul style="list-style-type: none"> • Healthy eating support for Primary Schools, increasing uptake of school meals, involving parents with healthy eating, increasing the number of staff who feel able to deliver and engage with children regarding healthy eating • Physical activity audits for Primary Schools, to help schools identify opportunities for increased physical activity • Emotional wellbeing and resilience support for Secondary Schools including Personal, Social, Health, Education (PHSE) support • Emotional wellbeing and resilience support for Primary Schools particularly regarding the transition from Year 6 to 7 where pupils enter Secondary school. • Allows schools to access a pupil led tobacco and smoking prevention project. • Supports schools to fulfil set criteria regarding health and wellbeing and thus
<p>1. What are you trying to do? (Explain your proposals here e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	

	<p>achieve Healthy Schools London accreditation, either Bronze, Silver or Gold.</p> <p>Whilst schools would not be able to access this support for free this will be mitigated in the following ways:</p> <ul style="list-style-type: none"> • By the time the service is removed, school staff would have completed training in relation to the various public health work streams. It is hoped that school staff will continue to use their knowledge and skills to support young people. • Schemes of work including lesson plans will be left as a legacy from the programme for school staff to continue to use. • It is hoped that where schools require further support they can purchase this from the providers when required or through a traded service arrangement with the School Improvement Partnership. 															
<p>6 43 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:</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>Public Health has overall responsibility for the programme but have commissioned the following organisations to deliver the work:</p> <ul style="list-style-type: none"> • The Health Education Partnership • Harrow School Improvement Partnership • The Deborah Hutton Campaign <p>These organisations were asked to incorporate sustainability into their initial project plans and were scored accordingly.</p>															

	<p>Other partners include</p> <ul style="list-style-type: none"> • Pupils and families at the schools involved in the programme (customers) • Specialist services such as CAMHs or the Young Peoples Drug and Alcohol Services (they may see increased/decreased referrals) • Vulnerable children (if this prevention and early intervention programme is removed then support may be removed for these children) • Commissioners- children's services and CCG
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Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	<ul style="list-style-type: none"> • Harrow children (5-18yrs) are less physically active when compared to the England average for participation in at least 3 hours of sport/PE per week. • Compared with the England average, Harrow has a similar percentage in Reception year (age 4/5) and a worse percentage in Year 6 (age 10/11) classified as obese or overweight. • See Child Health Profile for above information • The Obesity Needs Assessment 2014 demonstrated that there is no weight 	<ul style="list-style-type: none"> • Although actual pupil numbers have not been recorded, in July 2015, 11 secondary schools and 5 primary schools were accessing regular consultancy support. Young people in Primary and Secondary schools (4-16 years) will be affected if this service finishes and schools do not continue this work. • Without a coordinated approach to healthy eating and physical activity there is a strong possibility of an increase in childhood obesity in the future, particularly in older children (Y6). This will have a devastating effect on children's health leading to increased rates of Type 2 Diabetes and other life limiting diseases in later life.

	<p>management service in Harrow for overweight and obese children and their families to access.</p> <ul style="list-style-type: none"> Evidence shows that there is a link between school-based programmes to promote health such as those that focus on increasing physical activity and improving nutrition and improved academic attainment¹². 	<ul style="list-style-type: none"> Increased cost due to conduct disorders such as antisocial behaviour. Increased number of children and young people within the education and social care system with troubled and troublesome behaviours Increased number of children and young people with less healthy eating habits undertaking less physical activity with a consequent increase in childhood obesity. Over a third of children in year 6 are overweight or obese. The termination of the programme will have a negative impact on educational attainment
<p>Disability (including carers of disabled people)</p>	<ul style="list-style-type: none"> Mental health problems in young people can result in lower educational attainment (for example, children with conduct disorder are twice as likely as other children to leave school with no qualifications) and are strongly associated with behaviours that pose a risk to their health, such as smoking, drug and alcohol abuse and risky sexual behaviour. This is well documented in the Children and Young People's Mental Health and Wellbeing Taskforce. Also noted in this document is that 75% of mental health problems in adult life (excluding dementia) start by the age of 18. Failure to support children and young people with mental health needs costs lives and money. Early intervention avoids young 	<ul style="list-style-type: none"> If the programme finishes and schools do not continue the work as suggested, there is a risk that the termination of the programme will have an adverse effect on those with a disability. Particularly those with a mental health problem or those who may be predisposed to develop a mental health problem in the future. Those with a learning disability are more likely to have long term physical problems caused by unhealthy lifestyles that start in childhood. A measure for the increase in mental health problems in young people could be an increase in hospital admissions for self harm which is included

¹ Powney J, Malcolm H, Lowden K (2000) Health and attainment: a brief review of recent literature. Glasgow: SCORE Centre, University of Glasgow.

² Murray, N. G., Low B. J., Hollis, C., Cross, A. W., and Davis, S. M. (2007) Coordinated school health programs and academic achievement: A systematic review of the literature. *Journal of School Health*, 77, 9, 589-600

	<p>people falling into crisis and avoids expensive and longer term interventions in adulthood.</p> <ul style="list-style-type: none"> Increased loss of lifetime earnings in each one year cohort of 10-15 year olds who experience bullying, in Harrow this has been estimated at £72.2m. Net savings if each one year cohort of 5-16 year olds received school based anti-bullying interventions has been estimated at £38.2m for Harrow³ Evidence shows social and emotional learning programmes to prevent conduct disorder for reach one year cohort of 10 year olds showed net savings over 5 years in Harrow of £17.4m Data for Harrow from the Hospital Episode Statistics, Health and Social Care Information Centre shows the rate of young people aged 10 to 24 years who are admitted to hospital as a result of self-harm is lower than the England average. 	<p>in the Child Health Profile.</p>
Gender Reassignment	Not relevant	
Marriage / Civil Partnership	Not relevant	
Pregnancy and Maternity	<ul style="list-style-type: none"> In 2013, under 18 conceptions was lower than the regional average and the England average (ONS). 	<ul style="list-style-type: none"> The emotional wellbeing part of the programme addresses decision making and risky behaviours. Without on-going support, there could be a potential increase in teen pregnancies and sexually transmitted diseases. This will burden both the NHS and the Local Authority.

³ Knapp M, McDaid D, Parsonage M (eds) (2011) Mental health promotion and mental illness prevention: the economic case. Department of Health

Race	<ul style="list-style-type: none"> Nationally, obesity prevalence is significantly higher than average for children in the ethnic groups 'Asian or Asian British' (10.4% in reception and 23.8% in year 6), 'Any Other Ethnic Group' (11.3% and 24.3%), 'Black or Black British' (15.6% and 27.4%) and for the 'Mixed' ethnic group (10.0% and 21.4%)⁴. In Harrow 22,858 children come from the above minority ethnic Groups, which is 83.5% of all children in the borough⁵ 	<ul style="list-style-type: none"> Minority ethnic groups have a higher than average risk of obesity, and the majority of children in Harrow are from a minority ethnic group. Therefore the termination of this programme will have a direct negative impact on those from BAME groups.
Religion and Belief	Not relevant	
Sex / Gender	Not relevant	
Sexual Orientation	Not relevant	

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Stage 3: Assessing Potential Disproportionate Impact

5. 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	Disability (including	Gender Reassignment	Marriage and Civil	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation

⁴ Health and Social Care Information Centre

⁵ Child Health Profile 2014, PHE

	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 6

Stage 4: Further Consultation / Additional Evidence
 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? E.g. revising your proposals
Harrow Council Public Health Consultation ran from the 16 Nov 2015 until the 16 Jan 2016. In addition to an on line an paper consultation document and questionnaire being widely circulated and send directly to stakeholders three focus groups were organised on different days of the week and at different times of the day.	A total of 15 individual responses were received and a full report detailing the outcome from the consultation is appended to this EqIA. 3 individuals agreed with this proposal and 11 disagreed.	none

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact ✓	Adverse Impact		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 6)
		Minor ✓	Major ✓	
Age (including carers of young/older people)		✓		<p>Whilst schools would not be able to access this support for free this will be mitigated in the following ways:</p> <p>By the time the service is removed, school staff would have completed training in relation to the various public health work streams. It is hoped that school staff will continue to use their knowledge and skills to support young people.</p> <p>Schemes of work including lesson plans will be left as a legacy from the programme for school staff to continue to use.</p> <p>It is hoped that where schools require further support they can purchase this from the providers when required or through a traded service arrangement with the School Improvement Partnership</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 7</p> <p>Removing this service may be a negative impact on the health and attainment of children and young people.</p> <p>If the programme is removed school staff may well lose momentum in its delivery. As a result, children’s weight (measured at Reception and Year 6) will increase. This is particularly relevant as there is limited support for overweight children in the borough. Adults in the borough can be referred by their GP to a series of exercise sessions but there is no similar service for GPs to refer children who are overweight or obese.</p> <p>Consequently, this population wide programme based in schools is a valuable tool in the fight against childhood obesity.</p> <p>This will have a devastating effect on children’s health leading to increased rates of Type 2 Diabetes and other life limiting diseases in later life.</p> <p>The termination of the programme will have a negative impact on educational attainment</p>

<p>Disability (including carers of disabled people)</p>				<p>The evidence clearly shows that well designed and implemented interventions within schools can have significant benefits in terms of life-long health, educational attainment, social, emotional and economic wellbeing and reduced involvement in crime for children and young people in society.</p> <p>If the programme finishes and schools do not continue the work as suggested, this will have an adverse effect on those with a disability. Particularly those with a mental health problem or those who may be predisposed to develop a mental health problem in the future</p> <p>Increased cost due to conduct disorders such as antisocial behaviour.</p> <p>Increased number of children and young people within the education and social care system with troubled and troublesome behaviours</p>	<p>See above</p> <p>In addition, the provider for this programme has developed a very comprehensive Emotional Wellbeing and PHSE Framework This framework aims to support schools to integrate the development of social and emotional skills within the curriculum in all subject areas.</p> <p>PSHE could be used as a platform to deliver some of the messages and materials covered in this framework; however, it is primarily intended to support the delivery of emotional health and wellbeing in schools. The content is designed to be flexible so that you can select the parts relevant to your individual / schools needs. The link to this comprehensive piece of work is below:</p> <p>As part of the programme there is a peer support element. To date, 8 secondary schools have trained key staff members to run emotional wellbeing mentoring programmes. From September 2015 these schools will begin training pupils to become peer mentors and support their fellow pupils.</p>
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						This will help to ensure that vulnerable pupils will have a mentor with whom they can discuss any emotional issues.
Gender Reassignment				n/a		
Marriage and Civil Partnership				n/a		
Pregnancy and Maternity						
Race			✓			
Religion or Belief						
Sex			✓			The Emotional Wellbeing and PHSE Framework provides detailed lesson plans regarding risky behavior and safety included in PHSE. Teachers can access this framework when planning sessions.
Sexual orientation						

	Yes	No
<p>8. 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>9. 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 it to happen?</p>	<p>Yes</p> <p style="text-align: center;">✓</p>	<p>No</p>

Any other programmes affecting children would add to the impact of the loss of this programme

In particular, the review of CAMHs and scaling down of clinic in a box may impact negatively.

The termination of this programme could potentially impact on health inequality.

There is a possibility of children in some communities becoming obese and developing the associated long term health risks.

The nutrition element of the programme focuses on schools with above average obesity rates in order to improve health inequalities.

Without the programme there is a danger that these inequalities will be exacerbated.

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
Age Race sexuality	<p>Proposal to mitigate adverse impact</p> <ul style="list-style-type: none"> By the time the service is removed, school staff would have completed training in relation to various public health work streams. As a result staff will continue to use their knowledge and skills to support young people. Schools will continue to use the resources left as a legacy from the programme. If schools require further support they can purchase this from the providers when required. The above points have been written into each service providers contract but will be there will be a greater focus on sustainability as well as health outcomes in the foreseeable monitoring meetings The Healthy Schools London scheme is continuing until March 2017. Schools can still receive accreditation until then Other boroughs have offered support as part of a traded service, this is something that needs to be investigated in Harrow- particularly with Harrow School Improvement 	<p>How will you know this has been achieved? E.g. Performance Measure / Target</p> <ul style="list-style-type: none"> Number of staff attended training and percentage of staff achieving learning outcomes. This may need to be monitored via telephone calls from the PH team. Number of schools actively using the resources at the end of the programme Number of schools engaged in self funded programme Number signed up to Healthy Schools London; Number achieving HSL Bronze, Silver, Gold awards 	<p>Lead Officer/Team</p> <p>Laura Waller & Carole Furlong Public Health</p>	<p>Target Date</p> <p>TBA</p>

	Partnership (HSIP)		
Stage 7: Public Sector Equality Duty			
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 			
Stage 8: Recommendation			
11. 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 of opportunity are being addressed.			
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.			x
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. 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 Q12 below)			
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.			
Stage 9 - Organisational sign Off			
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			

Signed: (Lead officer completing EqIA)	Carole Furlong/ Laura Waller	Signed: (Chair of DETG)	Carol Yarde
Date:	25.8.15	Date:	2. 2. 2016
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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REPORT FOR: CABINET

Date of Meeting:	18 February 2016
Subject:	Treasury Management Strategy Statement including Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2016/17
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance
Portfolio Holder:	Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Appendix 1 – Legislation and Regulations Impacting on Treasury Management Appendix 2 – Treasury Management Delegations and Responsibilities Appendix 3 – Economic Background

Section 1 – Summary and Recommendations

This report sets out the Council's Treasury Management Strategy Statement including Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2016/17.

Recommendation: Cabinet is asked to recommend to Council that they approve the Treasury Management Strategy Statement for 2016/17 including:

- Prudential Indicators for 2016/17;
- Minimum Revenue Provision Policy Statement for 2016/17;
- Annual Investment Strategy for 2016/17;
- That the maximum total investment in the Investment Property Strategy be set at £20m
- That the limit of investments for over 364 days be increased to £60m.

Reason: To promote effective financial management and comply with the Local Authorities (Capital Finance and Accounting) Regulations 2003 and other relevant guidance.

Section 2 – Report

1. INTRODUCTION

1.1 Background

1. The Chartered Institute of Public Finance and Accountancy (CIPFA) defines Treasury Management as:

“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Council has adopted this definition.

2. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. The first main function of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested with low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

3. The second main function of the Treasury Management service is the funding of the Council's capital programme. This programme provides a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion, any debt previously drawn may be restructured to meet Council risk or cost objectives.
4. The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code (The Prudential Code for Capital Finance in Local Authorities [CIPFA 2011 Edition]) and Treasury Management Code (Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes [CIPFA 2011 Edition]), in setting Treasury and Prudential Indicators for the next three years and in ensuring that the Council's capital investment programme is affordable, prudent and sustainable.
5. The Act, the Codes and Department for Communities and Local Government Investment Guidance (2010) require the Council to set out its Treasury Strategy for Borrowing and to prepare an Annual Investment Strategy that establishes the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments. A summary of the relevant legislation, regulations and guidance is included as Appendix 1.
6. The budget for each financial year includes the revenue costs that flow from capital financing decisions. Under the Treasury Management Code, increases in capital expenditure should be limited to levels whereby increases in interest charges and running costs are affordable within the projected income of the Council for the foreseeable future.
7. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
8. The Council recognises that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

1.2 CIPFA Requirements

9. The Council has formally adopted the Treasury Management Code, the primary requirements of which are as follows:
 - Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.

- Creation and maintenance of Treasury Management Practices (“TMPs”) that set out the manner in which the Council will seek to achieve those policies and objectives.
- Receipt by the full Council and/or Cabinet of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Half-year Review Report and an Annual Report (stewardship report) covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body.

1.3 Reporting Requirements

10. As introduced above, the Council and/or Cabinet are required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Treasury Management Strategy Statement report (this report) - The first, and most important report is presented to the Council in February and covers:

- the capital programme (including Prudential Indicators);
- a Minimum Revenue Provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the Treasury Management Strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

Mid-year Review report – This is presented to Cabinet in the autumn and updates Members on the progress of the capital position, reporting on Prudential Indicators and identifying whether the treasury strategy is meeting the objectives or whether any policies require revision.

Treasury Management Outturn report – This is presented to Cabinet in June/July and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the Strategy.

Scrutiny - The above reports are required to be adequately scrutinised with the role being undertaken by the the Governance, Audit, Risk Management and Standards Committee (GARMSC).

11. The Council has delegated responsibility for the implementation and regular monitoring of its treasury management policies and treasury management practices to the Section 151 officer. The Section 151 Officer chairs the Treasury Management Group (TMG), which monitors the treasury management activity and market conditions.

12. Further details of responsibilities are given in Appendix 2.

1.4 Training

13. The Treasury Management Code requires the responsible officer to ensure that Members with responsibility for treasury management receive adequate training in this area. This especially applies to Members responsible for scrutiny.

14. The Council's Treasury Management Advisers will provide an updated training session for all Members of GARMSC and other interested Members and other training opportunities will be offered as appropriate.

15. The training needs of Treasury Management officers are periodically reviewed as part of the Learning and Development programme with appropriate training and support provided.

1.5 Treasury Management Advisers

16. The Council has engaged Capita Asset Services, Treasury Solutions as its external Treasury Management Advisers.

17. However, the Council recognises that responsibility for treasury management decisions remains with itself at all times and will ensure that undue reliance is not placed upon external service providers.

18. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value is assessed are properly agreed and documented, and subjected to regular review.

1.6 Treasury Management Strategy for 2016/17

19. The Strategy covers:-

Capital Issues (Paragraph 2)

- Capital programme and Prudential Indicators (Paragraph 2.1);
- Capital Financing Requirement (Paragraph 2.2);
- Minimum Revenue Provision Policy (Paragraph 2.3).

Treasury Management Issues (Paragraph 3)

- Affordability Prudential Indicators (Paragraph 3.1);
- Borrowing and Investments (Paragraph 3.2);
- Prospects for Interest Rates and Economic Commentary (Paragraph 3.3);
- Borrowing Strategy (Paragraph 3.4);

- Treasury Management Limits on Activity (Paragraph 3.5);
- Policy on borrowing in advance of need (Paragraph 3.6);
- Debt rescheduling (Paragraph 3.7);
- Annual Investment Strategy (Paragraph 3.8).

20. These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the Department for Communities and Local Government (DCLG) Minimum Revenue Provision Guidance, the CIPFA Treasury Management Code and DCLG Investment Guidance.
21. It is not considered necessary to produce a separate treasury strategy for the Housing Revenue Account (HRA) in light of the co-mingling of debt and investments between HRA and the General Fund. Where appropriate, details of allocations of balances and interest to HRA are contained in this report.

1.7 Options considered

22. No options were considered beyond those discussed in the report due to the statutory and risk management constraints inherent in treasury management.

2. CAPITAL ISSUES

23. The Council's capital expenditure programme is the key driver of treasury management activity. The output of the programme is reflected in the Prudential Indicators, which are designed to assist Members' overview and confirm the capital expenditure programme. The values shown in the tables for 2014-15 and 2015-16 are actual and estimated outturn respectively and not the strategy for those years.

2.1 Capital Programme and Prudential Indicators

24. The first prudential indicator is a summary of the Council's capital expenditure based on the approved capital programme. Amendments may be necessary in the light of decisions taken during the budget cycle. The table below summarises the capital expenditure programme and the ways in which it will be financed. Any shortfall of resources results in a financing need.

Table 1 Capital Expenditure and Funding

	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Community Health & Wellbeing	3,443				
Children & Families	23,057				
Environment & Enterprise	21,915				
Resources	9,512	16,917	20,525	8,249	3,193
Adults		721	1,750	2,640	1,540
Schools		52,134	16,170	15,465	10,110
Environmental Services		18,867	15,520	23,508	22,408
Community and Culture		1,449	6,490	1,650	460
Housing General Fund		5,199	16,970	9,470	1,970
Regeneration		3,416	25,480	14,250	250
Infrastructure			5,000		
HRA	4,443	18,264	25,550	17,038	9,139
TOTAL	62,370	116,967	133,455	92,270	49,070
Funding:-					
Grants	27,779	56,060	25,759	20,115	19,553
Capital receipts	179	3,312	10,398	4,935	1,045
Revenue financing	5,534	11,853	9,987	11,103	8,024
Section 106 / Section 20	553	1,606	1,565	1,000	0
TOTAL	34,045	72,831	47,709	37,153	28,622
Net financing need for the year	28,325	44,136	85,746	55,117	20,448

2.2 Capital Financing Requirement

25. The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any new capital expenditure, which has not immediately been paid for, will increase the CFR.
26. The CFR does not increase indefinitely, as the MRP is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life.
27. The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a funding facility and so the Council is not required to borrow separately for them. The Council currently has £17m of such schemes within the CFR.
28. CFR projections are included in the table below.

Table 2 Capital Financing Requirement

	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
CFR as at 31 March					
Non – HRA	256,390	286,943	356,142	396,779	401,829
HRA	149,507	151,213	154,783	154,753	154,723
TOTAL	405,897	438,156	510,925	551,532	556,552
Annual change in CFR					
Capital expenditure	62,370	116,967	133,455	92,270	49,070
Non-borrowing sources of funding	- 34,045	- 72,831	- 47,709	- 37,153	- 28,622
Lease liability	500	500	389	410	456
Less MRP	- 16,681	- 12,377	- 13,365	- 14,920	- 15,884
TOTAL	12,144	32,259	72,769	40,607	5,020

The Non-HRA CFR increases over the five years from £256m to £402m reflecting the existing regeneration programme, the property investment portfolio, the schools expansion, re-building and improvements programme, the renewal and replacement of highways, footways and streetlighting, the purchase of properties for temporary accommodation and upgrades and enhancements to ICT systems. Through a special determination the debt limit for the HRA has been increased to £154.8m and work will be carried out in line with this increase.

2.3. Minimum Revenue Provision Policy

29. Capital expenditure is generally defined as expenditure on assets that have a life expectancy of more than one year e.g. buildings, vehicles, machinery etc. The accounting approach is to spread the cost over the the estimated useful life of the asset. The mechanism for spreading these costs is through an annual MRP. The MRP is the means by which capital expenditure, which is financed by borrowing or credit arrangements, is funded by Council Tax and housing rents.
30. The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (the Regulations) require the Council to approve a Minimum Revenue Provision (MRP) Statement setting out what provision is to be made in the General Fund for the repayment of debt, and how the provision is to be calculated. The purpose of the Statement is to ensure the provision is prudent, allowing the debt to be repaid over a period reasonably commensurate with that over which the capital expenditure benefits. The first point in the Statement is the subject of a separate report to Council and, subject to their agreement, the Council is recommended to approve the following MRP Statement:
- For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be the equal annual reduction of 2% of the outstanding debt at 1 April 2015 for the subsequent 50 years.
 - For all capital expenditure financed from unsupported (prudential) borrowing (including PFI and finance leases), MRP will be based upon an asset life method in accordance with Option 3 of the guidance.

- In some cases where a scheme is financed by prudential borrowing it may be appropriate to vary the profile of the MRP charge to reflect the future income streams associated with the asset, whilst retaining the principle that the full amount of borrowing will be charged as MRP over the asset's estimated useful life.
- A voluntary MRP may be made from either revenue or voluntarily set aside capital receipts.
- Estimated life periods and amortisation methodologies will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.
- Freehold land cannot properly have a life attributed to it, so for the purposes of Asset Life method it will be treated as equal to a maximum of 50 years. But if there is a structure on the land which the authority considers to have a life longer than 50 years, that same life estimate will be used for the land.
- As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.
- Repayments included in annual PFI or finance leases are applied as MRP.
- Where borrowing is undertaken for the construction of new assets, MRP will only become chargeable once such assets are completed and operational.
- Under Treasury Management best practice the Council may decide to defer borrowing up to the capital financing requirement (CFR) and use internal resources instead. Where internal borrowing has been used, the amount chargeable as MRP may be adjusted to reflect the deferral of actual borrowing.

3. TREASURY MANAGEMENT ISSUES

3.1 Affordability Prudential Indicators

31. The previous sections cover the overall capital and control of borrowing Prudential Indicators but within this framework Prudential Indicators are also required to assess the affordability of the capital investment programme. These provide an indication of the impact of the programme on the Council's overall finances.

3.1.1 Ratio of Financing Costs to Revenue Stream

32. This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. The estimates of financing costs include current commitments and the proposals in the budget report.

Table 3 Ratio of Financing Costs to Revenue Stream

	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Estimate	Estimate	Estimate	Estimate
	%	%	%	%	%
Non - HRA	14	13	13	15	17
HRA	48	41	40	45	45

3.1.2 Incremental Impact of Capital Investment Decisions on Council Tax and Housing Rents

33. This indicator identifies the revenue costs associated with proposed capital programme and the impact on Council Tax and Housing Rents.

Table 4 Incremental Impact of Capital Investment Decisions

	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Estimate	Estimate	Estimate	Estimate
	£	£	£	£	£
Increase in Council Tax (band D) per annum	33.32	36.62	62.02	58.03	30.66
Increase in average housing rent per week	0.11	- 1.71	- 1.33	4.14	- 0.01

3.1.3 Local HRA indicators

34. The Council should also be aware of the following ratios when making its treasury management decisions.

Table 5 HRA Ratios

	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Estimate	Estimate	Estimate	Estimate
Debt (CFR) (£m)	149.5	151.2	154.8	154.8	154.7
Gross Revenue Stream (£m)	31.8	32.2	32.2	32.3	32.0
Ratio of Gross Revenue Stream to Debt (%)	21	21	21	21	21
Average Number of Dwellings	4,892	4,867	4,816	4,860	4,845
Debt outstanding per dwelling (£)	30,565	31,069	32,143	31,846	31,935

Rents in the Housing Revenue Account are projected to reduce by 1% each year for four years commencing in 2016/17, in line with the provisions of the Welfare reform and Work Bill, which is anticipated to have been enacted before the start of the new financial year. The reduction in income is expected to be mitigated over the next two years by additional rent income generated as a result of an increase in HRA property numbers from the Council's HRA new build and purchase and repair programmes.

3.2 Borrowing and Investments

35. The capital expenditure programme set out in Paragraph 24 provides details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the activities of the Council. This involves both the organisation of the cash flow and, where the capital programme requires it, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury indicators, the current and projected debt positions and the annual investment strategy.

3.2.1 Current portfolio position

36. The Council's borrowing position at 31 December 2015 is summarised below.

Table 6 Summary Borrowing & Investment Position at 31 December 2015

		Principal		Ave. rate
		£m	£m	%
Fixed rate funding	PWLB	218.5		
	Market	116.0	334.5	4.25
Variable rate funding			0	
Other long term liabilities (PFI & leases)			18.0	
Total Debt			352.5	
Total Investments at 31.12.2015			109.2	0.8

37. The Council has borrowed £83.8 million under Lender Option, Borrower Option (LOBO) structures with maturities between 2050 and 2078. In exchange for an interest rate that was below that offered on long term debt by the PWLB, the lender has the option at the end of five years (and half yearly thereafter) to reset the interest rate. If the rate of interest changes, the Council is permitted to repay the loan at no additional cost.

38. The Council's borrowing position with forward projections is summarised below. The table shows the actual external debt, against the underlying capital borrowing need, highlighting any under or over borrowing.

Table 7 Changes to Gross Debt

	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
External Debt					
Debt at 1 April	340,293	334,460	359,466	445,181	500,267
Expected change in Debt	- 5,833	25,007	85,715	55,086	20,417
Other long-term liabilities (OLTL) 1st April	21,841	18,534	17,733	16,907	16,161
Expected change in OLTL	- 3,307	801	826	746	593
Actual gross debt at 31 march	352,994	377,199	462,088	516,428	536,252
Capital financing requirement	405,897	438,156	510,925	551,532	556,552
Under / (Over) borrowing	52,903	60,957	48,837	35,104	20,300

39. The expected change in debt in 2015/16, 2016/17, 2017/18 and 2018/19 reflects the anticipated borrowing necessary to meet the capital programme described in Table 1.

40. Debt outstanding should not normally exceed CFR.

41. Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2016/17 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

42. The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing programmes and the proposals in the budget report.

43. The table below shows the net borrowing after investment balances are taken into account.

Table 8 Net Borrowing

	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Gross Borrowing brought forward 1 April	362,134	352,994	377,199	462,088	516,428
Changes to Gross Borrowing	-9,140	24,206	84,889	54,340	19,824
Carry Forward 31st March	352,994	377,199	462,088	516,428	536,252
Investment brought forward 1 April	-130,833	-119,078	-60,000	-60,000	-60,000
Changes to Gross Borrowing	-11,755	-59,078	0	0	0
Carry Forward 31st March	-119,078	-60,000	-60,000	-60,000	-60,000
Total Net Borrowing	233,916	317,199	402,088	456,428	476,252
Change in net borrowing	2,615	83,284	84,889	54,340	19,824

The change in net borrowing in 2015/16 arises mainly from the reduction in cash balances of £59m and in subsequent years from additional borrowing.

3.2.2 Treasury Indicators: limits to borrowing activity

The Operational Boundary

44. This is the limit which external debt is not normally expected to exceed.
45. The boundary is based on current debt plus anticipated net financing need for future years.

The Authorised Limit for External Debt.

46. This is a further key prudential indicator which represents a control on the maximum level of borrowing. It represents a limit beyond which external debt is prohibited. It reflects the level of external debt which, while not desired, could be afforded in the short term, but may not be sustainable in the longer term. It relates to the financing of the capital programme by both external borrowing and other forms of liability, such as credit arrangements.
47. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' programmes, or those of a specific council, although this power has not yet been exercised.

Table 9 Operational boundary and authorised limit

	2014/15	2015/16	2016/17	2017/18	2018/19
	£m	£m	£m	£m	£m
Authorised Limit for external debt					
Borrowing and finance leases	406	438	511	552	557
Operational Boundary for external debt					
Borrowing	334	359	445	500	521
Other long term liabilities	19	18	17	16	16
Total	353	377	462	516	536
Upper limit for fixed interest rate exposure					
Net principal re fixed rate borrowing	334	359	445	500	521
Upper limit for variable rate exposure					
Net principal re variable rate borrowing	-	-	-	-	-
Upper limit for principal sums invested over 364 days*	28	41	60	60	60

As shown in table 13 below, the Council may wish to make additional investments of over 364 days. The current limit for such investments is £40m. To respond to potential new initiatives it is recommended that at this stage the limit for investments over 364 days be set at £60m.

HRA Debt Limit

48. Separately, the Council is also limited to a maximum HRA debt limit through the HRA self-financing regime. This limit and the HRA CFR are shown in the table below.

Table 10 HRA Debt Limit and CFR

	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'001	£'002
HRA Debt Limit	149,648	151,337	154,937	154,937	154,937
HRA CFR	149,526	151,213	154,783	154,753	154,723
Headroom	122	124	154	184	214

3.3 Prospects for Interest Rates and Economic Commentary

49. The Treasury Management Adviser has provided the commentary in the remainder of this section 3.3 and a more detailed economic commentary is included as Appendix 3.

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
Bank rate	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%
5yr PWLB rate	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%
10yr PWLB rate	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%
25yr PWLB rate	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%	4.10%
50yr PWLB rate	3.20%	3.20%	3.30%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%	4.00%

United Kingdom

UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006 and although the 2015 growth rate is likely to be a leading rate in the G7 again, it looks likely to disappoint previous forecasts and come in at about 2%. Quarter 1 of 2015 was weak at +0.4% (+2.9% y/y) though there was a slight increase in quarter 2 to +0.5% (+2.3% y/y) before weakening again to +0.4% (2.1% y/y) in quarter 3. The November Bank of England Inflation Report included a forecast for growth to remain around 2.5 – 2.7% over the next three years, driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to, or near to, zero since February 2015. Investment expenditure is also expected to support growth. However, since the August Inflation report was issued, most worldwide economic statistics have been weak and financial markets have been particularly volatile. The November Inflation Report flagged up particular concerns for the potential impact of these factors on the UK.

The Inflation Report was also notably subdued in respect of the forecasts for inflation; this was expected to barely get back up to the 2% target within the 2-3 year time horizon. The increase in the forecast for inflation at the three year horizon was the biggest in a decade and at the two year horizon was the biggest since February 2013. However, the first round

of falls in oil, gas and food prices over late 2014 and also in the first half 2015, will fall out of the 12 month calculation of CPI during late 2015 / early 2016 but a second, more recent round of falls in fuel and commodity prices will delay a significant tick up in inflation from around zero: this is now expected to get back to around 1% by the end of 2016 and not get to near 2% until the second half of 2017, though the forecasts in the Report itself were for an even slower rate of increase. However, more falls in the price of oil and imports from emerging countries in early 2016 will further delay the pick up in inflation. There is therefore considerable uncertainty around how quickly pay and CPI inflation will rise in the next few years and this makes it difficult to forecast when the MPC will decide to make a start on increasing Bank Rate.

The weakening of UK GDP growth during 2015 and the deterioration of prospects in the international scene, especially for emerging market countries, have consequently led to forecasts for when the first increase in Bank Rate would occur being pushed back to quarter 4 of 2016. There is downside risk to this forecast i.e. it could be pushed further back.

USA

The American economy made a strong comeback after a weak first quarter's growth at +0.6% (annualised), to grow by no less than 3.9% in quarter 2 of 2015, but then weakened again to 2.1% in quarter 3. The downbeat news in late August and in September about Chinese and Japanese growth and the knock on impact on emerging countries that are major suppliers of commodities, was cited as the main reason for the Fed's decision at its September meeting to pull back from a first rate increase. However, the nonfarm payrolls figure for growth in employment in October was very strong and, together with a likely perception by the Fed. that concerns on the international scene have subsided, has now firmly opened up the possibility of a first rate rise in December.

Eurozone

In the Eurozone, the ECB fired its big bazooka in January 2015 in unleashing a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it was intended to run initially to September 2016. This appears to have had a positive effect in helping a recovery in consumer and business confidence and a start to a significant improvement in economic growth. GDP growth rose to 0.5% in quarter 1 2015 (1.0% y/y) but came in at +0.4% (+1.5% y/y) in quarter 2 and +0.3% in quarter 3. However, the recent downbeat Chinese and Japanese news has raised questions as to whether the ECB will need to boost its QE programme if it is to succeed in significantly improving growth in the EZ and getting inflation up from the current level of around zero to its target of 2%.

Greece

During July, Greece finally capitulated to EU demands to implement a major programme of austerity and is now cooperating fully with EU demands. An €86bn third bailout package has since been agreed though it did nothing to address the unsupportable size of total debt compared to GDP. However, huge damage has been done to the Greek banking system and economy by the resistance of the Syriza Government, elected in January, to EU demands. The surprise general election in September gave the Syriza government a mandate to stay in power to implement austerity measures. However, there are major

doubts as to whether the size of cuts and degree of reforms required can be fully implemented and so Greek exit from the euro may only have been delayed by this latest bailout.

Overview

- *Investment returns are likely to remain relatively low during 2016/17 and beyond;*
- *Borrowing interest rates have been highly volatile during 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. Gilt yields have continued to remain at historically phenomenally low levels during 2015. The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times, when authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt;*
- *There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.*

3.4 Borrowing Strategy

50. As shown in Table 8 above, currently the Council has a debt portfolio of £353m, mainly long term, with an average maturity of 36 years assuming no early repayment of the LOBO loans. Cash balances have remained high and at 31 December 2015 were £109m. With the investment portfolio yielding around 1% and the likely average cost of new debt 3.5%, there is a substantial short term cost to carrying excessive debt.

51. As shown in Table 8 above the Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (CFR), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary source of funding. This strategy is prudent with investment returns low and counterparty risk relatively high.

52. For the last few years the capital programme has been funded from grants and revenue resources and there has not been a need for further borrowing. However, with the reduction in cash balances and the likelihood that they will be further reduced by the end of 2015/16 much of the increased capital programme in the next few years will need to be funded from borrowing. As shown in Table 8 above, it is currently estimated that sums of £25m, £86m, £55m and £20m will need to be borrowed in the current year next three years respectively. The Council will have a range of funding sources available and will need to base its decisions on optimum borrowing times and periods taking into account current interest rates and likely future movements and the "cost of carry" (difference between rates for borrowing and rates for investments) which currently remain high. A strategy is being devised in consultation with the Treasury Management Adviser. It is also possible that new long term borrowing in the next three years might be required either if part of the LOBO portfolio had to be refinanced early.

53. It may be necessary to resort to temporary borrowing from the money markets or other local authorities to cover mismatches in timing between capital grants and payments. However with several Government grants now paid early in the financial year this is not very likely.
54. Against this background and the risks within the economic forecast, caution will be adopted with the 2016/17 treasury management operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.
55. The Council has adopted a single pooled approach for debt. Allocations to HRA are based on its CFR, with interest charged to HRA at the average rate on all external borrowing. Longer term, the HRA's ability to repay borrowing will depend on future revenues and the capital expenditure programme..

3.5 Treasury Management Limits on Activity

56. There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs and improve performance.

Upper limit on variable interest rate exposure

57. This identifies a maximum limit for variable interest rates based upon the debt position net of investments. As shown in Table 9 above the Council does not expect to undertake any borrowing on this basis.

Upper limit on fixed interest rate exposure

58. This identifies a maximum limit for fixed interest rates based upon the debt position net of investments. The Council's proposed limits are shown in Table 9 above

Maturity Structure of Borrowing

59. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.
60. The Council has no variable rate borrowing and the comments below relate only to its fixed rate portfolio.
61. In the table below, the maturity structure for the LOBO debt, in accordance with CIPFA Guidance, is shown as the first date that the interest rate can be increased.

Table 11 Maturity Structure of Fixed Rate Borrowing

	As at 31.12.2015 %	Upper limit %	Lower limit %
Under 12 months	25	30	0
12 months to 23 months	3	20	0
24 months to under 5 years	7	30	0
5 years to under 10 years	1	40	0
10 years and over	64	90	30

3.6 Policy on Borrowing in Advance of Need

62. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved CFR estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
63. Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.7 Debt Rescheduling

64. Capita currently advise that:

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;*
- helping to fulfil the treasury strategy;*
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).*

65. Opportunities to reduce the cost of debt by premature repayment or to improve the maturity profile are kept under review in discussion with the Council's Treasury Management Adviser. Early repayment of market loans is by negotiation. For PWLB loans, there are daily published prices for early repayment that allows analysis of the opportunities for restructuring. There is currently a spread which has generally made restructuring uneconomic.
66. Should any of the LOBO loans with interest rate reset dates in 2016-17 (£83.8m) require refinancing, the most likely source will be external borrowing.
67. All rescheduling will be reported to Cabinet at the earliest meeting following the exercise.

3.8 Annual Investment Strategy

3.8.1 Changes to credit rating methodology

68. During the last year there have been significant changes in the methodologies adopted by the the three main credit rating agencies and the Council's Treasury Management Adviser comments as follows:

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. Commencing in 2015, in response to the evolving regulatory regime, all three agencies have begun removing these "uplifts" with the timing of the process determined by regulatory progress at the national level. The process has been part of a wider reassessment of methodologies by each of the rating agencies. In addition to the removal of implied support, new methodologies are now taking into account additional factors, such as regulatory capital levels. In some cases, these factors have "netted" each other off, to leave underlying ratings either unchanged or little changed. A consequence of these new methodologies is that they have also lowered the importance of the (Fitch) Support and Viability ratings and have seen the (Moody's) Financial Strength rating withdrawn by the agency.

In keeping with the agencies' new methodologies, the rating element of our own credit assessment process now focuses solely on the Short and Long Term ratings of an institution. While this is the same process that has always been used for Standard & Poor's, this has been a change in the use of Fitch and Moody's ratings. It is important to stress that the other key elements to our process, namely the assessment of Rating Watch and Outlook information as well as the Credit Default Swap (CDS) overlay have not been changed.

The evolving regulatory environment, in tandem with the rating agencies' new methodologies also means that sovereign ratings are now of lesser importance in the assessment process. Where through the crisis, clients typically assigned the highest sovereign rating to their criteria, the new regulatory environment is attempting to break the link between sovereign support and domestic financial institutions. While this authority (Harrow) understands the changes that have taken place, it will continue to specify a minimum sovereign rating of AAA. This is in relation to the fact that the underlying domestic and where appropriate, international, economic and wider political and social background will still have an influence on the ratings of a financial institution.

It is important to stress that these rating agency changes do not reflect any changes in the underlying status or credit quality of the institution. They are merely reflective of a reassessment of rating agency methodologies in light of enacted and future expected changes to the regulatory environment in which financial institutions operate. While some banks have received lower credit ratings as a result of these changes, this does not mean that they are suddenly less credit worthy than they were formerly. Rather, in the majority of cases, this mainly reflects the fact that implied sovereign government support has effectively been withdrawn from banks. They are now expected to have sufficiently strong balance sheets to be able to withstand foreseeable adverse financial circumstances without government support. In fact, in many cases, the balance sheets of banks are now much more robust than they were before the 2008 financial crisis when they had higher ratings than now. However, this is not universally applicable, leaving some entities with modestly lower ratings than they had through much of the "support" phase of the financial crisis.

69. These changes are reflected in the Council's counterparty lists described in Tables 12 and 13 below.

3.8.2 Investment policy

70. The Council's investment policy has regard to the Department for Communities and Local Government Investment Guidance and the CIPFA Treasury Management Code. The Council's investment priorities will be security first, liquidity second, then return.
71. In accordance with the above guidance and in order to minimise the risk to investments, the Council below clearly stipulates the minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies. The Treasury Management Adviser monitors counterparty ratings on a real time basis with knowledge of any changes advised electronically as the agencies notify modifications.
72. Further, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to assess continually and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its adviser to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.
73. The aim of the strategy is to generate a list of highly creditworthy counterparties which will provide security of investments, enable diversification and minimise risk.
74. Investment instruments identified for current use are listed in Tables 12 and 13 below under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices.

3.8.3 Creditworthiness policy

75. The primary principle governing the Council's investment criteria is the security of its investments, although the return on the investment is also a key consideration. After this main principle, the Council will ensure that:
 - It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
 - It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

76. The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to those which determine which types of investment instrument are either specified or non-specified as they provide an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
77. The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution will fall outside the lending criteria.
78. Credit rating information is supplied by the Treasury Management Adviser on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing. For instance, a negative rating watch applying to a counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.
79. The Council's criteria for an institution to become a counterparty are:

Specified Investments

These are sterling investments of a maturity period of not more than 364 days, or those which could be for a longer period but where the lender has the right to be repaid within 364 days if it wishes. These are low risk assets where the possibility of loss of principal or investment income is negligible. The instruments and credit criteria to be used are set out in the table below.

Table 12: Specified Investments

Instrument	Minimum Credit Criteria	Use
Debt Management Agency Deposit Facility	Government backed	In-house
Term deposits – other LAs	Local Authority issue	In-house
Term deposits – banks and building societies	AA- Long Term F1+ Short-term 2 Support UK or AAA Sovereign	In-house
Money Market Funds	AAA	In-house

Non-Specified Investments

Non-specified investments are any other type of investment (i.e. not defined as Specified above). They normally offer the prospect of higher returns but carry a higher risk. The identification and rationale supporting the selection of these other investments are set out in the table below.

Table 13: Non - Specified Investments

	Minimum Credit Criteria	Use	Max total investment	Max. maturity period
Term deposits – banks and building societies (excluding Lloyds / HBOS)	A Long Term F1 Short-term UK or AAA Sovereign	In-house	50%	3 months
Lloyds / HBOS	A Long Term F1 Short-term	In-house	50%	6 months
Callable Deposits	A Long Term F1 Short term	In-house	20%	3 months
UK nationalised Banks [RBS]	F2 Short-term	In-house	60%	36 months
Enhanced Cash Funds	AAA	In-house	25% (maximum £10 million per fund)	Minimum monthly redemption
Corporate bonds pooled funds, other non-standard investments and gilts		In house	£10m in total	Dependent on specific agreement
HB Public Law Ltd		In house	£0.1m	36 months
Investment Property Strategy		In house	£20.0m	Dependent on specific agreement
Concilium Business Services Ltd t/a Smart Lettings Ltd		In house	£0.274m	36 months
Concilium Group Startup capital		In house	£0.702m	60 months
Concilium Group 5% Long Term Investment		In house	£1.5m	Dependent on specific agreement
Cultura London re Harrow Arts Centre		In house	£1m	25 years
Housing Development Vehicle (LLP) – Initially on acquisition of 100 homes		In house	£30m	Dependent on specific agreement

Unless specified above, individual bank & building society counterparty limits that are consistent with the above limits are approved by the Section 151 Officer in accordance with the Council's Treasury Management Practices.

3.8.4 Country Limits

80. The Council has determined that it will only use approved counterparties from the UK or from countries with a minimum sovereign credit rating of AAA. Currently the only countries meeting this criterion are Australia, Canada, Denmark, Germany, Luxembourg, Norway, Singapore, Sweden and Switzerland. The current UK rating is the second level of AA+. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

3.8.5 Investment Strategy

81. **In-house funds.** The Council's funds are mainly cash derived primarily from the General Fund and HRA. Balances are also held to support capital expenditure. From 1st April 2011, pension fund cash balances have been held separately from those of the Council. However, a separate investment strategy has not been developed for the pension fund and all its cash is held on overnight call account with RBS. Investments are made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
82. **Investment returns expectations.** Bank Rate has remained unchanged at 0.50% since March 2009 and is not forecast to rise until at least quarter 2 of 2016. Forecasts for financial year ends are:
- 2015/16 0.50%
 - 2016/17 0.75%
 - 2017/18 1.25%
 - 2018/19 1.75%
83. As regards returns and potential returns key points made by Capita in Section 3.3 above and of prime significance in the Council's investment strategy are:
- Counterparty risks remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods;
 - Investment returns are likely to remain relatively low during 2015/16 and beyond.
84. **Investment treasury indicator and limit** - total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment. The Council's limit for investments of over 364 days is £40.5m.
85. Throughout 2015-16 to date interest rates for periods of up to 6 months have remained stable with the Council receiving about 0.75% for investments and 0.25% for the RBS Special Interest Bearing Account.
86. As a consequence of these rates and the maturity of several higher yielding investments the Council's return for the whole year is likely to be close to 0.7%. Whilst this compares well with the LIBOR benchmark and peer authorities it represents a substantial reduction from the 1% earned in 2014-15 and 1.5% earned in 2013-14.
87. As a result of the Council's strategy and the interest rates available the only counterparties actively in use during 2015-16 have been Lloyds and Royal Bank of Scotland Group, Enhanced Money Market Funds and Svenska Handelsbanken. The investment portfolio has inevitably remained concentrated with RBS and Lloyds with 80% of the total portfolio invested with them on 31st December 2015. When opportunities arise consistent with the Council's policies diversification will be sought but it is not anticipated that there will be any significant change during 2016-17.

88. Due to the low interest rates environment and uncertainties around Government funding for banks, setting expected income levels for 2016-17 and beyond is imprecise. Investment income (net of allocations and interest from West London Waste Authority) has been budgeted at £414,500 for 2016/17 (2015/16 £699,000).

4. IMPLICATIONS OF THE RECOMMENDATIONS

89. The recommendations primarily relate to the requirements for the Council to comply with statutory duties. However, the content of the report, covering borrowing and investment strategy, has implications for the Council's ability to fund its capital projects and revenue activities.

90. The recommendations do not directly affect the Council's staffing/workforce.

5. PERFORMANCE ISSUES

91. The Council meets the requirements of the CIPFA Treasury Management Code and, therefore, is able to demonstrate best practices for the Treasury Management function.

92. As part of the Code the Council must agree a series of prudential indicators and measure its performance against them. Success is measured by compliance with the indicators and the accuracy of future estimates so far as they are within the control of the Treasury Management function.

6. ENVIRONMENTAL IMPLICATIONS

93. There are no direct environmental implications.

7. RISK MANAGEMENT IMPLICATIONS

94. The identification, monitoring and control of risk are central to the achievement of treasury management objectives and to this report. Potential risks are identified, mitigated and monitored in accordance with Treasury Management Practice Notes approved by the Treasury Management Group.

95. Risks are included in the Directorate Risk Register.

8. LEGAL IMPLICATIONS

96. The report has been reviewed by the Legal Department and comments received are incorporated into the report.

9. FINANCIAL IMPLICATIONS

97. Financial matters are integral to the report.

10. EQUALITIES IMPLICATIONS / PUBLIC SECTOR EQUALITY DUTY

98. Officers have considered possible equalities impact and consider that there is no adverse equalities impact as there is no direct impact on individuals

11. COUNCIL PRIORITIES

99. This report deals with the Treasury Management Strategy which plays a significant part in supporting the delivery of all the Council's corporate priorities.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Director of Finance
Date: 18 January 2015		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 January 2015		

Ward Councillors notified:	NO
EqlA carried out:	NO
EqlA cleared by:	N/A

Section 4 - Contact Details and Background Papers

Contact: Ian Talbot (Treasury and Pension Fund Manager) Tel: 020-8424-1450 /
Email: ian.talbot@harrow.gov.uk

Background Papers: N/A

**Call-In Waived by the
Chairman of Overview and
Scrutiny Committee**

NOT APPLICABLE

*[Call-in does not apply as the
decision is reserved to Council]*

LEGISLATION AND REGULATIONS IMPACTING ON TREASURY MANAGEMENT

The following items numbered 1 - 4 show the sequence of legislation and regulation impacting on the treasury management function. The sequence begins with primary legislation, moves through Government guidance and Chartered Institute of Public Finance and Accountancy (CIPFA) codes of practice and finishes with implementation through the Council's own Treasury Management Practices.

1. Local Government Act 2003

Link below

[Local Government Act 2003](#)

Below is a summary of the provisions in the Act dealing with treasury management.

In addition the Secretary of State is empowered to define the provisions through further regulations and guidance which he has subsequently done through statutory instruments, Department of Communities and Local Government Guidance and CIPFA codes of practice.

Power to borrow

The Council has the power to borrow for purposes relevant to its functions and for normal treasury management purposes – for example, to refinance existing debt.

Control of borrowing

The main borrowing control is the duty not to breach the prudential and national limits as described below.

The Council is free to seek loans from any source but is prohibited from borrowing in foreign currencies without the consent of Treasury, since adverse exchange rate movements could leave it owing more than it had borrowed.

All of the Council's revenues serve as security for its borrowing. The mortgaging of property is prohibited.

It is unlawful for the Council to 'securitise', that is, to sell future revenue streams such as housing rents for immediate lump-sums.

Affordable borrowing limit

The legislation imposes a broad duty for the Council to determine and keep under review the amount it can afford to borrow. The Secretary of State has subsequently defined this duty in more detail through the Prudential Code produced by CIPFA, which lays down the practical rules for deciding whether borrowing is affordable.

It is for the Council (at a meeting of the full Council) to set its own 'prudential' limit in accordance with these rules, subject only to the scrutiny of its external auditor. The Council is then free to borrow up to that limit without Government consent. The Council is free to vary the limit during the year, if there is good reason.

Requirements in other legislation for the Council to balance its revenue budget prevents the long-term financing of revenue expenditure by borrowing. However the legislation does confer limited capacity to borrow short-term for revenue needs in the interests of cash-flow management and foreseeable requirements for temporary revenue borrowing are allowed for when borrowing limits are set by the Council.

The Council is allowed extra flexibility in the event of unforeseen needs, by being allowed to increase borrowing limits by the amounts of any payments which are due in the year but have not yet been received.

Imposition of borrowing limits

The Government has retained reserve power to impose 'longstop' limits for national economic reasons on all local authorities' borrowing and these would override authorities' self-determined prudential limits. Since this power has not yet been used the potential impact on the Council is not known.

Credit arrangements

Credit arrangements (eg property leasing, PFI and hire purchase) are treated like borrowing and the affordability assessment must take account not only of borrowing but also of credit arrangements. In addition, any national limit imposed under the reserve powers would apply to both borrowing and credit.

Power to invest

The Council has the power to invest, not only for any purpose relevant to its functions but also for the purpose of the prudential management of its financial affairs.

2. Department for Communities and Local Government Investment Guidance (March 2010)

The Local Government Act 2003 requires a local authority "....to have regard (a) to such guidance as the Secretary of State may issue....." and the current guidance became operative on 1 April 2010.

The Guidance recommends that for each financial year the Council should prepare at least one investment Strategy to be approved before the start of the year. The Strategy must cover:

- **Investment security –**

Investments should be managed prudently with security and liquidity being considered ahead of yield

Potential counterparties should be recognised as "specified" and "non-specified" with investment limits being defined to reflect the status of each counterparty

- **Investment risk**

Procedures should be established for monitoring, assessing and mitigating the risk of loss of invested sums and for ensuring that such sums are readily accessible for expenditure whenever needed.

The use of credit ratings and other risk assessment processes should be explained

The use of external advisers should be monitored

The training requirements for treasury management staff should be reviewed and addressed

Specific policies should be stated as regards borrowing money in advance of need

- **Investment Liquidity**

The Strategy should set out procedures for determining the maximum periods for which funds may prudently be committed

The Strategy should be approved by the full Council and made available to the public free of charge. Subject to full Council approval, or approved delegations, the Strategy can be revised during the year.

3. Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes (CIPFA 2011)

The primary requirements of the Code are:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices ("TMPs") that set out the manner in which the Council will seek to achieve those policies and objectives.
- Receipt by the full Council or Cabinet of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Half-year Review Report and an Annual Report (stewardship report) covering activities during the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body.

4. The Prudential Code for Capital Finance in Local Authorities (CIPFA 2011)

Compliance with the objectives of the Code by the Council should ensure that:

- Capital expenditure plans are affordable in terms of their implications on Council Tax and housing rents
- External borrowing and other long term liabilities are within prudent and sustainable levels

- Treasury management decisions are taken in accordance with good professional practice

As part of the two codes of practice above the Council is required to:

- agree a series of prudential indicators against which performance is measured
- produce Treasury Management Practice Notes for officers which set out how treasury management policies and objectives are to be achieved and activities controlled.

TREASURY MANAGEMENT DELEGATIONS AND RESPONSIBILITIES

The respective roles of the Cabinet, GARMCS, the Section 151 officer, the Treasury Management Group and the Treasury Team are summarised below. Further details are set out in the Treasury Management Practices.

The main responsibilities and delegations in respect of treasury activities are:

Council

Council will approve the annual treasury strategy, including borrowing and investment strategies. In doing so Council will establish and communicate their appetite for risk within treasury management having regard to the Prudential Code

Cabinet

Cabinet will recommend to Council the annual treasury strategy, including borrowing and investment strategies and receive a half-year report and annual out-turn report on treasury activities.

Cabinet also approves revenue budgets, including those for treasury activities.

Governance, Audit, Risk Management and Standards Committee

GARMSC is responsible for ensuring effective scrutiny of the Treasury strategy and policies.

Section 151 Officer

Council has delegated responsibility for the implementation and monitoring of treasury management decisions to the Section 151 Officer to act in accordance with approved policy and practices. In particular, the Sector 151 Officer:

- Approves all new borrowing, investment counterparties and limits and changes to the bank mandate,
- Chairs the Treasury Management Group (“TMG”), and
- Approves the selection of treasury advisor and agrees terms of appointment.

Treasury Management Group

Monitors the treasury activity against approved strategy, policy, practices and market conditions.

Approves changes to treasury management practices and procedures.

Reviews the performance of the treasury management function using benchmarking data on borrowing and investment provided by Sector.

Monitors the performance of the appointed treasury advisor and recommends any necessary actions.

Ensures the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.

Monitors the adequacy of internal audit reviews and the implementation of audit recommendations.

Treasury and Pension Fund Manager

Has responsibility for the execution and administration of treasury management decisions, acting in accordance with the Council's Treasury Policy Statement and CIPFA's 'Standard of Professional Practice on Treasury Management'.

Treasury Team

Undertakes day to day treasury investment and borrowing activity in accordance with strategy, policy, practices and procedures and recommends changes to these to the TMG.

Provided by Capita Asset Services at 20 January 2016

Economic Background

United Kingdom

UK GDP growth rates in of 2.2% in 2013 and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006 and although the 2015 growth rate is likely to be a leading rate in the G7 again, it looks likely to disappoint previous forecasts and come in at about 2%. Quarter 1 2015 was weak at +0.4% (+2.9% y/y), although there was a slight increase in quarter 2 to +0.5% before weakening again to +0.4% (+2.1% y/y) in quarter 3. The Bank of England's November Inflation Report included a forecast for growth to remain around 2.5% – 2.7% over the next three years. For this recovery, however, to become more balanced and sustainable in the longer term, it still needs to move away from dependence on consumer expenditure and the housing market to manufacturing and investment expenditure. The strong growth since 2012 has resulted in unemployment falling quickly to a current level of 5.1%.

Since the August Inflation report was issued, most worldwide economic statistics have been weak and financial markets have been particularly volatile. The November Inflation Report flagged up particular concerns for the potential impact of these factors on the UK. Bank of England Governor Mark Carney has set three criteria that need to be met before he would consider making a start on increasing Bank Rate. These criteria are patently not being met at the current time, (as he confirmed in a speech on 19 January):

- Quarter-on-quarter GDP growth is above 0.6% i.e. using up spare capacity. This condition was met in Q2 2015, but Q3 came up short and Q4 looks likely to also fall short.
- Core inflation (stripping out most of the effect of decreases in oil prices), registers a concerted increase towards the MPC's 2% target. This measure was on a steadily decreasing trend since mid-2014 until November 2015 @ 1.2%. December 2015 saw a slight increase to 1.4%.
- Unit wage costs are on a significant increasing trend. This would imply that spare capacity for increases in employment and productivity gains are being exhausted, and that further economic growth will fuel inflationary pressures.

The MPC has been particularly concerned that the squeeze on the disposable incomes of consumers should be reversed by wage inflation rising back above the level of CPI inflation in order to underpin a sustainable recovery. It has, therefore, been encouraging in 2015 to see wage inflation rising significantly above CPI inflation which has been around zero since February. However, it is unlikely that the MPC would start raising rates until wage inflation was expected to consistently stay over 3%, as a labour productivity growth rate of around 2% would mean that net labour unit costs would still only be rising by about 1% y/y. The Inflation Report was notably subdued in respect of the

forecasts for CPI inflation; this was expected to barely get back up to the 2% target within the 2-3 year time horizon. The increase in the forecast for inflation at the three year horizon was the biggest in a decade and at the two year horizon it was the biggest since February 2013. However, the first round of falls in oil, gas and food prices in late 2014 and in the first half 2015, will fall out of the 12 month calculation of CPI during late 2015 / early 2016 but only to be followed by a second, subsequent round of falls in fuel and commodity prices which will delay a significant tick up in inflation from around zero. CPI inflation is now expected to get back to around 1% in the second half of 2016 and not get near to 2% until the second half of 2017, though the forecasts in the Report itself were for an even slower rate of increase.

However, with the price of oil having fallen further in January 2016, and with sanctions having been lifted on Iran, enabling it to sell oil freely into international markets, there could well be some further falls still to come in 2016. The price of other commodities exported by emerging countries could also have downside risk and several have seen their currencies already fall by 20-30%, (or more), over the last year. These developments could well lead the Bank of England to lower the pace of increases in inflation in its February 2016 Inflation Report. On the other hand, the start of the national living wage in April 2016 (and further staged increases until 2020), will raise wage inflation; however, it could also result in a decrease in employment so the overall inflationary impact may be muted.

Confidence is another big issue to factor into forecasting. Recent volatility in financial markets could dampen investment decision making as corporates take a more cautious view of prospects in the coming years due to international risks. This could also impact in a slowdown in increases in employment. However, consumers will be enjoying the increase in disposable incomes as a result of falling prices of fuel, food and other imports from emerging countries, so this could well feed through into an increase in consumer expenditure and demand in the UK economy, (a silver lining!). Another silver lining is that the UK will not be affected as much as some other western countries by a slowdown in demand from emerging countries, as the EU and US are our major trading partners.

There is, therefore, considerable uncertainty around how quickly pay and CPI inflation will rise in the next few years and this makes it difficult to forecast when the MPC will decide to make a start on increasing Bank Rate. There are also concerns around the fact that the central banks of the UK and US currently have few monetary policy options left to them given that central rates are near to zero and huge QE is already in place. There are, accordingly, arguments that rates ought to rise sooner and quicker, so as to have some options available for use if there was another major financial crisis in the near future. But it is unlikely that either would aggressively raise rates until they are sure that growth was securely embedded and 'noflation' was not a significant threat.

The forecast for the first increase in Bank Rate has, therefore, been pushed back progressively over the last year from Q4 2015 to Q4 2016. Increases after that are also likely to be at a much slower pace, and to much lower final levels than prevailed before 2008, as increases in Bank Rate will have a much bigger effect on heavily indebted consumers and householders than they did

before 2008. There has also been an increase in momentum towards holding a referendum on membership of the EU in 2016, rather than in 2017, with Q3 2016 being the current front runner in terms of timing; this could impact on MPC considerations to hold off from a first increase until the uncertainty caused by it has passed.

The Government's revised Budget in July eased the pace of cut backs from achieving a budget surplus in 2018/19 to achieving that in 2019/20 and this timetable was maintained in the November Budget.

USA

GDP growth in 2014 of 2.4% was followed by Q1 2015 growth, which was depressed by exceptionally bad winter weather, at only +0.6% (annualised). However, growth rebounded remarkably strongly in Q2 to 3.9% (annualised) before falling back to +2.0% in Q3.

Until the turmoil in financial markets in August, caused by fears about the slowdown in Chinese growth, it had been strongly expected that the Fed. would start to increase rates in September. The Fed pulled back from that first increase due to global risks which might depress US growth and put downward pressure on inflation, as well as a 20% appreciation of the dollar which has caused the Fed. to lower its growth forecasts. Although the non-farm payrolls figures for growth in employment in August and September were disappointingly weak, the October figure was stunningly strong while November was also reasonably strong (and December was outstanding); this, therefore, opened up the way for the Fed. to embark on its first increase in rates of 0.25% at its December meeting. However, the accompanying message with this first increase was that further increases will be at a much slower rate, and to a much lower ultimate ceiling, than in previous business cycles, mirroring comments by our own MPC.

Eurozone

In the Eurozone, the ECB fired its big bazooka in January 2015 in unleashing a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it is intended to run initially to September 2016. At the ECB's December meeting, this programme was extended to March 2017 but was not increased in terms of the amount of monthly purchases. The ECB also cut its deposit facility rate by 10bps from -0.2% to -0.3%. This programme of monetary easing has had a limited positive effect in helping a recovery in consumer and business confidence and a start to some improvement in economic growth. GDP growth rose to 0.5% in quarter 1 2015 (1.3% y/y) but has then eased back to +0.4% (+1.6% y/y) in quarter 2 and to +0.3% (+1.6%) in quarter 3. Financial markets were disappointed by the ECB's lack of more decisive action in December and it is likely that it will need to boost its QE programme if it is to succeed in significantly improving growth in the EZ and getting inflation up from the current level of around zero to its target of 2%.

Greece

During July, Greece finally capitulated to EU demands to implement a major programme of austerity. An €86bn third bailout package has since been agreed although it did nothing to address the unsupportable size of total debt compared to GDP. However, huge damage has been done to the Greek banking system and economy by the initial resistance of the Syriza Government, elected in January, to EU demands. The surprise general election in September gave the Syriza government a mandate to stay in power to implement austerity measures. However, there are major doubts as to whether the size of cuts and degree of reforms required can be fully implemented and so a Greek exit from the euro may only have been delayed by this latest bailout.

Portugal and Spain

The general elections in September and December respectively have opened up new areas of political risk where the previous right wing reform-focused pro-austerity mainstream political parties have lost their majority of seats. A left wing / communist anti-austerity coalition has won a majority of seats in Portugal. The general election in Spain produced a complex result where no combination of two main parties is able to form a coalition with a majority of seats. It is currently unresolved as to what administrations will result from both these situations. This has created nervousness in bond and equity markets for these countries which has the potential to spill over and impact on the whole Eurozone project.

China and Japan

Japan is causing considerable concern as the increase in sales tax in April 2014 suppressed consumer expenditure and growth. In Q2 2015 quarterly growth shrank by -0.2% after a short burst of strong growth of 1.1% during Q1, but then came back to +0.3% in Q3 after the first estimate had indicated that Japan had fallen back into recession; this would have been the fourth recession in five years. Japan has been hit hard by the downturn in China during 2015 and there are continuing concerns as to how effective efforts by the Abe government to stimulate growth, and increase the rate of inflation from near zero, are likely to prove when it has already fired the first two of its 'arrows' of reform but has dithered about firing the third, deregulation of protected and inefficient areas of the economy.

As for China, the Government has been very active during 2015 and the start of 2016, in implementing several stimulus measures to try to ensure the economy hits the growth target of about 7% for 2015. It has also sought to bring some stability after the major fall in the onshore Chinese stock market during the summer and then a second bout in January 2016. Many commentators are concerned that recent growth figures could have been massaged to hide a downturn to a lower growth figure. There are also major concerns as to the creditworthiness of much of bank lending to corporates and local government during the post 2008 credit expansion period. Overall, China is still expected to achieve a growth figure that the EU would be envious of. Nevertheless, there are growing concerns about whether the

Chinese economy could be heading for a hard landing and weak progress in rebalancing the economy from an over dependency on manufacturing and investment to consumer demand led services. There are also concerns over the volatility of the Chinese stock market, which was the precursor to falls in world financial markets in August and September and again in January 2016, which could lead to a flight to quality to bond markets. In addition, the international value of the Chinese currency has been on a steady trend of weakening and this will put further downward pressure on the currencies of emerging countries dependent for earnings on exports of their commodities.

Emerging countries

There are also considerable concerns about the vulnerability of some emerging countries, and their corporates, which are getting caught in a perfect storm. Having borrowed massively in dollar denominated debt since the financial crisis, (as investors searched for yield by channelling investment cash away from western economies with dismal growth, depressed bond yields and near zero interest rates into emerging countries), there is now a strong flow back to those western economies with strong growth and a path of rising interest rates and bond yields.

The currencies of emerging countries have therefore been depressed by both this change in investors' strategy, and the consequent massive reverse cash flow, and also by the expectations of a series of central interest rate increases in the US which has caused the dollar to appreciate significantly. In turn, this has made it much more costly for emerging countries to service their dollar denominated debt at a time when their earnings from commodities are depressed by a simultaneous downturn in demand for their exports and a deterioration in the value of their currencies. There are also likely to be major issues when previously borrowed debt comes to maturity and requires refinancing at much more expensive rates.

Corporates (worldwide) heavily involved in mineral extraction and / or the commodities market may also be at risk and this could also cause volatility in equities and safe haven flows to bonds. Financial markets may also be buffeted by the sovereign wealth funds of those countries that are highly exposed to falls in commodity prices and which, therefore, may have to liquidate investments in order to cover national budget deficits.

Forward View

Economic forecasting remains difficult with so many external influences weighing on the UK. Capita Asset Services undertook its last review of interest rate forecasts on 19 January 2016. Our Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data evolves over time. . There is much volatility in rates and bond yields as news ebbs and flows in negative or positive ways. This latest forecast includes a first increase in Bank Rate in quarter 4 of 2016.

The overall trend in the longer term will be for gilt yields and PWLB rates to rise when economic recovery is firmly established accompanied by rising inflation and consequent increases in Bank Rate, and the eventual unwinding of QE. At some future point in time, an increase in investor confidence in eventual world economic recovery is also likely to compound this effect as recovery will encourage investors to switch from bonds to equities.

The overall balance of risks to economic recovery in the UK is currently to the downside, given the number of potential headwinds that could be growing on both the international and UK scene. Only time will tell just how long this current period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

However, the overall balance of risks to our Bank Rate forecast is probably to the downside, i.e. the first increase, and subsequent increases, may be delayed further if recovery in GDP growth, and forecasts for inflation increases, are lower than currently expected. Market expectations in January 2016, (based on short sterling), for the first Bank Rate increase are currently around quarter 1 2017.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Emerging country economies, currencies and corporates destabilised by falling commodity prices and / or Fed. rate increases, causing a flight to safe havens.
- Geopolitical risks in Eastern Europe, the Middle East and Asia, increasing safe haven flows.
- UK economic growth and increases in inflation are weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners - the EU and US.
- A resurgence of the Eurozone sovereign debt crisis.
- Recapitalisation of European banks requiring more government financial support.
- Monetary policy action failing to stimulate sustainable growth and combat the threat of deflation in western economies, especially the Eurozone and Japan.

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- Uncertainty around the risk of a UK exit from the EU.
- The pace and timing of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

REPORT FOR: CABINET

Date of Meeting:	18 February 2016
Subject:	Capital Programme 2016/17 to 2019/20
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance
Portfolio Holder:	Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Appendix 1 –Proposed Capital Programme

Section 1 – Summary and Recommendations

This report sets out the proposed capital programme for 2016/17 to 2019/20.

Recommendations:

Cabinet is requested to recommend the capital programme, as detailed within Appendix 1, to Council for approval.

Reason: To enable the Council to have an approved capital programme for 2016/17 to 2019/20 and to enable preparation work to be undertaken for future years.

Section 2 – Report

Development of the Capital Programme

1. This report sets out the Council's proposals for Capital investment over the next four years. These provide for a very substantial investment of £312m in infrastructure on General Fund and Housing Revenue Account services over the next four years.
2. The proposed capital programme has been prepared in the current climate of increased demand pressures and reduced external funding from Central Government.
3. The existing capital programme is a four year rolling programme with first year approved budgets and the subsequent three years provisional budgets subject to confirmation. The draft programme extends the existing programme by one year, to align it with the four year Medium Term Financial Strategy (MTFS).
4. Service directorates were invited to bid for capital resources, as part of their service proposals for 2016/17 to 2019/20. The starting point for this exercise was a refresh of the existing programme to 2018/19 and the extension of programmes to 2019/20. The proposals were scored using an updated scoring matrix to take account of the council's new priorities and equalities or other statutory duties, and in order to give a higher weighting to projects that generate revenue savings. These were then subject to challenge by officers and members.
5. A draft Capital Programme was reported to Cabinet in December 2015 and was agreed for consultation together with the Revenue Budget and Medium Term financial Strategy.
6. As well as the pressures highlighted in the second paragraph, flexibility in the capital programme is also constrained by a number of factors:
 - Unavoidable spending requirements such as the need to provide school places for the increasing school population, and major repairs to the Council's buildings and carriageway and footway resurfacing.
 - Restrictions in the way funding can be used e.g. ring fenced funding such as Transport for London and DfE grants for schools.
 - The limited availability of capital receipts
 - A limited capacity to fund borrowing. Although there are no specific limits to borrowing in order to fund capital expenditure, since the introduction of the prudential borrowing framework, Councils must however consider the revenue implications in the context of the overall revenue budget commitments in the medium term. Proposals must be affordable.

A list of the proposed projects within the programme is detailed in appendix 1.

Changes To The Proposed Capital Programme Since December 2015 Cabinet

7. The following changes have been made to the programme considered at December 2015 Cabinet. These add £36.6m net to the Harrow funded programme.
8. December 2015 Cabinet recommended Council to approve an addition to the Capital Programme of £20m in order to proceed with the acquisition of an investment property portfolio. £15m has been added to the proposed programme in 2016/17 and £5m in 2017/18.
9. The existing capital programme includes expenditure in 2015/16 in relation to IT spend on £3.692m of IT spend that will not be required in 2015/16. This is because the capital programme was approved before the contract with Sopra Steria was agreed. It is proposed to rephase the underspend of £3.692m across 2016/17 to 2018/19.
10. The draft programme to December 2015 cabinet included £350k in respect of ICT costs of the proposed HR shared service. More detailed costings have indicated that this can be reduced by £250k to £100k.
11. MyHarrow Account. The draft programme in December 2015 provided £0.540m for this project, this has now been reduced by £100k to £440k.
12. TfL have confirmed funding for the Local Implementation Plan at £11k higher than the draft programme in 2016/17 and this line has been increased.
13. £310k has been added to the Leisure and Libraries Capital Infrastructure line to reflect contractually committed Lifecycle Gym equipment replacement in 2018/19.
14. Harrow Arts Centre. January 2016 Cabinet agreed to the granting of a loan of up to £1m to Cultura London to enable the delivery of physical improvements to the Arts centre, with the balance of the £3.8m funding required being raised from other sources by the Trust. The capital programme has been amended to reflect this, but there is no net impact on funding required by Harrow.
15. December 2015 Cabinet recommended to Council the inclusion of the Homes For Harrow HRA infill development programme of £3.5m. This has been added £1.7m in 2016/17 and £1.8m in 2017/18.
16. Regeneration. £12.958m has been added to the capital programme for anticipated spend on regeneration in 2016/17 to reflect the developing programme of work. This provides for feasibility, scoping and design works across all of the Council's 10 key regeneration sites as well as progressing land assembly for the civic centre redevelopment. The bulk of the expenditure on land assembly will now be incurred in 2017/18, and the budget has been pushed back a year from 2016/17 to 2017/18 to reflect this. Further work is underway to determine future years'

budget requirements and these will be reported to Cabinet once agreed by the Council's Regeneration Board.

17. Regeneration feasibility, design and land assembly. The draft programme considered in December 2016 has been reprofiled, reducing by £10.075m in 2016/17 and increasing by £10.075m in 2017/18.
18. The net effect of the changes is to add £19.033m in 2016/17, £16.074m in 2017/18 and £1.503m in 2018/19 to the General Fund programme.
19. The gross value of the proposed General Fund programme is £101.483m for 2016/17, with external funding of £25.759m and a net cost to the Council of £75.724m.

Backlog Maintenance

20. The Council has considerable backlog maintenance – the figures from the latest Asset Management Plan are as follows:
 - Corporate, Education and Miscellaneous buildings - £4.38m
 - Highways – £25m

The level of investment contained within this programme does not clear the full backlog. It should be noted that the Council cannot afford to fully address the backlog in the short-term, however, the Council will do at least what is necessary in order to comply with health and safety legislation. The programme does include projects which address some of the backlog. The investment that has taken place in the Civic Centre is freeing up buildings for disposal and hence removing some of the backlog maintenance requirement. The substantial investment in schools that is currently taking place is also significantly reducing the backlog.

COMMUNITY DIRECTORATE

Environmental Services

21. There has been reprofiling of a number of projects across the first 3 years. The spend on a project for Harrow on the Hill station has been slipped from the current approved programme. An additional £1.5m has been included in 2016/17 in respect of street lighting, to accelerate the programme for the replacement of street lights. The programme added for 2019/20 totals £9.800m in respect of rolling programmes.
22. The draft programme allows for substantial highways works, to address some of the backlog, improvement to the ageing street lighting and drainage infrastructure. The investment in street lighting will provide the revenue savings needed to meet MTFs targets.
23. The programme also provides for investment in Parks Infrastructure which will create commercial opportunities for the Council.
24. There is provision for a number of Carbon reduction schemes. Carbon reduction schemes result in savings in energy costs.
25. There is provision for a collaboration with the GLA/TfL on a project to enhance the quality and safety of Harrow on the Hill station and bus station including provision of step free access. The Council contribution of £3m is earmarked for 2018/19, and is aimed at (and conditional upon)

levering in the significant investment required by GLA/TfL to deliver the project over a series of phases.

26. £0.700m has been included for Trade Waste bins as part of a commercialisation project to generate additional income for Trade Waste.
27. £0.600m has been included for CCTV cameras for traffic enforcement and security purposes.

Culture

28. The programme provides for a targeted programme of improvements to the Council's leisure and library facilities. There will be ongoing contractual commitments around the replacement of Lifecycle gym equipment which will need to be included in future planning years.
29. Provision of £1.5m has been made in 2017/18 for a refit of the Central Library and for Library refurbishments.
30. Provision has been made for a substantial programme of work at Headstone Manor. This is predominantly funded from a successful Heritage Lottery fund award.
31. Provision has been made for a loan of up to £1m to the new trust that will operate the Harrow Arts Centre to contribute to extending and enhancing the current provision. It is intended that the trust will raise £2.8m of funding itself as a condition of the loan.

Housing

32. Council agreed in September 2015 to add £30m to the capital programme, commencing in 2015/16 in respect of a Property Purchase Initiative to reduce the costs to the Council of Homelessness. £7.5m was added to the 2015/16 programme and the balance of the £30m is included in 2016/17 and 2018/19.
33. Provision has been made for Disabled Facility Grants to provide adaptations for vulnerable residents, Improvement Grants and empty Property grants.

PEOPLE DIRECTORATE

Schools

34. The existing programme for Schools includes borrowing of £23.575m. However, on 12 February 2015, the Department for Education announced the latest Basic Need allocations. In addition to the 2017-18 new allocation, the Government allocated "top up" funding in 2015-16 and 2016-17 to distribute £300 million held back for those local authorities with unexpected increases in forecast pupils. Local authorities which reported an increase in their forecast of total pupil numbers for academic year 2017-18 of at least 2% and 250 pupils receive a portion of this funding in 2015-16 and 2016-17, to reflect their unexpected increase in need. Harrow is one of only four London boroughs to successfully receive top up funding in these years and an increase in allocations over future years, totalling £19.607m, over and above the current notified allocations. This has been applied to the existing capital programme, including £6.1m in 2015-16, reducing the need for borrowing.

35. The proposed programme adds £14.625m of which £13.125m relates to secondary provision and the remainder relates to rolling programmes for bulge classes and capital maintenance. None of this is funded from grant. All of the notified grant allocations up to 2017-18 have been applied to the existing programme including an estimate of funding to be received in 2018-19. There are no further grant notifications anticipated in this period. The net increase in Harrow funded expenditure is £0.525m in 2016-17, £5.25m in 2017-18, £4.725m in 2018-19 and £4.125m in 2019-20. The total of Harrow funded expenditure over the four years is £14.625m.
36. The budget for the existing school expansion programme through to 2018-19 is £124.944m.

Phase 2

37. As at the end of August 2015 there have been significant pressures identified primarily in Phase 2 (SEP2) of the programme. They include items omitted/excluded from the Agreed Maximum Price (AMP) schedules, delays leading to additional costs including Plan B options for works not completed by September 2015 and a number of external unforeseen factors such as UK Power. It is anticipated the worst case scenario forecast figures will not all come to fruition and that the programme will still be affordable within the budget. However, the programme is continually changing and therefore there is still a risk to this budget.
38. This does not include costs for two schools (Priestmead and Aylward) which will be rebuilt as expanded schools as part of the Government's Priority School Building Programme (PSBP) to improve the schools in the worst condition across the country.

Phase 3

39. All Phase 3 (SEP3) schools are on very confined sites within heavily residential areas. Consequently this brings additional challenges to the building programme with enhanced planning requirements mainly around traffic and the size and type of building planning will allow. Furthermore, due to works having to be carried out whilst schools are in occupation means the building process will be longer which impacts on project costs. The current construction market in the UK and in particular in London is extremely buoyant with many construction firms working to capacity and with full order books. Because of this, the cost of construction related materials, labour and professional services are at a premium. This means the current SEP3 budget needs to rise to keep pace with the rising costs of the London construction market. On 17 September 2015 Cabinet approved a virement to the Capital Programme transferring £5.465m of funding from the as yet uncommitted Phase 4 School Expansion Programme to Phase 3 to fund these increasing costs from within the overall approved capital programme.

Secondary Provision

40. In the existing capital programme £0.525m was added for 2018-19 as part of the 2014-15 MTFS process to begin the feasibility process of developing a new secondary school. The previous estimate had been £13.7m over a total of 4 years, starting in 2018-19, which would provide for a 5 form entry secondary school, without a sixth form.

41. At this stage, it is proposed to bring forward the programme of works for additional secondary school provision to 2016-17. This is because the current projections and planning to increase secondary capacity leaves a shortfall of places from 2021 onwards of at least a new school. This will be challenging and potentially lengthy to deliver, and it is considered necessary to begin this process in 2016-17 following the initial scoping work taking place in 2015-16. It may be that the specification for the additional school would need to be adjusted to 6 form entry.

Adults

42. The Adults capital programme reflects in the main Project Infinity (£6.270m), and assumes full utilisation of the Community Capacity grant and an estimated capital funding requirement. The project covers a range of initiatives which seek, in light of the revenue financial challenges, to radically change the way in which care is provided as well as delivering revenue savings detailed elsewhere on the agenda. Commercial opportunities are being explored and the business case (currently being developed) will inform the required levels of capital investment in due course.
43. Investment associated with the social care reforms have been reduced (to £250k) and rephased to 2019/20 in response to the Government announcement to delay the second phase of the Care Act until April 2020.
44. The current programme does not include any provision in relation to integration with Health, and future programmes will update the requirement as the programme develops and identifies what, if any, capital investment may be required.

RESOURCES AND COMMERCIAL

45. The Council outsourced the provision of IT services to Capita in November 2010. This contract ended in October 2015 and the new contractor is Sopra Steria. The provision in the draft programme allows for the anticipated capital expenditure with the new provider. Note there is a provision of £3.692m in the 2015/16 programme for committed Sopra Steria projects. This has been rephased across 2016/17 to 2018/19.
46. The programme provides for further continuing enhancement of existing corporate systems.
47. £100k has been included in respect of IT development to support the proposed shared service with Buckinghamshire.
48. £915k has been provided for the last instalment of the loan to West London Waste Authority to finance a new energy from waste facility.
49. £20m has been included in order to acquire commercial investment properties providing an investment return as agreed at the December 2015 Cabinet.

REGENERATION

50. £15m has been included for the Gayton Road Development as agreed at Council in September 2015.

51. £4.85m has been included for the Haslam House redevelopment.
52. Regeneration Development expenditure of £250k p.a. has been included, working towards delivery of a 25 year strategy with specific Capital investment proposals to follow consultation launched in early 2015.
53. £12.958m has been added to the programme for regeneration in 2016/17 to reflect the anticipated spend on the developing programme of work. This provides for feasibility, scoping and design works across all of the Council's 10 key regeneration sites as well as progressing land assembly for the Civic Centre redevelopment. The bulk of the expenditure on land assembly will now be incurred in 2017/18, and the budget has been pushed back a year from 2016/17 to 2017/18 to reflect this. Further work is underway to determine future years' budget requirements and it is anticipated that these will be reported to Cabinet at its April meeting once they have been agreed by the Council's Regeneration Board.

CROSS CUTTING INVESTMENT IN INFRASTRUCTURE

54. £5m has been included in 2016/17 for investment across directorates in infrastructure.

Capital Receipts

55. Historically the timing and value of capital receipts has proved difficult to forecast, and have tended to be later than anticipated. In addition the council is moving away from selling property to partnering in developments in order to achieve an ongoing revenue stream. The draft capital programme does not assume any capital receipts in future years. It is currently estimated that £2.1m of capital receipts may be received in 2016/17. If capital receipts are received then the council will have the flexibility to either use them to fund capital expenditure to reduce capital financing costs or to use them to offset revenue costs incurred in service reform or transformation. This latter flexibility was introduced as part of the 2016/17 Local Government Finance settlement.

HOUSING REVENUE ACCOUNT (HRA)

56. The proposed HRA Capital Programme is detailed in a separate report to Cabinet elsewhere on this agenda.

Capital Funding

57. The capital programme is funded from a number of sources. These include:
 - External Funding of the order of £27.3m in 2016/17, £71.6m across the four year programme period, primarily from the DfE and Transport for London;
 - Borrowing;
 - Capital receipts;
 - s106 planning agreements in relation to specific schemes;

- Direct Revenue Financing (Housing Revenue Account).

It is anticipated that the General Fund programme will be financed as follows:

Table 1: New borrowing requirement

<u>General Fund Programme</u>					
	2016/17	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m	£m
Planned spending	101.5	85.3	39.9	24.0	250.7
External funding	-25.8	-20.1	-19.5	-3.4	-68.8
Net Prudential Borrowing	75.7	65.2	20.4	20.6	181.9

58. The revenue implications of this new borrowing, in the context of the Council's treasury management activity, are set out in the table below. The revenue implications are factored in to the draft revenue budget report for 2016/17 to 2019/20 being considered by Cabinet elsewhere on this agenda. The table below shows for each year what the full year's effect of that year's capital programme and capital receipts are. The table only includes the revenue effects of the programme that is proposed and excludes the revenue implications of previous years' capital programmes. It also excludes the impact of other changes to funding the existing programme e.g. interest rate changes.

Table 2: Capital Financing Implications of Capital Programme

	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000
MRP		4,109	7,837	10,299	12,371
Interest	1,325	3,791	5,289	6,006	6,367
Total	1,325	7,900	13,126	16,305	18,738

59. The table above reflects the cost in each year of financing 2016/17 to 2019/20 programme. There is no MRP impact in 2016/17 as MRP in relation to expenditure in 2016/17 does not commence until 2017/18.
60. There is no new planned borrowing in respect of the HRA programme. This is because under HRA Reform, the HRA is allowed to keep all of its net income rather than transferring some to the Government. This income will allow the HRA to maintain its capital programme without the need for further borrowing. In addition, the HRA will be at its "borrowing cap" so cannot borrow any more. These issues are more fully explained in the HRA budget report to this meeting.
61. It should be noted that the capital financing costs are based on a number of assumptions about the level of capital expenditure, level of capital receipts, timing of any borrowing, interest rates, and use of the minimum revenue provision. The revenue budget reflects the best estimate based on these assumptions.

Harrow's Community Infrastructure Levy (CIL)

62. Harrow's CIL came into effect on 1st October 2013 and enables the Council to levy a charge on certain types of new development to help fund new or expanded local infrastructure such as schools, transport, green spaces, health and leisure facilities required to support the new development. Harrow's CIL is an additional levy on top of the London Mayor's Crossrail CIL, which is collected by all London Boroughs and passed onto the Mayor. The Harrow CIL is underpinned by the Infrastructure Delivery Plan (IDP) which sets out the infrastructure required to enable investment and planned growth in the Borough.
63. Against an infrastructure bill, estimated to be at least £150m, CIL is expected to account for circa £25-35M by 2026, depending upon the level development permitted and the ability of the development industry to bring new proposals forward. To date Harrow has received total of £403k in CIL. CIL is only payable upon the commencement of the liable development, so there is a time lag between when the Council issues the CIL Liability Notice (generally with the relevant planning permission) and when CIL actually falls due and the Council receives the payment. Additionally, for larger schemes, CIL is paid in instalments over a period of time up to 240 days from the commencement of the development.
64. The CIL pipeline (i.e. the value of CIL liability notices issued to-date but not yet triggered as the liable development has not commenced) currently stands at £6.8M. However, this full amount is unlikely to be received as some developments will not proceed and others may be able to seek relief / exemption from CIL i.e. affordable housing, charitable relief etc. Furthermore, a number of additional exemptions proposed by the Government is likely to further reduce anticipated CIL receipts (for example, the Government's proposed 'Starter Homes' will be exempt from CIL and affordable housing). It is likely that that a significant proportion of the CIL contributions may be made in kind – for example through the provision of new social & community facilities within new developments. In this context, CIL is additional top-up funding, but is not the primary source of funding for infrastructure and, even with CIL funding, there will still remain a funding gap that requires choices and priorities to be made.
65. Arrangements regarding the governance for allocating and spending CIL receipts are currently being developed. Based upon experience with tariffs previously, officers consider that the most transparent and appropriate means of managing infrastructure delivery in future, is through a single but expanded and dynamic IDP process that addresses the following requirements:
 - Long (10 year+) and short term (1-3 year) strategic infrastructure delivery programmes
 - A clear and transparent bidding and approval process for all infrastructure projects
 - Consultation with the community on infrastructure delivery (including the obligation to pass at least 15% of Harrow CIL receipts to the local communities impacted by development)

- Engagement with the development industry about priorities and capacity, including their potential role in assisting delivery
- Effective monitoring of progress against the infrastructure plans and the effective implementation of the spatial vision for the borough set out in the adopted Local Plan

Harrow's Infrastructure Delivery Plan (IDP)

66. The IDP identifies the types and quantum of social, physical and environmental infrastructure required to support development and growth within the Borough to 2026, and sets this out in a detailed delivery plan. In particular it:
- Provides a benchmark of existing infrastructure provision, identifying how well existing needs are met;
 - Identifies what new infrastructure is being planned as well as future infrastructure requirements to support existing population change as well as the new housing and employment growth planned for through the Council's Spatial Strategy;
 - Provides an indication of the potential costs and means of funding the required infrastructure through public funding, developer contribution and other sources;
 - Establishes responsibilities for delivery of individual projects, when and where infrastructure will be provided, and provides a basis for collaborative and effective working between stakeholders.
67. The effectiveness of the IDP is in capturing Harrow's future infrastructure improvements and requirements in one place, based on the location and scale of planned development and population increases. As such, the IDP represents the beginning of a long-term (10 year) capital works programme for the Council, providing an overarching framework for the consideration of a coordinated programme of delivery across all service areas and rational basis for the evaluation and prioritisation of individual project bids for capital investment. It is also a powerful tool for informing the Council's Regeneration Strategy, particularly the development of Council-owned sites.
68. The proposed capital programme for 2016/17 to 2019/20 will deliver a number of the infrastructure improvements identified in the IDP. Going forward, closer alignment of the capital programme to the delivery against the IDP will significantly aid in Council's communication of a clear and coherent picture around its strategic investment choices and decisions.
69. However, it is not intended that the IDP be a static document, rather it will be subject to periodic review and updated as necessary to take account of improvements already delivered, new population projections, changes in demands for different infrastructure provision, development completions and changes in service delivery and/or service funding. Such information will routinely be feed-in from the various service areas, enabling the IDP to provide a 'top-down' approach to Council's strategic decision-making about its future investment in capital improvements alongside other funding initiatives

and property disposals. The IDP is currently being updated to take into account higher than anticipated population growth rates and the Borough's increased housing target in the London Plan 2015.

Governance Structure For Delivery Of The Programme

70. The processes and procedures implemented surrounding the governance of the capital programme have continued to be developed. All capital projects are now included in VERTO, the Council's project management system.
71. Governance of the Capital Programme in 2016/17 will continue to include monitoring and review by Capital Forum and the Corporate Strategic Board on a monthly basis, with reporting to Cabinet at the end of each quarter.

Options considered

72. These are as detailed in paragraph 5.

Legal Implications

73. Under the Financial Regulations paragraph B2 full council is responsible for agreeing the authority's policy framework which are proposed by the cabinet this includes the capital programme.

Financial Implications

74. Financial matters are integral to the report.

Performance Issues

75. The capital programme proposed represents a significant investment by the Council in infrastructure. This will have an impact on a range of performance indicators across the Council's services.
76. Monitoring of the approved programme, including Capital Forum, is ongoing and is essential for good financial management. As well as performing project assessments on completed projects it will be important to develop and track performance measures to ensure that the Council can evidence and demonstrate good value for money (VFM).
77. Target for spend. It is proposed that a performance target is set of 90% of the approved budget for the programme being spent in 2016/17. Having approved an investment programme it is important that the programme is then substantially delivered in the planned timeframe, in line with member priorities.

Environmental Impact

78. The Council adopted the climate change strategy in September 2009 and set an annual target to reduce corporate and borough carbon emissions by 4% a year.

79. Capital expenditure of this scale will have an environmental impact on the Council's operations (and the wider borough). The investment carries the risk of increasing carbon emissions. Hence each proposed project is required to consider their respective carbon impacts and include measures to ensure that the above target is supported.
80. Some of the projects will specifically support the strategy in terms of mitigation and adaptation.

Risk Management Implications

81. The individual schemes within the programme will either be incorporated within departmental registers or have individual registers. A significant consideration in developing the programme has been the risks arising from not keeping our infrastructure in good order. Not doing so would lead to an increase in health and safety risks and additional costs in replacing assets when they deteriorate too much to repair.

Equalities implications / Public Sector Equality Duty

82. One of the aims of the Capital Strategy is to ensure the responsible allocation of funding in line with the Council's priorities and legislative requirements such as equalities legislation. Equalities implications form part of the way that the projects are prioritised. The officer's initial views are that no protected group is adversely affected by the proposals. A number of the projects proposed in the programme will require full Equality Impact Assessments before they commence. Following consultation the impact will be further reviewed before the programme is finalised.
83. Decision makers should have due regard to the public sector equality duty in making their decisions. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as material in the press and letters from residents. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The relevant protected characteristics are:

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*

- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

84. Consultation responses received on this draft programme will be taken into account in drafting the final EIA.

Council Priorities

The Council's vision is:

Working Together to Make a Difference for Harrow

85. This report deals with the use of financial resources which is key to delivering the Council's priorities:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 5 February 2016		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 19 January 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	NO
EqIA cleared by:	Any projects with potential impacts will separately be required to do an impact assessment.

Section 4 - Contact Details and Background Papers

Contact: Steve Tingle, Senior Financial Advisor (Strategic Finance)

Email: steve.tingle@harrow.gov.uk

Background Papers: [December 2015 Cabinet report: Draft Capital Programme 2016/17 to 2019/20](#)

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

*[Call-in does not apply as the
decision is reserved to Council]*

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Capital Programme 2016/17 to 2019/20

Project Title	2016/17			2017/18			2018/19			2019/20			TOTAL		
	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	External Funding £000	Net Bid Value
Resource Directorate															
Ongoing refresh & enhancement of ICT 'Replacement, upgrades and enhancements to applications, infrastructure and end user devices, not included within the agreed supplier service charges or transformation programme	2,000	0	2,000	2,000	0	2,000	3,000	0	3,000	5,000	0	5,000	12,000	0	12,000
Transition and Transformation - Sopra Steria	1,400		1,400	999		999	193		193			0	2,592		2,592
Transition and Transformation - Council	100		100			0			0			0	100		100
IT BTP Refresh 'Refresh of hardware for past BTP projects as included in original project cost models. Ongoing benefits realised through original implementation are dependent upon systems continuing to function.	300	0	300		0	0		0	0		0	0	300	0	300
Sub Total Transformation & Technology	3,800	0	3,800	2,999	0	2,999	3,193	0	3,193	5,000	0	5,000	14,992	0	14,992
Transforming Financial Management Enhanced reporting and system integration	270		270	250		250							520		520
Shared Service This scheme will invest in ICT systems to enable the sharing of the Council's HR Services including HR case work, employee relations, payroll and HR administration with Buckinghamshire County Council. The shared service will maintain and improve services to both Council's and their existing customers e.g. schools and colleges and is expected to deliver revenue savings for Harrow of £250k	100		100										100		100
MyHarrow Account & Website enhancements and upgrade	440		440										440		440
West London Waste Infrastructure Loan Loan to part finance a new energy from waste facility.	915		915										915		915
Property Investment Portfolio Acquisition of properties to provide an investment income	15,000		15,000	5,000		5,000							20,000		20,000
Total Resources	20,525	0	20,525	8,249	0	8,249	3,193	0	3,193	5,000	0	5,000	36,967	0	36,967
People Directorate															
Adults															
Reform of Social Care Funding The second phase of the Care Act in relation to the Care Accounts has been delayed until 2020. The originally approved funding is therefore pushed back to 2019/20 pending further guidance on next steps. The funding will be used to support the implementation, including building new information system(s) to support the requirements including self-assessment tools.	0	0	0	0	0	0	0	0	0	250	0	250	250	0	250

Capital Programme 2016/17 to 2019/20

Project Title	2016/17			2017/18			2018/19			2019/20			TOTAL		
	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	External Funding £000	Net Bid Value
Project Infinity Subject to development of commercial business cases, placeholder for potential capital funding for: - Sancroft (PA_9) - funding to support service renegotiation (£150k) - Bedford House (PA_15) - redesign of property to accommodate reprovision from Roxborough (£500k) - MCEP (PA_26) - commercialisation - OCEP (PA_27), Community Wrap (PA_28), TCEP (PA_29) - support for exploration of new commercialisation opportunities	1,650	540	1,110	2,540	540	2,000	1,540	540	1,000	540	540	0	6,270	2,160	4,110
In-House Residential Establishments Investment to maintain the infrastructure of the Council's internal residential and day care facilities. Requirement ceases post 2018/19 linking to revenue MTFS service reprovision proposals	100	0	100	100	0	100	0	0	0	0	0	0	200	0	200
Total Adults	1,750	540	1,210	2,640	540	2,100	1,540	540	1,000	790	540	250	6,720	2,160	4,560
Schools												0			
SEN Expansion There is pressure for special educational needs (SEN) provision places, which will be provided in the medium term as additional places will become available from 2015 following successful TBNP applications in accordance with Harrow's Special Schools and SEN Placement Planning Framework. However, in light of the projections and in light of the Government's Special Educational Needs and Disability reform agenda, consideration needs to be given to the next phase of expansion. A time limited task and finish group has been established, which will drive forward work on producing a refresh of the Harrow SEN strategy.	4,200	4,200	0	4,200		4,200	1,680		1,680			0	10,080	4,200	5,880
Bulge Classes The pupil numbers in Harrow have risen rapidly in recent year, particularly at primary intake level. This has given rise to the School Expansion Programme which is covered in other bids. However, until permanently expanded schools are available, the short term measure has been to provide 'bulge classes' in multiple schools across the borough. These are where an additional form of entry are placed in a particular year which then passes through the school without being followed by additional classes.	150	150	0	150		150	150		150	150		150	600	150	450
Capital Maintenance funding estimate 2018-19 'Estimated allocation for Capital Maintenance to contribute to schools capital programme for 2018-19			0			0		2,000	-2,000			0	0	2,000	-2,000
Basic Need funding estimate 2018-19 'Estimated allocation for Basic Need to contribute to schools capital programme for 2018-19			0			0		6,000	-6,000			0	0	6,000	-6,000

Capital Programme 2016/17 to 2019/20

Project Title	2016/17			2017/18			2018/19			2019/20			TOTAL		
	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	External Funding £000	Net Bid Value
Devolved Formula capital Devolved Formula capital is an allocation of funding on a formulaic basis based on school census data collected in January each year. Local authorities are required to pass on the funding to each of its maintained schools. Voluntary Aided schools receive their allocation directly from the EFA. Local authorities have no control over this funding	390	390							0			0	390	390	0
Children's Capital Maintenance Programme Proactive and reactive programme of maintenance across the schools estate	1,350	1,350	0	1,350	1,350	0	1,350		1,350	1,350		1,350	5,400	2,700	2,700
Primary Expansion Phase 4 Phase 4 primary expansion programme, requiring additional forms of entry. This phase will cover September 2017 and September 2018. These are likely to be expensive solutions as we have already expanded the schools with simpler solutions.			0	2,935	2,132	803	1,680		1,680			0	4,615	2,132	2,483
Primary Expansion Phase 3 - 5 schools Phase 3 will deliver 5 additional Reception forms of entry by September 2016 at expanded schools.	9,555	9,555	0	1,580	150	1,430			0			0	11,135	9,705	1,430
Secondary Expansion A growth in demand for primary places will progress to secondary schools and it is projected that there will be a shortfall of Year 7 places from 2018. Additional capacity has been secured through the expansion of two schools, Bentley Wood and Whitefriars and the permanent location of Avanti House will contribute to an overall increase in places. In addition, a further 6 forms of entry has been secured through the successful free school bid opening on the Heathfield School site. However, there will still be a shortfall of places from September 2020 rising to approx. 13 forms of entry in September 2023.	525		525	5,250		5,250	5,250		5,250	2,625		2,625	13,650	0	13,650
Total Schools	16,170	15,645	525	15,465	3,632	11,833	10,110	8,000	2,110	4,125	0	4,125	45,870	27,277	18,593
Total People directorate	17,920	16,185	1,735	18,105	4,172	13,933	11,650	8,540	3,110	4,915	540	4,375	52,590	29,437	23,153
Community Directorate															
Environmental Services															
Flood Defence Renewal of ageing drainage infrastructure to reduce the risk of flooding impact on residents, properties and business continuity.	300		300	300		300	300		300	300		300	1,200		1,200
Waste & Recycling Replacement of aged, damaged and/or lost wheeled bins, as well as bins provision for new residential developments within the borough. On-going improvement works at CA site.	200		200	200		200	200		200	200		200	800		800
Highway Programme Renewal and replacement of highways and footways.	4,750		4,750	4,700		4,700	4,700		4,700	5,400		5,400	19,550		19,550
Highway Drainage Improvements to critical drainage areas identified in Surface Water Management Plan as required by The Flood & Water Management Act 2010.	200		200	200		200	200		200	200		200	800		800

Capital Programme 2016/17 to 2019/20

Project Title	2016/17			2017/18			2018/19			2019/20			TOTAL		
	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	External Funding £000	Net Bid Value
Local Implementation Plan (LIP) including CPZ schemes Implementation of the Mayor of London's Transport Strategy as well as Harrow's Transport Local Implementation Plan & parking management programmes.	2,311	2,011	300	2,300	2,000	300	2,300	2,000	300	2,300	2,000	300	9,211	8,011	1,200
Parks Infrastructure Prioritise parks infrastructure which are most in need of repair in order to provide safe access and use of facilities for all.	675		675	675		675	675		675	675		675	2,700		2,700
Street Lighting Replacement of aged and dangerous lighting columns as well as investment in new lighting to support Climate Change strategy and to provide variable lighting solutions.	3,000		3,000	1,500		1,500	1,500		1,500	1,500		1,500	7,500		7,500
Corporate Accommodation Improvements to corporate buildings to provide a safe and secure environment in which to operate its business.	231		231	155		155	155		155	155		155	696		696
High Priority Planned Maintenance Improvements to corporate properties (excluding schools) to ensure that they are in a safe condition for occupants.	575		575	400		400	600		600	600		600	2,175		2,175
Carbon Reduction Provision of retro-fit energy efficiency measures in corporate buildings.	300		300	300		300	100		100	100		100	800		800
Replacement of Parks litter bins	65		65	65		65	65		65	0		0	195		195
Green Grid Programme Improvements to Harrow's green infrastructure to provide a network of interlinked and multifunctional open spaces.	293	143	150	293	143	150	293	143	150	293	143	150	1,172	572	600
Harrow on the Hill Station Improvements to the station and surrounding area to create step free access	2,000	2,000	0	12,000	12,000	0	11,000	8,000	3,000			0	25,000	22,000	3,000
Green Gym / Play Equipment Installation of outdoor gym equipment within parks to promote health and well being.	50		50	50		50	50		50	50		50	200		200
CCTV Cameras and equipment at depot Installation of parking enforcement cameras at certain locations where it is permissible to capture contraventions by cameras following Deregulation Bill. Upgrade of CCTV equipment and facilities at the depot.	150		150	150		150	150		150	150		150	600		600
Purchase of Trade Waste Bins Purchase of bins to support expansion of business as part of Project Phoenix	400		400	200		200	100		100				700		700
Car parks Infrastructure Improvement to car parking facilities to comply with H&S requirements and to commercialise council owned car parks.	20		20	20		20	20		20	20		20	80		80
Total Environmental Services	15,520	4,154	11,366	23,508	14,143	9,365	22,408	10,143	12,265	11,943	2,143	9,800	73,379	30,583	42,796
Community & Culture															

Capital Programme 2016/17 to 2019/20

Project Title	2016/17			2017/18			2018/19			2019/20			TOTAL		
	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	External Funding £000	Net Bid Value
Leisure & Libraries Capital Infrastructure 14-18 - Capital to be invested in a targeted programme to improve the infrastructure of the Council's leisure and library facilities. There is a high risk, particularly with Harrow Leisure Centre, that failure to maintain the infrastructure will inevitably lead to a building closure if a major fault occurs and be a risk to leisure income. The libraries' self service kiosks will also need to be refreshed by 2016-17 (including software upgrade) and there will be Lifecycle Gym equipment replacement in 2018/19	300	0	300	150	0	150	460	0	460	150	0	150	1,060	0	1,060
Central Library Refit & Library Refurbishments - As part of the town centre regeneration scheme on College Road, majority of funding will come from CIL.	0	0	0	1,500	1,000	500	0	0	0	0	0	0	1,500	1,000	500
Headstone Manor - Assumptions around the S106 funding are still under negotiation and the timing of delivery cannot yet be confirmed. This assumes that further Council funding will be required.	5,190	4,620	570	0	0	0	0	0	0	0	0	0	5,190	4,620	570
Harrow Arts Centre - Loan to new Trust. A new extension to the Elliott Hall to replace the existing one, containing a 240 seat, 2 screen independent cinema, lettable spaces, new box office and café/bar area etc. This is expected to generate the revenue income which will see the facility become self sustaining within 2 years. External funding target of £2.8m to be raised by new Trust.	1,000		1,000	0		0	0		0	0		0	1,000	0	1,000
Total Community & Culture	6,490	4,620	1,870	1,650	1,000	650	460	0	460	150	0	150	8,750	5,620	3,130
Housing General Fund															
Better Care Fund - Disabled Facilities Grant - Grants to fund adaptations to private properties to help enable residents to remain in their existing homes	1,500	650	850	1,500	650	850	1,500	650	850	1,500	650	850	6,000	2,600	3,400
Improvement Grants - Grants to private landlords to improve the condition of their properties, generally in exchange for a lease agreement	70	0	70	70	0	70	70	0	70	70	0	70	280	0	280
Empty Properties Grants - Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	400	150	250	400	150	250	400	150	250	400	150	250	1,600	600	1,000
Property Purchase Initiative - Purchase of 100 properties on the open market for the Council to use as Temporary Accommodation. This will provide better quality housing for families currently housed in short-term unsatisfactory Bed & Breakfast accommodation, and in doing so will reduce the overall net cost to the Council. £7.5m is estimated to be spent in 2015-16, but will need to be slipped if this is not possible.	15,000		15,000	7,500		7,500			0			0	22,500	0	22,500
Total Housing General Fund	16,970	800	16,170	9,470	800	8,670	1,970	800	1,170	1,970	800	1,170	30,380	3,200	27,180
Total Community Directorate	38,980	9,574	29,406	34,628	15,943	18,685	24,838	10,943	13,895	14,063	2,943	11,120	112,509	39,403	73,106
Regeneration															
Regeneration programme - feasibility work to develop options for taking forward regeneration sites.	250		250	250		250	250		250				750	0	750
Feasibility, design and land assembly for regeneration sites	1,000		1,000	24,075		24,075							25,075	0	25,075

Capital Programme 2016/17 to 2019/20

Project Title	2016/17			2017/18			2018/19			2019/20			TOTAL		
	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Bid Value	External Funding £000	Net Bid Value
Haslam House redevelopment - demolition of the existing ex-children's home and replacement with new-build rented housing.	4,850		4,850										4,850	0	4,850
New Regeneration Projects - Estimated costs in 2016/17 of projects being developed	12,958		12,958	TBC		TBC	TBC		TBC	TBC		TBC	12,958	0	12,958
Total Regeneration	19,058	0	19,058	24,325	0	24,325	250	0	250	0	0	0	43,633	0	43,633
Cross Cutting Investment in Infrastructure	5,000		5,000										5,000		5,000
Total General Fund	101,483	25,759	75,724	85,307	20,115	65,192	39,931	19,483	20,448	23,978	3,483	20,495	250,699	68,840	181,859
Housing Revenue Account capital programme - Continued investment in the Council's existing housing stock, as well as the commencement of a programme of new build housing	23,850	1,565	22,285	15,238	1,018	14,220	9,139	70	9,069	9,139	70	9,069	57,366	2,723	54,643
Homes For Harrow HRA infill development programme	1,700		1,700	1,800		1,800							3,500	0	3,500
Total HRA	25,550	1,565	23,985	17,038	1,018	16,020	9,139	70	9,069	9,139	70	9,069	60,866	2,723	58,143
Total General Fund + HRA	127,033	27,324	99,709	102,345	21,133	81,212	49,070	19,553	29,517	33,117	3,553	29,564	311,565	71,563	240,002

REPORT FOR: CABINET

Date of Meeting:	18 February 2016
Subject:	Housing Revenue Account Budget and Medium Term Financial Strategy 2016-17 to 2019-20
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance Tom McCourt, Corporate Director of Community Lynne Pennington, Divisional Director of Housing
Portfolio Holder:	Councillor Glen Hearnden, Portfolio Holder for Housing Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts
Exempt:	No
Decision subject to Call-in:	Yes, except where the decision is reserved to Council
Wards affected:	All
Enclosures:	Appendix 1 – HRA Budget 2016-17 Appendix 2 – Average Rents & Service Charges (Tenants) Appendix 3 – Garage & Parking Space Charges Appendix 4 – Facility Charges Appendix 5 – Water charges Appendix 6 – Community Centre Charges Appendix 7 – Capital Programme

Section 1 – Summary and Recommendations

This report sets out the Housing Revenue Account (“HRA”) Budget for 2016-17 and Medium Term Financial Strategy (“MTFS”) for 2017-18 to 2019-20.

Recommendations:

Cabinet is requested to:

- 1) Approve:
 - a. the Medium Term Financial Strategy for the HRA as attached in Appendix 1;
 - b. The proposed average rent for non-sheltered accommodation of £116.33 per week for 2016-17, representing a decrease of 1% in average rent from the 2015-16 figure in line with the proposed Welfare Reform and Work bill
 - c. The proposed average rent for sheltered accommodation of £96.46 per week for 2016-17, representing an increase of 0.9% in average rent from the 2015-16 figure. This follows the Government’s decision to delay the implementation of the 1% rent cut for sheltered accommodation for one year in order to permit the Government to give adequate consideration to the Supported Housing sector.
 - d. and note the overall average rent for the whole stock of £114.05 per week for 2016-17, representing an overall decrease of 0.82%
 - e. an average tenant service charge of £2.94 per week, an increase of 1%, as set out in appendix 2;
 - f. that garage and car parking rents/charges be frozen for a further year pending development of a usage and differential charging policy (Appendix 3);
 - g. an increase in energy [heating] charges of 5% from 1 April 2015 as detailed in Appendix 4;
 - h. an increase in annual water charges of 4% as detailed in Appendix 5;
 - i. increases in Community Centre hire charges of 4% as set out in Appendix 6;
 - j. The four year capital programme set out in Appendix 7
- 2) That cabinet recommends Council approve:
 - a. The HRA Budget for 2016-17;
 - b. The HRA capital programme (as detailed in appendix 7)

Reason: (For recommendation)

To publish the final HRA budget and set Council rents and other charges for 2016-17

Section 2 – Report

Introduction

The Council has a statutory obligation to agree and publish the HRA budget for 2016-17. This report sets out the budget proposals along with the MTFS to 2019-20, which sets out the indicative income and expenditure for the HRA for this period and shows how the income collected will be spent in the management and maintenance of the Council's stock and in meeting its landlord obligations.

Since the commencement of HRA self-financing, the MTFS has typically been set so as to be consistent with the Council's 30-year HRA business plan, as adjusted for known variations in inflation or other factors out of Housing's control. This year, however, proposals contained within the Welfare Reform and Work Bill and the Housing and Planning Bill were announced as part of the Government's Summer Budget, and some of these proposals, particularly the one relating to a statutory rent reduction of 1% for each of the next four years, with the exception of sheltered accommodation for which this proposal is effective from 2017-18, has meant that the assumptions underlying the business plan have had to be significantly revised for the purposes of constructing the HRA budget and MTFS.

The figures shown in this report therefore reflect the start of a process to trim costs within the HRA to ensure a sustainable position in the medium term. Over the longer term, it is likely that further savings will be required to partially counter the effects of the government's proposals, but the outlook is very different from what it was at this time last year, with the longer term plans necessarily being scaled back due to lower levels of resources now being projected.

Options considered

As part of the budget-setting process, alternative rent options are generally considered and consulted on at a meeting of the Tenants, Leaseholders and Residents' Consultative Forum (TLRCF). The government's proposals in respect of rent reductions would, however, become statutory when the Welfare Reform and Work Bill, assuming it remains unchanged in this respect, passes into law, and this would remove any discretion the Council currently has in respect of rent setting. For this reason, the meeting of the TLRCF in October was used to raise awareness of the changes in the Summer Budget, and to invite residents to engage in a process to identify savings to be made to balance the budget.

The process is only just starting and is unlikely to identify any significant savings in time for this budget, but will be developed over the coming few months with a view to being in place for next year's budget and MTFS.

Background

1. Cabinet received a report in July 2015 that set out the updated 30-year business plan for the HRA. This report updated the HRA element of the Housing business plan first approved in June 2013, and set out a 30-year

forecast of the income and expenditure anticipated to occur within the HRA, based on an agreed set of assumptions.

2. The starting point for the updated business plan was the HRA budget and MTFs approved by Cabinet in February 2015, and the first four years of the plan mirrored the MTFs. Thereafter, a set of what were felt to be fairly prudent assumptions were used to project income and expenditure for the remainder of the 30-year period. The cash flows resulting from the projections indicated that the HRA remained in a very sound position and was forecast to generate significant balances over the life of the business plan.
3. During the preparation of the Business Plan however, the government announced a range of proposals as part of the Summer Budget that would adversely impact on both the HRA and the General Fund, in some cases significantly. These included:
 - Extension of Right-to-Buy to Housing Association tenants
 - Forced sale of high-value properties by local authorities to fund this RTB extension
 - Further cuts to the benefit cap
 - Universal Credit to finally be rolled out
 - Pay to Stay for High Income Social Tenants
 - 1% rent cut for all social tenants in non-sheltered accommodation in each of the next four years
 - 1% rent cut for social tenants in sheltered accommodation from 2017-18 and each of the next three years
4. The impact of many of these proposals is as yet unknown as the details have not yet been published, and at this stage they have not been built into the projections. The proposal with the greatest single financial impact is the 1% rent reduction each year for the next four years, which effectively takes £10m from the HRA over the period, but over the 30-year life of the business plan removes in the region of £140m from the projected figures. The impact of this is not only that future programmes of new build and regeneration are now not forecast to be possible, but that savings will need to be made in existing revenue and capital budgets as these are no longer affordable and there is a need to balance the HRA and avoid a deficit, which is not legally permissible.
5. The proposal to reduce rents effectively undermines the self-financing agreement put in place in April 2012, and the 10-year rent guarantee that was supposed to have been in place following the last review of national rent policy. The ultimate effect is that, whilst under self-financing the Council was required to take on an additional £90m of debt, it could at least afford to pay that debt back over the life of the business plan should

it choose to do so. With the proposed changes to rents, this is no longer possible.

6. Further work has therefore been undertaken regarding the options available to the Council to deliver the required savings and an approach has been developed as being a “holding position” pending work with officers and residents to formulate a more coherent strategy which will enable the HRA to be placed on a more stable footing again. As a general rule this approach requires any growth to be balanced by savings elsewhere, no general inflation cost increases other than salary-related or contractual, and given the sustained level of RTB sales, forecasts of significant elements of the expenditure budget are to be more closely linked to stock numbers.
7. The HRA budget and MTFs detailed in Appendix 1, is based on these principles, and takes account of the challenges posed by the Summer Budget proposals. As indicated above, however, a process to develop initiatives to make further savings is continuing, and the outcomes from this process will inform budget setting in future years.
8. The key assumptions that continue to underpin the financial strategy are set out in the following sections.

Consultation

9. Under s.105 of the Housing Act 1985, the Council is required to maintain arrangements as it considers appropriate to enable secure tenants to be informed and consulted about housing management matters which substantially affect them. However, rent and other charges for facilities are specifically excluded from the definition of housing management; therefore there is no statutory requirement to consult secure tenants on proposed rent changes. The Council has however, always consulted through the Tenants’ Leaseholders’ and Residents’ Consultative Forum (TLRCF).
10. The TLRCF has the remit to consider and submit observations to Cabinet on the annual HRA budget and in particular on the consequent rent implications. At the TLRCF meeting held on 6th October 2015, it was the original intention to present a report outlining rent options that the Council could potentially adopt for 2016-17 and to seek guidance from the meeting as to whether there was any wish to consider an option other than compliance with national policy (the Council’s existing strategy). The proposals in the Summer Budget mean that the government would be able to control rents via statute, thus removing any discretion authorities had to set rents at an appropriate level, and because of this the meeting was used to raise awareness of the proposed changes, to outline the potential financial implications of the proposals and to invite residents to engage in a process to develop savings over the next few months.
11. Further consultation in respect of the budget was undertaken via the Harrow Federation of Tenants and Residents Associations in November 2015, and at the TLRCF meeting in early February 2016. As indicated above, the Council has traditionally consulted the Tenants Leaseholders and Residents Consultative Forum (TLRCF) in respect of rent charges,

and would have done so again had the Government not removed local authority discretion to set rents under the proposed Welfare Reform and Work Bill.

Balances

12. HRA Balances are currently forecast to be £5.3m at the end of March 2016. The budget estimates that balances in the region of £5.5m will remain at the end of March 2017.
13. Over the period of the MTFs, balances are estimated to reduce to around £1.3m, or around 4% of gross annual income, below the level deemed prudent. Decisions regarding future levels of balances need to be taken in conjunction with considerations around future levels of capital investment, availability of Right-to-Buy receipts for use in the HRA, the Council's plans for new affordable housing as these become more developed, and the potential impact of welfare reform as the proposals are phased in. It is felt that a prudent minimum level of balances would be in the region of 5-7% of gross income, approximately £1.5 - £2.0m in today's prices, though this will depend on the level of risk at any given point and will need to be reviewed periodically.

Income

Dwelling rents

14. As indicated above, rents for non-sheltered accommodation are assumed to reduce by 1% each year over the MTFs period, in line with the proposals contained within the Summer Budget and likely to be enacted in the Welfare Reform & Work Bill. A rent increase in line with national social rent policy (Consumer Prices Index + 1%) would have resulted in an increase of 0.9% as CPI was -0.1% in September 2015, meaning rents will now be 1.9% lower than they would otherwise have been in 2016-17 if we had set rents in line with national policy.
15. Rents for sheltered accommodation are assumed to increase by CPI + 1%, or 0.9%, for 2016-17 only, followed by 1% reduction for each subsequent year over the MTFs to permit the Government to give adequate consideration to the Supported Housing sector.
16. The average rent for the whole of the Council's housing stock for 2016-17 will therefore be £114.05 per week (the 2015-16 current average is £114.97). Average rents and service charges under the existing strategy are detailed in Appendix 2.
17. For the purposes of the next version of the business plan, scenarios will be modelled around future rent increases as, whilst the government have stated that rent increases will revert to CPI + 1% following the four years of rent cuts, it seems prudent to model alternatives to ensure the HRA can remain viable should this position be changed again.

Right-to-Buy sales

18. There have been twenty-two sales under Right-to-Buy so far in 2015-16 (Q3) as a result of new discounts and a further thirteen sales are anticipated by the year end. A stock level of 4,849 at the start of April 2016 is therefore assumed after taking into account property purchases. It is envisaged the HRA will continue to be viable if Right-to-Buy sales continue at these levels. There is potentially a risk issue if we experience a sustained increase in sales and this is referenced in the risk section of the report. The proposed requirement to dispose of property to fund Housing Association RTB has the potential to increase this risk factor.
19. To assist with managing this risk, and to provide immediate assistance to ease homelessness pressures, a policy has been developed to enable the buy-back of ex Local Authority properties.
20. During the consultation on the feasibility for regeneration/redevelopment of a number of council estates between January and March 2014, a number of leaseholders expressed concern that the sale of their properties may have been blighted by potential proposals to develop some of our estates. There is no known evidence to justify these concerns and all of the council's communications made clear we were only considering options and no firm decisions had been made. However, a number of leaseholders have expressed interest in selling their property back to the council.
21. In June 2014, Cabinet made the decision to proceed with the regeneration of the Grange Farm estate and approved the early buy backs of leasehold properties on the estate which would then be used as either temporary accommodation for homeless households or for decants during the Grange Farm regeneration before demolition.
22. There is a continuing demand for both permanent and temporary affordable housing within Harrow. We continue to see an increase in demand from homeless households. Whilst the vast majority are offered a private sector housing solution either in Harrow or beyond, the number of families housed in expensive temporary Bed and Breakfast accommodation has increased significantly.
23. The HRA capital budget includes provision for the purchase of 20 properties which would then be refurbished and let as permanent accommodation. Purchasing existing homes provides a quicker solution to increasing the supply of affordable housing than new build and offers an interim solution pending the completion of our infill new build programme. The buy-back of ex-Harrow property could be included within this programme if the bid is successful.

Service charges: Tenants & Leaseholders

24. Tenants who benefit from specific estate based services will pay a charge to the Council on a weekly basis in addition to their weekly rent charge. This service charge will increase by 1% on average resulting in an

average weekly charge of £2.94 (2015-16 current service charge £2.91), an increase of £0.03 on the current weekly charge.

25. Leaseholders are no longer charged an estimated service charge but are invoiced annually by the end of September for the previous financial year, based on actual recovery of costs (resulting in the leasehold financial year spanning the 30th Sept to 31st August rather than the financial year of 1st April to 31st March) Leaseholders are required to settle these invoices within 30 days, but in practice the challenge process and the payment options available to leaseholders results in some leaseholders not settling their accounts until well into the following financial year. The total income expected to be recovered from leaseholders in 2016-17 (excluding s20 income in relation to capital schemes) is £566k and reflects the recovery of costs associated with estate based costs, communal lighting, repairs, ground maintenance, insurance premiums and administration charges.

Other income

26. Historically other rental income from garages, car parking, and facilities charges are recommended to increase by an annual percentage, consistent with fees & charges across the Council. The charge for garage rents has been held since 2011-12 pending finalisation of the Garage Strategy Review. Progress on the review has been slow as there are some complex issues to address, garages are no longer in demand and individual consultation with residents locally is necessary on the future of each site. A pilot storage project is also being considered that could make good use of existing garage sites, whilst still generating an income to the HRA. Given the work that is in progress, and evidence from a recent marketing exercise for some refurbished garages that letting garages at existing rent levels is now proving problematic, let alone at higher rents, we are proposing to continue this policy by freezing rents for HRA garages and car parking for a further year. We anticipate that once it is clear how many garages will be retained there may be a proposal for alternative pricing strategies for garages and car parking, and that a further report will be presented following completion of this work.
27. Details of the proposed rents for garages and parking, facility charges and charges for community centres are set out in appendices 3, 4, 5 and 6 respectively.

Expenditure

Employee Costs

28. The HRA budgets are based on the staffing establishment, and assume a pay, National Insurance & superannuation increase of 3.0% reflecting the overall increase expected for 2016-17, then 1.6% in each of 2017-18 and 2018-19 and 2.6% in 2019-20.
29. There are no significant changes to staffing assumed within the projections.

Utility Costs

30. These budgets have not been uplifted in 2016-17 and subsequent years, as there is no evidence of increases required.

Central Recharges

31. The costs of central recharges have currently been assumed to increase in line with pay inflation pending finalisation of the recharge figure.

Repairs

32. Increased provision for cyclical, response and void repairs to reflect enhanced standards and works required for temporary accommodation and compliance with health & safety requirements. Additional costs arising from use of HRA property as temporary accommodation are being recovered via enhanced service charges.

Charges for Capital

33. Capital charges to the HRA are assumed to continue to be charged at the rate of 4.241% of the HRA borrowing from the General Fund of £154.8m which includes additional borrowing of £3.6m following the successful bid to the Local Growth Fund for additional HRA borrowing capacity to help fund the development of new affordable housing.
34. As part of the ongoing business planning activity, consideration is typically given to the ability to repay debt, and to reduce capital charges to the HRA. Projections carried out to assess the potential impact of the Summer Budget proposals suggest that debt repayment will not be possible over the life of the business plan. Interest rate risk is one of the key risks associated with the longer term planning of the HRA finances, and whilst the risk is relatively small as the loans pool is predominantly comprised of long-term fixed rate loans, the main risk will be as a result of the rates available as existing loans are re-financed on maturity.
35. Interest on HRA balances, including the Major Repairs Reserve are expected to be earned at a rate of 0.471% for 2016-17. Interest is also earned at this rate on the s106 Affordable Housing reserve.

Capital Investment

36. In February 2014 Cabinet agreed the first 4 year Capital Programme for Housing, and since then officers have been working on improving the delivery of the capital programme from 2015/16 onwards in two ways:
 - Developing a broader “Better Homes Standard” that will enable us to include in future programmes some works we were not able to do under the Government’s Decent Homes standard. The new standard will include more works to the exterior of properties, communal areas and the environment surrounding homes as well as doing more inside homes when we upgrade kitchens and bathrooms to “future proof” these works

- Developing the detailed four year programme that will enable contractors to be procured over a longer term, reducing the lead in time to starting the programme of works each year
37. The HRA general capital programmes for 2016-17 to 2018-19 are currently in line with those previously approved last February, and the budget for 2019-20 is assumed to remain at the 2018-19 cash level, i.e. no inflation. The budgets for Homes for Harrow remain at the levels previously approved, although increasing construction costs may require some adjustment over the course of the programme.
38. The general works programme as it is currently constructed is anticipated to deliver in the region of:
- 500 kitchens and/or bathrooms
 - 200 heating systems
 - 90 electrical re-wires

These numbers have fallen from those in previous years as the significant investment we have been able to deliver in those years means that we have caught up with backlog repairs and are now able to invest more in a broader range of areas from within the same level of resources. To this end we are targeting investment towards improving the environment in which our residents live by undertaking:

- Enveloping works
 - Replacing door entry systems
 - Environmental works
 - Works to communal areas
39. In line with the approach taken last year, Housing Services propose to use the scheme of delegation to implement variations to the HRA Capital programme within agreed limits and following appropriate consultation, to meet the requirements of the Housing Asset Management Strategy and ensure delivery against programme can be maximised. As is currently the case, the HRA Capital programme would continue to be funded from HRA revenue resources, and therefore any such variations would not affect the Council's borrowing position or General Fund resources.
40. As indicated above, the proposals contained within the Summer Budget are likely to adversely affect the level of resources within the HRA, including those previously projected to be available for investment in the Council's existing housing stock. Savings are therefore likely to be required in future years to enable the programmed works to be funded from within projected resources, and work is underway to assess the extent to which savings can be delivered without compromising the higher levels of investment being delivered under the Better Homes Standard.

Homes for Harrow

41. As a result of the additional resources retained within the HRA following the introduction of self-financing in April 2012, it has been possible to commence planning for a programme to deliver new housing within the

HRA for the first time in decades, initially largely on infill plots or vacant/underused garage sites. The first sites in phase 1 are currently being worked up for the purposes of gaining planning permission, and are likely to commence on site at the end of 2015/16 with the remaining sites coming on stream in 2016 and completions from 2016 onwards. This will deliver a minimum of new 50 homes, of which 10 are anticipated to be shared ownership, and the remainder let at affordable rents. The capital budgets for the development of these homes have already been approved, and additional borrowing capacity of £1.74m was secured from the Local Growth Fund in 2014-15 to assist in funding the new homes.

42. Further borrowing capacity of £3.6m was secured in respect of the phase 2 new build programme for an additional 30 units, with the borrowing enabling previously-identified sites to be brought forward quicker than had previously been anticipated.
43. In addition to the new build programmes, HRA capital resources are being used for a 20-property purchase and repair programme, whereby properties would be purchased on the open market and which could include buy back of ex LA council properties, repaired to Harrow's letting standards and then let at affordable rents. This would supplement the phase 1 new build programme and assist in relieving pressure on homelessness budgets within the General Fund.
44. In addition to starting to build new homes within the HRA, proposals are progressing to completely regenerate Grange Farm, one of the estates most in need of regeneration within the Borough. This project involves some land assembly to maximise the development opportunities, and designs are currently being finalised to make best use of the available land to generate cross subsidy from market sales necessary to enable the scheme to proceed. It is currently envisaged that there will be no net loss of affordable housing, and that the replacement affordable homes will be retained and managed within the HRA. Housing is working with the employer's agents and architects to develop a viable proposal for Grange Farm based on the previous study by PRP, and has commenced the buying back of properties on the estate as they become available. This has had the two-fold effect of reducing the requirement to use compulsory purchase to facilitate the regeneration, and providing additional properties for use as temporary accommodation in the meantime, which helps to reduce the cost of homelessness in the General Fund. Further reports will be made in respect of this scheme as proposals are developed.
45. Within the Grange Farm Estate a number of tenants have already indicated that a permanent move off the estate would be their preference rather than potentially moving twice before becoming settled in a new property. Where we are able to facilitate an early move of this nature, it is desirable to progress it now and in the process make the necessary Home Loss disturbance payments. Currently Home Loss payments are set nationally at £5,300, and disturbance costs cover the associated costs of removal. These costs are being met from within the existing budgets approved to progress the Grange Farm proposals.

46. The Phase 1 and Phase 2 new build programmes, along with the Purchase & Repair scheme will require a significant investment from Housing resources to complement the additional borrowing. This will use the majority of the capital resources available over the period, although some is currently being held in reserve to cover risks around build-cost inflation, as well as to provide resources to help deliver the Grange Farm regeneration project, should this not achieve a break-even position.
47. The final strand of the Homes for Harrow current proposals was linked to the Council's wider regeneration proposals, and was intended to follow on from a wholesale review of HRA and non-HRA assets and land not currently included in any other programme, with a view to assessing whether there was any potential for future use/development for housing purposes, either within or outside the HRA. This is currently being held in abeyance following the summer budget proposals, which will strip a significant amount of resources out of the HRA business plan and mean that there are insufficient resources to commit to any more significant projects within the HRA.

Impairment Allowance

48. Current tenant arrears continue to remain under control, and action has been taken to write off a significant amount of former tenant arrears where all options for recovery of the debts have been exhausted. Whilst a number of payment arrangements are in place in respect of the remaining former tenant arrears, prudence dictates that provision should be made for the non-recovery of the majority of these arrears via an impairment allowance. The ongoing impact of welfare benefit changes are likely to continue to have an impact on arrears, although it is difficult to quantify at this stage. The annual provision is budgeted at £300k for 2016-17 per annum and subsequent years. The Council is, however, setting aside further funding to mitigate the impacts of welfare reforms by the establishment of a hardship fund.

Hardship Fund

49. £100k has been set aside in 2016-17 and an annual budget in this amount continues to be available to mitigate the worst impacts of benefit changes arising from the continuing welfare reforms.

General Contingency

50. In addition to the HRA balances, an annual amount of £200k is set aside to cover unforeseen expenditure that may arise in the management and maintenance of the housing stock.

Variation to MTFS 2016-17

51. The MTFS approved by Cabinet and Council in March 2015 estimated an in year surplus of £1.354m for 2016-17. The proposed budget changes results in a surplus of £0.190m. The decrease in surplus of £1.164m is explained below :

- +£1.005m – Dwelling rents, impact of Government proposed reduction of 1% in non-sheltered dwelling rents from 2016-17 (sheltered from 2017-18)
- -£0.317m – Depreciation & capital charges, a transfer of resources from revenue to capital reserves to fund future capital expenditure therefore no overall impact on financial resources
- +£0.291 – Repairs, increase in budget to comply with health & safety legislation and tree works
- +£0.214m – Salaries, Central charges increases in line with Corporate assumptions
- -£0.029m – Utilities and Supplies & Services, capacities identified mainly in electricity, gas and tenant expenses, offset by increased spend on Affordable Housing

Summary

52. The HRA Budget and MTFS detailed in Appendix 1 reflects the impact of the 1% per annum rent reduction on non-sheltered stock set out in the Summer Budget, and as such represents a worse position than has been the case over recent years, with nearly £10m less rental income than had previously been anticipated over the MTFS period. HRA balances are forecast to significantly reduce over the period of the MTFS, and savings will be required to balance the HRA in future years. Current levels of programmed capital investment will be fully funded over this period, though the position in respect of future years is uncertain.
53. The changes proposed by the government in the Summer budget and contained within legislation currently making its way through the system will have a dramatic effect on the HRA, and will largely negate any benefits that have accrued as a result of self-financing. The programme of new build in the HRA will not be able to continue beyond the existing infill schemes, and no further regeneration of poor quality estates will be possible. In addition to this, savings will be required in the revenue account and in respect of the investment in existing housing due to a reduced level of resources.

Performance Issues

It should be noted that in respect of the penultimate performance indicator shown below, there were no new starters during Q2

Housing performance data Q2													
measure	polarity	Q1 2015/16 target	Q1 2015/16 actual	RAG	direction of travel	Q2 2015/16 target	Q2 2015/16 actual	RAG	direction of travel	2016/17 target	2017/18 target	2018/19 target	comment
Number of vulnerable tenants who have a bespoke action plan in place with named housing officer to co-ordinate in each case	high	15	14	A	↑	30	22	HR	↑	35	30	30	The number of cases and the dedicated time required to manage and sustain these cases is increasing. Some good results of help and support to our tenants are being obtained.
Number of social housing homes freed up through Council intervention / Grants2Move	high	11	9	LG	-	24	24	LG	↑	49	49	49	Total number of social housing homes freed up by Grants 2 Move to date is 7 (4 private rented moves secured in Q1 plus 3 home ownership moves secured in Q2). 17 Underoccupier moves achieved. Pipeline of 5 home ownership cases that are likely to complete this year plus other cases actively being progressed.
No. of affordable homes delivered (gross)	high	80	113	HG	-	115	143	HG	↑	190	237	237	Q2 cumulative affordable housing completions is 143, including 2 Purchase and Repair properties purchased on the open market. 190 new build completions forecast and this will be augmented by additional Purchase and Repair properties
% of family-sized rented social homes completed as a proportion of total social housing	high	2%	2%	LR	-	2%	2%	HG	↓	35	20	not known	2 family sized (3 bed plus) units completed out of 79 social rented units.
Council adaptations: average time taken from assessment to completion of works (weeks) per quarter (Equalities measure)	low	26	25	LG	↓	26	24	HG	↑	25	24	23	Performance continues to exceed target
The number of apprentices employed by responsive repairs contractors	high	-	-	-	-	-	-	-	-	7	7	7	
Tenant satisfaction with the housing repair and maintenance service (%)	high	98.5%	100%	LG	↑	98.5%	99.9%	LG	↓	98	99	99	The new way of measuring customer satisfaction, validated by residents, continues to be a more accurate reflection of the true position and demonstrates how well our contractors perform consistently
% of new starters who completed the mandatory Equality matters training within the first 8 weeks of their employment (equalities measure)	high	100%	0%	HR	↓	100%	n/a	n/a	n/a	100	100	100	Zero new starters due to complete this training this quarter
% of existing staff (as at April 2014) who have completed the mandatory Equality Matters refresher training (equalities measure)	high	62%	32%	HR	↑	75%	34%	HR	↑				We plan to promote this now that the new learning POD is in place

Environmental Implications

The HRA Budget 2015-16 includes investment in a number of areas such as new heating systems, enveloping and cladding of thermally inefficient properties that will improve the energy efficiency of the Council's housing stock and thus make a contribution towards delivering the Council's Climate Change Strategy. The Asset Management Strategy action plan addresses elements of the "Delivering Warmer Homes" (HECA) strategy which was reported to the Department for Energy and Climate Change (DECC) in March 2013.

We are currently undertaking a pilot on 9 non-traditional houses within the Housing stock to install external wall insulation as well as replace new windows and doors where required. These works will significantly improve energy efficiency and reduce energy costs for the tenants. Lessons are being learnt from this pilot to inform decisions on future programmes of this nature

Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes

The key risks which should be highlighted, and which are referenced in the main body of the report, are those associated with the changes in the RTB arrangements and, for the longer-term HRA business plan, interest rate risk. Whilst these are real risks to the HRA these are not considered to be significant in the short term.

Current regulations require impairments of non-dwelling assets in excess of balances held on the revaluation reserves to be charged to revenue. These regulations are due to be extended to cover dwelling assets from April 2017 when transitional measures for self-financing are due to come to an end. This could result in significant charges to HRA revenue reserves which run counter to the Government's stated objectives of encouraging new build. This issue would have an impact on all Councils with housing stock and the Council has already requested the Department of Communities & Local Government to address this anomaly as a matter of urgency.

These risks are detailed on the Housing risk register.

Legal Implications

Under section 103 of the Housing Act 1985 (as amended) the terms of a secure tenancy which is a periodic tenancy may be varied by the landlord by a notice of variation served on the tenant. The landlord authority is required to serve a preliminary notice on the secure tenant giving them advance notification of any change proposed to be made to the terms of their tenancy and inviting their comments. However, rent and other charges for facilities are specifically excluded from this requirement.

Section 105 of the Housing Act 1985 requires a landlord authority to maintain such arrangements as it considers appropriate to enable those secure tenants who are likely to be substantially affected by matters of housing management, to be informed and consulted about them, and before deciding on the matter, the landlord authority has to consider any representations made. However, rent and other charges for facilities are specifically excluded from the definition of housing management.

Therefore there is no statutory requirement to consult secure tenants on proposed rent changes.

It should be noted that the Welfare Reform and Work Bill is progressing through the parliamentary process and has not yet been passed as an Act and so its exact implications are not known at this stage.

Financial Implications

Financial matters are integral to this report.

Equalities implications / Public Sector Equality Duty

Pursuant to the Equality Act 2010 (“the Act”), the council, in the exercise of its functions, has to have ‘due regard’ to (i) eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (ii) advancing equality of opportunity between those with a relevant protected characteristic and those without; and (iii) fostering good relations between those with a relevant protected characteristic and those without. The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

When making decisions, the Council must take account of the equality duty and in particular any potential impact on protected groups. There are no new equality impacts of the recommended rent, service charge and fees and charges proposals option as they represent a continuation of existing policy, with the exception of the rent reduction which is likely to be implemented via primary legislation. Consultation with our tenant, leaseholder and resident representative groups on the proposals happened in November 2015 and is anticipated to continue in February 2016.

Council Priorities

The Council’s vision:

Working Together to Make a Difference for Harrow

54. This report incorporates the following council priorities:

Making a difference for the vulnerable – through providing support in finding appropriate affordable housing solutions to meet need, and developing new housing to meet future assessed need.

Making a difference for communities – through engaging residents in decisions around regeneration of estates and the wider communities, and delivering housing that people want to live in, in areas they are proud to call home.

Making a difference for local businesses – through supporting the council-wide regeneration agenda, and maximising the contribution that new housing can make towards delivering the regeneration vision and objectives.

Making a difference for families – through providing good quality housing and safe neighbourhoods, and targeting our

resources as best we can so that families can feel the full benefits of economic growth. Our priority for every family is to ensure that they can live in a neighbourhood which has a real sense of community, in a house they can be proud to call their home.

Section 3 - Statutory Officer Clearance

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 5 February 2016		
Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 February 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	NO
EqIA cleared by:	EqIA is not required for Cabinet to take a decision because the HRA budget represents a continuation of existing policy supplemented by changes required as a result of impending legislation. Individual elements of the HRA budget have had EqIAs completed as part of specific decisions being made

Section 4 - Contact Details and Background Papers

Contact:

Dave Roberts, Finance Business Partner – Housing Services
Tel: 0208 420 9678 (Ext 5678)

Background Papers

HRA Business Plan update Cabinet report – July 2015

<http://modern.gov:8080/documents/g62717/Public%20reports%20pack%20Tuesday%2014-Jul-2015%2018.30%20Cabinet.pdf?T=10>

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

*[Call-in applies, except where
the decision is reserved to
Council]*

HRA Budget 2016-17 and MTF5 2017-18 to 2019-20 – Expenditure

All figures in £s	Budget 2016-17	Budget 2017-18	Budget 2018-19	Budget 2019-20
Operating Expenditure:				
Employee Costs	2,778,700	2,792,370	2,806,170	2,832,520
Supplies & Services	833,090	833,090	833,090	833,090
Utility cost	568,500	568,500	568,500	568,500
Estate & Sheltered Services	2,879,160	2,894,750	2,910,480	2,940,460
Central Recharges	3,634,120	3,692,270	3,751,350	3,848,880
Operating Expenditure	10,693,570	10,780,980	10,869,590	11,023,450
Repairs Expenditure:				
Repairs - Voids	1,075,990	1,075,990	1,075,990	1,075,990
Repairs - Responsive	3,631,680	3,631,680	3,631,680	3,631,680
Repairs – Other	2,400,690	2,165,470	2,180,400	2,208,960
Repairs Expenditure	7,108,360	6,873,140	6,888,070	6,916,630
Other Expenditure:				
Contingency - General	200,000	200,000	200,000	200,000
Investment in Services	200,000	200,000	200,000	200,000
Bad debt provision	300,000	300,000	300,000	300,000
RCCO	0	518,210	406,930	0
Affordable Housing	305,760	308,390	311,050	316,190
Grants to Move	162,870	162,870	162,870	162,870
Charges for Capital	6,389,970	6,488,630	6,475,240	6,501,080
Depreciation	6,573,480	7,619,200	7,617,660	7,589,960
Hardship Fund	100,000	100,000	100,000	100,000
Other Expenditure	14,232,080	15,897,300	15,773,750	15,370,100
Total Expenditure	32,034,010	33,551,420	33,531,410	33,310,180

Appendix 1 (continued)

HRA Budget 2016-17 and MTFs 2017-18 to 2019-20 – Income

All figures in £s	Budget 2016-17	Budget 2017-18	Budget 2018-19	Budget 2019-20
Income				
Rent Income – Dwellings	(28,897,030)	(28,897,290)	(28,545,140)	(28,315,460)
Rent Income – Non Dwellings	(667,370)	(684,020)	(701,350)	(719,360)
Service Charges - Tenants	(1,188,760)	(1,223,670)	(1,259,890)	(1,296,430)
Service Charges – Leaseholders	(566,020)	(566,020)	(566,020)	(566,020)
Facility Charges	(631,540)	(656,800)	(683,080)	(710,400)
Interest	(3,600)	(3,600)	(3,600)	(3,600)
Other Income	(106,390)	(106,390)	(106,390)	(106,390)
Recharge to General Fund	(163,000)	(163,000)	(163,000)	(163,000)
Total Income	(32,223,710)	(32,300,790)	(32,028,470)	(31,880,660)
In Year Deficit / (Surplus)	(189,700)	1,250,630	1,502,940	1,429,520
BALANCE brought forward	(5,296,350)	(5,486,050)	(4,235,420)	(2,732,480)
BALANCE carried forward	(5,486,050)	(4,235,420)	(2,732,480)	(1,302,960)

Average Rent & Service Charges

Appendix 2

Description	No. units	2015-16 weekly charge	2016-17 rent	2016-17 service charge	2016-17 total	Decrease
Bedsit bungalow	20	£105.80	£102.14	£2.65	£104.79	-£1.01
1 Bed bungalow	115	£116.87	£113.51	£2.24	£115.74	-£1.13
2 Bed bungalow	25	£132.74	£127.99	£3.49	£131.48	-£1.26
Bedsit flat	84	£91.71	£86.88	£3.99	£90.86	-£0.84
1 bed flat	1,202	£101.71	£97.25	£3.50	£100.76	-£0.95
2 bed flat	803	£115.86	£110.74	£4.04	£114.78	-£1.08
3 bed flat	43	£127.38	£121.40	£4.79	£126.19	-£1.18
1 bed Maisonette	6	£94.83	£93.49	£0.40	£93.90	-£0.94
2 bed Maisonette	51	£115.08	£110.35	£3.64	£113.99	-£1.08
3 bed Maisonette	46	£128.02	£122.61	£4.21	£126.82	-£1.20
4 bed Maisonette	1	£135.32	£133.97	£0.00	£133.97	-£1.35
2 bed Parlour House	34	£127.69	£125.21	£1.22	£126.44	-£1.25
3 bed Parlour House	533	£141.26	£138.17	£1.71	£139.88	-£1.38
4 bed Parlour House	55	£153.98	£150.06	£2.42	£152.49	-£1.49
5 & 6 bed Parlour House	9	£160.34	£157.45	£1.30	£158.76	-£1.58
2 bed Non Parlour House	511	£124.38	£121.17	£2.00	£123.18	-£1.21
3 bed Non Parlour House	728	£136.33	£132.88	£2.13	£135.01	-£1.32
4 bed Non Parlour House	30	£150.90	£146.40	£3.06	£149.45	-£1.45
5,6 & 7 bed Parlour House	5	£158.94	£156.25	£1.12	£157.37	-£1.57
Sheltered bedsit	55	£91.99	£90.18	£2.64	£92.82	+£0.83
Sheltered – other units	501	£99.43	£97.16	£3.17	£100.33	+£0.90
Total	4,857	£117.91	£114.05	£2.94	£116.99	-£0.92

The average charge during 2015-16 was £117.91 per week comprising £115.00 rent and £2.91 service charge compared to the budgeted £114.97 and £2.91 per week respectively.

The rent reduction for 2016-17 is based on Government proposals put forward as part the 2015 Summer budget which requires rents to reduce by 1% for non-sheltered accommodation (as opposed to increasing by CPI plus 1% as was previously the case). Rents for sheltered accommodation will increase by CPI + 1% for 2016-17 then follow the 1% reduction from 2017-18. This yields an average rent of £114.05 and an average service charge of £2.94 per week, representing an average decrease of 0.82%. Rents for the new affordable rented & shared ownership dwellings are not included in above table.

Garages & parking space charges**Appendix 3**

	Current Weekly Rental	Proposed Weekly Rental
	2015-16	2016-17
	£	£
Garages	14.05	14.05
Car Spaces	9.16	9.16

Facility Charges

Appendix 4

Sheltered Block	No. of properties	Current average weekly facility charge (Heating) 2015-16	Proposed average weekly facility charge (Heating) 2016-17 5% increase
Alma Court	30	13.95	14.65
Belmont Lodge	30	13.92	14.62
Boothman House	30	13.92	14.62
Cornell House	30	13.98	14.68
Durrant Court	27	13.92	14.62
Edwin Ware Court	30	11.73	12.32
Goddard Court	30	13.98	14.68
Grahame White House	30	13.98	14.68
Grange Court	30	11.67	12.25
Harkett Court	30	13.92	14.62
Harrow Weald Park 0 Bed	12	9.47	9.94
Harrow Weald Park 1 Bed	19	12.71	13.35
John Lamb Court	32	14.67	15.40
Meadfield	30	13.98	14.68
Sinclair House	27	13.98	14.68
Tapley Court	26	13.92	14.62
Thomas Hewlett House	30	13.98	14.68
Watkins House	43	14.64	15.37
William Allen House	29	12.65	13.28
Resident Warden Accommodation	11	18.89	19.83
Other Non-Sheltered	95	12.31	12.93

Water Charges

Appendix 5

Sheltered Block	No.of flats	Current Range Water Charge 2015-2016		Proposed Range Charge at 4% increase for 2016-2017		Amount of increase	Average Charge 2016-2017	% Increase	Income per Week per Block 2016-2017
		Lower	Higher	Lower	Higher				
Alma Court	30	£4.59	£4.59	£4.77	£4.77	£0.18	£4.77	4.00%	£143.10
Belmont Lodge	30	£4.71	£4.71	£4.90	£4.90	£0.19	£4.90	4.00%	£146.95
Boothman House	30	£4.87	£4.87	£5.06	£5.06	£0.19	£5.06	4.00%	£151.94
Cornell House	30	£4.80	£5.01	£4.99	£5.21	£0.20	£5.10	4.00%	£153.00
Durrant Court	27	£4.59	£5.08	£4.77	£5.28	£0.20	£5.03	4.00%	£135.81
Edwin Ware Court	30	£4.08	£5.08	£4.24	£5.28	£0.20	£4.76	4.00%	£142.90
Goddard Court	30	£4.71	£4.71	£4.90	£4.90	£0.19	£4.90	4.00%	£146.95
Grahame White House	30	£4.87	£4.87	£5.06	£5.06	£0.19	£5.06	4.00%	£151.94
Grange Court	30	£3.87	£4.87	£4.02	£5.06	£0.19	£4.54	4.00%	£136.34
Harkett Court	30	£4.87	£4.87	£5.06	£5.06	£0.19	£5.06	4.00%	£151.94
Harrow Weald Park	31	£3.87	£5.20	£4.02	£5.41	£0.21	£4.71	4.00%	£146.01
John Lamb Court	32	£4.87	£4.87	£5.06	£5.06	£0.19	£5.06	4.00%	£162.07
Meadfield	30	£4.80	£5.01	£4.99	£5.21	£0.20	£5.10	4.00%	£153.00
Sinclair House	27	£4.59	£4.59	£4.77	£4.77	£0.18	£4.77	4.00%	£128.89
Tapley Court	26	£4.59	£4.87	£4.77	£5.06	£0.19	£4.92	4.00%	£127.90
Thomas Hewlett House	30	£4.80	£4.80	£4.99	£4.99	£0.19	£4.99	4.00%	£149.76
Watkins House	43	£4.08	£4.08	£4.24	£4.24	£0.16	£4.24	4.00%	£182.46
William Allen House	29	£3.87	£4.87	£4.02	£5.06	£0.19	£4.54	4.00%	£131.80
Total No.of Sheltered Flats	545								£2,642.77
Resident Warden Accommodation	11	£6.71	£6.71	£6.98	£6.98	£0.27	£6.98	4.00%	£76.76
Total Sheltered Flats incl Warden	556								£2,719.54
Other Non-Sheltered	95	£4.80	£4.80	£4.99	£4.99	£0.19	£4.99	4.00%	£474.24

Community Hall and Capacity	Current 2015-16			Proposed 2016-17		
	Charges per first 3 hours block booking then subsequent hourly rate			Charges per hour letting 4% Price Increase		
	Evening Rate	Daytime Rate	Weekend Rate	Evening Rate	Daytime Rate	Weekend Rate
	£	£	£	£	£	£
Augustine Road [max 30]	22.50	11.25	33.75	23.4	11.7	35.1
Marsh Road Hall [max 30]	22.50	11.25	33.75	23.4	11.7	35.1
Brookside Hall [max 30]	22.50	11.25	33.75	23.4	11.7	35.1
Woodlands Hall [max 60]	33.75	16.87	46.07	35.1	17.54	47.91
Churchill Place [max 100]	44.99	20.23	56.24	46.79	21.04	58.49
Kenmore Park [max 100]	44.99	20.23	56.24	46.79	21.04	58.49
Pinner Hill Hall [max 100]	44.99	20.23	56.24	46.79	21.04	58.49
Northolt Road [max 100]	44.99	20.23	56.24	46.79	21.04	58.49

Terms & Conditions associated with Hall lets:

- Lets to Tenants and Residents Associations are free, providing 4 weeks notice is provided.
- Charges shown are exclusive of VAT at 20% and Insurance Premium at 7%
- Day time rates are from 9.00am to 3.30pm
- Commercial lets will be charged at above hourly rates plus 20%.
- Registered Charities will receive a discount of 50% (9.00am to 3.30pm only).
- Block Bookings of 6 months minimum will receive a 25% discount.
- A refundable deposit of £100 against loss or damage will be required by all other users.

Of the 11 community centres, there are a number of premises that are fully let and supported by lease agreements and therefore charges not levied in accordance with the above schedule. These are:

- Methuen Road community centre is fully let to Flash Musicals Youth Theatre group on a lease agreement of £18,500 rent per annum.
- Stone Gardens hall is fully let as a nursery on a lease agreement of £10,000 rent per annum.
- Northolt Road hall is partly let as a nursery on a lease agreement of £5,200 rent per annum.
- Churchill Place hall is partly let as a nursery on a lease agreement of £10,000 rent per annum.

Budget Description	2016/17	2017/18	2018/19	2019/20
	£	£	£	£
Internal Works	4,428,120	4,228,120	4,228,120	4,228,120
External Works	2,416,730	2,300,000	2,300,000	2,300,000
M & E	920,000	920,000	920,000	920,000
Garages	61,500	61,500	61,500	61,500
Aids and Adaptations	615,000	615,000	615,000	615,000
Capitalisation Responsive Repairs	142,500	142,500	142,500	142,500
Capitalised Salaries	317,000	317,000	317,000	317,000
Develop Wider Housing Initiatives Pot	555,000	555,000	555,000	555,000
HRA Capital Investment	9,455,850	9,139,120	9,139,120	9,139,120
Grange Farm	3,523,160	-	-	-
Affordable Housing Phase 1	6,668,440	923,170	-	-
Purchase & Repair	3,576,000	-	-	-
Affordable Housing Phase 2	1,725,320	5,175,960	-	-
Total Homes for Harrow	15,492,920	6,099,130	-	-
Total HRA Capital Programme	24,948,770	15,238,250	9,139,120	9,139,120

The 2016-17 budget for the main HRA Capital investment programme includes £1,044,000 re-phasing. The 2016-17 and 2017-18 budgets for Homes-4-Harrow include re-phasing of £10,691,000 reflecting the additional budget approvals in respect of the Grange Farm regeneration scheme.

LONDON BOROUGH OF HARROW

CABINET – 18 FEBRUARY 2016

REFERENCE FROM TENANTS', LEASEHOLDERS' AND RESIDENTS' CONSULTATIVE FORUM – 2 FEBRUARY 2016

HOUSING BUDGET CHANGES – IMPACT FOR RESIDENTS

The Forum received a presentation from the Housing Finance Business Partner on the Housing Revenue Account (HRA) and the draft budget which would be presented for decision by the Council in February 2016.

The officer made the following points:

- the Government require the Council to maintain an HRA as a means of accounting for all income and expenditure relating to the Council's Housing stock. It was a self-contained and ring-fenced account;
- at the moment the Council had a balanced HRA. This means that the income received into the HRA is equal to the expenditure made from the account;
- the Council had set a business plan for the HRA in July 2015 with ambitious targets and objectives. However last summer the Government had introduced a number of policy changes which significantly impacted upon the HRA;
- firstly the Government had proposed a reduction in the existing benefit cap. This would mean that those residents on benefits could have less money to pay their rents;
- secondly the Government also proposed to introduce universal credit. This mean that all benefits would be combined as one payment meaning that it could be more difficult for the Council to collect rent and it was anticipated that the number of residents in arrears would increase;
- the right to buy (RTB) properties by residents was proposed to be extended to housing associations, which could mean that there would potentially be less affordable housing on the market. In addition to this the Council would be required to sell off any high value void housing stock, with the proceeds used to fund the RTB extension;
- the Government had also proposed a 'Pay to Stay' scheme. This meant that if a tenant's income reached a certain level, they may be required to pay more rent. Affordability would be an issue and those who were earning more may wish to buy the property outright rather than paying any further increases in rent;
- lastly the Government wished to impose a 1% reduction in the amount of rent paid. However the benefits of this reduction would only be received by about

30% of tenants as the remaining residents would have been impacted by the reduction in the level of benefits;

- the proposed 1% reduction in the rent paid by tenants would cost the HRA approximately £10 million over 4 years and approximately £140 million over the 30-year lifetime of the HRA business plan;
- the proposed budget for the Council had assumed this 1% reduction in rents being implemented;
- all capitals budgets had been frozen as a result of the new proposals;
- there was currently no assumption in the draft budget for a reduction in services. It was believed that efficiencies could be achieved to contribute to the savings required for the next financial year. However this was not sustainable for the long term and choices about what services could be delivered had to be made;
- there were currently no definite proposals regarding which services to reduce and the input of the Forum would be essential in determining priorities;
- a set of alternative ideas for savings proposals was presented. These were intended to be for discussion purposes and would form the basis of the group session following the presentation. It was stressed that these were not proposals but simply ideas to start thinking about what choices should be made;
- the Council was currently lobbying the Government for an exemption from the requirement to reduce rents by 1%. The Council were attempting to demonstrate that ultimately this would not be in the interests of tenants;
- it was important to bear in mind that only 50% of expenditure under the HRA was directly controlled by the Housing Department, which meant that it was more difficult to deliver the required level of savings.

At the conclusion of the presentation, the Forum held a group session where their thoughts and ideas were provided to officers for consideration for the future.

Resolved to RECOMMEND: (to Cabinet)

That the presentation be noted and the comments referred to Cabinet.

Background Documents:

None

Contact Officer:

Vishal Seegoolam, Senior Democratic Services Officer

Tel: 020 8424 1883

Email: vishal.seegoolam@harrow.gov.uk

REPORT FOR: CABINET

Date of Meeting:	10 December 2015
Subject:	Homes for Harrow: Building homes for private sale to cross subsidise affordable housing development
Key Decision:	Yes
Responsible Officer:	Lynne Pennington, Divisional Director of Housing
Portfolio Holder:	Councillor Glen Hearnden, Portfolio Holder for Housing
Exempt:	No, except for Appendix 1 which is exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended) in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) - contains commercially sensitive information
Decision subject to Call-in:	Yes
Wards affected:	Stanmore Park, Pinner South
Enclosures:	Appendix 1: Infill financial schedule (Part II – Exempt)

Section 1 – Summary and Recommendations

This report sets out proposals to build homes for private sale as part of the Homes for Harrow HRA infill development programme, the proceeds from

which will cross subsidise the development of affordable homes for rent and shared ownership in Harrow.

Recommendations:

Cabinet is requested to:

1. Recommend to Council to approve a new HRA capital budget totalling £3.5m to finance the development of homes for private sale, two of these homes will be in Masefield Avenue and the remainder on other sites identified in Appendix 1, the proceeds from which will be recycled to support the development of affordable homes included within the approved Homes for Harrow HRA infill development programme;
2. Approve the award of the contract to build two homes for private sale in Masefield Avenue to Company C (Indecon Building Ltd);
3. Delegate to the Divisional Director for Housing, following consultation with the Portfolio Holder for Housing, together with the Director of Finance, following consultation with the Portfolio Holder for Finance and Major Contracts, authority to accept tenders and enter into contract for any matters referred to in this report.

Reason: To maximise underused HRA assets to generate cross subsidy which will support building new affordable homes within mixed and balanced communities.

Section 2 – Report

2.1 Introductory paragraph

Cabinet approved increased funding for an HRA infill new build development programme in July 2014. The purpose of the programme is to build new affordable homes for rent and shared ownership to meet the needs of Harrow residents who are unable to afford to rent or buy on the open market. Welfare reforms and spiralling market rent and house prices are having a significant impact in Harrow with the number of families in Bed and Breakfast accommodation at unprecedented levels. This is anticipated to become an even bigger pressure following further announcements by the government in July 2015 and a Housing Bill being published in October 2015. It therefore continues to be a high priority for the council to increase the supply of affordable housing.

The proposal to build a small number of homes for private sale will assist with the delivery of affordable homes particularly for rent at a time of rising build prices as well as contributing to an overall increase in housing supply.

3. Options considered

The following options have been considered:

1. To obtain planning permission to build new homes for private sale on selected sites and then dispose of the sites
2. To obtain planning permission and build new homes for private sale.
3. To pursue a new build programme of homes for affordable rent or shared ownership but not for private sale.

Option 3 has been rejected as this does not provide any cross subsidy to assist with the development of new affordable homes for rent

4. Building Homes for Private Sale

- 4.1 Cabinet has approved a total budget of £8.5m funded from a combination of HRA capital receipts, S106 Affordable Housing monies and HRA borrowing awarded through a competitive bidding process to deliver an infill new council house building programme of 50 new affordable Homes, 40 for rent and 10 for shared ownership. An additional bid for HRA borrowing was subsequently successful which enabled the number of new affordable homes for rent to be increased to 80.
- 4.2 The building contract for the first new build rented homes in Phase 1 has now been let with planning applications for other sites either submitted or being progressed.
- 4.3 Build costs in July 2014 were estimated at a rate of £1,750 per sqm. This was increased from previous estimates to reflect increasing build costs. However build price inflation has continued on an upward trajectory since 2014 rising significantly faster than anticipated at the time the estimates were constructed. The cost of building on small infill sites has risen even faster as there are often more abnormal building costs which cannot be shared over a large number of units. They also reflect the huge amount of house building work going on in London and the South East which means contractors can pick and choose which schemes they work on with small sites being perceived as more difficult and therefore less attractive.
- 4.4 The July cabinet report also contained information about the opportunity that building some homes for private sale could bring in terms of cross subsidy for the affordable homes programme. Two sites were identified as potentially suitable for private sale - Masefield Avenue and Pinner Grove.
- 4.5 Planning permission was obtained for 3 sites in Stanmore, including one site specifically for 2 homes for private sale and tenders were sought for the building contract for each site. The range of tender prices for the 3 sites combined was between £2.95m and £2.58m. Excluding site specific abnormal costs the cost averages around £2,650 per sqm.
- 4.6 A revised build cost rate has been applied to the construction forecast to the first phase of the infill affordable homes and this increases total costs from the budgeted £8.5m to circa £10.2m as set out in Appendix 1. However, while construction prices have risen, so too have sales prices and updating these for the two sites at Pinner Grove and Masefield Avenue indicates an increase in sales revenue from circa £3,570,000 to

£4,820,000, an increase of £1,250,000 against a construction price increase of £1,100,000.

- 4.7 It is clear that building homes for sale is now critical to produce cross subsidy for the infill affordable homes programme alongside reviewing the procurement strategy going forward.
- 4.8 A desk top exercise has been carried out to look to at the options of either selling the site at Masefield Avenue that has planning for 2 detached 3-bed houses for private sale against the benefit of the council developing and selling them. The table below sets out the estimated capital receipt the council might receive if it sells the site with planning permission for private sale.

Sales Revenue	£1,300,000	Estimated sales price of £650,000 per home received after marketing and sales agents costs
Developers Profit 20%	£260,000	Standard rates of developer profit vary between 20% and 25%. 20% has been assumed as there is no planning risk.
Design & Build costs	£675,000	This is cheaper than the tenders received which include contractor profit. It has been assumed a small developer would build cheaper and take profit on sale
Financing Costs	£45,000	Assumed borrowing at 6%
Residual Land value	£300,000 - £320,000	This is the assumed amount that a developer might pay for the site with planning permission.

- 4.9 As set out in 4.5 above, tenders were sought and received for the Masefield Avenue site comprising two three bedroom detached homes for private sale, having been batched with 2 other nearby sites being developed for affordable rent. In total the three sites will deliver 8 new family houses.
- 4.10 An open tender was decided on as a quicker route and one that might attract more suitable suppliers. Consideration was given to use an

established Framework therefore selecting already qualified contractors. However this was ruled out on the basis that a supplier day was held in March 2015, specifically aimed at attracting a range of contractors including local and SME's to bid for potential work. A number of suppliers who took the time to attend expressed interest and therefore using a framework would potentially exclude a number of these suppliers. A single stage open tender was advertised via Due North, (The London Tender Portal) using Employers Requirements (Specification) prepared by our appointed consultants, Martin Arnold and planning drawings from PRP architects. The tender was evaluated 60% on cost and 40% on quality/technical.

- 4.11 The form of contract to be used is JCT Design & Build 2011 which enables Harrow to sign up to a fixed price contract and the design risk falls with the contractor.
- 4.12 Five supplier submissions were received.
- 4.13 Two suppliers submitted bids but did not pass the financial/technical evaluation and were not therefore considered. Supplier E withdrew due to other work commitments when asked to undertake a value engineering exercise. The following commercial prices were submitted.

Supplier	Price
Supplier B	£909,664
Supplier C	£812,249
Supplier E	£720,394

- 4.14 The following is the overall summary of the evaluation.

Section Title/Question	Supplier B	Supplier C
Total Technical Score (out of 40%)	26.67	30%
Total Commercial Score (out of 60%)	54.6%	60%
Grand Total out of (out of 100%)	81.27%	90%

It is therefore recommended that Supplier C is awarded the contract. Supplier C is Indecon Building Ltd and has experience in constructing social housing units which have ranged from single houses to schemes providing up to twenty eight units.

It is the opinion of the Director of Commercial, Contracts & Procurement that the selected provider (s) has demonstrated through their tender submission (s) the ability to deliver the service(s) tendered. The Director of Commercial, Contracts & Procurement is also assured that the process of selection was open, fair and transparent, therefore fully supports the recommendations to appoint Supplier C.

- 4.15 The 2014 existing use valuation for the 21 garages at Masefield Avenue Stanmore was £147,000. This valuation assumes that all garages are in a lettable condition and are managed in a manner to achieve optimum occupancy rates. At the present time not all of the garages are let as works are required to bring them up to a lettable standard.
- 4.16 The total cost of the development including professional fees, internal staff costs and notional land value is £1,007,000. Assuming the same sales receipts as set out in para 4.8, a surplus [profit] of £293,000 plus would be achievable. The residual value calculated in para 4.8 is estimated at £320,000 which would provide a net surplus, taking into account the existing land use value, of c£170,000. The surplus generated helps to mitigate the higher than anticipated build costs for the affordable rented homes. The risk of undertaking the development direct which is set out in the Risk Management implication section are considered to be manageable given the small scale of this first project for homes for private sale.

5. Staffing/workforce

There are no staffing or workforce issues associated with this proposal. Staffing costs are assumed within the professional fees analysis.

6. Performance Issues

All local authorities are expected to increase delivery of all housing types to meet the increasing demand for housing, especially in London. The London Plan sets an overall annual housing supply monitoring target for Harrow which is currently that a minimum of 350 new homes should be built each year. This will soon be increased to 593. This proposal will contribute to achievement of these targets and in particular to building new family homes.

7. Environmental Implications

This proposal will have a positive impact and contribute to the Council's Climate Change Strategy and Delivering Warmer Homes strategy as the new homes will achieve a minimum of the equivalent to Code Level 4 of the Sustainable Building Code (which has been replaced by higher requirement in Part L of building regulations). Other environmental improvements include- , where appropriate; solar thermal hot water systems, PV panels, rain water harvesting and water saving measures to meet the target for use of renewable resources and resulting reduction in CO2 emissions. There will be improved biodiversity as a result of increased tree planting and landscaped public open space, provision of Sustainable Urban Drainage Systems.

8. Risk Management Implications

Risk included on Directorate risk register? No – it will be added if the proposal is approved.

Separate risk register in place? Yes

A risk register is in place for the infill affordable homes programme.
The key risks and mitigations associated with this proposal are:

Risk	Mitigation
The cost of building the homes for private sale is higher than estimated Risk rating: D3	Tender prices have been sought on the basis of a fixed cost Design and Build contract.
Actual sales revenues are lower than anticipated Risk rating: D2	We will work with local agents and obtain professional advice on the best way to market the new homes to maximize sales values.
Properties do not sell within the anticipated marketing period Risk rating: D3	Commence marketing early to sell off plan and minimise the delay between completion and sale. Revert to market rent if sales cannot be achieved with the agreed timescales.

Legal Implications

S.2(1) of the Local Authorities (Land) Act 1963 provides that a local authority may, for the benefit or improvement of their area, erect any building and construct or carry out works on land.

S.9 of the Housing Act 1985 (“the Act”) provides that a local housing authority may provide housing accommodation by erecting houses on land acquired by them for the purposes of providing housing accommodation

S.32(1) of the Act gives local authorities power to dispose of in any manner land held by them for the purposes of providing housing accommodation provided the land is not subject to “Right to Buy” rights. Although this power is subject to consent by the relevant Secretary of State, the Secretary of State has issued a general consent: the General Housing Consents 2013. The Consents at paragraph A.3.1.1 provide that a local authority may dispose of land, which could include dwelling houses, houses and flats, for a consideration equal to its market value.

S.12 of the Local Government Act 2003 gives the Council the power to invest for any purpose relevant to its functions.

Harrow would be able to rely on the above provisions to invest to erect dwelling houses and dispose of them at market value

Section 9E of the Local Government Act 2000 allows delegation of the functions of the Cabinet to an officer of the Council.

New homes for private sale are required to have the benefit of a building warranty. The council’s specification for all new homes built under the infill

programme requires them to be covered by a reputable building warranty provider. There will be a contractual requirement for the Contractor to procure quotations for selection by the council for the building warranty suitable for the tenure being delivered from either - NHBC Buildmark and/or Buildmark Choice and/or Buildmark Connect depending on tenure and LABC New Homes Warranty.

Financial Implications

The total cost to build the proposed new homes for private sale on Masefield Avenue including professional fees, marketing costs is £860,000. These costs are to be funded by HRA capital resources excluding the use of 141 Right to Buy receipts which can only be used towards the cost of building additional affordable homes. Within the HRA financial regulations it is permissible to use the proposed capital resources for this purpose.

Essentially this is a temporary use of available capital resources which will be recycled on receipt of the sale proceeds. The net sales proceeds for Masefield Avenue are anticipated to return a surplus to the council in the region of £440,000 that will be used to cross subsidise the cost of building affordable housing for rent and sale on other infill development sites.

Appendix 1 compares the estimated costs for the Phase 1 infill programme reported in July 2014 against updated estimates based on the recent tender returns for the first schemes. The estimated cost for the development of 50 homes in the Phase 1 programme has now increased to £11.3m. However the inclusion of some homes for sale would provide anticipated sales receipts to offset a significant proportion of the increase in cost.

Appendix 1 identifies additional sites that would be suitable for development of housing for private sale for which a total capital budget, including the costs for Masefield Avenue would be c£3.5m. Approval is therefore sought for HRA capital budget of this amount to enable the development of these homes for private sale to be progressed.

Equalities implications / Public Sector Equality Duty

The Housing Strategy EQIA, completed in 2013, supported a key objective of the Housing Strategy to increase the supply of all types of housing in the borough. This proposal will also provide cross subsidy to support the provision of additional affordable housing which has been demonstrated to have an overall positive impact on a number of protected characteristics.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

This proposal positively supports the Council's vision for Harrow and the Council's priorities in the following ways:

- Making a difference for the vulnerable: supporting the infill development programme which will provide new build affordable homes for rent and sale for those who are most in need.
- Making a difference for communities: the proposal supports communities and contributes to Building a Better Harrow
- Making a difference for families: the proposal will provide family houses for sale and support building large family housing for affordable rent which is in extremely short supply.

Section 3 - Statutory Officer Clearance

Name: Dave Roberts	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 26 November 2015		
Name: Charles Ward	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 26 November 2015		

Ward Councillors notified:	YES
EqIA carried out:	NO
EqIA cleared by:	A specific EqIA is not needed because the proposal is in line with a key objective of the Housing Strategy which was approved following completion of a rigorous and robust EQIA process.

Section 4 - Contact Details and Background Papers

Contact: Alison Pegg, Head of Housing Regeneration, 020 8424 1933, alison.pegg@harrow.gov.uk

Background Papers:

<http://modern.gov:8080/documents/g62354/Public%20reports%20pack%20Thursday%202017-Jul-2014%2018.30%20Cabinet.pdf?T=10>

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

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REPORT FOR: CABINET

Date of Meeting:	10 December 2015
Subject:	Investment Property Strategy
Key Decision:	Yes
Responsible Officer:	Corporate Director of Resources and Commercial
Portfolio Holder:	Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts Councillor Keith Ferry, Portfolio Holder for Business, Planning and Regeneration
Exempt:	No
Decision subject to Call-in:	Yes, where the decision is not reserved to Council
Wards affected:	All
Enclosures:	Appendix I: Draft Investment Property Strategy Appendix II: Business Case Pro-forma

Section 1 – Summary and Recommendations

Summary:

This report invites Cabinet to consider proposals for the development of an investment property strategy and recommends the implementation of such a strategy with appropriate delegations.

Recommendations:

Cabinet is recommended to:

1. Approve the Investment Property Strategy as set out in in Appendix I
2. Authorise the Corporate Director – Resources and Commercial to establish the most appropriate method of holding the proposed portfolio.
3. Authorise the Corporate Director of Community, following consultation with the Portfolio Holders for Finance and Major Contracts and Business, Planning and Regeneration and the Director of Finance, to acquire an investment property portfolio at a total cost not to exceed £20m with no single purchase to exceed £5m
4. Recommend that Council approve an addition to the capital programme of £20m in order to proceed with the acquisition of the investment property portfolio
5. Recommend that Council agree to amend the treasury management Counterparty Policy in respect of investment in a property portfolio from an upper limit of £10m to £20m
6. Authorise the Corporate Director – Resources and Commercial to enter into an Inter Authority Agreement with Luton Borough Council for the provision of property investment advisory services.

Reason: To progress the Council's Investment Property Strategy in accordance with the requirements of the "Commercialisation Strategy 2015-2018."

Section 2 – Report

Introduction

1. The proposal made in this report is an important part of the Council's "Commercialisation Strategy" which, through producing additional income, will support the delivery of the Council priorities as follows:
 - Making a difference for the vulnerable
 - Making a difference for communities
 - Making a difference for local businesses
 - Making a difference for families

Options considered

2. In the development of the Council's "Commercialisation Strategy" many options for realising additional income were considered. In the preparation of this proposal various options have been considered as to the optimum construction of the portfolio and, as discussed in Appendix I, the strategy recommended is to seek higher yielding, good quality properties and good long term tenants.

Background

3. On 17 June 2015 Cabinet agreed the “Commercialisation Strategy 2015-18.” This Strategy is aligned to the “Corporate Plan 2015-2019” and the “Medium Term Financial Strategy 2015/16 to 2019/20.” The Strategy was reviewed in detail by Overview and Scrutiny Committee at their meeting on 16 September 2015.
4. Within the Strategy a number of options for realising additional income were considered and one of the twelve “Priority opportunities” included the following:

Opportunities for investing a portfolio of commercial property will also be explored as well as other potential investment opportunities such as energy generation.
5. At its meeting on 24 September 2015, after consideration by Governance Audit, Risk Management and Standards Committee on 22 July 2015, the Council agreed to expand its “Counterparty List” in which the Council could invest its cash balances to include “corporate bonds pooled funds, other non-standard investments and gilts.” The upper limit for such investments was set at £10m.
6. The proposal in this report is the first non-standard investment to be considered and it is recommended that at this stage an investment property portfolio be acquired at a cost not to exceed £20m. At its meeting on 25 February 2016 Council will be asked to increase the upper limit in respect of this investment to £20m.
7. The source of the Council’s current investment portfolio is historic being made up from surplus operational properties, transfers from the winding up of the Greater London Council and areas of land from previous infrastructure projects. It now totals around 50 properties with a value, as stated in the 2014-15 Statement of Accounts, of approximately £30m. All these properties provide income and/or development opportunities.
8. Whilst the portfolio is managed in an efficient manner it has not been constructed primarily with the aim of generating property investment income or capital. Additionally some of the Council’s land holdings are now being considered as part of the Council’s regeneration proposals. The annual income realised from these properties in 2014-15 was £0.8m

Proposal

9. A key part of the Council’s “Commercialisation Strategy” is to increase the proportion of its total income from commercial services.

10. It is therefore proposed to seek to manage the current income earning investment portfolio more actively and to further invest in property with the aim of generating returns in excess of those obtainable from the money markets within the current treasury management strategy. The objective will be to obtain a sustainable increase in General Fund revenue income whilst meeting capital receipts requirements.
11. Council officers are aware that Luton Borough Council have made substantial investments to develop a commercial property portfolio to the benefit of their General Fund. Through “peer support” work, funded by the Local Government Association, advice has been received from officers of Luton Borough Council.
12. The Luton portfolio is managed by a professionally qualified and experienced Investment Portfolio Manager (Mr Richard Morgan). He is a Member of the Royal Institution of Chartered Surveyors and has over 30 years relevant experience much of which has been as a property fund investment manager.
13. Over the two financial years since the commencement of their strategy the investments made by Luton have realised the following results:

New purchases in 2013/14 & 2014/15 (gross cost) (Properties x 5)	£19.9m
Rental income	£1,650,400p.a.
Income yield (gross before borrowing costs)	8.30%
Assumed borrowing costs:-	4.0% interest ; 2.5% MRP (capital repayment)
Net income	£359,182p.a. (1.8% on capital)

14. As a result of the discussions with Luton, attached as Appendix I is a draft Investment Property Strategy prepared in consultation with the Investment Portfolio Manager, Luton Borough Council. The draft strategy covers:
 - Background
 - Objective
 - Scope
 - Strategy
 - Yield
 - Sector spread
 - Locations
 - Target assets
 - Assessment of risks
15. Cabinet is recommended to adopt this as the basis for the Council’s Investment Property Strategy.

16. There are a number of ways in which the Council could deliver an investment property strategy whether in-house, via a property vehicle company or through arms length investment in a property fund. Generally speaking, indirect ownership through a property fund would incur annual charges payable to a fund manager of 0.5 -1.0% and rental returns are typically somewhat lower than the range of returns targeted under the proposed strategy.
17. Cabinet are recommended to delegate authority to the Corporate Director – Resources and Commercial to set up the most appropriate method of holding the portfolio.
18. The Council has in place a team which manages the current non-operational property portfolio and would, with the use of managing agents when necessary, be able to manage an increased portfolio. However, they do not have the expertise to actively acquire and sell investment properties.
19. It is not considered economically viable for the Council to employ additional specialist staffing resources to acquire and sell investment properties and a proposal has been received from Luton offering the services of Mr Morgan with appropriate administrative backup. These services can be supplied under Section 1 of the Local Government (Goods and Services) Act 1972. They would be provided as an Inter Authority Agreement under a contractual arrangement based on the Council's standard commercial services contract or consultancy contract. Cabinet are recommended to authorise the Corporate Director – Resources and Commercial to enter into an Inter Authority Agreement with Luton Borough Council for the provision of property investment advisory services. It is envisaged that the agreement will not exceed three years and will be priced on an hourly basis.
20. Luton Borough Council will provide advice and make recommendations as to investment opportunities, and support the acquisition process. However ultimate responsibility for deciding which investment properties meet the Council's criteria and responsibility for the management of both the existing portfolio and new purchases and sales will rest with the Corporate Director of Community following consultation with the two Portfolio Holders and the Director of Finance.

Staffing resources

21. The successful implementation of the proposal necessitates the availability of people with the necessary experience of operating in the property investment market in order to source suitable property assets for acquisition that match the criteria set under the adopted strategy.
22. As discussed in paragraph 18 above, the Council currently has in place a team which manages the current non-operational property portfolio and would, unless geographical location would limit its ability, be able

to manage a larger property portfolio to include the investment portfolio. However, the Council does not have the in house expertise to actively manage an investment portfolio in terms of market presence, acquisition, disposal, portfolio mix etc and it is proposed that, as discussed in paragraphs 19 and 20 above, investment advice will be provided by officers of Luton Borough Council.

Governance and delegations

23. When a property comes to the market to be bought or sold decision-making needs to fit in to the due diligence processes and timetables usually followed by private sector property owners. This will necessitate the delegation of some powers in order to make decisions within a commercial timeframe.
24. A typical timetable for the purchase of commercial property could be a two to three weeks marketing period, followed by a week for submission of offers and confirmation by the seller of the preferred buyer and preparation of Heads of Terms, followed by a 4-6 weeks' period for due diligence investigations by the buyer and the buyer's solicitor prior to exchange of binding unconditional contracts on the purchase. Completion would usually follow within a further four weeks.
25. It is therefore proposed that the following decision making process be agreed:
 - The maximum purchase commitment of the Council will not exceed £20m and no single purchase will exceed £5m
 - Each property being considered for purchase or sale would be reviewed by the Property Investment Manager (Luton Borough Council)
 - Business case, including all costs, recommending purchase or sale to be prepared by Property Investment Manager and presented to the Council.
 - Business case to be reviewed by officer group comprising the Corporate Director Community, Director of Resources, Director of Finance and Director of Legal & Governance Services and, following consultation with the Portfolio Holders for Finance and Major Contracts and Business, Planning and Regeneration , the Council's decision on the recommendation be conveyed to the Property Investment Manager.
 - When recommendation is accepted formal offer confirmed by Property Investment Manager; property placed under offer, solicitors instructed and due diligence carried out.
 - Property Investment Manager advises Harrow of results of due diligence and, if satisfactory, final approval for sale/purchase given by the Corporate Director of Community following consultation with the Portfolio Holders for Finance

and Major Contracts and Business, Planning and Regeneration and the Director of Finance.

- Property Investment Manager advised of decision and, if appropriate, contracts exchange.
- Cabinet will be advised of developments as part of their quarterly update on commercial activity.

Performance Issues

26. The success of the proposed Investment Property Strategy will have a direct impact on the Council's General Fund revenue income and therefore on priorities and outcomes.
27. The financial performance of the investment property portfolio and of each property within the portfolio will be measured and reported on an annual basis initially to an officer group and subsequently to Cabinet. Performance measurement will be based on external revaluations of the properties and net yield generated. Reports presented to Cabinet will include an analysis of performance with a view to making recommendations concerning sales or purchases and amendments to the adopted strategy to ensure that the main objectives continue to be achieved.
28. Suitable benchmarking can be set up so that the performance of the property portfolio may be measured against an appropriate peer group and against nationally reported indices of property investment performance.
29. Quarterly management reports will be provided for officers discussing any changes in the portfolio and movements in the property markets.

Environmental Implications

30. The matters considered in the report have no direct impact on the environment nor on the delivery of the Council's climate change strategy.

Risk Management Implications

31. As a new initiative, investment in and active management of an investment property portfolio represents a new risk for the Council and is not included in any of the Council's risk registers.
32. However, it is an activity where risks are well understood and they are discussed at some length in the attached Appendix I. In summary risks identified are:

- Economic and property market risks;
- Asset-specific risks – location, building quality, length of unexpired lease, financial strength of tenant, rental levels payable.
- Environmental and regulatory risks
- Reputational risks

33. A business case as detailed in Appendix II will be made for each purchase and sale and risks considered within the case.

Legal Implications

34. Local authorities have broadly drawn powers allowing them to invest and to borrow, in each case either for purposes relevant to the performance of any of their functions or generally for the prudent management of their financial affairs (s1 and s12 of the Local Government Act 2003). They may also acquire property by agreement located either inside or outside of their borough for the purposes of any of their functions, including their investment functions, or otherwise for the benefit, improvement or development of their area (s120 of the Local Government Act 1972). Lastly, they may also take any action (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions, which would again include their investment functions (s111 of the Local Government Act 1972).

35. The council will need to ensure that in exercising its investment and borrowing functions to expand its property portfolio, that any actions are reasonable and proportionate and for proper purposes consistent with the Council's prudential regime and its investment strategy. Investment decisions also need to be taken mindful at all times the council's fiduciary duties to ensure the sound management of the public finances.

36. Legal due diligence will be required on all property acquisitions, to include a review of title and ownership, and searches and enquiries of the vendor, in order to ascertain relevant liabilities and restrictions connected with the subject property. The results of the legal enquiries, and any associated risks, should be considered prior to any decision to enter into contract.

37. On any sale of an investment property the Council will be required to obtain best consideration in accordance with s123 of the Local Government Act 1972. Usually this will be achieved by placing the property onto the open market or otherwise, in respect of a sale agreed off market, demonstrating by way of professional valuation that it is achieving no less than market value for the property.

Financial Implications

Budget

38. The draft budget and MTFs is subject to a separate report on this agenda. The draft report includes proposed savings of £350,000 in both 2017/18 and 2018/19 as a result of investing in commercial properties (RES F04). It is proposed to allocate a sum of £20m to be available for the purchase of an Investment Property Portfolio which will be added to the capital budget and will be funded from borrowing. This £20m capital provision, if invested in accordance with the strategy, is estimated to achieve the proposed £350k MTFs income generation saving for 2017/18. To achieve an additional £350k in 2018/19, a further investment of a similar sum of capital will be required. This further investment will not be added to the capital programme unless the initial £20m investment is seen to achieve a sustainable revenue stream, a key purpose of the Investment Property Strategy.
39. The borrowing will be carried out in consultation with the Council's treasury management advisers at the most appropriate time.
40. It is likely that the source of funds will be the Public Works Loans Board where interest rates for periods of 25-50 years are currently in the range 3.25 – 3.37%. For illustrative purposes a rate of 3.5% is assumed. Any capital expenditure incurred by the Council necessitates a minimum revenue provision of (say) 2%.
41. When the total of £20m has been borrowed and expended the additional annual costs to the revenue budget will be £1.1m (5.5%).
42. The draft Investment Property Strategy states that a gross yield of 7.5% is required from an investment property to ensure an additional income stream for the authority after accounting for capital financing costs. For illustrative purposes it is estimated that revenue costs to cover payments to Luton Borough Council, internal staffing costs, legal, surveyor's and search fees and ongoing charges including building management and maintenance costs, rates and service liabilities will cost at least £0.05m per year. Therefore assuming a yield of 7.5% and a property portfolio of £20m the indicative income stream is detailed below:

	£'000
Capital financing costs (5.5%)	1,100
Revenue charges	50
Yield (7.5%)	(1,500)
Indicative annual income	(350)

Tax

43. If the properties are to be held directly by the Council then there should be no Corporation Tax or Capital Gains issues arising. If a separate trading company was to be established taxation issues could impact on financial returns significantly.
44. There will be various VAT implications which are currently being considered with LAVAT, the Council's VAT advisers, to ensure that optimum arrangements are put in place.
45. Stamp Duty Land Tax (SDLT) will be payable on purchases. For commercial properties this is currently calculated at a 4% rate on purchase prices of £500,000 or more and between 0% and 3% for lower value properties. However, reporting of net yields on purchase costs generally takes account of all purchase costs including SDLT.

Equalities implications / Public Sector Equality Duty

46. It is not considered that that there will be any adverse equalities impacts on persons with protected characteristics arising from the actions recommended in this report.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The Property Investment Strategy recommended should provide additional income to the General Fund revenue budget to assist in the Council's priorities as follows:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 30 November 2015		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 30 November 2015		

Ward Councillors notified:	NO, as it impacts on all wards
EqIA carried out:	NO
EqIA cleared by:	Recommendation concerns the purchase and sale of properties with no direct equalities implications.

Section 4 - Contact Details and Background Papers

Contact: Ian Talbot, Treasury and Pension Fund Manager,
0208 424 1450, ian.talbot@harrow.gov.uk

Background Papers: None

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

*[Call-in applies where the
decision is not reserved to
Council]*

Draft Investment Property Strategy

September 2015

Background

In the context of a decision by the Council, as part of its commercialisation strategy, to make investments in property in order to increase its revenue streams, this appendix sets out an appropriate strategy for acquiring properties and setting up and managing a portfolio. The strategy adopted should reflect a suitable balance between the risks inherent in the types of property to be acquired and the financial rewards obtainable from those investments, limiting such risks appropriately. In addition, the portfolio of properties being acquired should be diversified in order to spread risks via a balanced portfolio, such diversification principally being across geographical location and the use type of properties held.

The risks of investing in property may be mitigated through the acquisition of assets with secure, long income streams. This needs to be balanced against the requirement for a given level of income yield on capital invested in a careful and controlled manner, with specific analysis of risk criteria carried out in the 'due diligence' stage prior to the completion of each purchase.

Objective: to invest in commercial investment properties to provide income from commercial property rents with a minimum income return over the medium-term of 7.5% on capital invested, through a balanced strategy of acquisition, retention and management of good quality property investments. Long-term growth of capital values is also a primary objective.

The objective is specifically to acquire income-producing property in order to enhance Council revenue streams as opposed to making investments in potential development sites and development schemes within the Borough.

Scope: Initially £20m has been identified as available for investment.

Strategy: To be subject to a review of the Council's existing portfolio.

The strategy to be adopted should include restructuring and rebalancing of the existing portfolio to achieve a satisfactory spread of properties through the main use sub-sectors (Retail; Offices; Industrial/Warehouse); enhancing the portfolio income levels through disposal of lower-yielding assets and reinvestment in a properly risk-controlled manner in higher yielding properties without introducing unjustified increased risk into the portfolio.

Achieving a spread of risk across a greater number of assets and by acquiring properties across the range of different property asset classes, namely retail, leisure, office and industrial, is to be a fundamental objective of the proposed investment strategy.

The principle of being relatively risk-averse by limiting fresh investment to properties with minimum unexpired lease terms of five years at the date of acquisition, and with tenants of strong financial standing, will be adopted.

Minimum and maximum yield

Acquisitions of assets will be pursued at a target minimum yield of 7.5% and maximum yield of 10.0%. Assets producing initial yields in excess of 10.0% are likely to exhibit high risk characteristics, such as very short unexpired leases, or financially weak or insubstantial tenants, or obsolete buildings and are therefore to be avoided.

Sector spread

Many good quality property investments across the office and industrial sub-sectors will provide an income return of 7.0% or greater. In the retail sub-sector income returns for prime retail property, in which steady long-term returns can be assured, are lower than comparable office & industrial property. Typically retail income yields range between 5.0% and 7.0% at present for high quality in-town retail properties, whereas office income yields typically range from 5.5% in strong city centres up to 7.5% to 8.5% for reasonable quality offices in regional and sub-regional centres and industrial income yields range from 6.0% up to 7.0/7.5%, again for acceptable stock. Therefore it is likely that predominantly office and industrial/warehouse properties will be targeted for acquisition as the income yields for acceptable retail assets may be below the target minimum income return of 7.5% for fresh acquisitions.

Locations

Harrow would be the preferred location for fresh acquisitions of investment properties, so that reinvestment is retained within the local economy and any additional capital expenditure is made in the local area. However, there is a finite and limited supply of property within the local area, and of that supply only a small proportion may be available for purchase at any time.

A wider area should also be considered for fresh acquisitions and it is proposed that the geographical boundaries should extend to an area which can readily be covered by a single day's travel to ensure that management of properties in the portfolio is possible without extensive travel requirements. This area would include the southern half of the country, the Midlands and northern cities including Manchester, Leeds and Sheffield. Properties within three hours travelling distance would fall within the geographical selection criterion. Therefore the proposed area for potential investment would be the following regions; London; South-East; Eastern; East Midlands; West Midlands; South-West (but excluding Devon & Cornwall); Yorkshire/Humberside; parts of the southern section of the North-West including Manchester and Liverpool.

Target assets

The following assets will be sought;

1. Retail investments with the following characteristics;
 - Lot sizes between £1m and £5m
 - Good locations in town centres or in good out-of-town retail clusters/parks
 - Well let to sound tenants on leases with a minimum of five years unexpired terms
 - Income yield range from 7.0% to 8.0%

2. Office investments with the following characteristics;
 - Lot sizes between £1m and £5m
 - Modern specification, likely to be built since 1990
 - Good locations in commercially strong town/city centres or in good out-of-town business parks
 - Well let to sound tenants on leases with a minimum of five years unexpired terms
 - Multi-let properties to be considered with average unexpired lease terms of 3 years, subject to a spread of expiry dates
 - Income yield range from 7.0% to 9.0%

3. Industrial/Warehouse investments with the following characteristics;
 - Lot sizes between £1m and £5m
 - Modern specification with flexible standard layout, built since 1980
 - Good locations on major road routes and good access to motorways
 - Well let to sound tenants on leases with a minimum of five years unexpired terms
 - Multi-let properties to be considered with average unexpired lease terms of 3 years, subject to a spread of expiry dates
 - Income yield range from 7.0% to 10.0%

4. Leisure investments, such as public houses, restaurants and health & fitness centres with similar characteristics as above will also be sought.

5. Mixed-use investments would also be potentially suitable additions to the portfolio. These may include a mixture of commercial uses or a mixture of retail and office use. Again, similar characteristics as set out above for office investments will apply.

6. Residential investment – tends to be significantly more management intensive than the types of commercial property investment envisaged under this strategy and requires specialist residential management expertise, so is proposed to be excluded from the strategy under the proposals set out in this report.

Assessment of risks

A rigorous assessment of all risks is required in each case of fresh investment in order firstly to value each property and then to check its suitability for inclusion in the portfolio. The risks fall into two categories, firstly economic and property market risks in specific property market sub-sectors and locations and secondly asset-specific risks (as set out below). These can be measured and an assessment made of the likely future performance of the investment carried out based on the ranges of likely future rental growth of the property and also the projected disposal price or capital value at the end of the period over which the cash flow analysis is being measured. Financial returns are modelled over a medium-term horizon of say five years, based on proposed offer prices, to determine the acceptability of each investment, and can be compared against general market forecasts. Internal Rate of Return (IRR) calculations will be carried out to model the expected cash flows from each investment. The anticipated returns can be modelled on different bases to reflect the range of risks applicable in each case, to ensure that forecast returns properly reflect the measured risks. In this way a Business Case is put together to support each recommended property acquisition.

Asset-specific risks

Income and capital returns for property will depend principally on the following five main characteristics;

- Location of property
- Building specification quality
- Length of lease unexpired
- Financial strength of tenant(s)
- Rental levels payable relative to current open market rental values

Location – this is the single most important factor in considering any property investment. In the retail sector prime or good secondary locations in major regional or sub-regional shopping centres are likely to provide good long-term prospects, or alternatively prime locations in sub-regional or market towns.

Good quality locations for office properties in the region will include large towns close to the M25 motorway and regional and sub-regional centres such as Reading, Bristol, Birmingham, Leeds, Manchester, Milton Keynes, Cambridge and Nottingham and other substantial office centres

Industrial and warehouse property has a wider spectrum of acceptable locations with accessibility on good roads to the trunk road and motorway network being the key aspect.

Experienced knowledge will be required to ensure that good locations are selected where property will hold its value in the long term.

Building specification quality – In office property especially it is important to minimise the risk of obsolescence in building elements, notably mechanical and electrical plant. Modern, recently-built office and industrial property should be acquired to ensure longer-term income-production and awareness of the life-cycle of different building elements and costs of replacement is critical in assessing each property's merits. For town centre retail property

trends have been towards larger standard retail units being in strongest demand from retailers.

Length of lease unexpired – At present capital values are highest for long-term leased property and values tend to reduce significantly when unexpired lease terms fall below five years, as owners expect significant capital expenditure to be necessary when leases expire and tenants may not renew leases and continue to occupy. Fresh investments should be made ensuring that diminishing lease terms will not either adversely affect capital value or that significant capital expenditure and voids are experienced. A strategy to dispose of investments before unexpired lease terms reach terms of shorter than three years should be adopted.

Financial strength of tenant(s) – assessment will be required of each tenant of potential acquisitions through analysis of their published accounts and management accounts where necessary. Risk of tenant default in rent payment is the main issue but the relative strength of a tenant's financial standing also impacts upon capital value of property which is let to that tenant and careful analysis of financial strength is a key part of due diligence prior to purchase of investments.

Rental levels – following the banking crash in 2007/8 rental levels fell across most occupier markets, particularly in office and retail markets. As a result rents payable on leases that were granted before 2007 may be at levels which are higher than current rental values. Rents in some sub-sectors have recovered back to pre-2007 levels but care is required in all purchases to assess market rents local to each property to check whether rents payable under leases are above or below current levels, as this will impact on whether growth in rents in the future will be fully reflected in the specific property being analysed.

Environmental and regulatory risks

Risks such as flooding and energy performance are taken into account during the due diligence process on every property purchase.

Reputational risks

A policy on specific types of commercial tenant which may not be acceptable to the Council such as tobacco, gambling or alcohol-related companies could be adopted. Properties tenanted by such companies would not then be considered for purchase. However, this would not necessarily protect the Council in the event of a future transfer of any tenancy to a prohibited company.

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**LONDON BOROUGH OF HARROW
INVESTMENT PROPERTY STRATEGY
BUSINESS CASE FOR PROPERTY PURCHASE**

1. PROPERTY NAME AND ADDRESS

2. STRATEGY OBJECTIVE

3. COMPLIANCE WITH STRATEGY OBJECTIVE – NON-FINANCIAL

- **Sector and target assets**
- **Location**
- **Building specification**
- **Management and maintenance obligations**
- **Lease arrangements**
- **Quality of tenants**

**4. COMPLIANCE WITH STRATEGY OBJECTIVE – FINANCIAL
(Completion of Appendix with commentary as below)**

- **Purchase price**
- **Estimated exit value**
- **Building survey results**
- **Rental income**
- **Outgoings**

- **Estimated voids**
- **Cashflow**
- **Costs including stamp duty, legal fees, survey fees, letting costs**
- **Management and maintenance obligations**

5. LEGAL ISSUES (to include)

- **Review of title and ownership**
- **Liabilities and restrictions**

6. RISK ASSESSMENT

- **Economic and Property Market**
- **Asset-specific –eg location, building quality, length of lease, financial strength of tenant, rent payable**
- **Environmental and regulatory**
- **Reputational**

7. RECOMMENDATION

PROPERTY A

Internal Rate of Return on purchase

OPTIMISTIC SCENARIO

Purchase price: 4,400,000

Exit initial yield: 0.085

Year start date:

Exit value based on Yr10 net rental income; exit initial yield; sale costs @ 1.5% and purchaser's costs at 5.8%

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11
Purchase / Exit value	- 4,655,200										5,311,804
Net Rental income	384,969	393,765	431,262	431,262	431,262	419,536	444,071	471,325	483,545	484,965	
Void expenditure	- 16,000	-	-	-	-	- 9,003	- 27,500	-	- 25,000	-	
Cash flow	- 4,286,231	393,765	431,262	431,262	431,262	410,534	416,571	471,325	458,545	484,965	5,311,804
IRR	0.109										

CENTRAL SCENARIO

Purchase price: 4,400,000

Exit initial yield: 0.090

Year start date:

Exit value based on Yr10 net rental income; exit initial yield; sale costs @ 1.5% and purchaser's costs at 5.8%

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11
Purchase / Exit value	- 4,655,200										4,604,901
Net Rental income	384,969	381,370	427,112	429,612	429,612	414,186	423,646	408,776	437,956	445,156	
Void expenditure	- 23,000	-	-	-	-	- 12,504	- 33,500	- 37,000	- 30,000	-	
Cash flow	- 4,293,231	381,370	427,112	429,612	429,612	401,683	390,146	371,776	407,956	445,156	4,604,901
IRR	0.094										

PESSIMISTIC SCENARIO

Purchase price: 4,400,000

Exit initial yield: 0.100

Year start date:

Exit value based on Yr10 net rental income; exit initial yield; sale costs @ 1.5% and purchaser's costs at 5.8%

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11
Purchase / Exit value	- 4,655,200										4,239,811
Net Rental income	384,969	349,670	380,062	427,812	427,812	409,798	405,708	394,018	429,278	455,403	
Void expenditure	- 30,000	- 30,000	-	-	-	- 12,504	- 63,500	- 39,000	-	-	
Cash flow	- 4,300,231	319,670	380,062	427,812	427,812	397,295	342,208	355,018	429,278	455,403	4,239,811
IRR	0.083										

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APPENDIX 1

**MINIMUM REVENUE PROVISION IN RESPECT OF CAPITAL EXPENDITURE I
BEFORE 1 APRIL 2008**

	Balance at beginning of year using reducing balance method	4% Reducing balance MRP	Straight line MRP over 50 years
	£	£	£
2015/16	128,825,539	5,153,022	2,576,511
2016/17	123,672,517	4,946,901	2,576,511
2017/18	118,725,617	4,749,025	2,576,511
2018/19	113,976,592	4,559,064	2,576,511
2019/20	109,417,528	4,376,701	2,576,511
2020/21	105,040,827	4,201,633	2,576,511
2021/22	100,839,194	4,033,568	2,576,511
2022/23	96,805,626	3,872,225	2,576,511
2023/24	92,933,401	3,717,336	2,576,511
2024/25	89,216,065	3,568,643	2,576,511
2025/26	85,647,423	3,425,897	2,576,511
2026/27	82,221,526	3,288,861	2,576,511
2027/28	78,932,665	3,157,307	2,576,511
2028/29	75,775,358	3,031,014	2,576,511
2029/30	72,744,344	2,909,774	2,576,511
2030/31	69,834,570	2,793,383	2,576,511
2031/32	67,041,187	2,681,647	2,576,511
2032/33	64,359,540	2,574,382	2,576,511
2033/34	61,785,158	2,471,406	2,576,511
2034/35	59,313,752	2,372,550	2,576,511
2035/36	56,941,202	2,277,648	2,576,511
2036/37	54,663,554	2,186,542	2,576,511
2037/38	52,477,012	2,099,080	2,576,511
2038/39	50,377,931	2,015,117	2,576,511
2039/40	48,362,814	1,934,513	2,576,511
2040/41	46,428,301	1,857,132	2,576,511
2041/42	44,571,169	1,782,847	2,576,511
2042/43	42,788,322	1,711,533	2,576,511
2043/44	41,076,790	1,643,072	2,576,511
2044/45	39,433,718	1,577,349	2,576,511
2045/46	37,856,369	1,514,255	2,576,511
2046/47	36,342,115	1,453,685	2,576,511
2047/48	34,888,430	1,395,537	2,576,511
2048/49	33,492,893	1,339,716	2,576,511
2049/50	32,153,177	1,286,127	2,576,511
2050/51	30,867,050	1,234,682	2,576,511
2051/52	29,632,368	1,185,295	2,576,511
2052/53	28,447,073	1,137,883	2,576,511
2053/54	27,309,190	1,092,368	2,576,511
2054/55	26,216,823	1,048,673	2,576,511

2055/56	25,168,150	1,006,726	2,576,511
2056/57	24,161,424	966,457	2,576,511
2057/58	23,194,967	927,799	2,576,511
2058/59	22,267,168	890,687	2,576,511
2059/60	21,376,481	855,059	2,576,511
2060/61	20,521,422	820,857	2,576,511
2061/62	19,700,565	788,023	2,576,511
2062/63	18,912,543	756,502	2,576,511
2063/64	18,156,041	726,242	2,576,511
2064/65	17,429,799	697,192	2,576,511
2065/66	16,732,607		
TOTAL COVERED		112,092,932	128,825,539

INCURRED

Annual savings

	£
	2,576,511
	2,370,390
	2,172,514
	1,982,553
	1,800,190
	1,625,122
	1,457,057
	1,295,714
	1,140,825
	992,132
	849,386
	712,350
	580,796
	454,504
	333,263
	216,872
	105,137
-	2,129
-	105,104
-	203,961
-	298,863
-	389,969
-	477,430
-	561,394
-	641,998
-	719,379
-	793,664
-	864,978
-	933,439
-	999,162
-	1,062,256
-	1,122,826
-	1,180,974
-	1,236,795
-	1,290,384
-	1,341,829
-	1,391,216
-	1,438,628
-	1,484,143
-	1,527,838

- 1,569,785
- 1,610,054
- 1,648,712
- 1,685,824
- 1,721,452
- 1,755,654
- 1,788,488
- 1,820,009
- 1,850,269
- 1,879,319

REPORT FOR: CABINET

Date of Meeting:	10 December 2015
Subject:	Minimum Revenue Provision Policy Statement - Revision
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance
Portfolio Holder:	Councillor Sachin Shah, Portfolio Holder for Finance and Major Contracts
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Appendix 1 – Minimum Revenue Provision (Before 01/04/08)

Section 1 – Summary and Recommendation

Summary

This report sets out proposals for the revision of the Minimum Revenue Provision Policy in respect of capital expenditure incurred before 1 April 2008 and requests that Cabinet recommends the revision to Council.

Recommendation:

Cabinet is requested to recommend to Council that, in respect of capital expenditure incurred before 1 April 2008, the Minimum Revenue Provision Policy be revised to read:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the Minimum Revenue Provision Policy will be the equal annual reduction of 2% of the outstanding debt at 1 April 2015 for the subsequent 50 years.

Reason: (For recommendation)

Reason: To make the Council's Minimum Revenue Provision Policy more prudent and to create further capacity in the General Fund.

Section 2 – Report

Introduction

1. The proposal made in this report will make a significant contribution towards the delivery of the Council identified priorities as follows:
 - Making a difference for the vulnerable
 - Making a difference for communities
 - Making a difference for local businesses
 - Making a difference for families

Options considered

2. In the preparation of this proposal the only alternative option available is not to proceed which is not considered appropriate.

Background

3. Capital expenditure is generally defined as expenditure on assets that have a life expectancy of more than one year e.g. land, buildings, vehicles, machinery etc. The accounting approach is to spread the costs of acquisition over the period during which such assets are used to provide services. The mechanism for spreading these costs is through an annual Minimum Revenue Provision (MRP). The MRP is the means by which capital expenditure which is financed by borrowing or credit arrangements is funded by the revenue account over its useful life.
4. The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 require the Council to determine for the current financial year an amount of minimum revenue provision which it

considers to be prudent. This involves allowing the debt to be repaid over a period reasonably commensurate with that over which the capital expenditure provides benefit.

5. On 26 February 2015, within a report entitled “Treasury Management Strategy Statement, Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2015-16” the Council confirmed the existing Minimum Revenue Provision Policy as follows:

- *For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be the 'Regulatory Method' (option 1) outlined in CLG guidance on MRP. This option provides for an approximate 4% reduction in the borrowing need (CFR) each year.*
- *For all capital expenditure financed from unsupported (prudential) borrowing (including PFI and finance leases), MRP will be based upon an asset life method in accordance with Option 3 of the guidance.*
- *In some cases where a scheme is financed by prudential borrowing it may be appropriate to vary the profile of the MRP charge to reflect the future income streams associated with the asset, whilst retaining the principle that the full amount of borrowing will be charged as MRP over the asset's estimated useful life.*
- *A voluntary MRP may be made from either revenue or voluntarily set aside capital receipts.*
- *Estimated life periods and amortisation methodologies will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.*
- *Freehold land cannot properly have a life attributed to it, so for the purposes of Asset Life method it will be treated as equal to a maximum of 50 years. But if there is a structure on the land which the authority considers to have a life longer than 50 years, that same life estimate will be used for the land.*
- *As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.*
- *Repayments included in annual PFI or finance leases are applied as MRP.*
- *Where borrowing is undertaken for the construction of new assets, MRP will only become chargeable once such assets are completed and operational.*
- *Under Treasury management best practice the Council may decide to defer borrowing up to the capital financing requirement (CFR) and use*

internal resources instead. Where internal borrowing has been used, the amount chargeable as MRP may be adjusted to reflect the deferral of actual borrowing.

6. Under this Policy the total charge to the General Fund budget in 2015-16, excluding PFI and finance leases is expected to be approximately £12.8m of which a significant element (£5.2m) is in relation to debt incurred prior to 1 April 2008 calculated in accordance with the first "bullet" point in paragraph 5.

Proposal

7. Officers regularly review all treasury management practices and, in relation to the debt incurred prior to 1 April 2008, have identified an opportunity to make the Council's provision more prudent. This will also make capacity in the General Fund in the current year of approximately £2.6m and with substantial but reducing capacity for the following 16 years.
8. The Council currently has outstanding debt on expenditure incurred prior to 1 April 2008 of £129m hence, based on current policy ie 4% per year on a reducing balance, the charge in 2015-16 is £5.2m. The outstanding debt gradually reduces over time but the methodology is such that it will never be fully provided for.
9. Whilst the current policy is one of the options set out in Government guidance, the guidance makes clear that it is not mandatory for local authorities to follow one of its suggested options. It is for the Council to determine its own methodology as long as it is prudent for local circumstances.
10. Whilst it has never been possible to allocate the Council's outstanding debt to specific assets it is likely that most of the pre-1 April 2008 debt has arisen from expenditure on land and buildings most of which, even today, are likely to have an outstanding life of at least 50 years.
11. Officers have reviewed the methodology and concluded that charging for the pre-1 April 2008 debt by the use of 2% straight line method, whereby the debt would be divided into 50 with an equal charge made in each year over the next 50 years, would be beneficial. It would have the dual benefits of ensuring that the whole debt was covered within a reasonable timescale and that capacity would be realised over the first 17 years. The exact profile of provision under the current and proposed methodologies is shown in Appendix 1
12. It is therefore recommended that in respect of capital expenditure incurred before 1 April 2008, Cabinet recommends to the Council that the Minimum Revenue Provision Policy be revised to read:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be the equal annual reduction of 2% of the outstanding debt at 1 April 2015 for the subsequent 50 years

Staffing resources

13. This proposal has no direct effect on staffing resources.

Governance and delegations

14. This proposal has no effect on governance and delegations.

Performance Issues

15. There are no performance issues arising from this report.

Environmental Implications

16. There are no environmental implications arising from this report.

Risk Management Implications

17. The identification, monitoring and control of risk are central to the achievement of treasury management objectives. Potential risks are included in the Directorate risk register and are identified, mitigated and monitored in accordance with treasury management practice notes.

Legal Implications

18. Legal comments are included within the report.

Financial Implications

19. Appendix 1 shows that using the proposed methodology with equal repayment instalments of £2.6m per year for 50 years the total debt will be fully covered by 2064-65 whilst under the existing methodology at that date £16.7m will remain outstanding. Capacity over the next 17 years will range from £2.6m in 2015-16 to £0.1m in 2031-32. After 2031-32 costs will gradually increase but using net present value calculations (with a discount rate of 3% as included in Treasury guidance) the maximum increase in 2064-65 will equate to £0.4m. A prudent approach would be to start setting aside the capacity after it reached below £1m (2024/25) to create a provision to support the position from 2032/33.

Equalities implications / Public Sector Equality Duty

20. Officers have considered possible equalities implications and consider that there is no adverse equalities impact.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

21. This report recommends a policy change which will assist in the delivery of the Council's vision and corporate priorities as follows:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 26 November 2015		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 30 November 2015		

Ward Councillors notified:	NO, as it impacts on all wards
EqIA carried out:	NO
EqIA cleared by:	Recommendation concerns the changes in the MRP policy with no direct equalities implications.

Section 4 - Contact Details and Background Papers

Contact: Ian Talbot, Treasury and Pension Fund Manager, 0208 424 1450, ian.talbot@harrow.gov.uk

Background Papers: None

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

*[Call-in does not apply as the
decision is reserved to Council]*

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