

Council (Council Tax)

Thursday 23 February 2017

CONFIRMATION OF CABINET AND COMMITTEE RECOMMENDATIONS AND RELEVANT ORIGINATING BACKGROUND PAPERS

ITEM ON SUMMONS	CABINET / COMMITTEE RECOMMENDATION	ORIGINATING REPORT
------------------------	---	---------------------------

Recommendation Cabinet
l:
(16 February
2017)

7.	CORPORATE PLAN	Report of the Corporate Director, Resources and Commercial (Pages 3 - 54)
----	----------------	---

Recommendation Cabinet
l:
(16 February
2017)

8.	FINAL REVENUE BUDGET 2017/18 AND MEDIUM TERM FINANCIAL STRATEGY 2017/18 - 2019/20.	Report of Director of Finance (Pages 55 - 1026)
----	--	---

Recommendation Cabinet
I:
(16 February
2017)

9. TREASURY MANAGEMENT STRATEGY STATEMENT INCLUDING PRUDENTIAL INDICATORS, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR 2017/18
- Report of Director of Finance
(Pages 1027 - 1074)
-

Recommendation Cabinet
I:
(16 February
2017)

10. FINAL CAPITAL PROGRAMME 2017/18 TO 2019/20
- Report of Director of Finance
(Pages 1075 - 1100)
-

Recommendation Cabinet
I:
(16 February
2017)

11. HOUSING REVENUE ACCOUNT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2017/18 TO 2019/20
- Joint Report of Director of Finance and Corporate Director, Community
(Pages 1101 - 1124)
-

Recommendation Licensing and
I: General Purposes
Committee
(25 January
2017)

12. REVISED STATEMENT OF LICENSING POLICY UNDER THE LICENSING ACT 2003
- Report of Corporate Director, Community
(Pages 1125 - 1174)
-



REPORT FOR: CABINET

Date of Meeting:	16 February 2017
Subject:	Corporate Plan
Key Decision:	Yes
Responsible Officer:	Tom Whiting, Corporate Director of Resources and Commercial
Portfolio Holder:	Councillor Sachin Shah, Leader of the Council and Portfolio Holder for Strategy, Partnerships and Devolution Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Corporate Plan 2017 refresh

Section 1 – Summary and Recommendations

This report sets out the annual update of 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 and the progress that has been made against these

in the past 12 months. Together with the Final Revenue Budget 2017-18, they outline what the Council intends to do and how those actions and services will be funded.

The Plan will be being considered at Overview and Scrutiny Committee on the 14th February 2017.

Recommendations:

Cabinet is requested to:

1. Note the annual update to the three year Corporate Plan (Harrow Ambition Plan)
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: To update the Council's Policy Framework and set out the Council's direction of travel for the next two years.

Section 2 – Report

Introductory paragraph

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 two years and against which the Council is happy to be judged. Together with the Final Revenue Budget 2017-18, it outlines what the Council intends to do, how those actions and services will be funded and the progress we are making towards achieving them. The funding detail is set out in the budget reports.

Options considered

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

Background

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, between now and 2020, is to Build a Better Harrow, Protect the Most Vulnerable and Be More Business Like.

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, and sets out the projects, initiatives and targets we aspire to achieve and an update on progress towards achieving these; 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.

Where necessary, further consultation will be undertaken with residents and communities to shape the delivery of the proposals within the Corporate Plan, in keeping with the ambition of the Administration to consult and engage.

Risk Management Implications

Risk included on Directorate risk register? Yes
Separate risk register in place? Yes

Risks identified as barriers to the achievement of corporate priorities in the Corporate Plan and are captured in the corporate risk register and also in supporting directorate risk registers.

The Corporate Risk Register is reported to CSB, the Portfolio-Holder and GARMS quarterly. The Risk Strategy (which includes Risk Appetite Statement) is reported to CSB/GARMS/PH/Leader/Cabinet annually or as and when updated.

Risks identified as part of individual programmes and projects referenced with the Corporate Plan will have their own specific risk assessments.

Legal Implications

Approving the Council's policy framework is reserved to full council. The Corporate Plan will therefore be considered on 23rd February 2017.

Financial Implications

The financial implications of the Corporate Plan are set out in the Final Revenue Budget 2017-18. The Corporate Plan incorporates those key activities that the Administration wish to be delivered between now and 2019 within the current spending envelope.

Equalities implications / Public Sector Equality Duty

Where activities are proposals and final business cases are still being developed, EQIAs will be developed to support these.

Council Priorities

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

Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 20 January 2017		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 23 January 2017		

Ward Councillors notified:	YES, as it impacts on all Wards
EqIA carried out:	NO
EqIA cleared by:	There is no change in vision or priorities contained within the Corporate Plan

Section 4 - Contact Details and Background Papers

Contact: Rachel Gapp, Head of Policy 0208 416 8774

Background Papers: [Q2 Strategic Performance Report](#)

Call-In Waived by the Chair of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in does not apply as the decision is reserved to Council]</i>
---	---

Harrow Ambition 2020

**Working Together to
Make a Difference for
Harrow**

2017 Refresh

Leader's Introduction

This is my first corporate plan as Leader of Harrow Council. I have been a Councillor since 2010 and as a Harrow boy, born and bred, I am honoured to represent the borough that I love. I am determined to do everything I can to make our borough the best it can be.

Despite large cuts in the council's budget, our first priority must always be the wellbeing of our residents. That's why we are making it one of Harrow's top priorities to deal with inequality across the borough. It is completely unacceptable that your life might be up to 10 years shorter if you live in the poorer parts of Harrow compared to the richer parts. Dealing with this problem will not be something that we can do in a year or even 5 years, but will take generations. But I don't believe we can leave this problem any longer and I want 2017 to be the year when we take the first step.

Harrow Council has an ambitious regeneration programme and I'm pleased we're making good progress on 'Building a Better Harrow'. I'm determined that all our residents feel the benefits of this regeneration. As a council we recognise that those that live near regeneration sites face disruption as they see their area change. As well as recognising this we want to do more for these residents to ensure we're spreading the benefits of this regeneration. I want to use some of the proceeds of our regeneration to make sure that no one loses out.

The Council has sometimes spent a lot of time thinking about big strategic decisions but not enough time thinking about the things that matter most to Harrow residents, issues such as street lights, bins, pot holes and clean streets. This year we will focus on 'little big things' – these issues that might seem small to the council but are big issues for Harrow residents. Enforcement must be central to this. We are already fining people for dropping litter and prosecuting those that we catch fly tipping. But we will do more to make sure that those that make Harrow dirty are not only found but made to pay for the cost of cleaning up after them. Where we find them we will fine them. Across our borough most landlords are doing a great job, but there are some that are not fulfilling their duties. Where this happens there is often an extra strain on the local area. A landlord that overcrowds a house leads to more cars fighting for the same number of parking spaces and more rubbish which may get fly tipped. By stepping up our enforcement we can deal with this.

I know that sometimes Harrow Council's policies can seem ridged and unresponsive. I recognise that sometimes exceptions need to be made. Over the next year we will be looking at council policies to make them more responsive to the needs of Harrow residents. If changes need to be made we will make them.

Last year we invited in a voluntary peer review where councillors and staff from other councils came in to review how we are doing. I was very pleased that they said Harrow is a 'good Council' with the potential to become great. Harrow Council is only getting through this difficult time through the extraordinary initiative, energy and resilience of its talented staff members, whom I value hugely. Only together we can strive to take Harrow Council from being a good council to being a great one.

Cllr Sachin Shah

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.

We will make sure that all Harrow residents feel the benefits of regeneration. We know that for residents living near a regeneration site there can be extra disruption during the building works and as more people come into the areas there is greater competition for space, greater demand for resources such as parking and more rubbish is created. As a council we will do more to recognise it and will do more to help. This means that for local areas around a regeneration site, we will look at ways to use the money we will receive from the regeneration scheme. We will talk to residents about what improvements they want to see in their area and do what we can to help. That could mean helping with parking places, it could be dealing with an unsightly alley way or it could mean extra money to make the local high street more attractive. This will be locally led wherever possible.

Making Harrow a great place to live also means focusing on the small things that make a big difference to people's lives. This can be the streetlight outside their house or the potholes in their road. We will also step up our enforcement of issues such as fly tipping, planning and landlords that don't play by the rules.

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 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 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. Harrow is already a destination for good food and people travel here to visit our restaurants. We want to build on that by promoting our restaurants and cafes as well as attracting new establishments into the borough that our residents can enjoy. We also want to focus on bringing up standards across all restaurants and to promote healthy food to make Harrow a healthier borough.

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.

Finally, 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 *Building 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 focussed on 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 children and families to solve problems before they get worse 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**

In Harrow you can live up to 10 years longer if you live in the richest parts of the borough compared to the poorest. This means some of the most vulnerable people in Harrow are disadvantaged twice. Having to live in poverty during their life and living for a shorter period of time. We will start work on dealing with this problem, carrying out research to make sure that we tackle the right issues at the right time.

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 people to be able to look after themselves, and reduce their need for repeated professional interventions. 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 develop a new relationship with our voluntary and community sector, so they are able to continue 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 and regeneration.

Our Budget:

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

Net Controllable Revenue Budget	Budget 2017/18	Description of service
	£000	
Resources & Commercial		
Council contribution to freedom passes scheme	10,303	Every resident should have their independence. This funding allows our older residents and those with a disability to have access to the independence and better quality of life that free travel across Harrow and London can ensure.

The Council's call centre, main reception and website administration costs	3,925	Residents want to contact the authority in a number of different ways. This funding support those channels of communication, so that residents can contact the council in the way that is most convenient for them, whether it is online or over the phone. We want to ensure that we are accessible to residents, especially those most vulnerable and who do not have access to the Internet, offering a timely response.
Support for residents revenue and benefit claims	2,787	This funding provides assistance to those residents in need with benefit claims, helping them access the support they need and offering a timely response.
Resources	21,030	Providing good frontline services relies on strong back office functions, including Legal, HR, procurement and IT support. This budget ensures a high quality support function for the Council.
Community		
Keeping Harrow clean & green	15,247	The council undertakes street cleaning, collection of refuse, recycling, food and garden waste to all residential properties within the borough, including collecting and preventing fly-tipping, managing and maintaining parks, 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. The council is determined to make Harrow clean again- which means sweeping streets every week; picking up your bins on time; and finding and fining those who blight our borough with litter and fly-tips. We are renewing our street lighting to more effective and cheaper lighting, monitoring and maintaining all the road surfaces in the Borough and taking the initiative to reduce road accidents.
Promoting culture in the Borough	1,778	Libraries and cultural facilities are important to us and our residents and they form an essential part of our plan to build a better Harrow. This money maintains our well used and popular libraries, as well as other cultural facilities in the Borough.
Housing General Fund	4,361	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 and Public Health Services		
Support for people with a disability and older people.	47,488	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 & Public Health	9,825	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. Public Health grants support statutory duties such as NHS Health Checks and Sexual Health and also non statutory work such as drug misuse prevention.
Children's Services		

Children & Young People's Services	23,064	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. We want our youngest and most vulnerable children to have access to key services that will help reduce child poverty and give them the best start in life. This also includes adoption and fostering services.
Education Services	6,235	The Council is very proud of its schools and the quality of education provided in the borough as we remain one of the top boroughs in the country in terms of education results. The School Expansion Programme is on track to deliver sufficient school places for children in 2017/2018, with contractors working on three major projects. We are keen on offering the appropriate support services for vulnerable children, such as education services for children in care or with special educational needs.
Regeneration		
Economic Development & Research	594	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. We want our local businesses to be successful and able to reach their full potential with access to more commercial workspaces and the ability to employ local people in the many jobs they are able to create. It is this team that is one of the reasons we were awarded the best small business friendly Borough in London.
Planning Services	223	This is money spent processing planning applications and enforcing planning standards across the Borough.
Total Service Budgets	146,860	

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

Our Achievements in Difficult Circumstances

Despite the difficult financial situation we find ourselves in, we continue to provide many vital services to residents and address some of the key challenges we have faced during the year. This is a summary of what we have achieved so far in 2016/17.

Build a Better Harrow

Regeneration

The Council is committed to everyone being able to benefit from the regeneration of Harrow which aims to create a thriving, modern, inclusive and vibrant borough. In 2016 the regeneration programme got underway. Design work has started and architects appointed for Poets Corner (formerly Station Road Quarter), Byron Quarter (Leisure Centre and neighbouring sites) and the new Civic Centre in Wealdstone. A further round of community and stakeholder engagement was launched in November 2016 and attracted 200 participants. Design Architects have been selected for the creation of a new public square in Wealdstone and a successful bid has been made to the Government's Heat Networks Delivery Unit to fund a £125,000 feasibility study into a possible district heating network to serve the main regeneration sites in Harrow and Wealdstone, building on the Energy Masterplan completed last year. The 125th young person has also been supported into work in this financial year.

With regards to housebuilding, the revised version of the pilot Private Rented Sector (Build to Rent) scheme at Haslam House, Honeypot Lane, has received planning approval and work has started. Progress is being made in design and engagement on the next two private rented sector (PRS) schemes; at Vaughan Road, in Harrow town centre, and Waxwell Lane, Pinner. The new council house programme is progressing well with planning permission received for 51 new homes. We have also progressed the regeneration of the Grange Farm estate with residents and submitted a planning application. In 2016/17 we expect to see over 800 new homes delivered across the Borough.

We also undertook the largest council house improvement programme in recent years, delivering £9m of work including: 250 boilers, 500 bathrooms, 250 kitchens, upgraded door entry systems to 260 homes, fire safety works to nine sheltered schemes, eco works to nine homes and doors/ windows in 200 homes. These contracts also delivered social value in terms of 17 apprenticeships, 18 work placements, use of local Harrow businesses / employees and sponsorship of community events.

In terms of arts, leisure and cultural provision, in the first three months since re-opening on 2 April 2016, the redesigned and refurbished Stanmore Library has seen the number of new members increase by 48% and visits by 5%. The restoration of the Great Barn has been completed and the venue is available for hire for events including weddings. Harrow Arts Centre is due to transfer to Cultura London in March 2017.

Harrow is very proud of our schools and the quality of education provided in the borough as we remain one of the top boroughs in the country for education results. The School Expansion Programme is on track to deliver sufficient school places for

children in 2017/18, with contractors working on three major projects. Welldon Infants' school was completed in October 2016. Harrow Council schools continue to do well against the new national measures for 2016 relating to the Early Years Foundation Stage and Key Stages 2 and 4 and further positive news on the new progress measures is expected in forthcoming results. One of our two remaining schools previously judged by Ofsted as 'requires improvement' has been assessed as 'good' on re-inspection.

Environment

We want Harrow to be an attractive place to live, work and invest in and our environment to be cleaner, safer and more accessible. So this year we have focussed on the introduction of weekly street cleaning, on the spot fines and a renewed focus on fly-tipping as we set out to make Harrow clean again.

Weekly street cleaning in residential streets was introduced in September 2016 and rolled out across the borough. There are 4 wards to go and these will be completed by February 2017. We are meeting our target of removing fly tips within one working day of their being reported.

To help attract more users to our parks, we have let contracts for building works to provide cafes in three parks, installed green gyms and Green Flag status has been retained in five parks.

Our waste services empty over nine million bins in the course of a year. Currently 38% of Harrow's household waste is recycled and composted and we are proactively driving up recycling rates. Harrow's new garden waste scheme, with over 28,000 residents signed up over the last year, is the largest in London. Greenhouse gases from the council's operations have reduced by 6.4%.

We have a full 'Days of Action' programme to tackle all issues identified in an area where Harrow Council works together in partnership with local services including Police, Fire Brigade, DVLA and Trading Standards. Through our Safer Harrow partnership we are working with the Police and other organisations to stem the increase in violent activity by young people. There has been an increase in such activity during 2016, and we know this has an impact upon residents' perception of safety. However, Harrow remains one of the safest boroughs in London, and we will continue to prioritise the safety of all our residents.

Community engagement & volunteering

We want residents to be able to play a greater role in their communities. We are working with our residents to increase volunteering activity through the established Community Champion network and expanded Parks Volunteer programme. This year local residents have been supported to set up 6 new park user groups, new volunteer clean-up crews and river watchers for Rayners Mead. The Queensbury Park user group had their first public meeting in May 2016.

Building on successful pilots of the MyHarrow Fund, a new Crowdfunding partner has been selected, and we will be launching this in March 2017 along with support for our local voluntary and community sector to maximise the opportunity to raise more money locally for important community outcomes, giving local people more choice on where their money can make a difference for Harrow. We are also working with the voluntary and community sector on a new volunteering project 'V4Change',

where they were able to bring in significant sums of money from the Big Lottery to support better outcomes in Harrow.

A very successful 'I am Team GB' post Olympics event was held on 27 August 2016 at Harrow Leisure Centre, attended by over 600 people and in the finals of the London Youth Games at the beginning of July 2016, Harrow finished 19th out of 33 London Boroughs, only our second time in the top twenty.

Be More Business-like and Business Friendly

What we are doing for businesses

We are a council that understands the needs of local businesses and supports them to grow and be successful. We are very pleased that the council's business support events continue to be well attended and highly valued. 2016 saw the first birthday of the Harrow Business to Business Mentoring project, the Accelerate your Growth Workshop and a networking breakfast sponsored by Nat West Bank. Our Pop-Up Shop in Rayners Lane provided the Young Harrow Foundation space for training, networking and mentoring sessions for small Harrow based charities. The Meanwhile Space Project has secured new premises in Wealdstone, which will be used to provide "Step Up" space to local entrepreneurs that have benefited from the "Start Here" space.

Commercialisation and shared services

In 2016 we have accelerated our commercialisation agenda with a range of new services for residents and businesses.

The new HR Shared Service with Bucks County Council went live in August and the new shared management structure is in place. The shared procurement service with Brent and Brent Housing has also gone live and work is being undertaken for Haringey Council. Work to expand the Legal Practice has continued and Bucks County Council decided to join HB Public Law (HBPL) in the summer. HBPL now covers the legal work of five councils: Harrow, Barnet, Hounslow, Aylesbury Vale District Council and Buckinghamshire County Council.

Harrow Council and IBM signed a partnership contract for Project Infinity, the adult social care product, in August 2016. The project has generated much interest from a range of bodies which is all very positive and meant Harrow was included as one of the case studies in the LGA report written by the Institute of Public Care on Transforming social care through the use of information and technology. Project Infinity has also been shortlisted in the 'Innovation' category by the Local Government Chronicle (LGC) awards panel 2017. Separate discussions with IBM have moved forward the MyCommunity ePurse, OurCommunity ePurse and TotalCommunity ePurse products with a view to launch these in September 2017.

Project Phoenix is also pressing forward, with seven new commercial ventures approved. Highlights include the launch of the Harrow & Brent transport hub, the Training Academy – Centre of Excellence, and the commercial food waste service. Trade waste and gardening services are expanding and greater utilisation of our assets has seen Council buildings used for major film locations and commercial events offered in our parks. The garden waste service was launched in April 2016 and has gained around 28,000 subscribers, this has the most successful take-up amongst our cohort of neighbouring Boroughs.

Shared Lives, which is looking for ordinary members of the public to do the extraordinary and share their lives with a vulnerable adult, is making good progress in expanding its offer to include Barnet Council referrals. Eight self-employed carers who live in Barnet are now in place to start taking on referrals.

Wiseworks has expanded its income generation through new printing contracts, garden maintenance services and maintenance of community notice boards and is developing a hiring policy to enable other groups to use its facilities.

The 2016 peer review concluded that Harrow was a 'good council with committed and passionate staff who have enthusiastically embraced the authority's commercialisation objectives.' It also recognised that the Council has made great strides in strengthening its financial base since 2006. The report also made a number of recommendations for where we could continue to improve and we will be looking at these and how we can take them forward.

Customer service

The experience residents have when they contact the council is very important to us. Customer Service performance has been up and down over last year. High call volumes were seen with the introduction of the Green Garden Waste service. Customer Service issues began to impact on customer satisfaction levels. So in 2016 we have invested in additional phone line support for residents calling up the Council so we can deal with their issues as soon as possible.

Call volumes have now started to drop and we are back to providing a good service. We also continue to make more services available online, making it easier for residents to contact or transact with the council at a time that suits them. 85% of Council transactions are now self-serve and by December 2016 there were over 90,000 My Harrow Accounts open, producing nearly 35,000 MyHarrow logins per month. Calls answered by self-service stand at 45% and MyHarrow and Web Form Users satisfied are 90% and 91% respectively against a target of 90%.

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 children, young people and their parents can thrive. We are on track to work with over 400 vulnerable families as part of the Together with Families programme. An integrated disabilities team has been established and is working towards a seamless service for children, young people and adults and good progress is being achieved in recruiting to front line Children's social work posts to deal with the highest numbers of children in care and with child protection plans in at least 12 years.

Watkins House, an extra care/supported living housing scheme in Harrow, has achieved formal registration from the Care Quality Commission.

The Council places great importance on addressing all forms of inequality from health inequality to economic opportunities. This is a long-term aspiration, but positive developments in 2016 include the launch of Active Harrow - the new Physical Activity and Sports Strategy which has been developed jointly with teams in the Council leading on sports, travel planning, regeneration and parks/open spaces. Work is underway to engage further with health, voluntary and community

stakeholders. This far-reaching programme will not only improve health and wellbeing but there will be a knock-on impact on children's educational achievement, workplace productivity and absenteeism, crime and antisocial behaviour. We also want to find new ways to deal with the high level of diabetes in Harrow.

Nearly 60 people have been trained on HENRY (Health, Exercise and Nutrition for the Really Young), including early years workers, private and voluntary sector nursery staff, health visitors, school nurses, practice nurses and GPs and obesity training has been run for GPs, health visitors, school nurses and other front line staff, particularly those working with children, to improve their confidence and skills in having conversations about weight with families.

Adults

We want people to be able to look after themselves and reduce their need for repeated professional interventions. We have strived to protect key services for the most vulnerable and re-design services to get the best outcomes for the resources available. Through a steering group including users and carers, work has started to move towards a self-financing model of care and support at The Bridge mental health day centre and is now at procurement stage, with a specification having been agreed.

The Council has trained 16 mental health first aiders who will be able to provide support for their colleagues and deliver workshops to raise awareness about the importance of good mental health. We have also signed up to the national Mental Health Challenge and appointed two Mental Health Champions, Cllr Kareema Marikar and Tom Whiting – Corporate Director for Resources and Commercial. A scheme to help people with mental health difficulties into employment is moving forward, with the contractor advertising for staff in order to be fully operational.

In 2016 officers worked with the renowned Tavistock Relationships to deliver a pilot programme, providing mentalisation therapy to 10 couples who have experienced domestic violence in their relationship and who want to work together to become better parents. The evaluation has just been finalised and the project has been successful in securing funding from the Department for Education to extend the pilot for a further 30 couples.

National figures confirm Harrow as third highest in London for reablement clients continuing to live independently, the number of social care clients reporting being satisfied has continued to increase in 2016 and an Adult Social Care study with the Tizard Research Centre, entitled 'Ballet Burst', which focussed on using ballet as a discipline to improve health outcomes, has achieved international recognition.

Why this Strategy – our local context

Population Growth: 7.1% of the population are aged 0-4; 13.5% aged 5-15; 64.4% are aged 16-64 and 14.9% are aged 65 plus¹. As with most areas in the country, the borough has an ageing population. It is expected that the number of residents aged 65 plus will increase by 42% and those aged 85 plus could increase by 62% by 2029².

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 averages³.

Housing: Harrow has the second lowest proportion of social housing of any of the London boroughs. ⁴ 10.2% of Harrow's households live in social rented housing, and 21.7% of households live in private rented accommodation. Around 2000 households in housing need approached the Council for assistance in 2014/15 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. Evictions in social housing are normally very low, averaging 6/7 per year for rent arrears. In 2016/17 we have seen this figure increase to 15 after all options to assist the tenant to sustain their tenancy had been explored.

Health: Health in the borough is generally good; however, in 2011 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%)⁵ 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.

In Harrow men showed an increase in life expectancy between 2002-4 and 2008-10 but this has reduced again. The average life expectancy for 2012-14 for men showed that men in the most deprived parts of Harrow live, on average, 6 years less than men in the most affluent. In women the inequalities gap closed (decreased) between 2002-4 and 2006-8 but after a period of stability, it has increased and women in the most deprived parts of Harrow live, on average, 5.6 years less than women in the most affluent areas.

Education: There are 57 schools in the borough, of which 95% 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.

¹ 2015 Mid-Year Estimates, Office for National Statistics (ONS)

² 2014-2029, 2014-based Sub-National Population Projections, ONS

³ 2011 Census, ONS

⁴ 2015, Dwelling Stock Table 100, DCLG

⁵ 2011 Census, ONS

Crime: Over the year to November 2016, crime levels rose by 5.4%. The most common crime in the borough was anti-social behaviour, followed by violence against the person, although relative to London rates are low. The local community safety partnership is working hard to respond to emerging concerns around violence and knife crime. Overall, the borough had a crime rate of 4.74 offences per 1,000 population in November 2016, which is the lowest rate in London.

Environment: Over 20% of the area of the Borough is Green Belt. 38% of household waste is currently recycled or composted.

Employment and Skills: Unemployment in the year to November 2016 averaged 1.2%, below the London and national average of 1.9% and 1.8% respectively. There are more than twice the number of residents that have higher level qualifications (in Harrow (37% NVQ Level 4+), compared to those with no qualifications (17%) with only 4.3% having no qualifications at all. The borough has a high percentage of residents with 'Other' qualifications (including foreign qualifications), at 11.6%, compared to London (8.5%) and England overall (6.6%). At 1.4%, the borough has also has one of the lowest levels of 16-18 year old NEETs (not in education, employment or training) in both London and one of the lowest levels nationally. 17% of those aged 16-64 have no qualifications (lowest being NVQ4).

Harrow Ambition Plan 2020

This is the second Harrow Ambition Plan which builds on and reports on the progress made against achieving the first Plan issued in February 2016. 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	Progress so far (as at Quarter 2, 2016/17)
Deliver the largest number of new homes in a decade	5,400 new homes by 2020/21	<p>Regeneration being led by others: We are expecting to deliver over 800 homes in 2016/17 and are on track to exceed our target of 5,400 new dwellings completed in the borough by 2020/21. Good progress with planning activity on Harrow View West and East as well as Origin sites. College Road (now Harrow Square) and Lyon Road progressing with construction on site.</p> <p>Regeneration programme on Council owned sites: Good progress with first completions of units scheduled this calendar year but larger phases due 2018/19. Planning consent for Haslam House obtained. A number of planning applications for Council Regeneration sites being prepared and due to be submitted in the summer 2017.</p>
Deliver the biggest Council Estate Regeneration scheme in decades	500 new council houses by 2020	Planning permission received for 51 new homes with 11 on site. Planning application submitted for the regeneration of the Grange Farm estate.
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	The 2015-16 housing capital programme was the largest in recent years. These contracts also delivered social value: 17 apprenticeships, 18 work placements, use of local Harrow businesses / employees and sponsorship of community events including Harrow Heroes. A communications plan accompanies the investment programme to publicise outcomes from the

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
	Approved rolling 5 year Better Homes programme	various programmes The rolling programme is in place. The advantages of this are now showing clear improvement in our delivery of the programme. This is because the ability to plan all steps to delivery much earlier means that the current year's programme is going well; we are able to substitute delayed projects and we are further ahead than we have ever been in validating, consulting residents and designing next year's 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	We have delivered a rolling programme of estate action days including caretakers, tenants and leaseholders and are working on a means of measuring resident satisfaction.
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	Audits started in qtr. 2. 581 properties have been visited and access was granted to 226, enabling audits to be completed. So far in 16/17 we have recovered 8 properties. The first unlawful profit order, to obtain profit from subletting, has been achieved by Harrow since the introduction of the Protection of Social Housing Fraud Act 2013. A Communications Plan has been developed with campaigns to encourage more public reporting.
Deliver a thriving cultural offer through regeneration and commercialisation projects (arts, libraries, heritage, sports & leisure and	Six libraries will have been refurbished or rebuilt, Headstone Manor Museum will be completely refurbished, Harrow Arts Centre will be delivering	Public consultation regarding the refurbishment of Kenton Library has been completed and works will be finished by the end of May 2017. Works on the new Town Centre Library site at 51 College Road have started and opening to the public is scheduled for the end of 2019. A viability study and proposals for the residential development of the Roxeth Library site including a new library

night-life)	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 Park	have been completed following public consultations in July 2016. Restoration work at Headstone Manor Museum has continued following the re-opening of the Great Barn. The new visitor centre will open in April 2017 and the main house in October 2017. Detailed design work has been undertaken for the Byron Quarter site for residential and leisure development, to include a new Leisure Centre, prior to the submission of planning applications. The transfer of Harrow Arts Centre to Cultura London is due to proceed in March 2017. Also see below.
	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	Annual survey data for 2016/17 not yet available.
	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	New Cultural Strategy being developed in 2017. Overall 91.69% of users rated the service Excellent, Very Good or Good in the 2016/17 surveys. Nearly 1.2m visits in the first half-year of 2016/17.
	Harrow will be seen as the place for creative industries/artists to locate and conduct business (e.g. Artisan Place)	Grant Agreement now in place to create workspace for artists at Artisan studios.
	Deliver S106 funded improvements to outdoor	The S106 contribution in relation to the development of the Harrow View West site for improvements to outdoor sports facilities has now been received by the Council. Improvements to be made at three sites near to the development – Bannister

	sports facilities as identified in the Harrow Outdoor Sports Pitch Strategy 2013-2023 by 2019	Sports Centre, Headstone Manor Recreation Ground, and Harrow Weald Recreation Ground.
	Resident feedback: 90% of library users rate the Library Service as Very Good or Good	An overall 91.69% of users rated the service Excellent, Very Good or Good in the 2016/17 surveys.
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	To have moved into a new civic centre by 2019	The new Civic Centre masterplanning team (led by Gort Scott architects) has now been engaged and design work has begun. Discussions continue with the CCG on the potential for a shared facility on the site.
	Create over 500 new jobs	Data will be reported at year end.
	Support 500 young people into apprenticeships and jobs	We have so far recruited 400 young people into apprenticeships and jobs
	Support over 5,000 adult community learners	This is an annual measure which will be reported in July 2017.
	Helped 300 unemployed residents back into work	142 helped at mid-year 2016/17.
Prevent homelessness whenever possible	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	We are currently prioritising homelessness prevention and finding housing solutions for statutory homeless households (mainly families with children) to reduce the numbers who have to go into Bed & Breakfast accommodation. The work we are doing on this is helping us to meet our 2020 target. B&B numbers are reducing, but there are still significant homelessness pressures because of welfare reform and the overheated London housing market.

	breakfast accommodation longer than 6 weeks	
We will continue to support local private landlords and work with our social lettings agency (Help2Let) to offer well managed private rented accommodation in the borough	We aim to double the number of training sessions for Harrow Landlords by 2020 so as they can be accredited or re-accredited and keep their knowledge up to date (the course is offered through the London Landlord Accreditation scheme)	Delivered 325 against a target of 344 at mid-year 2016/17. We continue to promote accreditation through landlord forums and our contacts with landlords. In addition we encourage take up of our regular accreditation training sessions
Continue to be one of the safest boroughs in London	Crime rates continue to fall and are the best in London	Best rate in London at November 2016, notwithstanding an increase in overall numbers of offences.
	Remain one of the best places in London for people from different backgrounds to get on	In a May 2016 survey, 79% of respondents thought people from different backgrounds got on well together in the local area. This will be re-measured in quarter 4 against a year-end target of 70%.
	We will regularly review our Road Safety Plan	The delivery of the road safety plan involves both educational and engineering initiatives to achieve a reduction in the number of accidents. This year there has been a 30 % increase in Level 2 cycle training; outreach activity to older people to address an increase in accidents; hard hitting 16-19 year olds programme for young drivers; specific targeting to women to increase participation; subsidised BikeSafe courses and a flagship cycling event to encourage and promote cycling benefits.
	Aim for a year on year reduction in people killed or seriously injured on our	There were 44 people killed or seriously injured in 2016, Harrow is in the upper quartile of safest Boroughs.

	roads	
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	56% at Q1
Support our schools to continue to be among the best in the country	95% of Harrow's maintained schools to be judged as good or outstanding by Ofsted for all children	95% as at 31st August 2016
	No "Coasting" schools	Harrow did not have any 'Coasting' schools at Key Stage 2 or Key Stage 4.
	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	Key Stage 2: Percentage of pupils achieving the expected standard in Reading, Writing & Maths in Harrow's schools in 2015-16 ranked in the top 10% nationally. Key Stage 4: Harrow's schools have ranked (1) 37th out of 150 local authorities for their 2015-16 5+A*-C GCSEs including English & Maths result; and (2) 16th for the new Attainment 8 score at KS4.
Maintain one of the 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	98.3% in education, employment or training at Quarter 2.

Promote wellbeing and reduce inequalities in the borough	Reduce life expectancy differences in the borough	<p>This is a generational ambition and progress will only be evident over several years. The life expectancy gap in the borough is currently an average of 6 years for men and 5.6 years for women.</p> <p>The Harrow Health and Wellbeing Board have committed to a five-year vision ‘to help all in Harrow to start, live, work and age well concentrating particularly on those with the greatest need.’ We are also trialling a health impact assessment for council decisions and the housing resident involvement programme promotes health, wellbeing and financial inclusion via information and activities at housing events, in the tenants and leaseholders quarterly magazine ‘Homing In’ and will be a key part of the new resident involvement strategy from 2017.</p>
	Deliver improvements against our Corporate Equality Objectives	<p>Our achievements against these objectives in the first half year include:</p> <p>Production of an LGBT Guidance for managers, a Transitioning at Work Policy</p> <p>A publicity campaign to raise awareness of DisabledGo resulting in doubling the hit rate to our Access Guide.</p> <p>Progress against the British Sign Language Charter including training frontline staff.</p> <p>A number of diversity events organised and delivered for staff and elected members working in partnership with the third sector including Mental Health Awareness Week in May and entering a walking group for Pride London.</p>
Promote and support volunteering and greater community action	Increase number of volunteers and volunteer hours across the borough	The Council is working with Harrow Community Action following their successful Big Lottery bid for the Volunteering for Change project. The housing resident involvement strategy refresh underway in 2016 aims to increase the number and diversity of

		tenants and leaseholders involved in the service and in their communities.
	Achieve a target of 1100 trained Community Champions by 2016/17	On track - 1059 at half-year point, 2016/17.
	To have established a Park User Group in every major park by the end of 2016/17	The target was for 18 Park User Groups to be set up by the end of March 2017, but by the end of 2016, 19 had been set up.
Continue to be tough on enforcement including on-the-spot fines for littering our streets and other anti-social behaviour	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>Work has included:</p> <ul style="list-style-type: none"> Use of mobile CCTV to target hot spots Ward improvement plans being developed and we have made it easier to report fly-tipping, missed bins or broken streetlights via a new app – called ‘Your Place, Your Space’ More intelligence to target resources Produced a fly tipping operational plan Introduced a £200 Fixed Penalty Notice for fly tipping under new legislation Working with partners including Keep Britain Tidy to put in place sustainable approaches We will be putting in place community work to help educate and improve knowledge around refuse disposal
	Reduction in the total number of anti-social behaviour incidents per 1,000 residents	To be determined at year end (19.1 per 1,000 residents at end of 2015/16)
To have a good quality, clean	To maintain our position as one of the top recycling	A Waste Management Strategy has been developed and adopted. The strategy provides a framework of how waste will

and sustainable environment	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	be managed to deliver sustainable waste management, divert waste from landfill, deliver best value and be flexible in responding to changes and waste minimisation will sit within this. Recycling and composting at 38% at mid-year, 2016/17.
	To increase sustainable modes of transport in the borough to support improvements in air quality and public health by:	
	Reducing the % of children travelling to school by car	School travel plans are in place for 40 of Harrow's schools so far. Data against these measures will be assembled at the year end.
	Increasing the % of trips by walking and cycling	
	Improve the cleanliness of the local environment etc and increase resident satisfaction	Weekly street cleaning in residential streets introduced in September 2016 and rolled out across the borough – 4 wards to go due to be completed by February 2017. 3 surveys undertaken to provide baseline data and move to focus management along local area lines. We are planning a series of housing estate action days in 2017/8 including caretakers, tenants and leaseholders, and are working on a means of measuring resident satisfaction.

2. Be More Business-like and Business Friendly

Our aim is by 2020 to:

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
Generate new sources of income for the Council to pay for vital services	Bring in commercial contributions worth £15m by 2019	A Commercialisation Strategy was agreed in June 2015 and is making a major contribution to our budget planning. Sources of income are being raised to invest in the local services our residents value. Our pioneering deal with IBM for Project Infinity has been signed. Project Phoenix is commercialising Depot based services such as trade waste, gardening, MOTs, parks and events. We are investing in commercial property to generate a return. We are investing in Housing through our development of new housing as part of Building a Better Harrow. In February we agreed a plan to sell our Helpline Service.
	Deliver 2000+ new homes on council-owned land in the next decade and use any profit to support council services and become more	The regeneration programme for Council-owned land is proceeding according to plan. Most sites are currently at the masterplanning and design phase, with some initial sites entering planning and pre-application stages. Delivery on site for the initial regeneration schemes will commence in mid- 2017.

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
	<p>self-sustaining.</p> <p>To aim for cost neutrality in Environmental Services by 2020, with 70% complete by 2018, through the work of the Project Phoenix commercialisation programme</p>	<p>Seven business cases have been approved by the Commercial Board during 2016/17. Projects are underway in:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Trade Waste; <input type="checkbox"/> Grounds Maintenance/Gardening Service; <input type="checkbox"/> Pest Control; <input type="checkbox"/> MOTs; <input type="checkbox"/> Events/Filming; <input type="checkbox"/> Training Academy
Launch a new Private Lettings Agency	Have a portfolio of c.500 homes for letting and management	The new Private Lettings Agency was launched in 2016 as part of Concilium Business Services, one of the Council's new companies.
Deliver more workspace for Harrow's enterprising businesses	Create workspace to support the needs of growing local businesses, and attract new businesses into Harrow	Gayton Road development will create new workspace in 2019/20 to be under council management.
Continued growth of Harrow's business base through our spend with local businesses	15% of council spend will be with local businesses	We are currently at 12% and on our way to achieving our 2020 target.
Improve resident satisfaction with our services, despite our need to do more for less	Resident satisfaction will be constantly above 60%	56% of residents are satisfied with the way Harrow Council runs things (May 2016). Levels of satisfaction are highest amongst the 65-75 age range (67%) and 16-24s (65%).
Have a reputation for being a good employer and an inclusive organisation, attracting and retaining the	Maintain Investors in People (IIP) and Disability '2 tick' accreditation.	Planning has not yet commenced for IIP or Two Tick re-accreditation. However, the new on-line appraisal process has been launched and we are now using the system to report performance.

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
best staff	Improve our Stonewall Equality Index Score to achieve Top 100 employer status by 2020	At January 2017 the Council moved up from 399th to 153rd out of 440 organisations and is the “most improved” employer in the Stonewall index.
	Improve our staff survey ‘engagement’ scores.	Our new Council Values and the Harrow Ambition Plan are the foundation of our staff engagement and we are continuing with our plan to embed the values. Feedback from the recent Peer Review indicates that this work is successful.
	Achieve London Healthy Workplace Charter Excellence Award	In conjunction with Public Health a strategy and action plan have been developed to address achievement of the Award. The Council’s Public Health Team are running a series of wellbeing activities for staff that have been well supported. The Council has also engaged in the Dementia Friends programme and has committed to focusing on mental health and wellbeing in 2017.
Have a reputation for being an innovative council	National reputation for being a commercial council	Active communication has not started as yet, as we wait for more of our ventures to start demonstrating sustained commercial performance. Meanwhile an article in the Municipal Journal on 23 November publicised Harrow’s partnership with IBM on the Infinity project. Project Phoenix and Project Infinity are both finalists in the Local Government Chronicle awards.
	Leader in West London for shared services	Activity around Legal and HRD are good evidence of this.

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
Involve residents more in decisions that impact them and their neighbourhoods, devolving decisions where we can	Community consultation is at the heart of our regeneration activities though the active involvement and engagement of the Residents' Regeneration Panel	The regeneration Residents' Panel continues to meet, and has an active core membership engaged in Harrow's regeneration programme. Local engagement with residents has taken place on all the regeneration schemes, and it is important that as these develop residents are kept up to date on developments. Newsletters from the Leader have been distributed to key areas of the borough to update on what's going on within their area as another means of informing and engaging residents about Building a Better Harrow.
	Increase number of residents who feel able to influence local decisions	Although this went down to 27% in May 2016, with the number of engagements now active with the regeneration programme the Council expects this to rise. However, over 50% of tenants are satisfied with the way the Council listens to their views and acts on them.
Continue to deliver excellent customer service and the right 'First Impression'	Improved resolution at the first point of contact	The Council continues to perform well in this area, although performance has slightly fallen to 89% from 90% in 2015/16.
	Reduction in avoidable contact	Avoidable contact is now reducing, following improvements to the Garden Waste service.
	Increased Customer Satisfaction	In May 2016, 56% of residents surveyed were satisfied with the way the Council runs things. This is the same as the average figure since surveys started in 2008 but is a reduction since last year and our ambition is to achieve 60% consistently (see "Improve Resident Satisfaction" above). In the third quarter of 2016/17, 90% of My Harrow Account users and 91% of web form users were satisfied or very satisfied with the service. 67% of tenants are satisfied with the overall service provided by the Housing Department. This is comparable to the 2012 result, in spite of the overall external environment being more challenging.

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
	Enhanced self-service offering	The percentage of customer contact by self-service (including web forms, kiosks, web visits) has increased to 85% from 80% last year.
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.	Reduce advisor appointments by 10%, advisor answered phone calls by 10% and email traffic by 20% by 2020	We have already reduced our adviser appointments by 30.3%, exceeding our 10% target. We have reduced our advisor answered phones calls by 5.6% We have already reduced our email traffic by 22.8% in 2016/17.
	Increase logins to MyHarrow accounts by 50,000 pa and integrated web form usage by 20%	We are on target as achieving around 35,000 logins per quarter
	Reduce postage costs by £30,000 pa	Savings will be calculated at the year end.
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 by 2018/19, and £280K on Legal services in 2016/17	These projects are on track and are being monitored through regular budget monitoring.
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	Fraud risks – The fraud risk register is currently under development with an estimation of it being established by April 2017. Corporate Anti Fraud & Corruption Strategy – following consultation with a number of groups, the reviewed strategy will go to Council in February 2017 for adoption into the constitution. Providing resources and taking action – Internal Audit & the Corporate Anti Fraud Team’s mid year progress against their respective annual programme of works will be reported to

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
	to identified fraud & corruption	Corporate Strategic Board and the Governance, Audit, Risk Management and Standards Committee in January 2017.
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	A consultation was launched with the Voluntary and Community Sector in September 2016, setting out future funding options, and to start discussions on the future relationship. The final decision on this proposal was taken at Cabinet in January 2017.

3. Protect the Most Vulnerable and Support Families

Our aim is by 2020 to:

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
Safeguard vulnerable children and adults in need of protection and be pro-active in reducing the risk of abuse within families	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>Work to counter abuse and exploitation is being co-ordinated through the LSCB and the multi agency sexual exploitation panel (MASE)</p> <p>Co-ordinated programme on Violence Vulnerability and Exploitation has been developed with the Police involving People Directorate, Community Safety Team and others across Council. This has led to the setting up of a Gangs Multi-Agency Panel, which meets monthly to review cases and put in place partnership level interventions.</p>
	Reduce rate of first time entrants to the youth justice system	<p>The most recent verified data available (year to March 2016) shows a reduction in first time offenders (83 per 100,000 pop) from the baseline (year to Sept 2015, 89 per 100,000 pop). However the Youth Offending Team (YOT) team has experienced an increase in caseload and police report increases in crime involving young people during 2016-17 which is likely to be reflected in the next quarterly reports. Activity is being co-ordinated with police and other local agencies to better understand and reduce violence, vulnerability and exploitation, including gang-related activity.</p>

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
	Reduce rates of reoffending amongst young offenders	There is a significant time lag due to the nature of this indicator and the cross-referencing of national offender data. The most recent data shows reoffending for those who originally offended in 2013-14 and shows a reduction in the numbers of reoffenders, but an increase in the rate of reoffending (i.e. the total number of offenders has also decreased).
	The independent Local Safeguarding Adults Board (LSAB) judges that safeguarding adults work is person centred	At its March 2016 meeting, the LSAB agreed that Harrow has attained the “silver” level in the Making Safeguarding Personal programme. Without significant funding and a University partner this is the highest level of achievement. In the most recent user interviews, the independent social worker who speaks with victims at the end of the SGA Team’s involvement found 100% understood and felt in control of the process.
	The LSAB judges that prevention of abuse of adults at risk is a high priority in Harrow	At its annual review and business planning day in June 2016, the LSAB identified prevention as a high priority for work in 2016/17, including a focus on distraction burglary and financial scams etc. The users who attended the day thanked the Board for the priority given to these areas to date, but confirmed that they would like more work to continue this year.
Continue to support those residents who are victims of domestic and sexual violence, including female genital mutilation	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	The average outcome star performance for those monitored in this way has shown a positive journey, although this measure is not used by the IDVA service as this is for short term crisis intervention. We are looking to introduce Safe Lives exit questionnaires for the IDVA service to better assess the effect of support given.
	Deliver the ‘Harrow Couples Domestic Violence Project’ in 2016	In 2016 officers worked with the renowned Tavistock Relationships to deliver a pilot programme, providing mentalisation therapy to 10 couples who have experienced domestic violence in their relationship and who want to work

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
		together to become better parents. The evaluation has just been finalised and the project has been successful in securing funding from the Department for Education to extend the pilot for a further 30 couples.
To improve the lives of vulnerable families with multiple problems through the transformation of local services	1360 families have measurably improved outcomes by 2020	Reward funding claimed for 80 families at September 2016 and now working with over 400 families. Further claims to be made before end of March 2017.
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	A joint sales and marketing plan has been developed with IBM Watson and initial governance board held. Regular weekly meetings and monthly conference call with lead members is being held to monitor commercial progress. The response from the market has so far been very positive and a number of opportunities are currently being progressed.
Integrate adult social care services and health services further	Partners agree Better Care Fund plans	A new quarterly reporting template is being complete providing more data driven performance measurements to report on to the Health and Wellbeing Board.
Continue to ensure people have maximum choice and control over the care services they receive through personalisation	Increase the % of long term service users who report having as much control over daily life as they would like	There are two questions on control in the adult social care user survey. The first question asks generally about control over daily life and for this measure, the score has fallen slightly since last year from 70% to 67%. There is a second question about whether council services have made a difference to clients' sense of control. For this question the results were slightly better than last year, increasing from 83.3% to 85.6%.

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
	Increase the % of long term service users who report having choice over care and support services	This question was first asked in the Harrow survey in 2016 and the result was 70% (those who have enough choice or didn't want choice). This measure has been included in the national survey for 2017 which will give the first benchmarking information.
Deliver an effective health visiting service to ensure children get the best start in life	Increase the 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	80% achieved against a target of 88% at Q1 2016/17.
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	Consultation complete and Early Support now being rolled out from January 2017 – to be delivered via Children's Centre and youth centre hubs. Will keep Children's Centres and youth centres open and accessible to residents in the areas of greatest need, despite budget constraints.
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	A cross council working group is investigating potential options for new or expanded respite provision. Work is underway to develop the business case including site searches, assessment of capital requirements, collation and analysis of demand data and revenue modelling.
Continue our School Expansion Programme	Every Harrow child has a school place each year to 2020	School place planning is in place to meet the demand for school places up to 2020 in accordance with current school roll

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
		<p>projections as follows:</p> <p><u>Primary</u>: it is anticipated that delivery of the primary free schools announced to be opened in Harrow will meet the need for primary school places in Harrow without the need for further expansions of existing primary schools.</p> <p><u>Secondary</u>: there is sufficient capacity at high schools up to 2020. Work is progressing to develop plans for more places to be created to meet increased demand beyond 2020/21, which are expected to include a new high school as well as some expansions of existing schools.</p> <p><u>Special educational need</u>: 151 additional places have been created from 2015/16. The need has been identified for a new special free school to meet future increased demand.</p>
Improve access to high quality local contraception and sexual health services	To reduce sexually transmitted infections and unplanned pregnancies in Harrow	Targets met for HIV tests offered (99% of new attendances vs target of 97%) and HIV tests accepted (90% vs target of 84%) at Q1 2016/17
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	Please see next but one entry.
	Increase the percentage of adult social care users/adult carers who have as much social contact as they would like	The number of clients reporting feeling socially isolated has increased. The confirmed ranking in London has dropped from 19th to 26th. However, this result is not solely related to social care services and is also affected by environmental factors such as Housing, Access to local facilities, Public Transport etc.

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
	Increase the proportion of adults in contact with secondary mental health services in paid employment	The indicator shows employment levels above the target 8.9% vs target of 6.5%. The mental health indicator measures the <i>average</i> level of employment from monthly data. This is a Harrow definition of the indicator - the published data will be lower as it includes some clients placed out of Borough in secure accommodation who cannot work or live independently. Benchmarking confirmed Harrow achieved average results in the national indicator for 2015-16.
	Reduce number of working days lost due to stress and mental ill health in the Council	We are about to launch a programme which will give support to residents with common mental health problems who are unemployed and will support them back to work by giving integrated employment and mental health support. Around 22 people will receive the support but we are looking for further funding to extend the reach of the programme. We now have trained 16 mental health first aiders in the Council who will be able to provide support for their colleagues and also will train other staff and managers to become more aware of the importance of good mental health. The training will be launched shortly and we hope all staff and managers will attend. This is an innovative and low cost programme which we anticipate will be of interest in other boroughs. We are now looking to extend the training to the community, particularly into schools. World Mental Health Day 10 October was well supported in the Council and Public Health team members adapted and abridged a play about mental health and suicide. The play was performed twice and well attended by staff.
	Improve the emotional wellbeing of children looked after	This is measured by reference to the proportion of looked after children who have been looked after for at least 4 months and are aged between 4 and 16, who have a 'strengths and difficulties' questionnaire completed in last 12 months by their

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
		carer. The current proportion is 74.8%.
Develop community assets aimed at keeping people independent for longer	Improve Quality of Life measure in annual adult social care user survey	Social care-related quality of life is expressed as a score (maximum 24) comprising several questions from the annual survey. The result has slipped this year from 11th in London to 28 th in London. The reason for the decline appears to be clients reporting they feel more socially isolated than last year, and finding it more difficult to get information and advice about services.
Ensure there is a range of accessible information, advice and advocacy available so the whole community knows how to access support and report concerns	Increase the proportion of people who use services who find it easy to find information about services	There has been a noticeable drop in the percentage of people reporting information was easy to find (though not statistically significant) which is a concern following new duties to make information and advice a more universal service following the Care Act. New arrangements for the provision of information and advice in Harrow (SWISH - Support and Wellbeing Information Service Harrow) are not reflected in this year's results. The ranking dropped from 13th to 25th. There were a lot of comments and statistical evidence that those clients with anxiety and depression found it especially difficult to get information & advice, with particular concerns around the proposed closure of The Bridge day centre.
More residents from hard to reach groups will participate in sport and physical activity at the Council's leisure facilities	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	Q2 was a successful period for sports and leisure with Harrow Leisure Centre maintaining a membership base of over 6,700 members, and achieving over 335,000 visits. A very successful 'I am Team GB' post Olympics event was held on the 27th August 2016 at Harrow Leisure Centre attended by over 600 people. Public consultation regarding the refurbishment of Kenton Library has been completed. The refurbishment is to be completed by the end of May 2017. Works on the new Town Centre Library site at 51 College Road have started following the

What we will do	Ambition	Progress so far (as at Quarter 2, 2016/17)
		<p>signing of the legal agreements in August 2016. The library is due to open to the public by the end of 2019. A viability study and proposals for the residential development of the Roxeth Library site including a new library have been completed following a public consultation event held in July 2016.</p> <p>Restoration work at Headstone Manor Museum has continued following the re-opening of the Great Barn. The new visitor centre will open in April 2017, with the main house opening in October 2017.</p> <p>Detailed design work undertaken for the Byron Quarter site for the development of a residential and leisure quarter prior to the submission of planning applications. The development will include an improved or new Harrow Leisure Centre.</p> <p>Priorities have been identified to be funded from the S106 Contribution related to the development of the Harrow View West site for improvements to outdoor sports facilities. These include the installation of a 3G artificial grass pitch and improvements to changing facilities.</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, with a new Civic Centre that is an open and accessible community building. We aspire to 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.

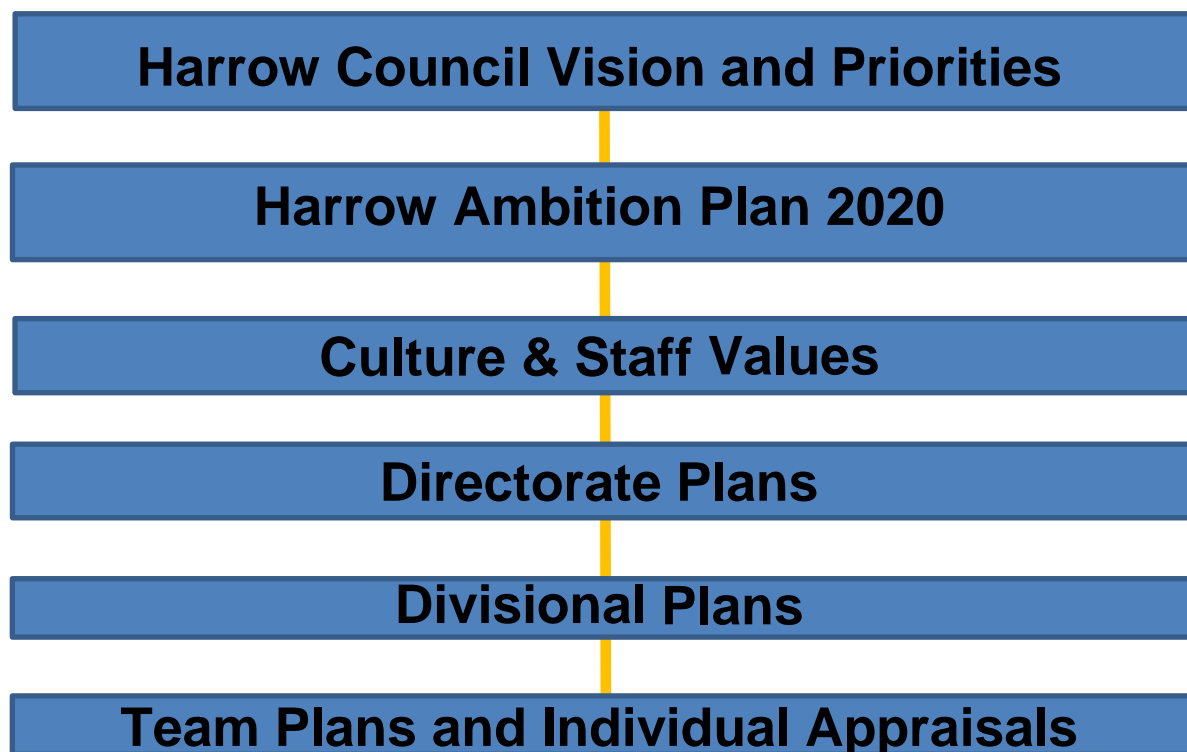
Our commercial strategy will mean that more of what we do will be delivered by a separate trading company, to allow us to generate income. We will look to market these services to other Councils and to residents and local businesses where we believe that we can offer something that meets a real need 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 & Commercial:	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	Progress so far (as at Q2 2016/17)
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)	Development of the Harrow Staff Awards encompassing the new values as award categories. Values posters developed and distributed across the organisation and satellite offices. Managers' toolkit to provide guidance and activities around the values and behaviours. Corporate induction covers the new values and behaviours via an engaging activity. Updated appraisal to include values. The 2016 Peer Review commended staff on clearly understanding and owning the new corporate values.
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)	Delivered a change programme to support Mobile & Flexible working, including; <ul style="list-style-type: none"> • Follow me telephony • Follow me printing • Wi-Fi • Desk storage replaced with lockers • Creation of Hot Desk zones • Audio & visual equipment in meeting rooms • Access to BT conference and webinars • Collaboration tools <ul style="list-style-type: none"> – Microsoft Lync – Microsoft SharePoint (on-going) • Flexible equipment on desks to aid agility, i.e. generic docking stations
Develop and deliver	Positions are filled at	Phase 1 of Harrow Recruitment

<p>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</p>	<p>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)</p>	<p>project undertaken Sep - Dec 16. Key focus around reviewing existing recruitment process with an aim to streamline where necessary and improve the experience for both applicant and manager. Secondly to raise awareness and incorporate our new values into the recruitment progress. Phase 2 will start from Feb 2017 onwards.</p>
<p>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</p>	<p>All staff have the appropriate skills for their role (measured at appraisal)</p>	<p>Coaching pool has been set up and now recruiting a second cohort. Feedback from first cohort very positive. Piloted manager as coach which will now be added to the corporate programme. Running commercial awareness training for both teams and individuals. Facilitation skills course piloted and now added to the corporate programme. New induction programme which covers commercial and agile for all new staff. Work is underway on developing e-learning. Working with workforce development groups to identify skills gaps and address with appropriate training interventions.</p>
<p>Develop and deliver a leadership programme that enables leaders to lead commercially minded, collaborative and digital teams</p>	<p>All managers have the required skills (measured via the staff survey and at appraisal)</p>	<p>Secured £300k of funding from the skills funding agency to deliver management and leadership training. Harrow based leadership programme yet to be scoped and is on hold.</p>
<p>Develop and deliver an Employee Wellbeing Strategy that promotes healthy living, the right work/life balance and builds a resilient and resourceful workforce.</p>	<p>Staff feed back positively about wellbeing at work (measured via the staff survey) Sickness absence is better than London Boroughs' mean</p>	<p>2017-2019 wellbeing strategy in development with public health. The Health & Safety board has been joined with Wellbeing Board to create a joint committee to ensure greater efficiency. Staff survey has been commissioned and is in development. Likely to be rolled out post April 2017.</p>

This page is intentionally left blank



REPORT FOR: CABINET

Date of Meeting:	16 February 2017
Subject:	Final Revenue Budget 2017/18 and Medium Term Financial Strategy 2017/18 to 2019/20
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance
Portfolio Holder:	Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
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:	Appendix 1A – Proposed savings and growth 2017/18 to 2019/20 Appendix 1B – Proposed savings 2017/18 to 2019/20 to be agreed from 2015/16 and 2016/17 MTFS Appendix 2 - Medium Term Financial Plan 2017/18 to 2019/20 Appendix 3 – Revenue Budget Summary 2016/17 Appendix 4 – Levies, contributions and subscriptions

Appendix 5 – Policy on use of contingency
Appendix 6 - Schools Budget 2017/18
Appendix 7 - Public Health Budget 2017/18
Appendix 8 – Reserves Policy
Appendix 9 – Reserves forecast
Appendix 10 – Report of the Chief Finance Officer
Appendix 11 – Model Council Tax Resolution
Appendix 12 – Members Allowance Scheme 2017/18
Appendix 13 - Annual Pay Policy Statement for 2017/18
Appendix 14 – Stakeholder Consultation – minutes of meetings
Appendix 15 – Flexible Use of Capital Receipts
Appendix 16 and 16a – Cumulative EQIA for savings proposals

This report sets out the final revenue budget for 2017/18 and Medium Term Financial Strategy (MTFS) for 2017/18 to 2019/20. In December 2016, Cabinet approved draft versions of the revenue budget and MTFS for general consultation.

Recommendations:

Cabinet is requested to:

- 1) Recommend the 2017/18 budget to Council for approval, being mindful of the results of the various consultations and equality impact assessments, to enable the Council Tax for 2017/18 to be set (Appendix 2).
- 2) Approve the Medium Term Financial Strategy (MTFS) at Appendix 2 for referral to Council.
- 3) Note the current savings to be developed of £8.043m in 2018/19 and the remaining budget gap of £8.998m for 2019/20 (table 4)
- 4) Note the intention to increase Council Tax by 1.99% in 2017/18 (paragraph 1.18)
- 5) Note the intention to increase Council Tax by 3% in 2017/18 in respect of the Adult Social Care Precept (paragraph 1.18)
- 6) Recommend to Council the 2017/18 Schools Budget as set out in

Appendix 6.

- 7) Note the 2017/18 Public Health Budget as set out in Appendix 7.
- 8) Note the sum of the Better Care Funding to be received by the Council in 2017/18 (paragraph 1.42)
- 9) Recommend the 2017/18 Members' Allowance Scheme to Council for approval (Appendix 12).
- 10) Recommend the 2017/18 Annual Pay Policy Statement for Council for approval (Appendix 13)
- 11) Recommend the Capital Receipts Flexibility Strategy to Council (Appendix 15)
- 12) Note the comments from the various stakeholder meetings (Appendix 14)
- 13) Authorise the Director of Finance, in consultation with the Portfolio Holder with responsibility for Finance, to update the 2017/18 Budget after the final Local Government Settlement is announced if changes are required (paragraph 1.29)

Reason: (For recommendations)

To ensure that the Council sets a balanced budget for 2017/18.

Section 2 – Report

INTRODUCTION

- 1.0 The Government continues to reduce its funding to Local Government as part of its nationwide austerity programme. 2017/18 is the eighth year in which Councils have seen reductions in their grant funding. These funding reductions, a continued increase in demand for services and cost inflation mean are that Harrow has to save an estimated £83m over the 4 year period 2015/16 to 2018/19. Harrow Council does not have large cash reserves, and spending them is not a responsible way to offset lost revenue. Harrow Council's gross Directorate budget for 2017/18 is £543m. A significant proportion of this funding is ring fenced for services such as housing benefit, schools and public health. The Council's net controllable budget is £165m in 2017/18 and this is the element of the budget that the Council can exercise more control over and from where savings must be found. The direct departmental spend of £146.8m (which excludes corporate items such as capital financing costs and contingencies) is set out in Table 1 below. Harrow's response to the financial challenges faced is to set out a three year budget covering the period 2017/18 to 2019/20 to show the Council is being responsible with taxpayers' money, is ambitious for the borough and is prioritising the vulnerable in its spending decisions.

Table 1: Planned Spend on Services in 2017/18

Net Controllable Revenue Budget	Budget 2017/18 £000	Description of service
Resources & Commercial		
Council contribution to freedom passes scheme	10,303	Every resident should have their independence. This funding allows our older residents and those with a disability to have access to the independence and better quality of life that free travel across Harrow and London can ensure.
The Council's call centre, main reception and website administration costs	3,925	Residents want to contact the authority in a number of different ways. This funding supports those channels of communication, so that residents can contact the council in the way that is most convenient for them, whether it is online or over the phone. We want to ensure that we are accessible to residents, especially those most vulnerable and who do not have access to the Internet, offering a timely response.
Support for residents revenue and benefit claims	2,787	This funding provides assistance to those residents in need with benefit claims, helping them access the support they need and offering a timely response.
Resources	21,030	Providing good frontline services relies on strong back office functions, including Legal, HR, procurement and IT support. This budget ensures a high quality support function for the Council.
Community		
Keeping Harrow clean & green	15,247	The council undertakes street cleaning, collection of refuse, recycling, food and garden waste to all residential properties within the borough, including collecting and preventing fly-tipping, managing and maintaining parks, 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. The council is determined to make Harrow clean again- which means sweeping streets every week; picking up your bins on time; and finding and fining those who blight our borough with litter and fly-tips. We are renewing our street lighting to more effective and cheaper lighting, monitoring and maintaining all the road surfaces in the Borough and taking the initiative to reduce road accidents.
Promoting culture in the Borough	1,778	Libraries and cultural facilities are important to us and our residents and they form an essential part of our plan to build a better Harrow. This money maintains our well used and popular libraries, as well as other cultural facilities in the Borough.
Housing General Fund	4,361	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 and Public Health Services		
Support for people with a disability and older people.	47,488	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 & Public Health	9,825	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. Public Health grants support statutory duties such as NHS Health Checks and Sexual Health and also non statutory work such as drug misuse prevention.
People - Children's Services		
Children & Young People's Services	23,064	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. We want our youngest and most vulnerable children to have access to key services that will help reduce child poverty and give them the best start in life. This also includes adoption and fostering services.
Education Services	6,235	The Council is very proud of its schools and the quality of education provided in the borough as we remain one of the top boroughs in the country in terms of education results. The School Expansion Programme is on track to deliver sufficient school places for children in 2017/2018, with contractors working on three major projects. We are keen on offering the appropriate support services for vulnerable children, such as education services for children in care or with special educational needs.
Regeneration		
Economic Development & Research	594	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. We want our local businesses to be successful and able to reach their full potential with access to more commercial workspaces and the ability to employ local people in the many jobs they are able to create. It is this team that is one of the reasons we were awarded the best small business friendly Borough in London.
Planning Services	223	This is money spent processing planning applications and enforcing planning standards across the Borough.
Total Service Budgets	146,860	

- 1.1 The Council has a statutory obligation to agree and publish the budget for 2017/18, and this report sets out the final budget for 2017/18 and the 3 year MTFs up to 2019/20.

BACKGROUND

- 1.2 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 Harrow Ambition Plan 2020 sets out the ambitious council vision of 'Working Together to Make a Difference for Harrow.' Between now and 2020 the Council's Strategy to deliver its vision is to:

- Build a Better Harrow
- Be More Business Like and Business Friendly
- Protect the Most Vulnerable and Support Families

The Council's values, developed by staff, are also a key part of the Harrow Ambition Plan:

- Be Courageous
- Do It Together
- Make It Happen

- 1.3 Harrow Council has taken a responsible approach to the significant financial challenges it faces. In 2016/17, for the first time, the Council approved a three year budget covering the period 2016/17 to 2018/19 to show its commitment to achieving financial sustainability through a period of unprecedented fiscal challenges. The Council's savings target for the 4 year period 2015/16 to 2018/19 is £83m. In balancing the 2015/16 budget, savings of £30.9m were agreed. The target for the three years 2016/17 to 2018/19 was £52.4m and the final position agreed by Council in February 2016 was a balanced position for 2016/17 and gaps of £985k and £789k for 2017/18 and 2018/19 respectively.

EXTERNAL FUNDING POSITION

- 1.4 Harrow Council is one of the lowest funded councils in London. In 2015/16 Harrow's revenue spending power per head was £159 (or 17.3%) lower than the London average which ranked Harrow 26th out of 32 London Boroughs. A similar comparison with the England average shows Harrow's revenue spending power per head was £127 (or 14.3%) below average and ranked Harrow 105th out of 120 local authorities.
- 1.5 The Local Government Finance Settlement for 2016/17 did nothing to readdress this low funding position. The settlement was intended to protect authorities that were heavily dependent on central resources from the full impact of cuts in funding over the next four years. The Settlement allocated central funding in a way that ensured councils received the same percentage change in settlement core funding, i.e. Council Tax and central funding. This methodology therefore

benefitted Councils who obtained a relatively small proportion of their income from Council Tax. Harrow has the third highest Council Tax in London and the effect of factoring in overall funding levels, rather than applying a simple percentage cut, resulted in Harrow losing £6.4m in Revenue Support Grant (RSG) in 2016/17, approximately £4m more than was planned under the previous methodology. Under the new methodology, Harrow was the sixth hardest hit amongst London Boroughs. The RSG figure for 2017/18 announced in December 2016, was the same as previously notified in the 2016/17 settlement figures.

- 1.6 Linked to the revised methodology for RSG allocation, from 2016/17 Care Act Funding was subsumed within RSG and not allocated as a separate funding stream. As Harrow's overall RSG reduced so significantly in 2016/17, there was no capacity to allocate Care Act Funding to the Adult Services division (£1.271m in 2016/17).
- 1.7 Whilst the Council was grateful to receive Transitional Grant funding (£712k in 2016/17 and £699k in 2017/18), the benefit was fully off set by reductions in the Public Health Grant.

DELIVERY OF THE 2016/17 BUDGET

- 1.8 Delivery of the 2016/17 budget is critical to maintaining the Council's financial standing and to do everything possible to protect front line services. The 2016/17 revenue budget includes a challenging savings target of £17.5m. At Quarter 3 (as at 31 December 2016) performance against the savings target is good in light of the challenging environment:
 - £9.3m of savings (53%) are already achieved or on course to be achieved.
 - £5.8m of savings (33%) are partially achieved or risks remain.
 - £2.3m of savings (13%) will not be achieved.

The Quarter 3 forecast, subject to a separate report elsewhere on the agenda, indicates a directorate overspend of £9.816m net, the key pressures relating to homelessness and front line adults and children's social care services. After allocating the corporate contingency budget (£1.329m), centrally held budgets not applied (£1.353m) and £2m set aside for homelessness pressures, the forecast pressure is reduced to £5.134m. It is critical to balance the 2016/17 budget and to achieve this plan is in place to be as lean and efficient as possible. Specifically, this is the implementation of spending controls, a review of non-essential spend, the improved use of assets, capital receipt flexibilities and a range of other efficiency and effectiveness initiatives.

MULTI YEAR FINANCE SETTLEMENT AND EFFICIENCY PLAN

- 1.9 As part of the December 2015 Spending Review, the Secretary of State for Communities and Local Government (DCLG) made an offer to councils to take up a four year funding settlement for the period 2016/17 to 2019/20. To accept this offer an Efficiency Plan had to be prepared and published by 14 October 2016.

- 1.10 The offer made by the Government, as part of the Spending Review, was to any council that wished to take up a four year funding settlement up to 2019/20. The purpose of this offer is to help local authorities prepare for the move to a more self-sufficient resource base by 2020 and the devolution of business rates. The multi year settlement is intended to provide funding certainty and stability for the sector that will enable more proactive planning and support strategic collaboration with local partners. For those councils that chose not to accept the offer, they will be subject to the existing annual process for determining the local government finance settlement. Allocations could be subject to additional reductions dependent on the fiscal climate and the need for the government to make further savings to reduce the deficit.
- 1.11 In these initial stages the funding offer is limited to three funding streams. The current MTFs, agreed by Council in February 2016, incorporates the funding provided within the four year settlement offer as detailed in table 2 below:

Table 2: 4 Year Settlement Offer

	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
RSG	21,935	13,019	7,332	1,559
Transitional Grant	712	699	0	0
Rural Services Delivery Grant allocations	N/A	N/A	N/A	N/A
Cumulative reduction in RSG from 2016/17 (%)		41%	67%	93%

- 1.12 In light of the RSG reduction of 93% over the four year period, leaving a balance of £1.559m by 2019/20, the Council did not apply to accept the offer. A letter has been sent to the Secretary of State for Communities and Local Government explaining why Harrow's funding position does not put it in a position to apply to accept. There is further on going engagement with local MP's and DCLG in respect of the offer.
- 1.13 97% of councils applied to accept the offer. It is understood that by not accepting, this leaves the Council at risk of an annual financial settlement and potentially not being able to be part of further multi year settlement offers. In recognition of this, the risk has been included on the Corporate Risk Register for Quarter 3 as 'The Council is subject to an annual financial settlement with DCLG.' It has been rated as E3 – very low likelihood but critical impact if the risk materialises. The low likelihood assessment recognises that the indicative local government financial settlement (December 2016) confirmed Harrow's RSG for 2017/18 in line with that offered in the multi year settlement and, as RSG reduces so significantly in future years, the financial risk of an annual settlement proportionately reduces. If the risk rating of E3 does not change, the risk will remain on the Corporate Risk Register for one quarter only.

BUDGET PROCESS 2017/18

- 1.14 In February 2016 Council approved a three year budget. As the Council's financial position is dynamic and is affected by a number of financial uncertainties and adjustments that will impact upon its financial position over the long and medium term, in preparing the draft budget for 2017/18 the existing MTFS was refreshed and rolled on a year. The adjustments were reported to Cabinet in December 2016 and are shown in table 3 below:

Table 3: Changes to MTFS (Prior to December Local Government Finance Settlement)

(Pre December Local Govt Finance Settlement)	2017/18	2018/19	2019/20
	£000	£000	£000
Actual Gap at Feb Council 16 Report	985	789	0
Implications of 2016/17 Budget decisions into 2019/20			
Capital financing			2,800
New homes bonus			300
Education Services Grant estimated reduction	640	751	
Freedom Pass			414
Pay Award 1%			1,000
Employers pension increase - deficit reduction			700
National Minimum Wage		0	1,300
Impact of 2016/17 Budget savings			-312
Increased CT base			-107
Business Rates top-up			-708
RSG Reduction			5,772
Sub Total	1,625	1,540	11,159
Grant and Tax base Adjustments			
Estimated increase in band D properties by 1500	-1835		
Estimated increase in band D properties by 1500		-1839	
Collection Fund Surplus	-3500		
Estimated Public Health Grant Reductions	907	697	487
2% Adult Social Care precept	-2,133		
Increase in CT by 1%	-1071	0	0
Sub Total	-6,007	398	11,646
Growth			
Resources - Business Support	734		
Adults	4,629	-96	-90
Children's	2,838	200	
Community- Housing	2,996	-163	
Funding in base budget	-1,000		
Community - Environment	500		100
Prior MTFS Savings to be reversed or re-phased			
MTFS savings identified for refresh:			

Total Resources and Business Support	1,009	570	
Total Children's	514	651	
Total Adults	2,844	2,102	-4,100
Total Community	-110	-81	124
Total Regeneration	50		
Pan Org savings	1,100		
Savings from 2017/18 Budget Process			
Resources	-844	-557	-550
Adults	-1,120		
Children's	-255		
Public Health	-263	31	
Community and Culture	-896	-140	
Housing	-898	-469	-225
Regeneration	-47		
Sub Total	5774	2446	6905
Technical:			
Estimated cost of the Apprenticeship levy	400		
Capital Financing costs	-285	2,132	2,056
Application of current capital receipts to reduce MRP cost	-1,000	0	0
- Additional New Homes Bonus	-850	-1,639	700
- Budget planning contingency	-1,000	1,000	
Revised gap	3,039	3,939	9,661
Use of Capital Receipts Flexibility	-3,039	3,039	0
Sub total	0	6,978	9,661
Proposals to be developed to reduce gap	0	-6,978	0
	0	0	9,661

1.15 The Autumn Statement was announced on 25 November 2016 followed by the provisional Local Government Finance Settlement on 15 December 2016 by Sajid Javid, the Secretary of State for Communities and Local Government. The announcements, along with other changes, have resulted in a number of adjustments to the MTFS which are summarised in table 4 below and supported by explanatory text which follows the table:

Table 4: Adjustments to MTFS 2017/18 to 2019/20 (After the provisional Local Government Finance Settlement)

	2017/18	2018/19	2019/20
	£'000	£'000	£'000
Budget gap prior to settlement	0	0	9,661
(As reported to December 2016 Cabinet)			
NNDR Revaluation:			
Reduction in top up grant	480	0	0
Adult Social Care:			
Adults Social Care Grant 2017/18	-974	974	
Additional 1% Adult Social Care Precept	-1,072	-19	-1
New Homes Bonus:			
Loss of 2012/13 NHB	1,000		
NHB 2017/18 - less properties that forecast	705		
Total Settlement Adjustments	139	955	9660
Other Adjustments:			
Capital Financing reductions from agreeing Final Capital Programme Additions	0	-51	-816
NNDR Revaluation: cost to Harrow estate	565		
NNDR Tax Base: Updated tax base	-1,257		
Education Support Grant: final grant notification	123		
Pension Fund: deficit reduction in accordance with actuarial triennial valuation	378		
Harrow Helpline Saving (RES 01): re-alignment of saving following receipt of business case	120	400	400
Revenue saving from additional income from arising from New Depot proposal in the Capital Programme	-68	-239	-246
Revised gap/ excess following adjustments	0	1065	8998

Impact:	£'000	£'000	£'000
Gap identified in December Budget Report	3,039	6,978	9,661
Revised Gap in February Report	3,039	8,043	8,998
Revised use of capital receipts flexibility	(3,039)		
Revised proposals to be developed to reduce the gap		(8,043)	
Revised Gap	-	-	8,998

- 1.16 **NNDR Revaluation.** The current rateable values came into force from 1 April 2010. Following a national revaluation exercise, new rateable values will be applied from 1 April 2017. Harrow's rateable values have increased by 14.33% which has resulted in a higher retention amount. This increase has resulted in a reduction in Harrow's 'top- up' grant of £480k.
- 1.17 **Adult Social Care.** The settlement announced the 2017/18 Adult Social Care Support Grant. This one off grant distributes £241.1m New Homes Bonus 'saving' in proportion to the adult social care relative needs formula from 2013/14 so that all authorities with responsibility for social care receive a share of this funding. Overall London's share of the total is £37m and Harrow's grant has been confirmed at £974k for 2017/18 only. Whilst it is positive that central government have recognised the significant funding pressures in social care, this grant is recycling existing funding and results in no additional funding in the budget. The settlement sees the NHB funding being reduced from six years to five years worth of payments in 2017/18. Therefore funding for 2012/13, built into the budget under the six year scheme, has been removed at a loss of £1m to the council.
- 1.18 **Council Tax Adult Social Care precept.** Following the provisional settlement, the core principle of a 2% referendum trigger remains in place for Council Tax increases. The draft budget for 2017/18 assumed a Council Tax increase of 1.99% and this has not changed in the final budget. The main change to Council Tax announced in the settlement is the increase in the flexibility permitted in the use of the Social Care Precept. Social Care authorities will have the freedom to increase by up to 3% in 2017/18 or 2018/19, but cannot exceed 6% in total over the three year period 2017/18 to 2019/20. The draft budget assumed levying a social care precept of 2% and the final budget assumes a precept of 3%. This additional 1% generates an additional £1.072m of income over the December figures. The 2017/18 budget planning process has allocated growth of £4.3m to address pressures in adults social care.
- 1.19 **New Homes Bonus.** The recycling of £1m from NHB into the 2017/18 Adult Social Care Support Grant has already been referenced in paragraph 1.17 above. A further change to NHB in the settlement was the introduction of a 0.4% tax base growth threshold for 2017/18 which means that Council's do not receive the first 0.4% of NHB growth. NHB assumed in the draft budget was £5.774m compared to a final allocation of £4.069m and the reduction of £1.705m is reflected in the final budget.
- 1.20 **Capital Financing.** Reflecting the changes between the draft and final three year Capital Programme, the capital financing implications on the revenue budget have been adjusted for. There is no change for 2017/18 and revenue costs for 2018/19 and 2019/20 have reduced by £51k and £816k respectively.

- 1.21 **NNDR Revaluation.** The new rateable values, coming into force from 1 April 2017, have already been referenced in paragraph 1.16. The estimated impact on the Harrow estate is additional business rates payable of £565k and this additional cost is reflected in the final budget.
- 1.22 **NNDR Tax Base.** The Council's 2017/18 Business Rates Retention Tax Base was taken to Cabinet in January 2017. The report projects Non Domestic Rating income at £48.155m for 2017/18. The 30% retained by Harrow equates to £14.446m. The draft budget assumed £13.189m will be retained and the final budget includes the £1.257m increase.
- 1.23 **Education Support Grant.** The draft budget assumed an allocation of £756k. Grant allocations were announced on 21 December 2016, Harrow's allocation was confirmed at £633k for 2017/18 and the difference is reflected in the final budget.
- 1.24 **Pension Fund.** All Local Government Pension Funds are subject to their triennial valuation with new funding rates coming into force on 1 April 2017. The funding rate of the Harrow Fund has improved over the last three years, with funding levels increasing from 70% to 74% (estimate). However, in line with advice from the Council's Pension Actuary, funding contributions need to be increased to achieve the funding strategy statement and reduce the deficit and a further contribution of £378k has been provided in the final budget.
- 1.25 **Harrow Helpline saving and Depot income saving** – the saving included in the December budget report on the Harrow Helpline was subject to business case. The business case indicates that the original savings of £200k 2017/18, £500k 2018/19 and £500k 2019/20 need to be revised to £80k 2017/18, £100k 2018/19 and £100k 2019/20. Separately, there is an additional saving in relation to anticipated additional income that can be generated from the proposed new capital proposal for the central Depot which is included in the Capital Programme report. The depot is to be cost neutral to the Council and the anticipated income will cover the capital financing and running costs as a minimum. The capital financing costs are £68k 2017/18, £239k 2018/19, £246k 2019/20 and £681k in 2020/21. These are additional costs each year which total an annual sum of £1.234m by 2020/21.

Capital Receipts Flexibility

- 1.26 In the Spending Review 2015, it was 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 on the revenue costs of reform projects. This flexibility is being offered to the sector for the three financial years 2016/17 to 2018/19. Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or

demand for services in future years for any of the public sector delivery partners

1.27 The Council signified its intent to make use of this flexibility in its final budget report to Cabinet and Council in February 2016.

1.28 In terms of the required reporting requirements, DCLG recommend each authority disclose the projects that will be funded or part funded through capital receipts to full Council. This requirement can be satisfied as part of the annual budget setting process. In November 2016, Cabinet approved a number of asset disposals and the capital receipts from these disposals will be applied within the new flexibilities. The Capital Receipts Flexibility strategy is set out at Appendix 16 and recommended to Council.

Final Local Government Settlement

1.29 The provisional settlement is subject to consultation to which Harrow has submitted a response. The consultation period closed on Friday 13 January 2017. The final Local Government Finance Settlement is not expected until at least 20 February 2017 and adjustments are expected to be minimal. Cabinet is recommended to authorise the Director of Finance, in consultation with the Portfolio Holder with responsibility for Finance, to update the 2017/18 Budget after the final settlement is announced is changes are required.

Analysis of Departmental Savings

1.30 This report includes departmental savings and growth proposed during the 2017/18 budget setting process and also savings identified as part of the 2016/17 and 2015/16 budget setting process. For ease of reference, the savings are set out at separate appendices. Appendix 1A sets out the net savings and growth from the 2017/18 process and is summarised in the table below:

Table 5: Savings and Growth from the 2017/18 Budget setting process

Directorate	2017/18	2018/19	2019/20	Total
Savings	£'000	£'000	£'000	£'000
Resources	724	157	150	1,031
Adult	1,120	0	0	1,120
Children and Family	255	0	0	255
Public Health	263	(31)	0	232
Community and Cultural services	964	379	246	1,589
Housing	898	469	225	1,592
Regeneration	47	0	0	47
Total	4,271	974	621	5,866
Growth				0
Resources	(734)	0	0	(734)
Adult	(4,629)	96	90	(4,443)
Children and Family	(2,838)	(200)	0	(3,038)
Community and Cultural services	(500)	0	(100)	(600)
Housing	(2,996)	163	0	(2,833)
Funding in Base Budget for homelessness	1,000			1,000
Total	(10,697)	59	(10)	(10,648)
Net Savings/Growth	(6,426)	1,033	611	(4,782)

1.31 Set out at Appendix 1B are the savings proposed as part of the previous year's budget setting process (2016/17 and 2015/16), which were included in the 2016/17 Budget report. Table 6 shows savings of £25.1m over the three year period and this is the net position after allowing for the savings which were reversed out as part of the budget refresh process during 2017/18 budget setting process.

Table 6: Savings from 2015/16 and 2016/17 MTFS

Directorate	2017/18	2018/19	2019/20	Total
Savings	£'000	£'000	£'000	£'000
Resources	1,117	1,970	0	3,087
Adult	1,571	3,228	4,100	8,899
Children and Family	167	2,611	150	2,928
Public Health	462	2,295	0	2,757
Community and culture	1,163	2,432	0	3,595
Housing	1,041	353	38	1,432
Regeneration	100	0	0	100
Pan Organisation	350	2,000	0	2,350
Total	5,971	14,889	4,288	25,148

SCHOOLS BUDGET 2017/18

- 1.32 The funding arrangements for the Dedicated Schools Grant and the Schools Budget for 2017/18 are detailed in Appendix 6. Cabinet is required to approve the structure of its funding formula for 2017/18, which it is not proposed to be changed from that in place in 2016/17 (as reported to the Schools Forum on 22 November 2016).
- 1.33 The final cash values of each formula factor have been set following consultation with Schools Forum in January 2017.

PUBLIC HEALTH FUNDING

- 1.34 Following the comprehensive spending review in November 2015, Public Health England wrote to local authorities detailing average real terms savings of 3.9% each year to 2020/21 and notified allocations for 2016/17 and 2017/18. For Harrow this resulted in a reduction in the baseline allocation of £11.636m in 2015/16 down to £11.373m in 2016/17 and £11.093m in 2017/18.
- 1.35 Grant allocations for 2018/19 onwards have yet to be announced but annual reductions are anticipated to be at similar levels pending the outcome of consultation 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.
- 1.36 The public health spending detailed in Appendix 7 of £11.093m and reflects the grant allocation published for 2017-18. 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 including equalities duties.
- 1.37 The draft commissioning intentions (detailed in Appendix 7) were presented to the Health and Wellbeing Board at its meeting on 12 January 2017.

BETTER CARE FUND

- 1.38 The Better Care Fund (BCF) in 2016/17 has national funding of £3.9bn.
- 1.39 The agreed value of the Better Care Fund in Harrow is £16.258m, £1.181m of which reflects the capital funding in relation to Disabled Facility (the Community Capacity Grant having been discontinued). The balance of £15.077m allocated to revenue funding supports two agreed schemes – Protecting Social Care (£6.558m) and Whole Systems and Transforming Community Services (£8.519m).
- 1.40 The comprehensive spending review in November 2015 announced that an additional £1.5bn will be made available to the Better Care fund by 2019/20. The funding allocations announced in December 2015 indicated that additional funding of £1.9m would be allocated to Harrow in 2018/19 and £2.2m in 2019/20. The relationship between the existing negotiated BCF and the levying of the ASC precept is not clear

and as a result this additional funding cannot be assumed within the MTFS.

- 1.41 The minimum funding requirements for the 2017/18 BCF were expected to be notified in December 2016 to enable and 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. The 2017/18 BCF will be progressed once the planning guidance has been published.
- 1.42 The draft budget currently assumes that the current funding transfer to the Council of £6.558m will continue in 2017/18. The Adult Social Care budget pressures are considerable and the wider Council savings proposals are significant.

HEALTH INTEGRATION

- 1.43 Sustainability Transformation Plans (STPs) were introduced by NHS England (NHSE) to support delivery of their Five Year Forward View strategy and represent geographic areas (footprints) across England. Harrow falls under the North West London (NWL) footprint.
- 1.44 The STP is an opportunity to radically transform the way health and social care is provided, and across NWL both the NHS and local authorities have agreed to work together to deliver a sustainable health and care system. The NWL STP (submitted to NHSE on 21st October 2016) describes the shared ambition across health and local government to create an integrated health and care system that enables people to live well and be well.
- 1.45 There is a commitment in principle from NHSE / NWL that transformation should enable funding to be provided to cover local authority Adult Social Care funding gaps. Work is underway to establish both the funding gaps and the ability to redirect resources to local authorities arising from health and social care transformation and will be included in future years budgets once confirmed.

COMMERCIALISATION

- 1.46 Harrow's Commercialisation Strategy was agreed by Cabinet in June 2015. 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.
- 1.47 Commercialisation for Harrow Council has been defined as encompassing, but not limited to, the following areas:
- Shared Services
 - Investments
 - Selling services
 - Pricing Analysis
 - Fitness of traded services

- Consideration of concessions
- Better contract management
- Continuous improvement in procurement

1.48 Based on the council's current pipeline of commercialisation opportunities, it is expected that the Commercialisation Strategy will deliver significant benefits; £15.325m of these benefits are captured in the MTFS over the period 2015/16 to 2019/20. Table 7 below summarises the commercialisation benefits:

Table 7: 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
1. 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
2. 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
3. Shared HR service – look at sharing the service with other local authorities.	-	-	140	110	-	250
4. 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
5. 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
6. My Community ePurse – explore commercialisation opportunities	-	-	-	2,638	4,100	6,738
7. Adults services - Wiseworks and Shared lives – commercialisation opportunities and selling model to neighbouring Boroughs.	-	-	100	219	56	375
8. 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
9. 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
10. 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
11. Project Phoenix including Trade Waste.	-	115	520	1,525	-	2,160
12. Helpline – review the service to consider whether Helpline services can be provided to other councils.	-	15	80	100	100	295
Total	394	907	2,132	7,594	4,298	15,325

RESERVES AND CONTINGENCIES

1.49 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 (Quarter 3 2016/17) general non earmarked balances stand at £10m and those for specific purposes are detailed:

- Unforeseen contingency £0 (£1.329m applied to in year revenue pressures)
- Budget Planning contingency £1m (£1m applied in 2017/18 budget)
- Rapid Response reserve £75k
- Standing Up for Those in Need £800k
- Welfare Reform / Homelessness £0 (£2m currently applied to in year revenue pressures)
- Children's Social Care Reserve £0 (£218k applied to in-year revenue pressures)
- Public Health £898k (fully ear marked to Public Health)
- Commercialisation Reserve £335k
- Transformation and Priorities Initiative Fund £2.428m
- Business Risk Reserve £2.029m
- MTFS Implementation Costs £2.648m

1.50 The report of the Director of Finance, which includes the adequacy of reserves and contingencies, is detailed in Appendix 10.

COUNCIL TAX MODEL RESOLUTION

1.51 The draft Council Tax Model Resolution is attached at Appendix 11. This is still subject to confirmation of the GLA precept which is expected to be confirmed on 20 February 2017. Any changes will be made for approval at Council on 23 February 2017.

MEMBERS ALLOWANCE

1.52 The proposed Members' Allowances scheme for 2017/18 is attached at Appendix 12. 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.

1.53 Cabinet is requested to recommend the scheme to Council for approval.

ANNUAL PAY POLICY STATEMENT

- 1.54 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
- 1.55 The proposed statement is attached at Appendix 13 and Cabinet is requested to recommend it to Council for agreement.

WORKFORCE IMPLICATIONS

- 1.56 There is a legal requirement to seek to avoid or minimize 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 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 4 circumstances:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation and
- Where consultation is required to complete an equalities impact assessment.

Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;

- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals;
- there is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting and;
- The consultation is clear on the reasons why alternatives and discarded options have been discarded.

2.2 On 9 December, a budget consultation survey was published on the Council's web-site in relation to the Cabinet's draft budget proposals for 2017-18 after the meeting on 8 December 2016. The draft budget reported to December Cabinet has also been available to view on the Council's website.

There were only 5 respondents to the general survey, with 3 of those respondents offering no overall view of the budget proposal put forward. There was support for the Council's aim to prioritise protecting the vulnerable and commercialise its work; there were no specific comments made in opposition to the budget.

2.3 The following stakeholder consultation meetings have taken place. Please refer to Appendix 14 for the minutes relating to a number of these meetings.

Stakeholder	Meeting	Date
Unions	Corporate Joint Committee	5 December 2016
Health Partners (Minutes)	Health and Wellbeing Board	12 January 2017
Local Businesses (Minutes)	Harrow Business Consultative Panel	23 January 2017
Overview and Scrutiny (Minutes)	Special meeting of O & S to review the budget	1 February 2017
Tenants and Leaseholders	Tenants and Leaseholders Consultative Forum	2 February 2017
Unions / Employees	Employees Consultative Forum	8 February 2017

2.3 In terms of service specific consultations, the council has a duty to consult with residents and service users in a number of different

situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties. Where appropriate, separate service specific consultations have already taken place or are currently taking place for the 2017/18 savings.

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 2017/18 will be measured and this again will be reported through the Strategic Performance Report.

4.0 RISK MANAGEMENT IMPLICATIONS

4.1 Key financial risks are managed through the risk management strategy. There are three significant financial risks currently included on the Corporate Risk Register:

Risk 5 – Failure to deliver a 4 year MTFs to achieve savings of £83m. This risk is currently rated at B2, high likelihood and critical impact.

Risk 20 – There are insufficient reserves. This risk is currently rated at D2, low likelihood and critical impact.

Risk 21 – The Council is subject to an annual financial settlement with the Department of Communities and Local Government. This risk is currently rated at E3, very low likelihood and moderate impact.

The Corporate Risk Register, reported quarterly to the Corporate Strategic Board and the GARMS Committee, is supported by the departmental Finance Risk Register which is updated quarterly or more frequently if deemed necessary.

As at March 2017 the level of general fund reserves is forecast to be £10m which is the minimum required level and is considered sufficiently adequate but only on the basis that any potential adverse budget variations are tightly controlled.

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.

- 5.3 These proposals will be referred to Council so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impacts that cannot be mitigated.

6.0 FINANCIAL IMPLICATIONS

- 6.1 Financial Implications are integral to this report.

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. Some of these have already been published and Appendix 16 sets this out.

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 group and a cumulative equality impact assessment has been produced taking into account the results set out in Appendix 16.

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 2017/18 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"/>	Chief Financial Officer
Date: 5 February 2017		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 February 2017		

Ward Councillors notified:	No, as it impacts on all Wards
EqIA carried out:	Yes
EqIA cleared by:	Alex Dewsnap, DETG Chair – Resources and Commercial Directorate

Section 4 - Contact Details and Background Papers

Contact: Dawn Calvert, Director of Finance (S151 Officer), tel: 0208 420 9269, dawn.calvert@harrow.gov.uk

Background Papers:

- [Final Revenue Budget 2016/17 and MTFS 2016/17 to 2019/20](#)
- [Draft Revenue Budget 2017/18 and MTFS 2017/18 to 2019/20](#)
- [Approval of Business Rates Income Resource Base for 2017 – 2018 \(19 January 2017\)](#)
- Final Capital Programme 2017/18 to 2019/20 (16 February 2017)
- 2016/17 Revenue and Capital Monitoring for Quarter 3 as at 31 December 2016 (16 February 2017)
- EQIAs for individual savings proposals (included with agenda papers)

**Call-In Waived by the
Chairman of Overview and
Scrutiny Committee**

NOT APPLICABLE

*[Call-in applies, except where
the decision s reserved to
Council or is for noting only]*

This page is intentionally left blank

* Please Note, all SAVINGS shown as POSITIVE and Growth as Negative

Total Savings & Growth - 2017/18 Budget Process					Appendix 1a						Key Stakeholders to Consult	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2016/17 Service Budget	2017/18	2018/19	2019/20	Total	EQIA Required Yes/NO	Does this proposal impact on another directorate? Y/N	Consultation Required (Y/N)	
(1)	(2)	(3)	(4)	(5)	(8)	(9)	(10)	(11)				
				£000	£000	£000	£000	£000				
Resources												
								-				
1	RES_01	Customer Services and IT	Increase Helpline Income Developing a robust multi-channel marketing plan to build the brand and promote the Helpline service to generated additional income through the existing service.	(544)	80	100	100	280	N	Y	N	
2	RES_13	Customer Services and IT	Technology and Transformation Services Reduce level of support on SAP.	300	64	-	-	64	N	Y	N	
3	RES_14	Procurement / HR	Early re-procurement of Agency Staff Contract	£21 million spend across services	150			150	Y - as part of the report to Cabinet on 17th November	Y	N	
4	RES_15	Procurement / HR	Re-procurement of Occupational Health contract delivering an overall cheaper pricing model on the service.	114	24			24	Y	Y	N	
5	RES_16	Strategic Commissioning	VCS funding - This saving reduces community grants and transfer funding from the emergency relief fund, to support the information and advice strategy as the December cabinet report.	1,446	110	57	50	217	Y- separate report to December 2016 Cabinet	Y- separate report to December 2016 Cabinet	Y- separate report to December 2016 Cabinet	
6	RES_17a	Strategic Commissioning	Member Development Reducing the frequency in spend of the member development budget.	31	26	-		26	N	N	N	
7	RES_10	Legal	Political Office Support Councillors are supported by a variety of administrative arrangements. The proposal reduces the amount allocated to each member /group office.		100			100	N	N	vacant post	
8	RES 18	Finance	Finance - 'Insurance Savings from re-tendering of Insurance contract.		50			50	N	N	N	

Total Savings & Growth - 2017/18 Budget Process

Appendix 1a

											Key Stakeholders to Consult
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2016/17 Service Budget	2017/18	2018/19	2019/20	Total	EQIA Required Yes/NO	Does this proposal impact on another directorate? Y/N	Consultation Required (Y/N)
(1)	(2)	(3)	(4)	(5)	(8)	(9)	(10)	(11)			
				£000	£000	£000	£000	£000			
			Total Resources excluding Business Support		604	157	150	911			
Business Support								£0			
9	BSS_02	Business Support	PA Support The creation of a new Central PA Hub to support the Chief Executive, Corporate Directors and Directors offering a fixed catalogue of services.		100			100	Y	Y	Y - will follow HR procedures
10	BSS_07	Business Support	Community Hub A reorganisation of the Community hub will re-allocate a prioritised workload over a smaller team.		20			20	Y	Y	Y - will follow HR procedures
			Total Business Support	-	120	-	-	120			
			Resources Total		724	157	150	1,031	-	-	-

84

People Services											
Adults											
11	PA_01	Adults	Voluntary Sector - cessation of all services other than those required under the Care Act. There is a separate cabinet report to the December 2016 cabinet in respect of this saving.	799	420			420	Y- separate report to December 2016 Cabinet	N	Y and has been widely consulted on as part of the report to Dec Cabinet,
12	PA_03	Adults	Commissioning - Cessation of Adults commissioning function (2.6FTE) from People's commissioning team resulting in spot purchasing only, and limited strategic commissioning for the Adult's services.	303	187			187	Y		Y - will follow HR procedures
13	PA_04	Adults	Management - further reduction in strategic management function, reducing by 1FTE (Head of Service) from 4FTE down to 3FTE i.e.; DASS plus 2 Heads of Service	564	127			127	Y		Y - will follow HR procedures

Total Savings & Growth - 2017/18 Budget Process

Appendix 1a

											Key Stakeholders to Consult
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2016/17 Service Budget	2017/18	2018/19	2019/20	Total	EQIA Required Yes/NO	Does this proposal impact on another directorate? Y/N	Consultation Required (Y/N)
(1)	(2)	(3)	(4)	(5)	(8)	(9)	(10)	(11)			
				£000	£000	£000	£000	£000			
14	PA_05	Adults	Contracts & Admin - in line with the voluntary sector proposals and move to personalisation model, the function of this team (4FTE) will be deleted. Any residual duties will be accommodated within already stretched social work teams.	161	161			161	Y		Y - will follow HR procedures
15	PA_06	Adults	Reduce Safeguarding Quality Assurance Team - Deletion of 2 FTE – reduction in ability to visit all 750 Community Providers and over 300 Care Homes in the year and respond to safeguarding alerts.	410	112			112	Y		Y - will follow HR procedures
16	PA_08	Adults	Reduce Occupational Therapy Team - Deletion of 4FTE – will increase the current 6 month waiting list with more vulnerable people delayed in hospital, and an increased number of vulnerable people placed unnecessarily in costly residential and nursing units	494	113			113	Y		Y - will follow HR procedures
			Total Adult		1,120	-	-	1,120			

85

Childrens											
17	PC_S05	Education Services	Virtual School Transfer funding for 1fte PEP Co-ordinator and 0.88fte Education Welfare Officer to external grant funding	179	90			90	N	N	N
18	PC_S06	Children & Young People	Children & Young People Services Additional Savings Reduction 1.3fte posts and cessation of procurement contract	267	165			165	Y	N	Y
			Total Childrens Services		255	-	-	255			

Public Health											
19	PH	PH	Reduction in wider health improvement function.	456	107			107	Y		N
20	PH	PH	Reversal of Public Health wide growth to deal with small projects.	456	60			60	Y		N

Total Savings & Growth - 2017/18 Budget Process

Appendix 1a

											Key Stakeholders to Consult
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2016/17 Service Budget	2017/18	2018/19	2019/20	Total	EQIA Required Yes/NO	Does this proposal impact on another directorate? Y/N	Consultation Required (Y/N)
(1)	(2)	(3)	(4)	(5)	(8)	(9)	(10)	(11)			
				£000	£000	£000	£000	£000			
21	PH_01	PH	Wider Health Improvement - bring forward approved 2018/19 savings in relation to wider determinants of health to 2017/18. Warmer Homes £50k retained until 2018/19.	117	96	(96)		-	Y		N
22	PH_02	PH	Wider Health Improvement - breast feeding - saving scheduled for 2018/19 to allow service to develop alternative model.	65		65		65	Y for 2018/19		Y - 2018/19
			Total Public Health		263	(31)	-	232			
			People Total		1,638	(31)	-	1,607			

98

Community											
Community and Culture											
23	COM_S01	Commissioning & Commercial	Commercial projects under Project Phoenix - The Revenue Maximisation business case has identified commercial opportunities in parking, waste services, events, advertising and increased rental income. Implementation Costs: Projects will start during 16/17, and it is anticipated that implementation costs can be met from income raised in 16/17 achieving a break-even position.	(115)	520			520	Y	N	Y for some of the proposals
24	COM	Commissioning & Commercial	Income from expansion of Central Depot		68	239	246	553	N	N	Y - to be subject of separate cabinet report
25	COM_S04	Environment & Culture	Sports & Physical Activity - 2 options: either cease all activities or seek alternative funding to meet the costs including the use of S106 funding and/or funding the post by working together with other funding partners.	48	48			48	Y	N	This is dependant on the final option.
26	COM_S13	Commissioning & Commercial	Additional cost recovery in Network Management - Additional cost recovery from street works by having better use of traffic orders to manage street works	(268)	50			50	Y	N	N

Total Savings & Growth - 2017/18 Budget Process

Appendix 1a

											Key Stakeholders to Consult
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2016/17 Service Budget	2017/18	2018/19	2019/20	Total	EQIA Required Yes/NO	Does this proposal impact on another directorate? Y/N	Consultation Required (Y/N)
(1)	(2)	(3)	(4)	(5)	(8)	(9)	(10)	(11)			
				£000	£000	£000	£000	£000			
27	COM_S08	Environment & Culture	Phase 2 of Environment & Culture Review - Regulatory Services Review of Enforcement functions across the Division and the Council. Revised approach to prioritise commercial / cost recovery generating work and health and safety issues and to undertake all other services at minimum standards meeting the minimum level of Food Standards Agency and other regimes.	1,587		200		200	Y	Y	Y but for 2018/19
28	COM_S12	Environment & Culture	Route Optimisation on food waste collection	900	-	150		150	Y	N	N
29	COM_S11	All	Reduce staff training, stationery and conference budgets across the directorate	131	68			68	Y	N	N
30	COM_S10	Commissioning & Commercial Division	Neighbourhood Investment Scheme (NIS) - cease funding. This is already an agreed MTFs saving for 18/19. This proposal is to bring forward the saving to 17/18.	210	210	(210)		-	Y		N
Total Community & Culture					964	379	246	1,589			

87

Housing											
								-			
31	COM_S09	Housing	Supporting People - savings from contract renegotiation and/or review of service delivery	610	50			50	Y	Y	Y
32	COM_S02	Housing	Home Improvement Agency - increase in fee income as a result of increased capital expenditure on Disabled Facilities Grants - savings are conditional on capital budget increases being approved with additional amounts being administered by HIA.	445	100			100	N	N	N

Total Savings & Growth - 2017/18 Budget Process

Appendix 1a

Key Stakeholders to Consult

Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2016/17 Service Budget	2017/18	2018/19	2019/20	Total	EQIA Required Yes/NO	Does this proposal impact on another directorate? Y/N	Consultation Required (Y/N)
(1)	(2)	(3)	(4)	(5)	(8)	(9)	(10)	(11)			
				£000	£000	£000	£000	£000			
33	COM_G05.3	Housing	Homelessness - Extension of Property Purchase Initiative (Additional 50 homes) - Purchase of a further 50 homes for use as TA to reduce pressure on B&B.		254	469	225	948	N	N	N
34	COM	Housing	Homelessness Invest to save - Reduction in expenditure resulting from work undertaken by temporary additional staff resources taken on to undertake additional prevention work, local procurement of properties and areas recovery.		494			494	N	N	N
			Total Housing		898	469	225	1,592			
			Community Total		1,862	848	471	3,181			

88

Regeneration											
35	REP_S01	Development Control	Planning income - Increase of pre-application charges to a competitive level (subject to the approval as part of annual F&C review process)	(1,377)	20			20	Y	N	N
36	REP_S03	Economic Development	Economic Development & Regeneration – Reduction in activity to support economic development and regeneration	598	27			27	Y	N	N
			Regeneration Total		47	-	-	47			

			Total Savings		4,271	974	621	5,866			
--	--	--	----------------------	--	-------	-----	-----	-------	--	--	--

GROWTH											
	Resources										

Total Savings & Growth - 2017/18 Budget Process

Appendix 1a

Key Stakeholders to Consult

Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2016/17 Service Budget	2017/18	2018/19	2019/20	Total	EQIA Required Yes/NO	Does this proposal impact on another directorate? Y/N	Consultation Required (Y/N)
(1)	(2)	(3)	(4)	(5)	(8)	(9)	(10)	(11)			
				£000	£000	£000	£000	£000			
1	BSS_G01	Business Support	Business Support required for growth in Childrens Services. Significant case load pressures on the front line of Childrens Services have resulted in the need to increase Business Support staffing levels. A new model for Early Intervention Services also requires higher levels of Business Support and these pressures lie behind the growth being put into the service.		(734)			(734)	N		N
			Resources Total		(734)	-	-	(734)			
People Services											
2	Adults		Growth - Underlying ongoing pressure less identified mitigation		(4,353)			(4,353)			
3	Adults		Growth - reinstatement of an operational budget for The Bridge to be phased out over a three year period so that by 2020/21, the service can be provided at nil cost.		(276)	96	90	(90)			
			Total Adults		(4,629)	96	90	(4,443)			
Childrens											
4	PC_G01	Education Services	Special Needs Transport There are significant pressures on SEN Transport of over £1.2m. There is a savings target in the current MTFS for £514k. An updated travel assistance policy was approved by Cabinet in September 2016 however It is not anticipated that there will be any significant changes as the regulations have remained largely unchanged. However, discretionary travel arrangements will be removed for under 5's. Since 2014 a new SEN Code has led to an increased demand Post 19 as well as the pressures of the additional demand from the 5-19 demographic growth. There has been an increase in post 18 young people of nearly 40%	3,040	(1,000)			(1,000)	N	N	

Total Savings & Growth - 2017/18 Budget Process

Appendix 1a

Key Stakeholders to Consult

Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2016/17 Service Budget	2017/18	2018/19	2019/20	Total	EQIA Required Yes/NO	Does this proposal impact on another directorate? Y/N	Consultation Required (Y/N)
(1)	(2)	(3)	(4)	(5)	(8)	(9)	(10)	(11)			
				£000	£000	£000	£000	£000			
5	PC_G02	Children & Young People	Children & Young People Staffing There is a rise in demand on children's social care which is on an upward trajectory based on all the metrics available. In order to meet this demand additional staffing across the children's social care pathway from MASH through to Leaving Care at the cost of £0.944m which is based on ensuring there are enough practitioners and managers to support the service. This would include 3 team managers, 5 deputy team managers and 9 social workers	7,664	(944)			(944)	N	N	
6	PC_G03	Children & Young People	Children's Placements & Accommodation and No Recourse to Public Funds & Other Client Spend Increase in the number of children in high cost residential placements. A number of these placements have been needed in response to significant risks relating to child sexual exploitation and gangs involvement. Increase in number of families with NRPF supported by the Council. The welfare reforms, along with stricter enforcement of Asylum Legislation are the main causal factors for this demand, which is unpredictable in terms of volume and costs.	6,935	(894)	(200)		(1,094)	N		
			Total Children and Family		(2,838)	(200)	-	(3,038)			
			People's Total Growth		(7,467)	(104)	90	(7,481)			
Community & Culture											
Community and Culture											
7	COM_G01	Environment & Culture	West London Waste Authority (WLWA) - increase in disposal levy arising from waste growth and population growth	8,093			(100)	(100)			

06

Total Savings & Growth - 2017/18 Budget Process

Appendix 1a

											Key Stakeholders to Consult
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2016/17 Service Budget	2017/18	2018/19	2019/20	Total	EQIA Required Yes/NO	Does this proposal impact on another directorate? Y/N	Consultation Required (Y/N)
(1)	(2)	(3)	(4)	(5)	(8)	(9)	(10)	(11)			
				£000	£000	£000	£000	£000			
8	COM	Environment & Culture	Dry recycling disposal costs – Significant pressure is anticipated in this area when the contract is re-procured, based on some benchmarking data and recent market conditions.		(500)			(500)			
			Total Environment		(500)	-	(100)	(600)			
Housing											
9	COM	HGF	Homelessness growth - growth required to build the ongoing homelessness pressure into the base budget.	-	(2,996)	163	-	(2,833)			
			Total Community		(3,496)	163	(100)	(3,433)			
10	RES		Funding in Budget from 2016/17 - LEP top slice		1,000			1,000			
			Total Growth		(10,697)	59	(10)	(10,648)			
Net Savings/Growth					(6,426)	1,033	611	(4,782)			

This page is intentionally left blank

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
Resources and Commercial													
1	16.17 MTFS Review	RES_SC01	Strategic Commissioning	Income from Communications Through Gain Share Model	0	25	25	13		38	N	Not required	N
2	16.17 MTFS Review	RES_SC02	Strategic Commissioning	Additional Income from Communications Provider and Further Savings	375	0		107		107	N	Not required	N
3	16.17 MTFS Review	RES_SC03	Strategic Commissioning	Alternative Funding of domestic violence budget			21	61		82	N	Not required	N
4	16.17 MTFS Review	RES_SC04	Strategic Commissioning	Proposed savings in Health watch Funding	112	13		50		50	N	Not required	N
5	16.17 MTFS Review	RES_SC05	Strategic Commissioning	SIMS Team Contribution to Overheads and Additional Income	0	30	20	20		40	N	Not required	N
6	16.17 MTFS Review	RES_SC06	Strategic Commissioning	Commissioning Capacity in the Council	861	371	10	50		60	N	Not required	N
7	15.16 MTFS Review	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.			57			57	N	Not required	N
Total Strategic Commissioning					1,348	439	133	301	0	434			

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
8	16.17 MTFS Review	RES_HR01	HR	Shared HR Service with Buckinghamshire County Council - Business Case Under Development	837		140	110		250	Y	Not required as submitted as a separate Cabinet report in Feb 2016.	Consultation will be done in accordance with HR policies
9	16.17 MTFS Review	RES_HR03	HR	Organisational Development - Review existing shared OD service provision	244	0	155			155	N	Not required	N
Total Human Resources & Shared Services					1,081	0	295	110	0	405			
10	16.17 MTFS Review	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		1,220	N	Not required	N
11	16.17 MTFS Review	RES_F03b	Finance & Assurance	Audit and Fraud - deletion of Fraud Investigation Officer post		30	15			15	N	Not required	Consultation will be done in accordance with HR policies
12	16.17 MTFS Review	RES_F04	Finance & Assurance	Investment Portfolio			350	350		700	N	Not required	N
Total Finance & Assurance					0	210	960	975	0	1,935			
13	16.17 MTFS Review	RES_LG02	Legal & Governance	Committees - Savings reversed	640		100			100	N	Not required	N

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
14	16.17 MTFS Review	RES_LG02	Legal & Governance	Reversal of saving - 'This was a proposal to consolidate the Committee structure, which is not being progressed.			(100)			(100)	N	Not required	N
15	16.17 MTFS Review	RES_LG04	Legal & Governance	Expansion of the Legal Practice	(116)	140	210	210		420	Y	Not required as submitted Feb 2016 Cabinet.	Consultation will be done in accordance with HR policies
16	16.17 MTFS Review	RES_LG05	Legal & Governance	Delayed implementation of land charges transfer of service	(656)	350	(250)	(250)		(500)	N	Not required	N
17	15.16 MTFS Review	RES12	Legal & Dem Services	Reduction in Legal cost, in the initial instance by growing the business		0	144	144		288	N	Not required	N
				Legal & Governance	(132)	490	104	104	0	208			
18	16.17 MTFS Review	RES_CP01	Commercial, Contracts & Procurement	Selling services through shared procurement arrangements.			(19)	29	0	10	Y	Not required as submitted Feb 2016 Cabinet.	N
19	15.16 MTFS Review	RES15	Procurement	Restructuring of the Commercial, Contracts and Procurement Division's function.	864	108	201	151		352	Y	Not required as submitted Feb 2016 Cabinet.	Consultation will be done in accordance with HR policies
				Commercial, Contracts & Procurement	864	108	182	180	0	362			

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
20	16.17 MTFS Review	RES_CS02	Customer Services and IT	Revenues and Benefits - Domestic and NNDR Site Review and Collection Rate				250		250	N	No - saving is reversed	N
21	16.17 MTFS Review	RES_CS02	Customer Services and IT	Reversal of saving - 'Revenues and Benefits - Domestic and NNDR Site Review and Collection Rate. This saving come through as additional collection Fund income and therefore the saving cannot be made in the Directorate Budget.				(250)		(250)	N	Not required	N
22	16.17 MTFS Review	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	N	Not required	N
				Total Customer Services & IT	1,378	0	0	300	0	300			
23	16.17 MTFS Review	BSS 01	BSS	Business Support Review.	2,957	649	352	320		672	N	Not required	N

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
	Childrens												
26	16.17 MTFS Review	PC12	Children & Young People	Review of posts in Quality Assurance & Improvement Service	802			223		223	N	Not required for 2017/18 budget	Consultation will be done in accordance with HR policies for 47,49,50,51,52,53, will need to check impact on the service provision other consultation may be needed
27	16.17 MTFS Review	PC13	Children & Young People	Early Intervention & Youth Development Integration and restructure of childrens centres, early intervention and youth development service	2,463	416	266			266	Y	Not required as submitted Feb 2016 Cabinet.	Consultation will be required
28	16.17 MTFS Review	PC14	Children & Young People	Review of Adoption Contract	223			86		86	Y	Not required for 2017/18 budget	N
29	16.17 MTFS Review	PC15	Children & Young People	Review of posts in MASH	319			100		100	N	Not required for 2017/18 budget	Consultation will be done in accordance with HR policies

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
30	16.17 MTFS Review	PC16	Children & Young People	Review of posts in Family Information Service	61			61		61	Y	Not required for 2017/18 budget	Consultation will be done in accordance with HR policies
31	16.17 MTFS Review	PC17	Children & Young People	Review of posts in Access to Resources	599			57		57	Y	Not required for 2017/18 budget	Consultation will be done in accordance with HR policies
32	16.17 MTFS Review	PC19	Children & Young People	Review of Leaving Care, Children Looked After & Unaccompanied Asylum Seeking Children Teams				173		173	Y	Not required for 2017/18 budget	Consultation will be done in accordance with HR policies
33	16.17 MTFS Review	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	99	61	8			8	Y	Not required as submitted Feb 2016 Cabinet.	Consultation will be done in accordance with HR policies
34	16.17 MTFS Review	PC28	Cross Service	Non-pay inflation	150	150	150	150	150	450	N	Not required	N

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
35	16.17 MTFS Review	PC33	Special Needs Service	Review of Special Educational Needs Transport	3,070	257	257			257	n/a		Will be required depending on impact on service
36	16.17 MTFS Review	PC33	Special Needs Service	Reversal of Savings - Special Educational Needs Transport There are significant pressures on SEN Transport of over £1.2m. There is a savings target in the current MTFS for £514k. An updated travel assistance policy was approved by Cabinet in September 2016 however It is not anticipated that there will be any significant changes as the regulations have remained largely unchanged. However, discretionary travel arrangements will be removed for under 5's. Since 2014 a new SEN Code has led to an increased demand Post 19 as well as the pressures of the additional demand from the 5-19 demographic growth. There has been an increase in post 18 young people of nearly 40%.		(257)	(514)			(514)	n/a		
37	16.17 MTFS Review	PC36	Children & Young People	Review of posts in Quality Assurance & Service Improvement.	922			248		248	Y	Not required for 2017/18 budget	Will need to follow Hr policies

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
38	16.17 MTFS Review	PC38	Children & Young People	Review of Children Looked After & Placements Service.	8,733			1,000		1,000	Y	Not required for 2017/18 budget	Will need to follow Hr policies
39	16.17 MTFS Review	PC42	Special Needs Service	Review of Special Needs Service	2,483			1,164		1,164	Y	Not required for 2017/18 budget	Will need to follow Hr policies
40	16.17 MTFS Review	PC42	Special Needs Service	Reversal of Savings - Special Educational Needs Placements In respect of PC41 approved February 2016. New funding regulations mean there will no longer be flexibility to further charge these costs to grant				(651)		(651)	n	Not required	N
Total Childrens Savings					19,924	627	167	2,611	150	2,928			

					Adults								
41	16.17 MTFS Review	PA_3	Adults	Wiseworks - commercialisation opportunities and to be self financing by end of MTFS period	175	50	69	56		125	Y	Not required as submitted Feb 2016 Cabinet.	N
42	16.17 MTFS Review	PA_4	Adults	Milmans Community tender	359		175	184		359	Y	Y	Y

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
43	16.17 MTFS Review	PA_5	Adults	New Bentley [formerly Byron NRC] Community Tender	446		446			446	n/a		Y
44	16.17 MTFS Review	PA_5	Adults	Full reversal of saving - following the unsuccessful Community Tender at Kenmore it is not currently possible to deliver savings via this route. The commercialisation approach now being considered for Kenmore may indicate the potential for future savings to be explored for New Bentley if the approach is successful.			(446)			(446)	n/a		
45	16.17 MTFS Review	PA_6A	Adults	Vaughan NRC - service review to identify efficiencies in supporting the most complex	634		100			100	Y	Y	Y
46	16.17 MTFS Review	PA_9	Adults	Sancroft - contract management and service renegotiation	1,691	166	334			334	Y	Not required as submitted Feb 2016 Cabinet.	Completed
47	16.17 MTFS Review	PA_10A	Adults	Transport - review transport provision	1,079	200	200	350		550	Y	Not required as submitted Feb 2016 Cabinet.	Completed
48	16.17 MTFS Review	PA_11A	Adults	MOW/Catering Service - review of service	(13)		65			65	N	N	Completed
49	16.17 MTFS Review	PA_14	Adults	Shared Lives - commercialisation through selling model to neighbouring boroughs.	427	50	150			150	Y	Not required as submitted Feb 2016 Cabinet.	Completed

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
50	16.17 MTFS Review	PA_15	Adults	Bedford House / Roxborough Park - review provision within Bedford House	1,286	150	650			650	Y	Not required as submitted Feb 2016 Cabinet.	Completed
51	16.17 MTFS Review	PA_15	Adults	Reversal of £400k of the saving in 2017/18 - given the complexity of the client group attending the merged facility it is not possible to deliver the level of savings originally estimated			(400)			(400)	n/a		N/a
52	16.17 MTFS Review	PA_16	Adults	7 Kenton Road - review provision through supporting living and shared lives	228		228			228	Y	Y	Y
53	16.17 MTFS Review	PA_26	Adults	My Community ePurse - commercialisation of My Community ePurse			1,000	600		1,600	N	Not required	N/a
54	16.17 MTFS Review	PA_26	Adults	Rephasing - remove original phasing			(1,000)	(600)		(1,600)	N	Not required	N/a
55	16.17 MTFS Review	PA_26	Adults	Rephasing - add in new phasing				1,000	600	1,600	N	Not required	N/a
56	16.17 MTFS Review	PA_27	Adults	Our Community ePurse - explore new commercialisation opportunities			998	1,250		2,248	N	Not required	N/a
57	16.17 MTFS Review	PA_27	Adults	Re-phasing - remove original phasing			(998)	(1,250)		(2,248)	N	Not required	N/a

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
58	16.17 MTFS Review	PA_27	Adults	Re-phasing - add in new phasing				998	1,250	2,248	N	Not required	N/a
59	16.17 MTFS Review	PA_28	Adults	Community Wrap - explore new commercialisation opportunities				640		640	N	Not required	N/a
60	16.17 MTFS Review	PA_29B	Adults	Total Community ePurse - explore new commercialisation opportunities				2,250		2,250	N	Not required	N/a
61	16.17 MTFS Review	PA_29B	Adults	Re-phasing - remove original phasing				(2,250)		(2,250)	N	Not required	N/a
62	16.17 MTFS Review	PA_29B	Adults	Re-phasing - add in new phasing.					2,250	2,250	N	Not required	N/a
Total Adult Savings					6,312	616	1,571	3,228	4,100	8,899			

Public Health													
63	16.17 MTFS Review	PH_3	PH	Sexual Health - consolidation of activity within new contract efficiency 17-18	714		105			105	n/a	n/a	N/a
64	16.17 MTFS Review	PH_3	PH	Reversal of Sexual Health saving - procurement and wider London Sexual Health Transformation will determine savings in future years	714		(105)			(105)	n/a	n/a	N/a

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
65	16.17 MTFS Review		PH	Contract Efficiencies within Health Visiting contract	2,848		105			105	N	N	N
66	16.17 MTFS Review	PH_5	PH	Tobacco Control & Smoking Cessation - reduction of service	299		279			279	Y	Y	Y
67	16.17 MTFS Review	PH_9	PH	Health intelligence & Knowledge - reduction in staff costs	211		48			48	Y	Y	N
68	16.17 MTFS Review	PH_10	PH	Staffing & Support - reduction in budget & deletion of additional procurement support	134	54	30			30	Y	Not required as submitted Feb 2016 Cabinet.	Consultation will be done in accordance with HR policies
69	16.17 MTFS Review	PH_11	PH	Drug and Alcohol - reduction in service (contract related costs. Employee costs included in PH_12)	2,480	0		1,500		1,500	Y	Not required for 2017/18 budget	Consultation will be done in accordance with HR policies
70	16.17 MTFS Review	PH_12	PH	Reduction to service - staffing reductions	4,603	41		795		795	Y	Not required for 2017/18 budget	Consultation will be done in accordance with HR policies
				Public Health Total	12,003	95	462	2,295	0	2,757			
				Net Savings People	38,239	1,338	2,200	8,134	4,250	14,584			

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
					Savings								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total	EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					£000	£000	£000	£000	£000	£000			

Community													
71	16.17 MTFS Review	CE_5	Directorate Wide	Reduction of supplies & services budget	300	31	50	50		100	N	Not required	
72	16.17 MTFS Review	CE_8	ESD - Technical Services	Staff efficiency once Towards Excellence fully embedded - Deletion of 2 posts.	382	0	34	34		68	Y	Y	Consultation will be done in accordance with HR policies
73	16.17 MTFS Review	CE_9	ESD - Public Protection	Efficiencies arising from Selective Licensing - Through full cost recovery and reduction in failure demand. Net income.	(503)	200	35			35	Y	Y	
74	16.17 MTFS Review	CE_10.2	ESD - Management	Management savings Savings on a management post across the Environmental Service Delivery division.	150	0	75			75	Y	Not required as submitted Feb 2016 Cabinet.	Consultation will be done in accordance with HR policies

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
75	15.16 MTFS Review	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.			30	50		80	Y	Not required as submitted Feb 2015 Cabinet.	Consultation will be done in accordance with HR policies
76	15.16 MTFS Review	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.		0	200			200	N	Not required	
77	16.17 MTFS Review	CE_12	Commissioning Services	Project Phoenix - Commercialisation projects	19,000	40	0	1,525		1,525	N	Not required	Yes - depending on project
78	16.17 MTFS Review	CE_14	Commissioning Services	Highways Services - revenue savings on utilities and maintenance costs due to acceleration of the Street Lighting replacement programme and extension of the variable lighting regime.	1,001	70	10			10	Y	Not required as submitted Feb 2016 Cabinet.	N

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
79	16.17 MTFS Review	CE_15	Commissioning Services	Highways Services - Reduction in revenue budget for reactive maintenance due to accelerated capital investment from 2014/15.	1,033	60	20	20		40	Y	Not required as submitted Feb 2016 Cabinet.	N
80	16.17 MTFS Review	CE_16	Commissioning Services	Staff efficiencies in Parking and Network Teams - reduction in team leader and inspector posts. Staff consultation completed in June 15. The reduction in posts will be phased over the next 2 years to ensure minimal impact on service level.	2,103	75	80	20		100	Y	Not required as submitted Feb 2016 Cabinet.	Consultation will be done in accordance with HR policies
81	16.17 MTFS Review	CE_17	Commissioning Services	General efficiencies across the Division (Policy, Community Engagement, Facilities Management and Contracts Management) - including capitalisation of senior contracts officer post, removal of some supplies & services budget.	1,009	12	9	80		89	Y	Not required as submitted Feb 2015 Cabinet.	Consultation will be done in accordance with HR policies
82	16.17 MTFS Review	CE_18	Commissioning Services	Income Generation - Facilities Management Service Level Agreements (SLAs) and Energy SLAs to schools.	(190)	46	20	20		40	N	Not required	N
83	16.17 MTFS Review	CE_19	Commissioning Services	Road safety officer post - externally funded by Transport for London (TfL)	40	0	40			40	Y	Y	N
84	16.17 MTFS Review	CE_20	Commissioning Services	Further contract efficiencies following the re-procurement of Facilities Management contract.	3,200	0	80			80	N	Not required	N

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
85	15.16 MTFS Review	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		0	40			40	N	Not required	N
86	15.16 MTFS Review	E&E_05	Commissioning Services - Contract Mgt & Policy	Staff Efficiencies across the Division - Deletion of 3 posts			86			86	Y	Not required as submitted Feb 2015 Cabinet.	Consultation will be done in accordance with HR policies
87	15.16 MTFS Review	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.		0	44	22		66	Y	Not required as submitted Feb 2015 Cabinet.	Consultation will be done in accordance with HR policies
88	15.16 MTFS Review	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.		0	45			45	Y	Not required as submitted Feb 2015 Cabinet.	Completed
89	15.16 MTFS Review	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).			120	120		240	Y	Y	N

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
90	15.16 MTFS Review	E&E_10	Commissioning Services - Highways	Review salary capitalisation of highway programme & TfL funded projects		0	50	50		100	N	Not required	N
91	15.16 MTFS Review	E&E_11	Commissioning Services - Network Mgt	Additional income - from street works		0	10			10	N	Not required	N
92	15.16 MTFS Review	E&E_12	Commissioning Services - Street Lighting	Changes in Street Lighting Policy to include variable lighting solutions.		0	10	12		22	N	Not required	N
93	15.16 MTFS Review	E&E_13	Commissioning Services - Street Lighting and Drainage	Street lighting and Drainage budgets - capital investment allows for lower maintenance costs		0	40			40	N	Not required	N
94	15.16 MTFS Review	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		0		10		10	Y	Not required for 2017/18 budget	N
95	16.17 MTFS Review	CE_21	NIS	Neighbourhood Investment Scheme (NIS) - a base budget of £210K is available for all 21 wards. A one-off saving has been offered as part of the early year saving. It is now proposed that the full budget is removed from 16/17 onwards.	210	0		210		210	Y	Not required for 2017/18 budget	N
Total Communities					27,735	534	1,128	2,223	0	3,351			

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
96	16.17 MTFS Review	CC_2	C&C	Library Strategy Phase 2 - delivery of network of libraries and library regeneration	2,138	180	108	209		317	Y	Not required for 2017/18 as EQIA agreed for 2016/17 budget setting	Y
97	16.17 MTFS Review	CC_4	C&C	Arts & Heritage - delivery of business plan (reallocation of savings based on Cabinet report May 2015)	623	(342)	282			282	N	Not required	N/a
98	16.17 MTFS Review	CC_4	C&C	Arts & Heritage Services - Total saving in the original MTFS proposal in relation to the proposed transfer of the services to Cultura London was £455k (£173k of which was profiled in 16/17). At this stage the service remains in-house, subject to any further decisions regarding the future of the arts centre and therefore at this stage the saving is being reversed. Should this position change, adjustments would be made to the MTFS and be reflected in the Final Budget report.			(455)			(455)	N	Not required	N/a

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
99	15.16 MTFS Review	CHW12	C&C	Redevelopment Harrow Leisure Centre Site. This will need to link with Regeneration Programme. 17/18 saving is expected to be met from one-off income through the improvement to playing pitches at Bannister Sports Centre.			100			100	Y	Y	Y
Total Cultural Services					2,761	(162)	35	209	0	244			
100	16.17 MTFS Review	CH_3	HGF	Supporting People - cessation of funding for Handyperson Scheme, which is intended to become self-supporting through commercialisation	678	62	25			25	Y	Not required for 2017/18 as EQIA agreed for 2016/17 budget setting	Y
101	16.17 MTFS Review	CH_4	HGF	Supporting People - Sheltered Housing floating support - savings assumed to result from contract renegotiation or review of service delivery.	678		60			60	Y	Y	N/a
102	16.17 MTFS Review	CH_7	HGF	Watkins House - Options review	402	(25)	100	100		200	n/a		N/a

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
103	16.17 MTFS Review	CH_7	HGF	Full reversal of saving - as part of the review It became apparent that rather than savings being made as a result of the closure of Watkins House, additional costs would need to be incurred to ensure an appropriate level of care was being provided to residents of the scheme. This is now in place and will continue until such time as the scheme is completely vacated. It is not yet clear what the costs of the care needs of the existing residents will be, so it was felt prudent to remove the assumed savings so as not to reduce the level of funds available to provide this care. £25k growth was allowed in 2016/17 and therefore the net reduction of £175k is required.			(75)	(100)		(175)	n/a	n/a	N/a
104	16.17 MTFS Review	CH_8	HGF	Private lettings agency - projected income from establishing a lettings agency	0	54	130	174	120	424	n/a	n/a	N/a
105	16.17 MTFS Review	CH_8	HGF	Full reversal of saving - the business plan for the lettings agency indicates that as a result of a slower than anticipated start and an increased level of overhead costs compared with those originally envisaged, it is unlikely to be able to deliver the level of benefits to the Council assumed in the MTFS calculations within the MTFS period.			(130)	(174)	(120)	(424)	n/a	n/a	N/a

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
106	16.17 MTFS Review	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.	0	230	31	(2)	42	71	N	Not required	
107	16.17 MTFS Review	CH_9	HGF	Additional income - 'Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.			770	355	(4)	1,121	N	N	N
108	16.17 MTFS Review	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			130	Y	Y	
Total Housing					2,136	311	1,041	353	38	1,432			
Net Savings Community					32,632	683	2,204	2,785	38	5,027			

Regeneration													
109	15.16 MTFS Review	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			100			100	Y	Y	N

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	Savings						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
110	16.17 MTFS Review	REG_6	Economic Development	Commercialisation of work space, subject to agreement with St Edwards (income net of running costs)	0	0	50			50	n/a	n/a	N
111	16.17 MTFS Review	REG_6	Economic Development	Full reversal of saving - The opportunity to acquire Stanmore Place Innovation Centre no longer exists as St Edward has sold the property to a 3rd party, albeit several attempts to reach an agreement with St Edward over the last 12 months.			(50)			(50)	n/a	n/a	N
Net Savings Regeneration					0	0	100	0	0	100			
112	16.17 MTFS Review	PO 04	Pan Organisation	Additional Commercialisation savings from projects in the pipeline		1,100	1,100			1,100	n/a	n/a	N
113	16.17 MTFS Review	PO 04	Pan Organisation	Full reversal of saving - Savings on commercialisation have been proposed as part of the directorate savings proposals and therefore need to be reversed as a pan organisation saving.			(1,100)			(1,100)	n/a		N
114	14.15MTFS Review	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.	0	350	350	2,000	0	2,350	N	Not required	N

Savings Proposed from 2015/16 and 2016/17 Budget Setting					Appendix 1b						EQIA Required	EQIA already submitted Yes/ No	Key Stakeholders to consult 'Yes/No Completed
					Savings								
Item Number	Savings Year	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2015/16 Service Budget	Total Saving in Current MTFS	2017/18	2018/19	2019/20	Total			
					£000	£000	£000	£000	£000	£000			
	Net savings Pan Organisation				0	1,450	350	2,000	0	2,350			
			Total Net Savings		78,367	5,367	5,971	14,889	4,288	25,148			

MEDIUM TERM FINANCIAL STRATEGY 2017/18 to 2019/20

	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Budget Requirement Brought Forward		164,987	164,804	157,973
Corporate & Technical		-638	17,134	8,941
People		3,629	-7,999	-4,340
Community		-1,570	-3,796	-409
Resources & Commercial		-1,107	-2,127	-150
Regeneration		-147	0	0
Pan Organisation		-350	-2,000	0
Total		-183	1,212	4,042
FUNDING GAP		0	-8,043	-8,998
Total Change in Budget Requirement		-183	-6,831	-4,956
Revised Budget Requirement	164,987	164,804	157,973	153,016
Collection Fund Deficit/-surplus	-3,494	-3,760	0	0
Revenue Support Grant	-21,935	-13,019	-7,332	-1,560
Top Up	-21,113	-21,049	-21,684	-22,392
Retained Non Domestic Rates	-13,189	-14,446	-14,446	-14,446
Amount to be raised from Council Tax	105,256	112,530	114,511	114,618
Council Tax at Band D	£1,283.61	£1,347.66	£1,347.66	£1,347.66
Increase in Council Tax (%)	3.99%	4.99%	0.00%	0.00%
Tax Base	82,000	83,500	84,970	85,050
Collection rate	97.75%	98.00%	98.00%	98.00%
Gross Tax Base	83,887	85,204	86,704	86,786

This page is intentionally left blank

REVENUE BUDGET SUMMARY 2017-2018

Appendix 3

	2016-17		Revenue Budget 2017-18				
	2016-17 Budget	Revised Net Budget	Gross Controllable Expenditure	Gross Income	Net Controllable Expenditure	Uncontrollable Expenditure	Net Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Local Demand - Borough Services							
Resources & Commercial	21,144	21,421	214,869	-176,824	38,045	-16,733	21,312
Environment & Commissioning	33,692	33,976	48,212	-31,186	17,026	15,644	32,670
Housing General Fund	6,804	6,839	11,692	-7,332	4,360	3,213	7,573
Sub-total Community	40,496	40,815	59,904	-38,518	21,386	18,857	40,243
Adult Services	58,937	61,207	73,566	-15,722	57,844	5,899	63,743
Public Health	590	590	24,513	-25,044	-531	1,303	772
Adults & Public Health	59,527	61,797	98,079	-40,766	57,313	7,202	64,515
Children & Families	37,273	35,134	166,017	-136,718	29,299	8,666	37,965
Sub-total People	96,800	96,931	264,096	-177,484	86,612	15,868	102,480
Regeneration	2,014	2,044	4,208	-3,391	817	1,129	1,946
Total Directorate Budgets	160,454	161,211	543,077	-396,217	146,860	19,121	165,981
LEP funding for Homelessness	1,000	1,000					0
Total Service Budget	161,454	162,211					165,981
Corporate And Technical Adjustment							
Other Corporate Budgets	2,215	2,215					3,141
Pay Inflation	1,000	243					460
Pension Contribution	0	0					500
Goods And Service Inflation	350	350					1075
Treasury Management	927	927					332
Capital financing cost	23,870	23,870					26,117
Capital Financing adjustments	-23,590	-23,590					-23,590
Grant							
Sec.31 Grant Business Rate Reliefs and others	-871	-871					-871
Education Services Grant	-2,303	-2,303					-895
New Homes Bonus	-5,249	-5,249					-4069
Adult Social Care Grant 2017/18							-974
Others Grant							13
Other Budget Adjustments							
Budget Planning Contingency	2,000	2,000					
Contingency - General	1,855	1,855					1,248
Contribution from Budget Planning reserve							-1,000
Contribution to MTFS Implementation Reserve	2,954	2,954					0
Provisions for debt/litigation	375	375					375
Capital Receipt Flexibility	0	0					-3039
Sub Total Corporate and Technical Adjustment	3,533	2,776					-1,177
TOTAL BUDGET REQUIREMENT	164,987	164,987					164,804
BIDGET REQUIRMENT FUNDED BY							
Contribution re Collection Fund							
Deficit/Surplus(-) b/f	-3,494	-3,494					-3760
Revenue Support Grant	-21,935	-21,935					-13019
Business Rates Top-up Grant	-21,113	-21,113					-21049
Retained Business Rates	-13,189	-13,189					-14446
Council Tax Income	-105,256	-105,256					-112530
Total Funding	-164,987	-164,987					-164,804
Council Tax for Band D Equivalent							
General (£)	1,258.93	1,258.93					1309.15
ACS(£)	24.68	24.68					38.51
Harrow Increase (£)	1,283.61	1,283.61					1347.66
GLA (£)	276.00	276.00					280.02
	1,559.61	1,559.61					1627.68
Increase							
General (%)	1.99%	1.99%					1.99%
ASC (%)	2.00%	2.00%					3.00%
GLA (%)	-6.44%	-6.44%					1.45%
Total Increase (%)	1.98%	1.98%					4.36%
Taxbase	82,000	82,000					83500
Collection Rate	97.75	97.75					98.0%
Funds / Balances							
Balances Brought Forward	10,009	10,009					10,009
Adjustment to Balances	0	0					0
Balances Carried Forward	10,009	10,009					10,009

This page is intentionally left blank

Levies, Contribution and Subscriptions

The table below shows the main levies, contributions to other bodies, and subscriptions that the Council will pay in 2017/18. 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.

	2016-17	2017-18	Changes	Changes	Comments
	£'000	£'000	£'000	%	
West London Waste Authority Levy	1.566	1.895	329	17.36%	Based on Notification
Lee Valley Levy	234	232	-2	-0.86%	Based on Notification
London Council Subscription	137	137	0	0.00%	Estimate
London Borough Grant	259	219	-40	-18.26%	Based on Notification
Freedom Pass Levy	10.185	10.199	14	0.14%	Based on Notification
Environment Agency Levy	186	189	3	1.59%	Based on Notification
Coroners Court Levy	179	179	0	0.00%	Estimated
Traffic Control Levy	296	300	4	1.33%	Based on Notification
Local Government Association Subscription	38	38	0	0.00%	Estimated
London Pension Fund Authority Levy	307	307	0	0.00%	Estimated
Joint Committee Subscription	161	161	0	0.00%	Based on Notification
Apprentice Levy	0	400	0	0.00%	Estimate (Figure as per MTFS) –This is a new levy starting in May 2017.

This page is intentionally left blank

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. Contingency budgets should not be included in financial planning as part of a service's annual operational revenue budget.
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 which occur during the financial 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.

Introduction

1. 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.

DSG settlement 2017-18

2. The 2017-18 DSG is based on the number of pupils on the October 2016 schools census for schools and currently the January 2016 early years census for early years. The total indicative DSG for 2017-18 is £199.019m. Table 1 shows the breakdown DSG across the three blocks. The sections following the table provide a detailed explanation for each funding block.

Table 1 – 2017-18 DSG allocation

Block	GUF*	Pupil No.s	Total £'000
Schools Block - maintained schools and academies	£4,845.80	32,076	£154,910
Schools Block - Education Services Grant			£524
Early Years Block - 3&4 year old grant	£2,918.40 ⁽¹⁾	4,015	£11,719
Early Years Block - 3&4 year old grant add'al 15 hours	£2,918.40 ⁽¹⁾	660	£1,124 ⁽²⁾
Early Years Block - 2 year old grant	£3,374.40 ⁽³⁾	592	£1,997
Early Years Block - Pupil Premium			£96
Early Years Block - Disability Access Fund			£43
High Needs Block			£28,607
Total DSG Allocation 2017-18			£199,019

3. The 2017-18 schools budget was presented to Schools Forum on 17th January 2017. The 2017-18 funding for each block is detailed in Table 2. This was agreed by Schools Forum subject to further analysis of Central spend and ESG.

Table 2 – 2017-18 DSG Blocks

Description	2016-17 pre-recoupment budget	2017-18 proposed budget	Change	2017-18 Allocation
	£'000	£'000	£'000	£'000
Central	£738	£738	£0	£0
Early Years	£11,392	£14,978	£3,586	£14,978
Formula Deficit	-£2,069	-£1,792	£277	£0
High Needs	£29,555	£31,250	£1,695	£28,607
Schools	£148,393	£150,738	£2,344	£155,434

Description	2016-17 pre- recoupment budget	2017-18 proposed budget	Change	2017-18 Allocation
	£'000	£'000	£'000	£'000
Growth Fund - General	£2,502	£2,584	£82	£0
Growth Fund - Early Years	£536	£0	-£536	£0
ESG	£0	£524	£524	£0
Grand Total	£191,048	£199,019	£7,971	£199,019

4. The increase in funding is shown below at Table 3

Table 3 – DSG funding increase 2017-18

Description	£'000
Total DSG 2016-17	£191,048
Total DSG 2017-18	£199,019
Increase	£7,971
Made up of:	
- schools block	£1,246
- early years block	£2,608
- high needs block	£4,162
- induction for NQT	-£45
Total increase	£7,971

Schools block – delegated budget allocated to schools

- It is proposed that the Schools Funding Formula remains largely unchanged with the exception of changes to funding factor values for Income Deprivation Affecting Children Index (IDACI). IDACI is an indication of deprivation which uses location (child's postcode) as the basis of assessing a pupil's level of deprivation. Historically these bandings were ranged Band 6 (being most deprived) down to Band 0 (having no deprivation). In September 2015 a major national re-categorisation of wards took place a new data set derived. The effect of this was that wards were re-evaluated and the impact for London generally was that most wards were re-categorised with lower deprivation than the previous position.
- In 2017-18 a revised data set has been released which aims to smooth out some of the effects of the ward re-categorisation impacts of the previous year's dataset. In order to minimise financial impact to schools it is proposed to change the funding formula factor values.
- 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. In 2016-17 there are 31 schools protected at MFG, 12 schools which gain but which are capped by 0.8% in order to fund part of the MFG and 9 schools which either gain or reduce but below either cap. The total net MFG is £3.442m.

8. The proposed 2017-18 Schools Funding formula shows an improved position. There will be 23 schools (a reduction of 8) no protected at MFG, 13 schools (an increase of 1) which gain but which will be capped in order to fund part of the MFG and 18 schools (an increase of 9) which either gain or reduce but below either cap. The total net MFG is £2.380m.

Table 4 – 2016-17 and 2017-18 School Funding Formula Factor Values

Factor	Primary	Secondary		Primary	Secondary	
	All	KS3	KS4		All	KS3
Year	2016-17			2017-18		
Basic Entitlement (AWPU)	£3,268	£3,887	£4,742	£3,268	£3,887	£4,742
Free School Meals	£1,389	£2,645		£1,389	£2,645	
IDACI Band 1	£200	£434		£200	£434	
IDACI Band 2	£280	£607		£280	£607	
IDACI Band 3	£559	£1,058		£559	£1,058	
IDACI Band 4	£700	£1,200		£810	£1,395	
IDACI Band 5	£700	£1,200		£1,139	£1,694	
IDACI Band 6	£1,139	£1,694		£1,139	£1,694	
Looked After Children	£1,974	£1,974		£1,974	£1,974	
English as an Additional Language	£216	£2,962		£216	£2,962	
Mobility	£2,705	£2,422		£2,705	£2,422	
Prior Attainment	£618	£1,392		£618	£1,392	

Formula Deficit

9. In 2016-17 there is a formula deficit of £2.069m. This is being funded by a schools brought forward contingency. In 2017-18 it is anticipated that this figure will reduce to £1.792m (subject to business rate revaluations). This will be funded from the schools brought forward contingency. However, this is the final year that the contingency will be available and therefore any deficits in future years will need to be funded from future DSG allocations.
10. Whilst the MFG is a mandatory factor in the formula there is limited scope to further claw back any further funding through 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.

Early Years Block

11. The DfE carried out a consultation in the Autumn of 2016 on a new Early Years National Funding Formula (EYNFF) for free entitlement nursery places for 3 & 4 year olds. The LA in turn consulted with Harrow early years providers. In 2017-18 the LA will receive funding of £5.12 per hour per participating 3&4 year old equating to £11.717m. Of this, 7% will be retained by the LA to fund central Early Years functions.
12. The outcome of the consultation and the proposed structure of the local Early Years Single Funding Formula (EYSFF) for Cabinet approval is included in another report on this agenda. Subject to this proposal being approved there will be more funding available for early years providers as the proposed maximum hourly funding rate to providers will increase from £4.29 per hour to £4.52 per hour.
13. In addition £96k is available for the Early Years Pupil Premium Grant. 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.
14. Funding for 2 year olds has increased from £5.50 per hour to £5.92.

High Needs Block

15. Whilst there was no opportunity to bid for specific growth for High Needs the DfE have allocated each authority two separate growth funds totalling £761k for Harrow in 2017-18. This is made up as follows:
 - £469k – population based uplift (national total £95.3m)
 - £292k – population growth uplift (national total £34.7m)
16. The DfE undertook a 're-baselining' exercise in 2016-17 to realign funding blocks to reflect anticipated expenditure instead of using historical baselines. This has increased the High Needs Block by £4.2m. Historically this would have had to have been funded by top slicing funding available in the Schools Block.

Other School Budgets

Capital

17. This will continue into 2017-18 although the DfE has yet to confirm the 2017-18 capital allocation.

Pupil Premium

18. Schools will continue to receive the Pupil Premium in respect of pupils who have ever been eligible for Free School Meals in the last 6 years plus Children Looked After continuously for more than 6 months, service children and adoption children. The rates for pupil premium will remain the same as 2016-17.

Universal Infants Free School Meals (UIFSM)

19. The grant for UIFSM continues at a meal rate of £2.30 for the 2017-18 academic year. Further details will be produced later this year.

Year 7 Catch Up

20. This will continue into 2017-18

Primary PE and Sports Premium

21. This will continue into 2017-18.

Education Services Grant (ESG)

22. The ESG allows LAs to carry out duties in respect of **general** duties for maintained schools and **retained** duties for maintained schools, academies and free schools. In March 2016 the Government announced that the ESG would cease. From April to August 2017 the LA will receive a transitional ESG. The **general** funding rate will then be removed from September 2017.

23. In the case of maintained schools the DfE recognise that LAs will need to use other sources to pay for funding for maintained schools and the regulations will be amended to allow LAs to retain some of the schools block funding to cover statutory duties in respect of maintained schools. At its meeting on 18th January 2017 maintained school members agreed to the de-delegation of £9.57 per pupil from the school budgets in 2017-18 to fund the LA in respect of its statutory duties in relation to maintained school.

24. In the case of retained duties for maintained schools, academies and free schools £523k has been transferred into the DSG in 2017-18. The LA can only retain this funding subject to the agreement of all members of Schools Forum. At its meeting on 18th January 2017 Schools Forum requested further information in respect of the anticipated spend of the LA and therefore this funding is still subject to agreement.

This page is intentionally left blank

Public Health Funding**Appendix 7****Mandatory Services**

Sexual Health (incl Family Planning)	2,641,502	
Health Visiting	2,898,000	
Health Checks	76,450	
Supporting Child Health	<u>702,509</u>	6,318,461

Discretionary Services

Tobacco Control	0	
Drug & Alcohol Misuse	2,445,632	
Physical Activity	<u>0</u>	2,445,632

Staffing & Support Costs

Staffing	990,781	
Non-Staffing	47,941	
Overheads	<u>245,525</u>	1,284,247

Health Improvement	100,000	
Wider Determinants of Health	<u>945,161</u>	1,045,161
Total Expenditure		<u><u>11,093,501</u></u>

Funded by

Department of Health Grant	<u>11,093,501</u>	
Total Income		<u><u>11,093,501</u></u>

This page is intentionally left blank

Reserves Policy

The recommended reserves policy is as follows:

The first call on any under spend at the end of the year will be to add to reserves. 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. However, the External Auditor expects the Council to review its reserves on an annual basis.

There is no statutory definition of a minimum level of reserves. The level of reserves is a balance between the risk facing the Authority and the opportunity costs of holding these balances.

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 and control 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 2017/18 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 and general fund balances.

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, which represents between 6% and 7.5% of the 2017/18 net revenue budget of £164.8m.

As at 31 March 2016 the level of General Fund Reserves was £10m, which represents 6% of the Council's budget requirement for 2017/18 (£164.8m), which is the recommended minimum level. In addition, the Authority holds a limited number of earmarked reserves as detailed in Appendix 9.

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

The S151 officer has responsibility for the establishment of earmarked reserves. The S151 officer is responsible for ensuring that detailed controls are established for the creation of new reserves and provisions and any disbursements therefrom.

All contributions to, and appropriations from, General Fund reserves must be approved by the Portfolio Holder with Responsibility for Finance, subject to any limitations set by the Council in the approved budget framework.

Appendix 9

Reserves Forecast 2017/18

	Estimated Reserves at start of year	Planned Contributions included in MTFS	Estimated Use of reserves in-year	Estimated Reserves at year end 31 March 2018
	01-Apr-17			
Earmark Reserves	£'000	£'000	£'000	£'000
Transformation & Priority Initiatives Fund	2,098	0	635	1,463
Business Risk	2,029	0	0	2029
MTFS Implementation	2648	0	2,000	648
Rapid Response	75	0	75	0
IT Implementation	664	0	664	0
Standing Up For Those In Need	800	0	0	800
Public Health	898	0	0	898
Commercialisation	335	0	335	0
Budget Planning	2000	0	1000	1,000

This page is intentionally left blank

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 2017/18 Local Government Financial Settlement have only increased the challenges around setting a balanced budget for 2017/18. Harrow Council was not in a position to accept the 4 Year Settlement Offer (2016/17 to 2019/20) which saw its Revenue Support Grant (RSG) reduce by 93% over the four year period. Whilst it is reassuring that the Council's actual RSG for 2017/18 was in line with that included in the Settlement Offer, the Council remains at risk of an annual financial settlement for 2018/19 and 2019/20. There are significant areas of uncertainty around further cuts, the 100% retention of business rates, 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 the impact of Brexit, 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.

Last year, to address the financial challenges, the Council set a three year Medium Term Financial Strategy (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 required a longer lead in time. As part of the budget setting process for 2017/18 the existing MTFS was refreshed and rolled on a year to reflect the Council's changing financial position and to allow for a review of the proposals in development in the MTFS for 2017/18 and 2018/19 to assess whether they were robust enough to remain within the budget or needed to be reversed out and replaced.

The advice of the S151 Officer is that the budget for 2017/18 is sufficiently robust and there are evidenced proposals in development for 2018/19 and 2019/20. However 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 2018/19 and 2019/20 will be subject to further scrutiny before final approval in their respective budget years
- Growth of £10.6m has been provided for within the 2017/18 budget. Service managers have made reasonable assumptions about demand led pressures and such pressures are monitored closely throughout the year with variations being tightly controlled
- 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
- Key financial risks are managed and reported as part of the Corporate Risk Register
- The recommended increases in fees and charges are in line with the assumptions in the budget
- The budget for 2017/18 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 contained within service budgets unless there is an agreement the variation is managed pan organisation

Adequacy of General Reserves, Ear marked Reserves, and Contingencies

There is no statutory definition of a minimum level of reserves and it is for this reason that the matter falls to the judgement of the S151 Officer. The level of reserves 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 off expenditure or to allow time for management actions to be implemented.

The Council holds a general fund balance of £10m which represents the balance of last resort in the event of any major and unforeseen event that compromises the delivery of the council's budget. At current levels, this balance represents 6% of the council's budget requirement for 2017/18 (£164m). This balance of £10m does place Harrow Council in the lower quartile of general fund balances. No draw down on balances is forecast for 2016/17 and the three year MTFS (2017/18 to 2019/20) does not rely upon such balances. The general fund reserves are sufficiently adequate however they must not drop below the £10m level and no allocations should be made unless already planned and there are no such plans. 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 which are set out in Appendix 9. The estimate of these balances is £11.5m at the end of 2016/17 and a reduced balance of £6.8m by the end of 2017/18.

The 2017/18 budget still includes the on going revenue contingency of £1.248m for unforeseen items.

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 held are considered sufficiently adequate but only on the basis that any potential adverse budget variations are tightly controlled and wherever 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 2017/2018

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 2017/2018 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 8 December 2016 the Council calculated the amount of 83,500 as its Council Tax Base for the year 2017/2018 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 2017/2018, 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) £590,547,730
 - (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) £478,018,120
 - (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.** £112,529,610
 - (iv) Being the amount at (iii) divided by the Council Tax Base, calculated by the Council at its meeting on 8 December 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)** £1,347.66

(v) Valuation Bands

	A	B	C	D	E	F	G	H
£	898.44	1,048.18	1,197.92	1,347.66	1,647.14	1,946.62	2,246.10	2,695.32

Being the amounts given by multiplying the amount at (iv.) 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 2017/2018 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
£	186.68	217.79	248.91	280.02	342.25	404.47	466.70	560.04

- (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 2017/2018 for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	1,085.12	1,265.97	1,446.83	1,627.68	1,989.39	2,351.09	2,712.80	3,255.36

- (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 2017/18 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 2017/2018.

1. This scheme shall have effect until 31st March 2018. 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 2018/19, 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 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 2017 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.

This page is intentionally left blank

Harrow Council supports openness and accountability and is pleased to publish its Pay Policy Statement for 2017/18. 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 2017/18.

Update January 2017:

The pay policy statement for 2016/17 was agreed by Cabinet in February 2016. The changes reflected in this 2017/18 pay policy statement are listed below:

- The London Living Wage has increased to £9.75ph and will be implemented in April 2017
- The number of directly employed staff living within a Harrow postcode is 41%
- Harrow Council Staff awards were re-launched in December 2016, details provided
- Update to links embedded in the document to further information

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.

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

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.

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 2016 and are published at:

http://www.harrow.gov.uk/download/downloads/id/9354/salary_scales_april_2016

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.

² Circa 41% of employees have a permanent address with a Harrow postcode according to data held on personal employee files on SAP payroll system

³ London Living Wage is set periodically by the Mayor of London. It was announced that this would rise to £9.75 per hour in October 2016 and will be implemented in April 2017.

The senior management structure is published at:

http://www.harrow.gov.uk/download/downloads/id/9355/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 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:

http://www.harrow.gov.uk/info/200031/data_protection_and_freedom_of_information/foi/1216/local_authorities_data_transparency

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 whom 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

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.

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.

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](#)

In December 2016 the Council relaunched the staff awards to celebrate the successes of our workforce. The scheme allows staff to celebrate their colleagues, nominating them for recognition against our strategic ambition plan and our values. The nominations went to a judging panel consisting of staff, the staff Making A Difference Group, managers and a corporate director. Representatives were from across the organisation. The winners were

awarded with a £250 payment, all of which were funded from donations of our partner organisations.

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 April 2016, an increase of 1% was awarded.

The most recent pay agreement increasing pay scales for other non-teaching employees was implemented in April 2016, an increase of 1% was awarded.

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](#)

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)

⁵ Joint Negotiating Committee / National Joint Council

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](#)

Further information on the scheme is published here
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 by email to HR Business Partner:
samantha.reilly@harrow.gov.uk

LONDON BOROUGH OF HARROW**CABINET - 16 FEBRUARY
2017****MINUTE FROM HEALTH AND WELLBEING BOARD – 12
JANUARY 2017****190. INFORMATION REPORT - Draft Revenue Budget 2017/18 & Medium
Term Financial Statement 2017/18 - 2019/20**

The Board received a report which detailed Harrow Council's Draft Revenue Budget 2017/18 and Medium Term Financial Strategy 2017/18 to 2019/20, as reported to the Council's Cabinet on 8 December 2016. It was noted that the budget and MTFs would return to Cabinet in February 2017 for final approval and recommendation to Council.

An officer introduced the report and updated the position including the receipt of the local government settlement. A 3% social care precept, up from the previous limit of 2% was now authorised and the option to include 3 years at 3% was available. It was reported that the 3% would make a difference in Harrow as the 2% had already been used. The Adult Social Care support grant used new homes bonus monies so the net impact was negative.

A CCG representative referred to the consultation regarding the smoking cessation programme, as an example of an area where the CCG was unable to reinstate budget reductions made by the local authority.

In response to a question, the Director of Public Health provided further detail on the draft 2017/18 Public Health budget and stated that priority had been given to statutory services and substance misuse.

The Director of Adult Social Services responded to a question on funding of the first sector and it was noted that the feedback on the budget proposals by voluntary groups would be reported to the February Cabinet meeting.

RESOLVED: That the report be noted.

Background
documents:

Minutes of the Health and Wellbeing Board – 12 January 2017

Contact Officer:

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

HARROW BUSINESS CONSULTATIVE PANEL MINUTES

23 JANUARY 2017

Chair: * Councillor Aneka Shah-Levy

Councillors: * Ajay Maru * Bharat Thakker
* Pritesh Patel (1)

* Denotes Member present

(1) Denotes category of Reserve Members

14. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Members:-

Ordinary Member

Reserve Member

Councillor Kam Chana

Councillor Pritesh Patel

15. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Items 8&9 – Information Report: Draft Revenue Budget 2017/18 and Medium Term Financial Strategy 2017/18 to 2019/20 & Information Report: Draft Capital Programme 2017/18 to 2019/20

Councillor Ajay Maru declared a non-pecuniary interest in that he owned a business in Harrow. He would remain in the room whilst the matters were considered.

Councillor Pritesh Patel declared a non-pecuniary interest in that he was Director of a local non-profit organisation. He would remain in the room whilst the matters were considered.

16. Appointment of Vice-Chair

RESOLVED: To appoint Councillor Ajay Maru as Vice-Chair of the Harrow Business Consultative Panel for the 2016/2017 Municipal Year.

17. Minutes

RESOLVED: That the minutes of the meeting held on 26 January 2016 be taken as read and signed as a correct record.

18. Public Questions, Petitions & Deputations

RESOLVED: To note that none were received.

RESOLVED ITEMS

19. Information Report: Draft Revenue Budget 2017/18 and Medium Term Financial Strategy 2017/18 to 2019/20 & Information Report: Draft Capital Programme 2017/18 to 2019/20

Members received two reports of the Director of Finance which set out the Council's proposals Draft Revenue Budget 2017/18 And Medium Term Financial Strategy 2017/18 To 2019/20 and the Draft Capital Programme 2017/18-2019/20 For Consultation.

The Chair welcomed a local business representative to the meeting. She explained that the Council had a statutory duty to consult the business community before setting the Budget and Council Tax for the forthcoming year.

Following comments and questions from Members, officers advised that:

- the draft Business Rates list has been issued at the end of 2016 and local businesses would have been informed of their new rateable values. The final list will be issued on 1 April 2017 but business rates bills will be sent out in early March 2017 based on the draft list. Whilst rateable values have generally gone up in

London and in Harrow too, the amount of additional business rates payable will be capped under the transitional relief scheme;

- 98% of business rates are collected annually, 30% of which (approximately £14.5m) is retained by Harrow Council as part of its budgeted income. The Council's gross budget for 2016/17 amounted to £560m, a significant proportion of which was ring-fenced to meet the Council's statutory responsibilities in the areas of public health, housing benefit, schools etc. The Council's net controllable budget, the element that the Council had control over and where the savings would need to be found, amounted to £165m in 2017/18;
- The Government was consulting on proposals where Council's would retain 100% of business rate revenues by 2020 in order to enable them to fund local services;
- the number of Business ratepayers in Harrow has been declining steadily over a number of years. This had in part been due to permitted development rights under planning law which allowed office space to be converted to domestic use, resulting in a loss of jobs and business rates. This loss of income was in part offset by an increase in council tax revenue due to more domestic properties being built;
- consultation was ongoing regarding the specifics for future 100% rates retention, including the mechanism for top-up and tariff and the 'level of need' assessment process.

RESOLVED: That the reports be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.12 pm).

(Signed) COUNCILLOR ANEKA SHAH-LEVY
Chair

LONDON BOROUGH OF HARROW**CABINET – 16 FEBRUARY 2017****REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) –
1 FEBRUARY 2017****QUESTION AND ANSWER SESSION WITH THE LEADER OF THE COUNCIL
AND CHIEF EXECUTIVE ON THE BUDGET 2017/18****197. QUESTION AND ANSWER SESSION WITH THE LEADER OF THE COUNCIL AND
THE CHIEF EXECUTIVE ON THE BUDGET 2017/18**

The Chair welcomed the Leader of the Council, the Portfolio Holder for Finance and Commercialisation, the Chief Executive and the Director of Finance to the meeting.

The Leader of the Council gave an introduction and explained that, in the seventh year of austerity and significant cuts to local government funding, it was now extremely difficult to secure yet more savings and achieve a balanced budget, particularly as the pressures in areas of service such as adult and children's social care were so severe and increasing. He confirmed that the Council's priority continued to be to protect the most vulnerable in the community.

The Chief Executive underlined the severity of the budget pressures. He also made reference to the current Ofsted inspection of children's care services and to the findings of the LGA Peer Review. He looked forward to the Overview and Scrutiny Committee's assistance in addressing the key challenges facing the Cabinet.

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

Had the Leader instructed officers not to brief Opposition councillors on budget issues?

The Leader replied that this was not the case.

The Constitution required Members to be given regular up-to-date briefings and yet some Members had not been briefed on key projects, such as Phoenix and Infinity – was it not the duty of officers to brief all leading Members, not simply those of the Administration, on such issues?

The Chief Executive advised that it was his understanding that all shadow Portfolio Holders were regularly briefed and he was aware that other senior staff also briefed these Members on aspects of their services. He accepted that, in relation to the Phoenix project, historically he had understood it had been necessary to be careful about the dissemination of some information due to commercial reasons, but had stressed to all Corporate Directors that Members should be briefed on all key projects. The Leader stated that he wished to improve the relationship between the Administration and the Opposition, and he gave the example of recent discussions about the Council agenda; however, he considered that these efforts were undermined by repeated criticisms and complaints about the Administration, and by approaches such as submitting more than 100 questions to a single Council meeting.

What elements of the Transformation Programme were to be funded by capital receipts?

The Portfolio Holder for Finance and Commercialisation explained that the Council were required to report the use of capital funds to the Government and the external auditors. There were a number of different applications of this funding across the Transformation Programme and these were all contained in the capital allowance provision agreed for these purposes.

The ability of Members to scrutinise services and budgets properly had been affected by the reduction of dedicated scrutiny resources, the reduction in the number of Overview and Scrutiny Committee meetings, the most senior staff (Corporate Director) rarely attending those meetings and by inaccuracies and omissions in the Forward Plan of Key Decisions. The opportunity for non-executive councillors to address the Cabinet meetings was regarded as limited, and the example was given of the Performance and Finance Scrutiny Sub-Committee being expected to carry out quarterly monitoring when the frequency of meetings had been reduced to three per year. Was the Administration prepared to give Overview and Scrutiny greater scope to scrutinise?

The Chief Executive apologised if the arrangements had not been as some Members had wished and he was keen to discuss ways in which these could be improved. He was clear that the Overview and Scrutiny function had an important part to play in supporting the work of the Council and was a key accountability measure in the local democratic process. However, he personally considered that it would be more effective if the focus moved away from “policing” decisions within the organisation and more towards policy development and engaging with residents. He pointed to the big issues across other public services in which Overview and Scrutiny could play a more active role, for example, the STP reviews in the health service. The Chief Executive offered to meet with the Chair and Vice-Chair of the Overview and Scrutiny Committee to discuss this further. In the context of the LGA Peer Review, the Chief Executive had also enlisted the support of the Centre for Public Scrutiny in advising on improvements and this would provide a further opportunity to consider some of the concerns raised in the question. The Leader emphasised the political will in the Administration to make Overview and Scrutiny more effective, but he doubted whether it would be wise to change the arrangements at Cabinet meetings where he had been prepared to go beyond the usual 15 minutes allowed for questions, but did not agree that this should be extended to unreasonable levels. He considered that it would be better to find other mechanisms and practices to enhance Overview and Scrutiny, as suggested by the Chief Executive, and he proposed involvement in the Council’s plans to address inequalities.

It appeared that officers had been aware of the pressures on the children’s services budgets which were likely to cause an overspend, but this had not been clearly addressed in reports to Members. The Portfolio Holder for Children, Schools and Young People had indicated as late as November that the budget could be brought into balance even though the overspend profile had been clear after Quarter 1.

The Leader explained that efforts were always made to try to keep spend within budget and the Portfolio Holder had made her statements in good faith in the hope that the position would improve. The Portfolio Holder for Finance and Commercialisation added that measures were taken early in the financial year to address the pressures, including pushing for improved efficiencies, but it had not proved possible to restrain the spend sufficiently given the underlying demand. The Chief Executive highlighted the impact of

high-cost families entering the Borough in recent months which had impacted on the budget and outlined some of the measures used to moderate costs including careful reviews of placements and avoidance of the use of agency staff.

Would children's services be offered the resources they had indicated were needed when the Administration's budget proposals were presented and would monthly budget monitoring figures be provided to Members on the Performance and Finance Scrutiny Sub-Committee so that they could carry out their scrutiny role more effectively?

The Leader stated that children's services would be offered the resources they had indicated were needed, but he cautioned that even so, the budget position could well be affected by unpredictable increases in demand. The Portfolio Holder for Finance and Commercialisation added the Council also had to be aware of the risk of distorting the balance of the budget, making too severe reductions in some parts in the budget in order to fund priority areas and then finding that underspends occurred; the key would be careful monitoring and management as the year progressed. With regard to monthly reporting, he cautioned that this could lead to misunderstandings since virements and adjustments might be made to address budget issues along the way, and also once information was in the public domain, the Council would have to devote more resources to the explanation of those figures to Members and others.

How was the Council addressing the problem of domestic violence and were these efforts having an effect?

The Leader reported that the Council had invested an additional £200,000 immediately following the 2014 election. He referred to the additional investment in adult social care and children's social care (£4.6m and £2.8m respectively), which would provide more scope for social workers to address the needs of vulnerable people. He would be speaking at a conference on domestic violence the following day and would underline the Council's commitment in this area. He would obtain relevant data for Members, but his understanding was that the Council's efforts, including joint work with the Tavistock Clinic, were having a positive effect. The Portfolio Holder for Finance and Commercialisation added that the Council was also trying to prevent the circumstances which often led to family pressures and increased risk to vulnerable people; for example, staff working to prevent homelessness.

How well was the Council doing in delivering on planned savings targets?

The Portfolio Holder for Finance and Commercialisation reported that only 13% had not been achieved and this was in the context of savings becoming increasingly difficult to identify and deliver. The Council was learning the lessons from the "unachieved" category of savings, though some of these were the result of deliberate decisions to withdraw a proposal, such as the Bridge project. As the Council was delivering the vast majority of its planned savings, he considered the major challenge was the response to increasing service demands and reducing central Government funding rather than implementation of the Council's plans.

What was the Council's attitude to multi-year funding from the Government?

The Portfolio Holder for Finance and Commercialisation explained that, while the Government's offer, appeared positive on the surface, acceptance of it for Harrow would

have the consequence of reducing RSG by 93%, down to a level of only £1m. A bid for multi-year funding would have involved submission of an “efficiency plan”, but the Council already had such plans in place. The Leader added that the Council’s response to budget pressures was not just to achieve savings and efficiencies but also to seek to grow income streams as part of the overall mix. He regarded this as the only alternative to more severe cuts to services which he was not prepared to support. The Portfolio Holder for Finance and Commercialisation emphasised that these income-generation initiatives had already achieved about £1.3m and was going to generate even more in future; he considered that this approach had unlocked talent, energy and initiative among staff. He gave the example of the Infinity project with IBM as an innovation which could realise significant benefits.

Would the Council give a guarantee to the users of the Borough’s funded youth services that there would be continued and unreduced support for their work?

The Leader explained that the Council was considering new ways of supporting these services as it was having to achieve efficiencies across all its services. He recognised that this inevitably created concern and uncertainty among both staff and service users and accepted that investigation of new models had taken longer than anticipated. However, as the Council was mid-way through a consultation exercise, he could not yet provide the certainty sought by the question. The Leader undertook to speak to the relevant Portfolio Holder and senior staff and to ensure that a meeting with the Harrow Youth Parliament be held, with information being provided in advance so that a meaningful discussion of proposals could take place.

Would the Council provide a copy of the “efficiency plan” which had been removed as an item on the Forward Plan of Key Decisions?

The Portfolio Holder for Finance and Commercialisation advised that this was effectively the Mid-Term Financial Strategy.

What were the Council’s estimates of the population growth associated with its Regeneration Programme and how was it proposed to match this with appropriate infrastructure improvements? There were already significant demands on public services, eg .the pressures on schools, the traffic network, GP surgeries and Northwick Park A&E Unit, so how did the Council expect to provide sufficient services for a substantial population increase.

The Chief Executive reported that an additional 5,500 dwellings were anticipated. In addition it was expected that 3,000 local jobs would be created with the business of new “incubator” and “move on” business space. The infrastructure impact was being assessed as part of the Infrastructure Delivery Plan with amongst other things, the building of new schools, GP walk in centre, library and a doubling of the size of the bus station, and there were similar measures in place to investigate traffic generation. The CIL money generated would support this.

The Leader underlined that there were existing pressures on health services caused by central Government’s refusal to respond by doing anything other than blame health professionals such as GPs. He considered that the new housing in the Regeneration Programme reflected the Council’s commitment to address the housing crisis in London

as contrasted with the Government's failure to take any decisive action. The Leader confirmed that infrastructure implications were being considered and that there would be access to new funds, such as Community Infrastructure Levy (CiL), for these purposes. He referred to school expansions and the identification of sites for new schools as clear examples of planning for population increase. With regard to transport improvements, he was pleased with the decision of the new Mayor of London to proceed with step-free access works at Harrow-on-the-Hill station and the Council would also continue to support cycling as a transport mode.

Were apprenticeships to be provided as part of the business growth in the Regeneration Programme?

The Chief Executive advised that the proposed procurement contracts would, wherever possible, focus on local employers and apprenticeships were envisaged to be part of this.

The LGA Peer Review had identified a lack of clarity for non-executive councillors about the Regeneration Programme and suggests it is not integrated with the wider "Place" agenda for the Council – what did the Administration propose to do about this?

The Chief Executive reported that the Council was very clear about how the Regeneration Programme related to its vision of Harrow's future development in terms of jobs, housing and community facilities. He pointed out that, while the Peer Review identified certain improvements, it also made positive comments about the Council's vision and ambition in this area.

What was the Council's strategy for addressing the budget risks to the changing treatment of business rates alongside the planned Regeneration Programme developments; in particular, what would be the consequences of the small, "incubator" businesses not contributing to business rate income? How were these issues being reported properly to Members?

The Chief Executive explained that there would be quarterly monitoring reports to the Cabinet on the Regeneration Programme; the financial model was based on empirical evidence from the market eg. rental yields, disposal values, borrowing costs using PWLB etc and possible impact of factors such as the UK's departure from the EU were taken account of (eg the fall in sterling had to date increased import cost). He acknowledged that the timing of the changes to business rates (re March/April 2020) was relevant to the Council's plans, but these were being considered as part of our work and the Council remained confident there would be no adverse financial impact on residents. The Leader also referred to the non-financial benefits of growing small businesses in terms of their contribution to improved equality of opportunity and positive impacts on job satisfaction and mental health.

How would the Council respond to other challenges in the changing arrangements for the Housing Revenue Account and the New Homes Bonus (NHB)? Did the Council have a "Plan B" with regard to the Regeneration Programme?

The Chief Executive acknowledged that the Council had to respond to changes both in Government funding regimes and the markets generally. These were constantly monitored. In terms of the Regeneration Programme short term the cost of borrowing would be capitalised and longer-term projected substantial rental income streams from the

PRS would more than offset long term borrowing costs. Throughout we had taken a prudent approach had been taken in the financial modelling eg using PWLB rates when cheaper borrowing was available. In any event, there were a number of contingency options available to the Council, including postponement of some aspects of the programme, disposal of assets, changing the risk profile so more was undertaken by the developer rather than the Council etc. The Portfolio Holder for Finance and Commercialisation lamented the sudden changes in Government funding regimes which simply increased the Council's difficulties in planning and implementing the budget.

The Council's external auditors considered that the general financial reserves were relatively low; in these circumstances, how did the Council intend to address the risk of not being able to service debt associated with the Regeneration Programme?

The Chief Executive explained the short-term and long-term financing proposals which would involve borrowing costs charged against the assets being constructed being capitalised and longer term rental income estimated to rise to about £11m per annum, a sum which would easily cover debt servicing costs and would create a surplus for the Council. There were also other income streams from NHB and CIL.

Was the "efficiency plan" mentioned by the Portfolio Holder for Finance and Commercialisation different to the Mid-Term Financial Strategy?

The Portfolio Holder for Finance and Commercialisation advised that this was effectively the Mid-Term Financial Strategy.

What were the Council's inflation assumptions?

The Director of Finance reported that pay inflation had been estimated at 1% with more limited figures for supplies and services. The general rise for fees and charges would be 4% with some variations for specific services. The Portfolio Holder for Finance and Commercialisation confirmed that this reflected an element of cost recovery as well as covering inflation.

Why was the Administration not proposing then to restrict the Council tax increase to less than inflation as promised?

The Leader advised that the financial gap created by cuts in Government grant had increased significantly since the publication of the Labour Party's Manifesto. The gap had been estimated at £75m before May 2014, at £83m later in 2014 and was now considerably higher. The Portfolio Holder for Finance and Commercialisation also referred to other changes in Government funding regimes.

Did the Council intend to take up the option of the allowed Council Tax rise for Adult Social Care?

The Portfolio Holder for Finance and Commercialisation confirmed that this was intended.

Was the Council comfortable with IT performance? The error messages on screens intended to display information about meetings at the Civic Centre created a poor impression to visitors and did not reassure Members about the delivery of more complex systems.

The Chief Executive reported that the new service provider had stabilised the position and had displayed a more positive and helpful approach. He met regularly with them to review performance and while there were still a number of issues to resolve, he was comfortable that improvements were being made. He hoped the intention to move to a new Civic Centre would act as a catalyst for further improvements. The problem with the display screens would be addressed.

What were the Council's governance arrangements for IT systems, for example, was there a case for more corporate involvement when certain departmental systems, eg. the planning system, were repeatedly out of action?

The Chief Executive reported that this was being considered at present and it was expected that a report would be forthcoming within three months. There were different models of governance and pros and cons for each of them (re devolved or centralised); he was keen to make an informed decision taking into account the planned changes to the Council and the consequential loss of capacity and resilience. He was clear that, should responsibility remain with departments, then the relevant Corporate Director would have to manage the risks involved in ensuring system availability.

How did the Council explain the treatment of the community "e-purse" in the budget with anticipated income figures appearing unchanged but a year behind previous timings? Would non-executive councillors be briefed about the expected income, in particular on whether the Deputy Leader's estimate of £10m was realistic?

The Portfolio Holder for Finance and Commercialisation explained that following the decision to partner with IBM in the summer of 2016, it had taken time for budgets to be drafted, subjected to consultation and then finalised; the plan was to introduce this new product during 2017. The product was so new that it was very difficult to estimate income reliably, but there was considerable interest in the sector and the Council was pleased to be involved in such an ambitious and promising project. The Chief Executive provided a breakdown of the financial information on commercialisation projects to date. Overall, progress was reasonably good, notwithstanding the delay with the Infinity project. In the case of the latter he had met with IBM and had encouraged them to move more quickly on the project in line with the Council's wishes. With respect to the £10m figure, the Chief Executive was not aware of its basis, but the Council was certainly keen to maximise the potential of its commercialisation projects. He accepted that there was also a need to be realistic and to learn lessons from those schemes which had not achieved their target. The Portfolio Holder for Finance and Commercialisation underlined that such projects necessarily involved financial projections of what might be achieved rather than more concrete estimates.

How was the local government finance settlement likely to affect the Council?

The Portfolio Holder for Finance and Commercialisation confirmed that, following the Council's decision not to take up the multi-year funding option, the principal grant had been unaffected; however, there had been the changes to NHB, cuts in housing funds and a cut to the Education Support Grant. As a result, the amount available had reduced by about £1m compared to the report to Members before the settlement was announced.

What were the Council's priorities for capital investment and were there issues related to delays in capital projects?

The Portfolio Holder for Finance and Commercialisation reported that the priorities focused on health and safety requirements, legal obligations and policy priorities identified by the Administration, such as the Central Harrow Library. There had been some issues of delays in school projects, but a new framework contract was helping to improve performance. Members were invited to raise any specific concerns with officers.

Would the Council Tax increase address the pressures on social care services?

The Leader advised that the pressures were so significant that even additional resources secured through the relaxation of the Council Tax rules, would not be enough to resolve the position fully. He referred to the decision by Surrey County Council to consult residents on a possible 15% increase as a sign of the enormous pressures across the sector.

Was it possible to assess the impact of the longer-term move to funding via business rates?

The Leader advised that it was difficult to anticipate the impact, though the Regeneration Programme proposals gave the Council an opportunity to take advantage of the changes. It was possible that the changes might be trialed in London before formal implementation.

What was considered to be the likely reaction of residents to a Council Tax rise?

The Leader hoped that the Council could get its message across about how the system of local government finance worked, particularly the predominance of funding for social care services in the budget proposals and Council Tax effect. However, he nevertheless considered it was right for the Council to protect vulnerable people even if this entailed some additional burden on Council Tax payers.

What were the Council's plans in relation to the Homelessness Reduction Bill and how was it proposed to assist first-time home buyers and younger households?

The Leader considered that the only effective way to reduce homelessness was to build homes. He reported that London Councils was lobbying the Government about the particular needs in the capital and confirmed that the Council would invest any additional funds provided in paying for the new duties created by the Bill. In terms of support for first-time home buyers and younger households, the Leader was keen that developers be encouraged to meet the affordable housing expectations of the Council (40%); the definition of affordability would be 80% of market rents, but there were also part-buy, part-rent options to be promoted. He referred to TfL land near Harrow-on-the-Hill station which might also be developed for affordable/social housing.

The Chair thanked members of the Committee for their questions and the Leader of the Council, the Portfolio Holder for Finance and Commercialisation, the Chief Executive and the Director of Finance for attending and answering 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) – 1 February 2017

Contact Officer:

Frankie Belloli, Senior Democratic Services Officer

Tel: 020 8424 1263

Email: frankie.belloli@harrow.gov.uk

INTRODUCTION

This Strategy applies with effect from 1 April 2016 to 31 March 2019 – i.e. to the financial year 2016-17 and for each subsequent financial year to which the flexible use of capital receipts direction applies.

From 2016/17 Local authorities were given the power to use capital receipts from the disposal of property, plant and equipment assets received in the years in which this flexibility is offered, to spend up to 100% of their fixed asset receipts (excluding Right to Buy receipts) on the revenue costs of reform projects. Local Authorities may not use their existing stock of capital receipts to finance the revenue costs of reform.

The key criteria to use when deciding whether expenditure can be funded by the capital receipts flexibility is that it is forecast to generate ongoing savings to an authorities', or several authorities, and/or to another public sector body's net service expenditure.

Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.

EXAMPLES OF QUALIFYING PROJECTS

There are a wide range of projects that could generate qualifying expenditure and the list below is not prescriptive. Examples of projects include:

- Sharing back-office and administrative services with one or more other council or public sector bodies;
- Investment in service reform feasibility work, e.g. setting up pilot schemes;
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others).

RULES OF QUALIFICATION

Local authorities cannot borrow to finance the revenue costs of service reform.

For any financial year the Strategy ("the initial Strategy") should be prepared before the start of the year.

The authority should prepare an annual 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.

Set up and implementation costs of any new processes or arrangements can be classified as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.

All services must ensure that they have adequate available resources to maintain the ongoing revenue requirement for all capital projects.

Where possible, the Council will be looking to fund the 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.

STRATEGY FOR USE OF FUNDS

Where the Council is looking to capitalise pump priming costs, additional surplus assets may be identified and sold.

The council will have due regard to the requirements to the Prudential Code and the impact on the prudential indicators. Capital receipts from the sale of assets are not built into the Council's current capital programme and so the utilisation of receipts for capital receipts flexibility will not have a detrimental impact on the Council's prudential indicators, as set out in the Council's Treasury Management Strategy.

All schemes which are eventually deemed to qualify under this programme would have the required costs funded through capital receipts rather than revenue funding streams.

Approval of projects and allocation of funds arising from the use of flexible capital receipts will be at the discretion of the Section 151 Officer.

A short description of the expected benefits of each project is set out in the following table with an initial estimate of the qualifying costs and the potential future saving.

Capital Receipts Flexibility Strategy 2016/17 to 2018/19						
Within the period of the Capital Receipts Flexibility 2016/17 to 2018/19, £6.1m worth of revenue expenditure could potentially be funded from this flexibility from capital receipts of the same value. 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	0	(140,000)	(110,000)	(250,000)	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
Commercialisation and Procurement	Restructuring of the Commercial Contract and Procurement Division	0	(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	Commercial projects under project Phoenix	0	(520,000)	0	(520,000)	
Adults	My Community ePurse - commercialisation of My Community ePurse	0	0	(1,000,000)	(1,000,000)	16/17 MTFS savings sheet
Adults	Our Community ePurse - explore new commercialisation opportunities	0	0	(998,000)	(998,000)	16/17 MTFS savings sheet
Adults	Community Wrap - explore new commercialisation opportunities	0	0	(640,000)	(640,000)	16/17 MTFS savings sheet
Adults	Care Management Reviews - Bedford and Roxborough Park	(150,000)	(250,000)	0	(400,000)	
Adults	Kenmore, Nilman and New Bentley community project	(609,000)	(175,000)	(184,000)	(968,000)	
Regeneration	Indicative net income realised from a long term regeneration strategy for the borough.	0	(350,000)	(2,000,000)	(2,350,000)	15/16 MTFS savings sheet
	Saving / Benefit	(1,151,000)	(1,971,000)	(5,466,000)	(8,588,000)	
	Revenue implication	2,501,796	2,039,190	1,624,549	6,165,536	

This page is intentionally left blank

Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N) and is this a 2017/18 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
RES_14	Early re-procurement of Agency Staff Contract	Yes	Y - as part of the report to Cabinet on 17 November 2016	None	N	N	N	N	N	N	N	N	N
RES_15	Re-procurement of Occupational Health contract delivering an overall cheaper pricing model on the service.	Yes	Y	None	N	N	N	N	N	N	N	N	N
RES_16	VCS funding - This saving reduces community grants and transfer funding from the emergency relief fund, to support the information and advice strategy as the December cabinet	Yes	Y - separate report to December 2016 Cabinet	Yes	Y	Y	Y	Y	Y	Y	Y	Y	Y
BSS_02	PA Support The creation of a new Central PA Hub to support the Chief Executive, Corporate Directors and Directors offering a fixed catalogue of services.	Yes	Y	None	N	N	N	N	N	N	N	N	N
BSS_07	Community Hub A reorganisation of the Community hub will re-allocate a prioritised workload over a smaller team.	Yes	Y	None	N	N	N	N	N	N	N	N	N
RES_HR01	Shared HR Service with Buckinghamshire County Council - Business Case Under Development	Yes	Y - separate report to February 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
RES_F03b	Audit and Fraud - deletion of Fraud Investigation Officer post	Yes	Y - separate report to February 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
RES_LG04	Expansion of the Legal Practice	Yes	Y - separate report to February 2016 Cabinet	None	N	N	N	N	N	N	N	N	N

Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N)and is this is a 2017/18saving (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
RES15	Restructuring of the Commercial, Contracts and Procurement Division's function.	Yes	Y - separate report to February 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
PC_S05	Virtual School Transfer funding for 1fte PEP Co-ordinator and 0.88fte Education Welfare Officer to external grant funding	Yes	Y - separate report to February 2017 Cabinet	Yes	Y	N	N	N	N	Y	N	Y	N
PC_S06	Children & Young People Services Additional Savings Reduction 1.3fte posts and cessation of procurement contract	Yes	Y - separate report to February 2017 Cabinet	Yes	Y	N	N	N	N	Y	N	Y	N
PA_03	Commissioning - Cessation of Adults commissioning function (2.6FTE) from People's commissioning team resulting in spot purchasing only, and limited strategic commissioning for the Adult's services.	Yes	Y	Yes	Y	N	N	N	N	N	N	Y	N
PA_04	Management - further reduction in strategic management function, reducing by 1FTE (Head of Service) from 4FTE down to 3FTE i.e.; DASS plus 2 Heads of Service	Yes	Y	None	N	N	N	N	N	N	N	N	N
PA_05	Contracts & Admin - in line with the voluntary sector proposals and move to personalisation model, the function of this team (4FTE) will be deleted. Any residual duties will be accommodated within already stretched social work teams.	Yes	Y	Yes	Y	N	N	N	N	N	N	Y	N

Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N) and is this a 2017/18 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
PA_06	Reduce Safeguarding Quality Assurance Team - Deletion of 2 FTE – reduction in ability to visit all 750 Community Providers and over 300 Care Homes in the year and respond to safeguarding alerts.	Yes	Y	Yes	Y	Y	N	N	Y	N	N	Y	N
PA_08	Reduce Occupational Therapy Team - Deletion of 4FTE – will increase the current 6 month waiting list with more vulnerable people delayed in hospital, and an increased number of vulnerable people placed unnecessarily in costly residential and nursing units	Yes	Y	Yes	Y	Y	N	N	N	Y	N	Y	N
PA_4	Milmans Community tender	Yes	Y - separate report to February 2016 Cabinet	Yes	Y	Y	N	N	N	Y	N	Y	N
PA_6A	Vaughan NRC - service review to identify efficiencies in supporting the most complex	Yes	Y - separate report to February 2016 Cabinet	Yes	N	Y	N	N	N	N	N	Y	N
PA_9	Sancroft - contract management and service renegotiation	Yes	Y - separate report to February 2016 Cabinet	Yes	Y	N	N	N	N	Y	Y	Y	N
PA_10A	Transport - review transport provision	Yes	Y - separate report to February 2016 Cabinet	Yes	Y	Y	N	N	N	N	N	Y	N
PA_14	Shared Lives - commercialisation through selling model to neighbouring boroughs.	Yes	Y - separate report to February 2016 Cabinet	None	N	N	N	N	N	N	N	N	N

Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N) and is this a 2017/18 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
PA_15	Bedford House / Roxborough Park - review provision within Bedford House	Yes	Y - separate report to February 2016 Cabinet	Yes	N	Y	N	N	N	Y	N	N	N
PA_16	7 Kenton Road - review provision through supporting living and shared lives	Yes	Y - separate report to February 2017 Cabinet	None	Y	N	N	N	N	N	N	N	N
PH	Reduction in wider health improvement function.	Yes	report to February 2017 Cabinet	Yes	Y	Y	Y	N	Y	Y	Y	Y	Y
PH	Reversal of Public Health wide growth to deal with small projects.	Yes	Y - separate report to February 2017 Cabinet	Yes	Y	Y	Y	N	Y	Y	Y	Y	Y
PH_01	Wider Health Improvement - bring forward approved 2018/19 savings in relation to wider determinants of health to 2017/18. Warmer Homes £50k retained until 2018/19.	Yes	Y - separate report to February 2017 Cabinet	Yes	Y	Y	N	N	Y	Y	Y	Y	N
PH_5	Tobacco Control & Smoking Cessation - reduction of service	Yes	Y - separate report to February 2017 Cabinet	Yes	Y	Y	Y	N	Y	Y	N	N	Y
PH_9	Health intelligence & Knowledge - reduction in staff costs	Yes	Y - separate report to February 2017 Cabinet	None	N	N	N	N	N	N	N	N	N
PH_10	Staffing & Support - reduction in budget & deletion of additional procurement support	Yes	Y - separate report to February 2017 Cabinet	None	N	N	N	N	N	N	N	N	N

Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N) and is this a 2017/18 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
COM_S01	Commercial projects under Project Phoenix - The Revenue Maximisation business case has identified commercial opportunities in parking, waste services, events, advertising and increased rental income. Implementation Costs: Projects will start during 16/17, and it is anticipated that implementation costs can be met from income raised in 16/17 achieving a break-even position.	Yes	Y	None	N	N	N	N	N	N	N	N	N
COM_S04	Sports & Physical Activity - 2 options: either cease all activities or seek alternative funding to meet the costs including the use of S106 funding and/or funding the post by working together with other funding partners.	Yes	Y	Yes	Y	Y	N	N	N	Y	N	Y	N
COM_S08	Phase 2 of Environment & Culture Review - Regulatory Services Review of Enforcement functions across the Division and the Council. Revised approach to prioritise commercial / cost recovery generating work and health and safety issues and to undertake all other services at minimum standards meeting the minimum level of Food Standards Agency and other regimes.	Yes	Y	None	N	N	N	N	N	N	N	N	N

Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N) and is this a 2017/18 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
COM_S10	Neighbourhood Investment Scheme (NIS) - cease funding. This is already an agreed MTFS saving for 18/19. This proposal is to bring forward the saving to 17/18.	Yes	Y	None	N	N	N	N	N	N	N	N	N
COM_S11	Reduce staff training, stationery and conference budgets across the directorate	Yes	Y	None	N	N	N	N	N	N	N	N	N
COM_S12	Route Optimisation on food waste collection	Yes	Y	None	N	N	N	N	N	N	N	N	N
COM_S13	Additional cost recovery in Network Management - Additional cost recovery from street works by having better use of traffic orders to manage street works	Yes	Y	None	N	N	N	N	N	N	N	N	N
CE_8	Staff efficiency once Towards Excellence fully embedded - Deletion of 2 posts.	Yes	Y - separate report to December 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
CE_9	Efficiencies arising from Selective Licensing - Through full cost recovery and reduction in failure demand. Net income.	Yes	Y - separate report to December 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
CE_10.2	Management savings Savings on a management post across the Environmental Service Delivery division.	Yes	Y - separate report to December 2016 Cabinet	None	N	N	N	N	N	N	N	N	N

Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N) and is this a 2017/18 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
E&E_18	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.	Yes	Y - separate report to February 2015 Cabinet	None	N	N	N	N	N	N	N	N	N
CE_14	Highways Services - revenue savings on utilities and maintenance costs due to acceleration of the Street Lighting replacement programme and extension of the variable lighting regime.	Yes	Y - separate report to December 2016 Cabinet	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 - separate report to December 2016 Cabinet	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. Staff consultation completed in June 15. The reduction in posts will be phased over the next 2 years to ensure minimal impact on service level.	Yes	Y - separate report to February 2016 Cabinet	None	N	N	N	N	N	N	N	N	N

Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N) and is this a 2017/18 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_17	General efficiencies across the Division (Policy, Community Engagement, Facilities Management and Contracts Management) - including capitalisation of senior contracts officer post, removal of some supplies & services budget.	Yes	Y - separate report to December 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
CE_19	Road safety officer post - externally funded by Transport for London (TfL)	Yes	Y - separate report to December 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
E&E_05	Staff Efficiencies across the Division - Deletion of 3 posts	Yes	Y - separate report to February 2015 Cabinet	None	N	N	N	N	N	N	N	N	N
E&E_06	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.	Yes	Y - separate report to February 2015 Cabinet	None	N	N	N	N	N	N	N	N	N
E&E_08	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.	Yes	Y - separate report to February 2015 Cabinet	None	N	N	N	N	N	N	N	N	N

Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N)and is this a 2017/18saving (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
E&E_09	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).	Yes	Y - separate report to February 2015 Cabinet	None	N	N	N	N	N	N	N	N	N
CC_2	Redevelopment Harrow Leisure Centre Site. This will need to link with Regeneration Programme. 17/18 saving is expected to be met from one-off income through the improvement to playing pitches at Bannister Sports Centre.	Yes	Y - separate report to February 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
CH_3	Supporting People - cessation of funding for Handyperson Scheme, which is intended to become self-supporting through commercialisation	Yes	Y - separate report to February 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
CHW12	Re-development of Harrow Leisure Centre sites	Yes	Y	None	N	N	N	N	N	N	N	N	N
CH_4	Supporting People - Sheltered Housing floating support - savings assumed to result from contract renegotiation or review of service delivery.	Yes	Y - separate report to February 2016 Cabinet	None	N	N	N	N	N	N	N	N	N
COM_S09	Supporting People - savings from contract renegotiation and/or review of service delivery	Yes	Y	None	N	N	N	N	N	N	N	N	N
CH_10	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	Yes	Y	None	N	N	N	N	N	N	N	N	N

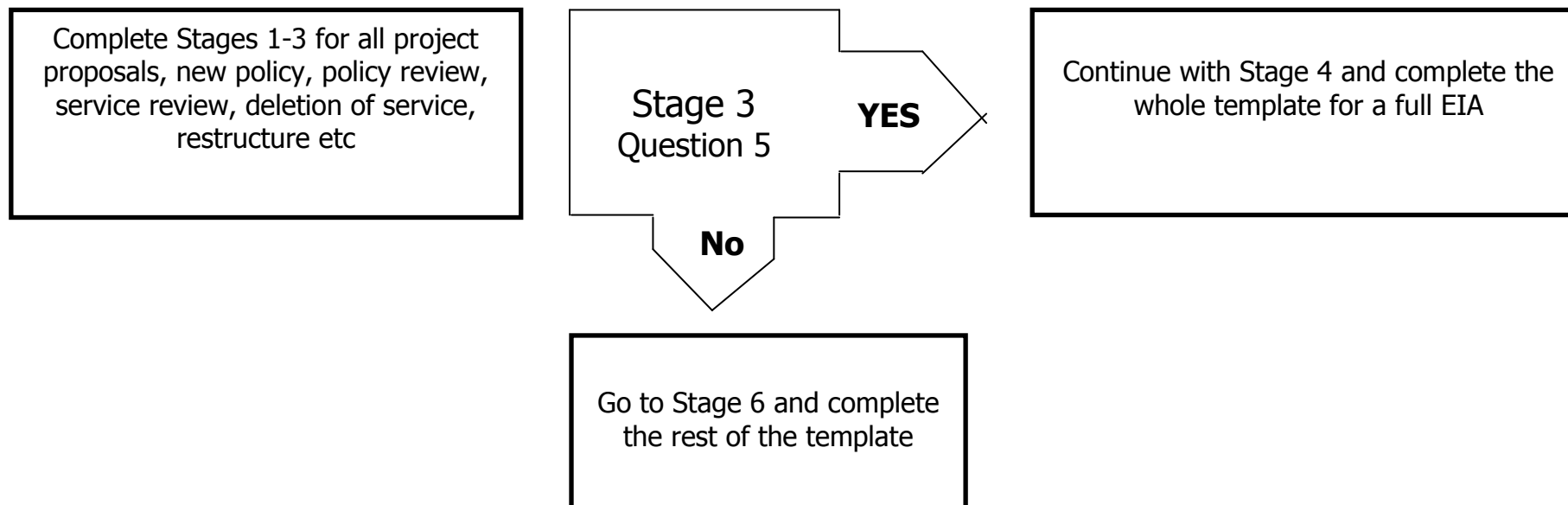
Summary of Position on EQIAs on Savings Proposals 2017/18

Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA is required (Y/N)and is this is a 2017/18saving (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
REP_S01	Planning income - Increase of pre-application charges to a competitive level (subject to the approval as part of annual F&C review process)	Yes	Y	None	N	N	N	N	N	N	N	N	N

Equality Impact Assessment Template

Appendix 16a

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.



183

- 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 type="checkbox"/> Cabinet	<input checked="" type="checkbox"/> Portfolio Holder	<input type="checkbox"/> Other (explain)
Date decision to be taken:	16 th February 2017		
Value of savings to be made (if applicable):	The savings relating to the 2017/18 Revenue Budget total £10.2m.		
Title of Project:	Revenue Budget 2017/18 and the Medium Term Financial Strategy 2017/18 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 2017		

Stage 1: Overview

<p>184 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 set the revenue budget for 2017/18 and the Medium Term Financial Strategy (MTFS) for 2017/18 to 2019/20.</p> <p>The Council's Corporate Plan approved by Council in February 2015 set out a vision and Council priorities and the draft budget for 2017/18 and MTFS have been prepared in line with these priorities.</p> <p>Harrow Council has taken a responsible approach to the significant financial challenges it faces. The Council's savings target for the 4 year period 2015/16 to 2018/19 is £83m.</p> <p>A package of savings which produce a net £10.2m reduction in the Council's forecast expenditure for 2017/18 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.</p> <p>This overall EIA seeks to identify any cumulative equality impact of the proposals</p>
--	--

	considered together which might not be discernible from consideration of the EIAs for each of the individual proposals.				
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: <ul style="list-style-type: none"> 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
Age (including carers of young/older people)	Harrow profile (2015 ONS Mid-Year Estimates): 20.6 per cent of Harrow's residents are aged under 16 (50,800), a slightly higher level compared to London overall (20.3%) and England, at 19 per cent. 64.5 per cent (159,400) of Harrow's population fall within the working age bracket (16 to 64), below the London level of 68.1 per cent, but just above England's level of 63.3	There are 56 individual EIAs supporting proposals in this budget. Of these, 16 highlight potential disadvantage to people who share the protected characteristic related to age. These EIAs relate to changes in services or the impact on services of staffing changes. There is potential, cumulative

	<p>per cent. The number and proportion of older people in Harrow continues to increase. 15 per cent (36,950) are now aged 65 and over, compared to: 14.8 per cent in 2014; 14.6 per cent (35,500) in 2013 and 14.3 per cent (34,700) in 2012. This 2015 level compares to 11.5 per cent in London overall and 17.7 per cent nationally. The average (median) age in Harrow is approximately 37.1 years, below the average age of 39.8 for England overall and depicting a younger average than the majority of local authorities nationally. However, London's average age was lower at 34.6 giving Harrow a ranking of 26th out of the 33 London Authorities, where 1st is the youngest average age.</p>	<p>impact from a number of proposals under the Adult Social care banner, VCS Funding and Public Health Savings, Members are recommended to pay particular attention to these EIAs.</p>
<p>186 Disability (including carers of disabled people)</p>	<p>Harrow profile*: 14.1 per cent of Harrow's working age population (16-64) classified themselves as having a disability in 2015-16 (July to June), a total of 22,500 individuals. 10,500 (13.1%) are men and 12,000 (15.2%) are women. This signifies an increase of around 1,200 people (5.3%) compared to the previous year (2014-15).</p> <p>* Office for National Statistics (ONS) Annual Population Survey, Table T40</p>	<p>There are 56 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 Adult social Care, Children and Young People service, VCS Funding and Public Health. Members are recommended to pay particular attention to these EIAs.</p> <p>.</p>
<p>Gender Reassignment</p>		<p>There are 56 individual EIAs supporting proposals in this budget. Of these 4 highlight potential disadvantage to people who share the protected characteristic related to Gender related.</p>

		These EIAs relate to changes in services or the impact on services of staffing changes. The disproportionate impact is mainly found in the VCS funding related savings and three of the Public Health proposal mainly, Reduction in the Wider Health Improvement, Public Health Wider Health wider health deal with small projects and Wider Health Improvement proposal, . Members are recommended to pay particular attention to these EIAs
Marriage/Civil Partnership	No Information collected	There are 56 individual EIAs supporting proposals in this budget. Of these 1 highlight potential disadvantage to people who share the protected characteristic related to marriage.
187 Pregnancy and Maternity	No Information collected	<p>There are 56 individual EIAs supporting proposals in this budget. Of these 6 highlight potential disadvantage to people who share the protected characteristic related to marriage.</p> <p>These EIAs relate to changes in services or the impact on services of staffing changes. The disproportionate impact is mainly found in the VCS funding related savings and the Reduction in the Safeguarding and quality assurance Team proposal. Members are recommended to pay particular attention to these EIAs</p>
Race	Harrow profile (Census): Harrow is one of the most diverse places in the country. At the time of 2001 Census 49.9 per cent of Harrow residents were	There are 56 individual EIAs supporting proposals in this budget. Of these, 12 highlight potential disadvantage to people who share the protected characteristic related to

classified as White British. 2011 figures reveal that the White British category now includes only 30.9 per cent of Harrow's population, 69.1 per cent of residents are therefore classified as belonging to a minority ethnic group. The most significant minority ethnic group, at 26.4 per cent is Asian/Asian British: Indian, ranking Harrow as second in England and Wales for its Indian population. Another significant group is classified as Asian/Asian British: Other Asian, making up 11.3 per cent of residents and ranking Harrow 1st within this classification; this group is largely comprised of Sri Lankan community. All Asian/Asian British groups have increased since 2001.

White Other is another group which has grown considerably, from 4.5% in 2001 to 8.2% in 2011, an increase of 10,370. The 2011 Census showed that within this group there were 3,868 residents who were born in Poland and 4,784 residents born in Romania, the largest Romanian community within England and Wales, based on the proportion of Romanian born residents to the overall population. There are no other data sources which give more up-to-date information on Harrow's population by nationality. However, the Department of Work & Pensions (DWP) releases statistics on National Insurance Registration (NINo) for overseas nationals every year. This data shows that from 2011/12 to 2015/16 there were 18,840 NINos issued to Romanian workers living in Harrow. This data gives an indication of how Harrow's Romanian population may be growing. Similarly 2,390 NINos have been issued to Polish workers from 2011/12 to 2015/16.

Harrow still has a high Irish born population, ranked 7th in 2011. Whilst Black/African/Caribbean/Black British is

race.

Four of these EIAs relate to changes in services or the impact on services of staffing changes from a number of proposals under the Adult Social Care 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.

Four of the EIA cut across the Public Health proposals which broadly relates to cessation of wider health improvement and cessation of the tobacco control and smoking service. There is potential, cumulative impact and Members are recommended to pay particular attention to these EIAs.

Two of the EIA relate to the Children Services and broadly relates to transferring of the funding for a 1.8fte to external grant funding and a reduction in a 1.3fte post. There is potential, cumulative impact and Members are recommended to pay particular attention to these EIAs.

The other two relates to the reduction in the VCS funding proposal and reduction in the Sport and Physical Activity service. There is potential, cumulative impact and Members are recommended to pay particular attention to these EIAs.

In all cases, there are proposals to mitigate the impact of

	<p>not particularly dominant, Harrow has the highest number of Kenyan born residents (this can be attributed to a number of migrants from Kenya who are of Asian descent).</p>	<p>these savings.</p>
<p>189 Religion and Belief</p>	<p>Harrow profile: The 2011 Census showed that Harrow had the third highest level of religious diversity of any local authority in England and Wales, after Leicester and Redbridge, compared to Harrow's top ranking in 2001 (GLA's Religious Diversity Indices). Typically diversity indices account for the number of different/distinct religious groups present in the population and the sizes of these distinct religious groups relative to each other. The 2011 Census ranked Harrow 1st for persons of Hindu religion, Jain and Unification Church, 2nd for Zoroastrian and 6th for Jewish. Out of 348 areas in England and Wales Harrow has the 2nd lowest ranking of residents with no religion and 5th lowest for Christians (37.3%). Harrow is ranked 24th for Muslim faith residents, who account for 12.5 per cent of the population. Harrow's Muslim population doubled in size between the last two Censuses, increasing from 14,920 to 29,880 in 2011. It should be noted that the question on religion is a voluntary census question and 6.8 per cent (14,780) residents chose not to answer this question</p>	<p>There are 56 individual EIAs supporting proposals in this budget. Of these, 5 highlights potential disadvantage to people who share the protected characteristic related to religion and belief.</p> <p>Three of the EIA cut across the Public Health proposals which broadly relates to cessation of wider health improvement. There is potential, cumulative impact and Members are recommended to pay particular attention to these EIAs.</p> <p>The other two relates to the reduction in the VCS funding proposal and reduction in the Sport and a contract management and renegotiation within Adult Services..</p> <p>There is mitigation proposed to limit, and potentially, remove all potential disadvantages.</p>
<p>Sex/Gender</p>	<p>Harrow profile: The 2015 Mid-Year Estimates (ONS) showed that of Harrow's total population (247,130), 123,100 (49.8%) are male and 124,000 (50.2%) are female</p>	<p>There are 56 individual EIAs supporting proposals in this budget. Of these, 15 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</p>

		and children service, females are more likely to be care recipients due to their greater life expectancy. In these circumstances, it is too early to be able to judge the actual impact.
Sexual Orientation	Harrow profile: The 2011 census did not have a question on sexual orientation; however 306 persons declared living in a same sex couple. It is estimated that 6% of the UK population are lesbian, gay and bisexual (LGB), which would equate to approximately 14,430 of our residents belonging to the LGB community	There are 56 individual EIAs supporting proposals in this budget. Of these, 4 highlight potential disadvantage to people who share the protected characteristic related to sexual Orientation. Three of the EIA cut across the Public Health proposals which broadly relates to cessation of wider health improvement and cessation of the tobacco control and smoking service. There is potential, cumulative impact and Members are recommended to pay particular attention to these EIAs. One relates to the reduction in the VCS funding proposal. Members are recommended to pay particular attention to these EIAs.

190

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	16	12	4	1	6	12	5	15	4

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

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**?

The budget consultation is carried out annually and it is not as a result of any analysis at stage 3.

191

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
<p>On 9 December, a budget consultation survey was published on the Council's web-site in relation to the Cabinet's draft budget proposals for 2017-18 after the meeting on 8 December 2016. The draft budget reported to December Cabinet has also been available to view on the Council's website. The following stakeholder consultation meetings have taken place:</p>	<p>There were only 5 respondents to the general survey, with 3 of those respondents offering no overall view of the budget proposal put forward. There was support for the Council's aim to priorities protecting the vulnerable and commercialise its work; there were no specific comments made in opposition to the budget.</p>	<p>N/A</p>

Stakeholder	Meeting	Date
Unions	Corporate Joint Committee	05-Dec-16
Local Businesses minutes	Harrow Business Consultative Panel	23-Jan-17
Unions minutes	Employees Consultative Forum	26-Jan-17
Overview and Scrutiny	Special meeting of O & S to review the budget	01-Feb-17
Tenants and Leaseholders no minutes	Tenants and Leaseholders Consultative Forum	02-Feb-17

In terms of service specific consultations, the Council has a duty to consult with residents and service users in a number of different situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties. Where appropriate, separate service specific consultations have already taken place or are currently taking place for the 2017/18 savings.

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 detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule. The cumulative adverse impact on this protected characteristic is mostly minor with 2 out of the 16 identified disproportion characteristic identified as having major adverse impact.	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.
193 Disability (including carers of disabled people)		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule. The cumulative adverse impact on this protected characteristic is mostly minor with 3 out of the 12 identified disproportions within this characteristic has been classified as having major adverse impact.	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule
Gender Reassignment		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule. The four identified disproportion in this protected characteristic has having a minor adverse impact.	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.
Marriage and Civil		✓		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.

Partnership				The identified disproportion within this protected characteristic has been classified as having a minor adverse impact.	
Pregnancy and Maternity		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule. The cumulative adverse impact on this protected characteristic is mostly minor with 1 out of the 6 identified disproportion within this characteristic has been classified as having major adverse impact.	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.
Race		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule. The cumulative adverse impact on this protected characteristic is mostly minor with 2 out of the 12 identified disproportions within this characteristic has been classified as having major adverse impact.	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 five identified disproportion in this protected characteristic has having a minor adverse impact.	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 fifteen identified disproportion within this characteristics have all been classified as having minor adverse impact.	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.
Sexual orientation		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule. The four identified disproportion in this protected	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.

194

				characteristic has having a minor adverse impact.		
8. Cumulative Impact – Considering what else is happening				Yes	<input checked="" type="checkbox"/>	<input type="checkbox"/> 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?

196

The cumulative budget equalities assessment has taken account of 56 individual assessments which are shown in the table set as appendix 16 to the budget report 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.

18 out of the 56 assessments, or 32%, 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 appendix 16 attached to the budget report, those saving proposals that are showing a negative impact on any of the characteristics are highlighted in yellow.

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

Whilst 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? If yes, what is the potential impact and how likely is it to happen?	Yes	✓	No	
	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?

197

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.

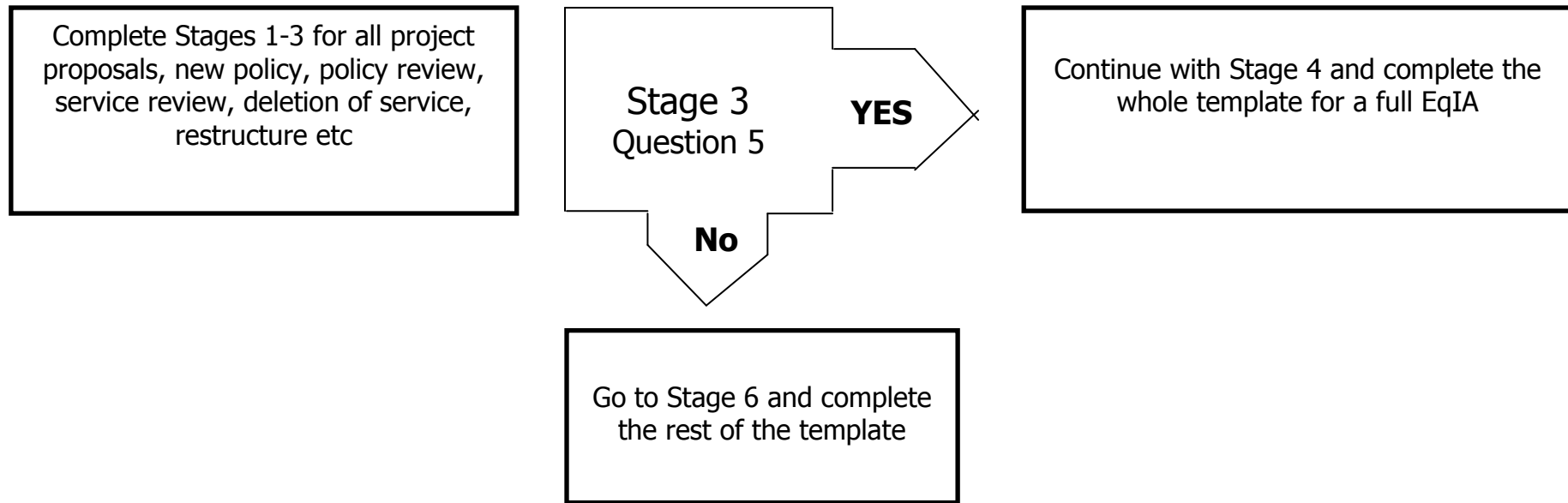
Stage 9 - Organisational sign Off

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

Signed: (Lead officer completing EIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EIA presented at the EIA 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.



199

- 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:	Draft Budget December 2015, Final Budget February 2016			
Value of savings to be made (if applicable):	£497k phased over three years 2016-17 – 2018-19 as follows: 2016-17 £180k 2017-18 £108k 2018-19 £209k			
Title of Project:	CC2 - Library Strategy Phase 2 - delivery of network of libraries and library regeneration			
Directorate / Service responsible:	Community Department, Environment & Culture Directorate			
Name and job title of Lead Officer:	Marianne Locke			
Name & contact details of the other persons involved in the assessment:	Tim Bryan Service Manager Libraries, Sports & Leisure x 8639			
Date of assessment (including review dates):	26 th October 2015			

Page 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>Delivering the Library Strategy Phase 1 has involved a reduction in the number of libraries from 10 to 6 plus a community managed library at North Harrow and a family library at Chandos Children’s centre; the implementation of new technology at Wealdstone Library to extend opening hours without cost and a programme of refurbishment of library buildings starting with Stanmore Library.</p> <p>The next phase of delivering the library strategy is as follows:</p> <p>2016-17</p> <ul style="list-style-type: none"> • Utilise Discount Repayment Provision [one-off]. The price currently paid for libraries is the 10 year price and provision (equating to the 5 year price) is being made in case Members decide to break the contract at 5 years. It is suggested that £153,000 of this is used to deliver savings for 2016-17. This will still leave £xxx (tbc) and ongoing accrual in future years. • Reduce book fund [from £277k to £200k] to reflect the overall reduction in libraries in the borough and the move to e-books/online technology etc.
---	---

	<p>2017-18</p> <ul style="list-style-type: none"> • Reversal of one-off saving 2016/17 (as indicated above) • Further reduce book fund [from £200k to £150k] • Commercialisation Pinner Library – looking at reprovision in new premises to reduce costs and bring income to Harrow (£60k) • Commercialisation Roxeth - looking at reprovision in new premises to reduce costs and bring income to Harrow (£60k) • Opening new Town Centre Library and reducing costs for Gayton Library through reduced premises costs (Gayton Library rent is c£150kpa). This would save £200k. • Wealdstone Library as part of new Civic Centre. Assumes partial closure for redevelopment and reduced rent and other premises costs of £50k. This is contingent on the decisions around the new Civic Centre. <p>By taking into account some possible delay in the new Town Centre library and Wealdstone Library, part year savings are assumed for these and therefore £134K of the above is profiled to 2018/19.</p> <p>One-off implementation costs are assumed at £50K in 16/17 and £75K in 17/18 respectively.</p>					
<p>201</p> <p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	✓
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	✓	Other			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</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>Regeneration and Planning and Corporate Estates to support the delivery of commercialisation projects for libraries (e.g. new Civic Centre). Will link through the Regeneration team planning and the Regeneration Board. Have helped inform the timeline and potential savings for Town Centre Library, Wealdstone Library</p> <p>Carillion (library management contractors). Have helped inform the savings profile for Pinner and Roxeth Libraries. Will operate the reduced stockfund. Have been engaged through the Library Strategy Board.</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>202</p> <p>Age (including carers of young/older people)</p>	<p>When adult users (those 16 and over and a sample of 400 persons at each branch) were surveyed for a Public Library Users Survey (PLUS) in the Autumn of 2012 the largest user groups of all Harrow libraries were those aged 65 and over at 22.3% and those aged 35-44 at 19.5%.</p> <p>The breakdown of active users of all libraries was as follows: 0-4 year old = 14%, 5-11 year old = 21%, 12-17 year old = 11%, 18-35 year old = 19%, 36-59 year old = 22%, 60+ = 13%</p> <p>The Home Library Service provides a library service to approximately 500 individuals and approximately 50 sheltered/nursing homes. Approximately 99% of these users are aged 60+</p> <p>The Schools Library Service is a service for primary and secondary schools that the schools decide whether or not to buy into. Currently 28 primary schools, 3 special schools, and 2 Children's Centres subscribe.</p> <p>Frontline staffing – 16-24 year old = 19%, 25-34 year old = 14%, 35-44 year old = 15%, 45-54 year old = 16%,</p>	<p>These proposals may have a positive or negative impact on customers of all ages including older people and children. Where libraries are refurbished or re-provided to modern standards, this is likely to have a positive impact for all ages. For example, the new Town Centre Library will provide a start-of-the-art accessible library in a bespoke space rather than a four storey former office block. Evidence from other boroughs suggests that library usage is likely to increase in improved facilities. However, there may be short periods of closure (weeks not months) during refurbishment or reprovision which could briefly inconvenience customers. Engagement programmes will be put in place with customers and the wider community for each library, as is currently being done with Stanmore to ensure new facilities are designed to meet customer needs.</p>

	55-64 year old = 34%, 65-74 year old = 1%	
Disability (including carers of disabled people)	<p>According to the PLUS survey 1.5% of library users who were over 16 were registered as disabled or long term sick.</p> <p>The breakdown of active users of the libraries was as follows: Mobility disability = 8%, Hearing disability = 5%, Mental Health Problem = 3%, Dexterity Disability = 2%, Eyesight Disability = 2, Learning Disability = 1%, Other Disability = 2%</p> <p>Frontline staffing – 3% have a disability.</p>	
Gender Reassignment	Data not available	
Marriage / Civil Partnership	Data not available	
Pregnancy and Maternity	Data not available	
Race	<p>According to the PLUS survey 33.4% of library users over 16 were English/Welsh/Scottish/Northern Irish/British, 25.9% of users were Indian, 8.1% Any other Asian Background, 2.8% African, and 1.8% Caribbean.</p> <p>The breakdown of active users of the libraries was as follows: Asian or Asian British – Indian = 32%, White British = 17%, Asian or Asian British – Other Asian = 17%, White Other = 9%, Black or Black British – African = 6%</p> <p>Frontline staffing – White British = 54%, Asian or Asian British – Indian = 34%, Asian or Asian British – Other Asian = 5%, Black or Black British – Caribbean = 3%, Mixed – Other Mixed Group = 3%</p>	<p>These proposals may have a positive or negative impact on customers of all backgrounds. Where libraries are refurbished or re-provided to modern standards, this is likely to have a positive impact for all. For example, the new Town Centre Library will provide a start-of-the-art accessible library in a bespoke space rather than a four storey former office block. Evidence from other boroughs suggests that library usage is likely to increase in improved facilities. However, there may be short periods of closure (weeks not months) during refurbishment or reprovision which could briefly inconvenience customers. Engagement programmes will be put in place with customers and the wider community for each library, as is currently being done with Stanmore to ensure new facilities are designed to meet customer needs.</p>

Religion and Belief	<p>According to the PLUS survey the largest group of library users over 16 were Christian 29%, Hindu 24%, Muslim 7%, and Jewish 5%</p> <p>The breakdown of active users of library users was as follows: Hindu 24%, Christian 23%, Muslim 7%, and Jewish 2%</p> <p>Frontline staffing – no data currently available.</p>	<p>These proposals may have a positive or negative impact on customers of all backgrounds. Where libraries are refurbished or re-provided to modern standards, this is likely to have a positive impact for all. For example, the new Town Centre Library will provide a start-of-the-art accessible library in a bespoke space rather than a four storey former office block. Evidence from other boroughs suggests that library usage is likely to increase in improved facilities. However, there may be short periods of closure (weeks not months) during refurbishment or reprovision which could briefly inconvenience customers. Engagement programmes will be put in place with customers and the wider community for each library, as is currently being done with Stanmore to ensure new facilities are designed to meet customer needs.</p>
204 Sex / Gender	<p>According to the PLUS survey of library users aged over 16+ 57% were female, and 36% male.</p> <p>The breakdown of active users of all library users was as follows: Female = 57%, Males = 40%</p> <p>Frontline staffing – 78% are female, and 22% are male</p>	<p>These proposals may have a positive or negative impact on customers of all backgrounds. Where libraries are refurbished or re-provided to modern standards, this is likely to have a positive impact for all. For example, the new Town Centre Library will provide a start-of-the-art accessible library in a bespoke space rather than a four storey former office block. Evidence from other boroughs suggests that library usage is likely to increase in improved facilities. However, there may be short periods of closure (weeks not months) during refurbishment or reprovision which could briefly inconvenience customers. Engagement programmes will be put in place with customers and the wider community for each library, as is currently being done with Stanmore to ensure new facilities are designed to meet customer needs.</p>
Sexual Orientation	<p>According to the PLUS survey of library users 64% of users aged 16+ were heterosexual/straight, 0.6% were bisexual, and 0.4% were gay/lesbian.</p> <p>The breakdown of active users of all library users was</p>	<p>These proposals may have a positive or negative impact on customers of all backgrounds. Where libraries are refurbished or re-provided to modern standards, this is likely to have a positive impact for all. For example, the new Town Centre Library will provide a start-of-the-art</p>

as follows: Heterosexual = 94%, Bisexual = 4%,
Gay/Lesbian = 1%

Frontline staffing – no data currently available.

accessible library in a bespoke space rather than a four storey former office block. Evidence from other boroughs suggests that library usage is likely to increase in improved facilities. However, there may be short periods of closure (weeks not months) during refurbishment or reprovision which could briefly inconvenience customers. Engagement programmes will be put in place with customers and the wider community for each library, as is currently being done with Stanmore to ensure new facilities are designed to meet customer needs.

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)					
Gender Reassignment					

Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
207 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? 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?

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
All	Engagement with library and non-library users, staff and partners (e.g. Carillion) during planning for new libraries/library refurbishment, using the model already established for Stanmore Library.	<p>Number of responses to engagement</p> <p>Monitoring of responses re protected characteristics to ensure as wide a spread as possible.</p> <p>Sustained increase in usage of new/refurbished library by all categories.</p>	Tim Bryan	April 2018

208

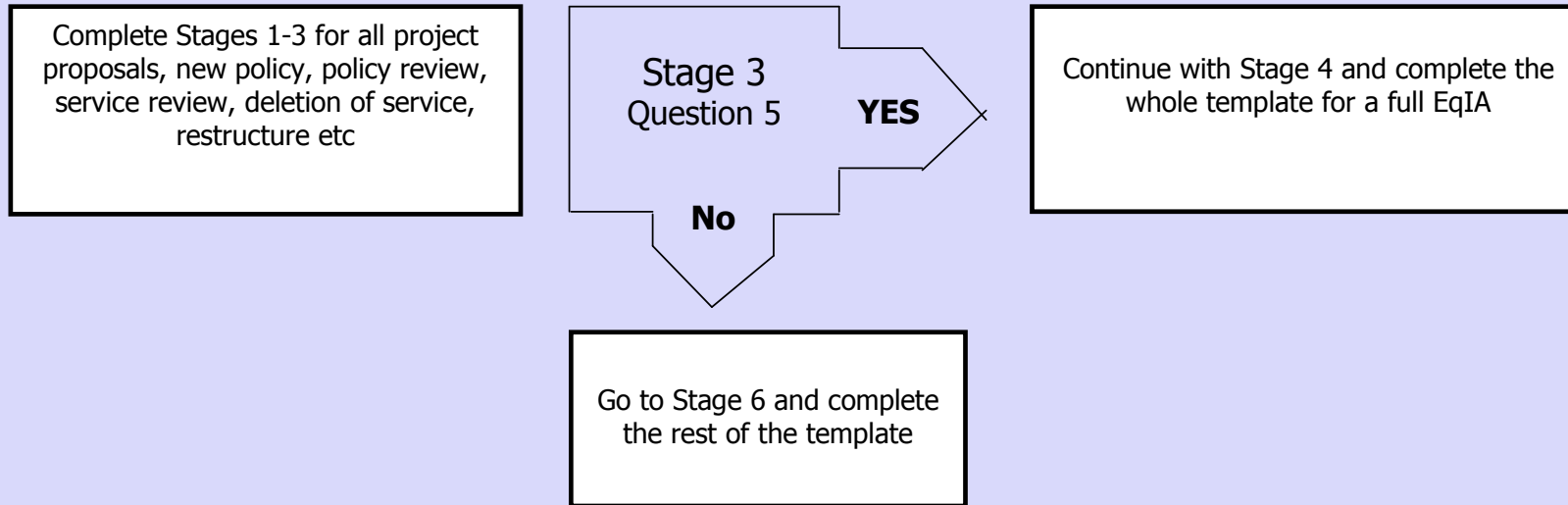
Stage 7: Public Sector Equality Duty			
10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to: <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups 		<p>The proposals will enable delivery of improved library services to all existing and potential library users through updated facilities and e-resources to better meet their expressed needs.</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?			
Signed: (Lead officer completing EqIA)	Marianne Locke	Signed: (Chair of DETG)	

Date:	27 Oct 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.



211

- 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)	Staff Consultation
Date decision to be taken:	Nov 2016						
Value of savings to be made (if applicable):	£100,000 BSS 02						
Title of Project:	Restructure of PA and Business Support to senior officers						
Directorate / Service responsible:	Resources / Business Support						
Name and job title of Lead Officer:	Jonathan Milbourn – Head of Service						
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, creation / removal of service, restructure, deletion of posts etc)</p>	<p>The proposal is to reduce the level of support to senior managers.</p> <p>The change in the service will reduce the revenue budget by £100,000.</p> <p><u>Hr procedures and policies will be followed.</u></p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users		Partners		Stakeholders	
	Staff	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? 	<ul style="list-style-type: none"> No 					

Comment [j1]: How many staff are in scope what do you need to reduce the number to. I assume you will have a consultation document you will go through job matching etc?
What are the numbers of Pa's ? BSS staff?

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 staff affected are aged between 35 to 55	There is no adverse impact evident
Disability (including carers of disabled people)	There is one member of staff with a registered disability	There is no adverse impact evident
Gender Reassignment	Not Applicable	
Marriage / Civil Partnership	Not Applicable	
Pregnancy and Maternity	Not Applicable	
Race	Five of the thirteen staff affected are White British	There is no adverse impact evident
Religion and Belief	Not Applicable	
Sex / Gender	All thirteen staff affected are female	Although 100% of the staff affected are female, this is not statistically unusual within the industry.
Sexual Orientation	Not Applicable	

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
--	----------------	-----------------------	---------------------	--------------------	-------------------------	------	---------------------	-----	--------------------

	carers)	carers)		Partnership					
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

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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. 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)					
215 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? 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 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	

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
All	The Council's redeployment service will be utilised to relocate the staff impacted	Through redeployment of affected staff	Jonathan Milbourn	March 2017

Stage 7: Public Sector Equality Duty

<p>Q11 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>The EqIA has not identified any potential for unlawful conduct or disproportionate impact <u>The results will be reviewed in light of staff consultation responses.</u></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.	
---	--

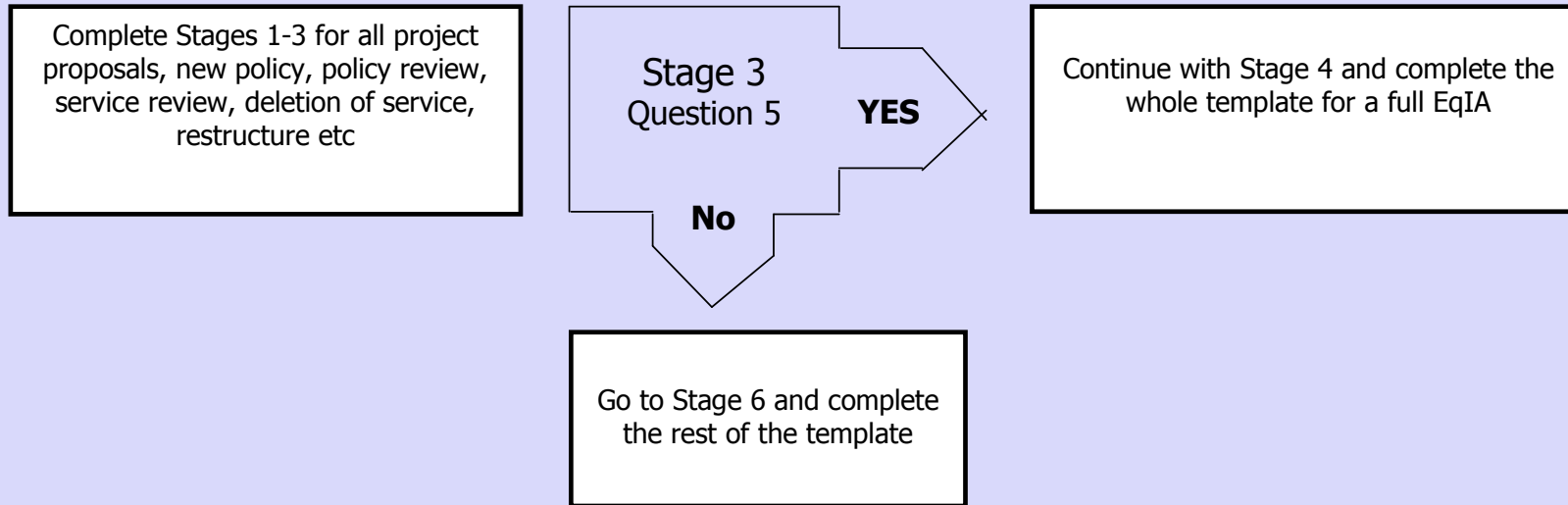
Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Jonathan Milbourn	Signed: (Chair of DETG)	
Date:	23 rd November 2016	Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

218

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.



219

- 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 ✓	<i>L</i>	Cabinet		Portfolio Holder	<i>X</i>	<i>L</i>	Other (explain)	Staff Consultation
Date decision to be taken:	<u>Council meeting Feb 2017</u>							
Value of savings to be made (if applicable):	£20,000 <u>BSS 07</u>							
Title of Project:	Restructure of BSS Community Hub							
Directorate / Service responsible:	Resources / Business Support							
Name and job title of Lead Officer:	Jonathan Milbourn – Head of Service							
Name & contact details of the other persons involved in the assessment:								
Date of assessment (including review dates):	<u>Nov 2016</u>							
Stage 1: Overview								
<p>1. What are you trying to do?</p> <p>Explain your proposals here e.g. introduction of a new vice or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>The proposal is to delete two posts reducing the staffing level to three from five.</p> <p>The change in the service will reduce the revenue budget by £20,000.</p>							
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users		Partners		Stakeholders			
	Staff	X	Age	<i>L</i>	Disability	<i>L</i>		
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity			
	Race	<i>L</i>	Religion or Belief		Sex	<i>L</i>		
	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? 	<ul style="list-style-type: none"> • No 							

- 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)	One of the team is eligible for retirement	There is no adverse impact evident
Disability (including carers of disabled people)	Not Applicable	
Gender Reassignment	Not Applicable	
Marriage / Civil Partnership	Not Applicable	
Pregnancy and Maternity	Not Applicable	
Race	Two of the five staff affected are White British	There is no adverse impact evident
Religion and Belief	Not Applicable	
Sex / Gender	Three of the five staff affected are female	There is no adverse impact evident
Sexual Orientation	Not Applicable	

Comment [j1]: What is the age range of staff

Comment [j2]: Do you know what the others are?

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
--	----------------	-----------------------	---------------------	--------------------	-------------------------	------	---------------------	-----	--------------------

	carers)	carers)		Partnership					
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

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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. 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)					
223 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, 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 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	

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
All	The Council's redeployment service will be utilised to relocate the staff impacted. <u>HR policies and procedures will be followed. Staff will be consulted. The EIA will be reviewed in light of staff consultation responses.</u>	Through redeployment of affected staff	Jonathan Milbourn	March 2017
225				

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 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 EqIA has not identified any potential for unlawful conduct or disproportionate impact

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	

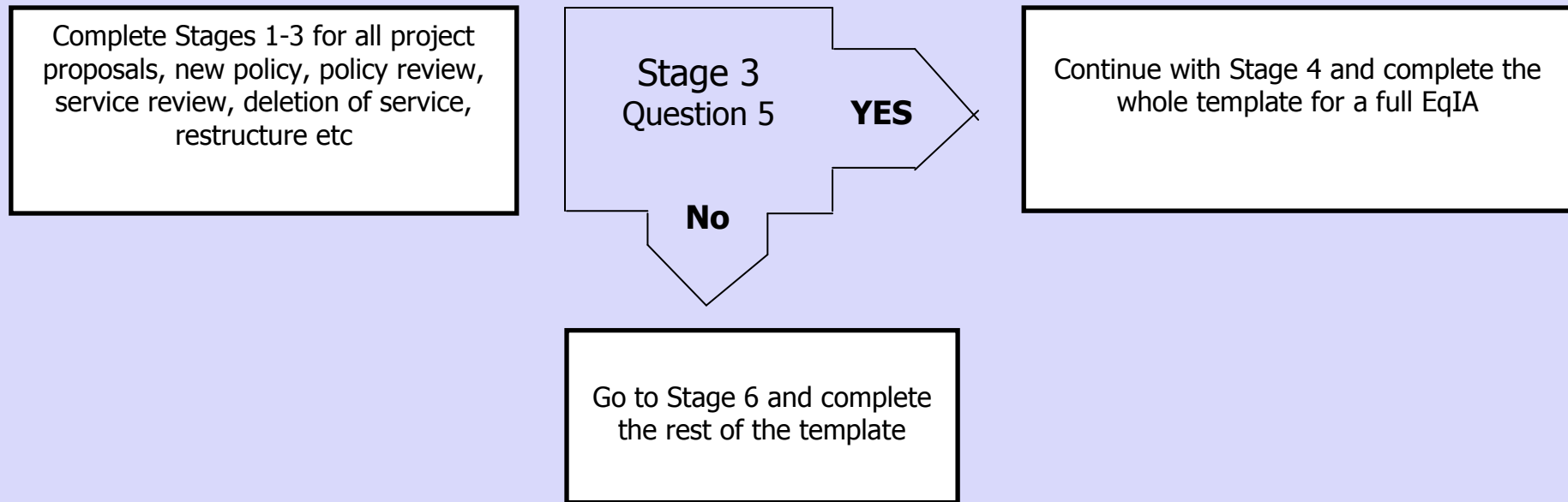
identified by the EqIA and these are listed in the Action Plan above.	
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. In this case, the justification needs to be included in the EqIA 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)	Jonathan Milbourn	Signed: (Chair of DETG)	
Date:	23 rd November 2016	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.



227

- 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):	£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

<div style="position: absolute; left: -40px; top: 50%; transform: translateY(-50%); font-weight: bold; font-size: 1.2em;">228</div> <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>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>
---	---

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	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			
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? 	No					

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
230 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**?

231	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					
232 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? 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 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	

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	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
 2. Advance equality of opportunity between people from different groups
 3. Foster good relations between people from different groups

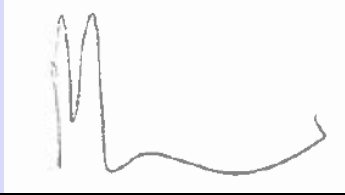
Stage 8: Recommendation

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

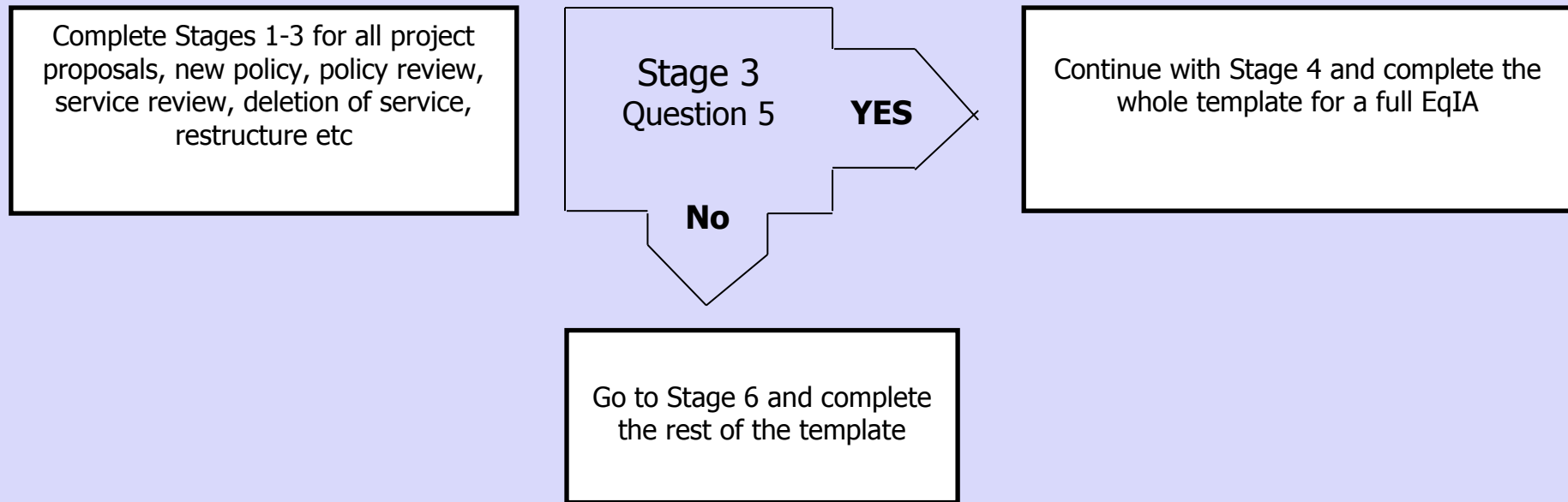
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:	9 th November 2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

235

This page is intentionally left blank

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.



237

- 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):	£255k						
Title of Project:	CE_4 and CE_16 Staff efficiencies in Parking and Network Teams						
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 style="text-align: right; margin-right: 5px;">238</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>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>
--	---

--	--

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: 639 Who are the partners? <ul style="list-style-type: none"> 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 identifies 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**?

241	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					
242 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? 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 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	

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

- 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

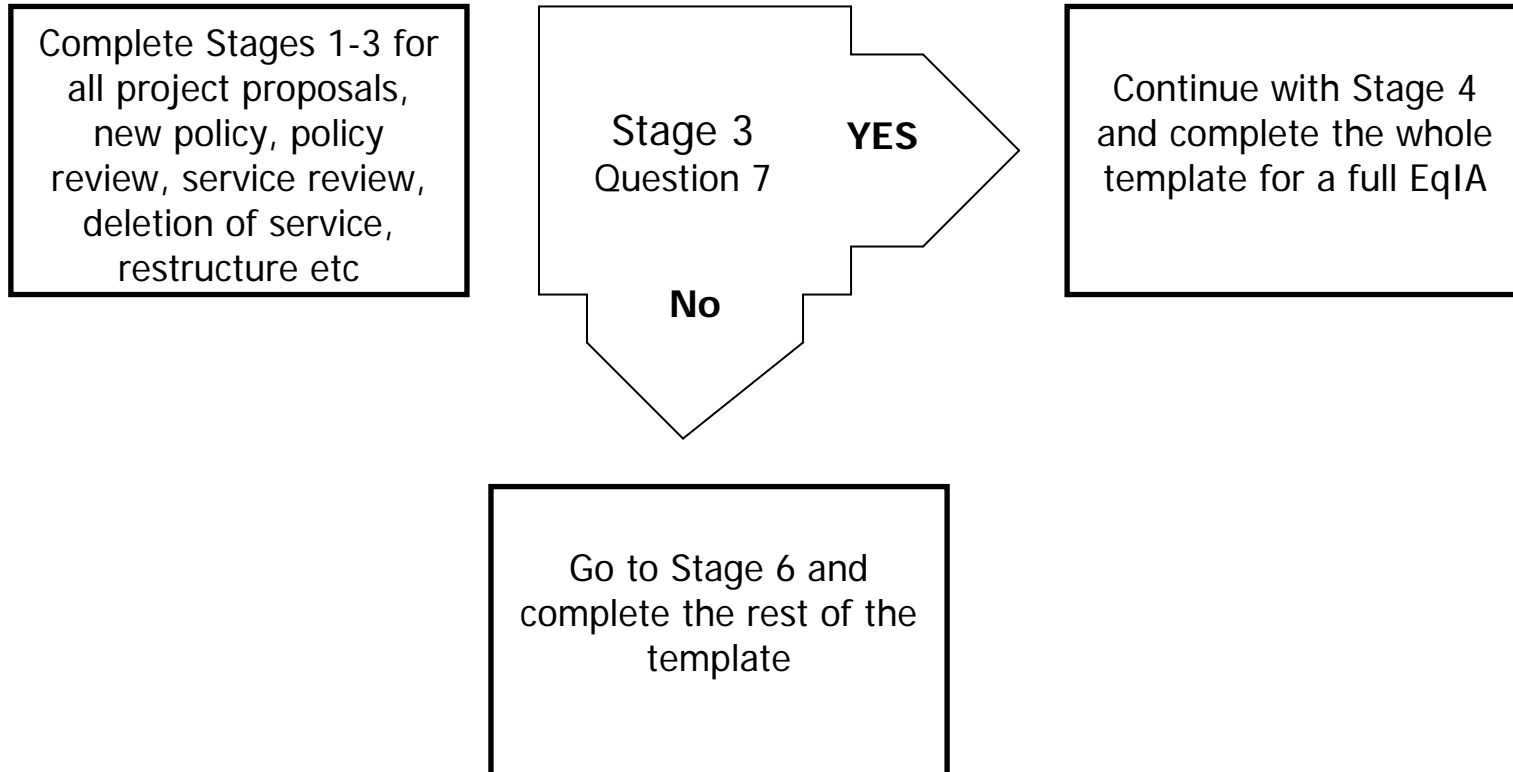
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Hanif Islam
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of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

245

This page is intentionally left blank

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:		Selective Licensing in Edgware Ward saving 35 k CE 9 (community 74)			
Directorate / Service responsible:		Environment and Enterprise / Public Protection			
Name and job title of lead officer:		Richard Le-Brun, Environmental Services Manager (Public Protection)			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		26 th May 2015 – Reviewed December 2016			
Stage 1: Overview					
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>		<p>Introduction of a licensing scheme for private rented sector in Edgware Ward to tackle matters of anti-social behaviour, property standards and environmental impacts.</p> <p>All private rented sector properties, except statutory exemptions, will be required to be licensed and meet conditions that are aimed at ensuring fit and proper management and tenancy, providing a fair environment for all landlords, better choice and standard of rented accommodation, and be adverse to rogue and non-compliant landlords and tenants.</p>			
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>		Residents / Service Users	✓	Partners	✓
		Staff	✓	Age	✓
				Stakeholders	✓
				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?

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.

249 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 an at Stage 7)

Age (including carers of young/older people)	There is no evidence found to show selective licensing has a potential impact on this characteristic
Disability (including carers of disabled people)	There is no evidence found to show selective licensing has a potential impact on this characteristic
Gender Reassignment	There is no evidence found to show selective licensing has a potential impact on this characteristic
Marriage / Civil Partnership	There is no evidence found to show selective licensing has a potential impact on this characteristic
Pregnancy and Maternity	There is no evidence found to show selective licensing has a potential impact on this characteristic
Race	Harrow has a high ethnic minority population, but the consultation in Edgware found that 40% of tenants were UK born, with next highest percentage being Indian (25%). 37% do not have English as their first language. This is not uncommon for Harrow as a whole, and has been addressed by provision of

	information in different languages where feasible, including consultation forms when requested.
Religion and Belief	There is no evidence found to show selective licensing has a potential impact on this characteristic
Sex / Gender	There is no evidence found to show selective licensing has a potential impact on this characteristic
Sexual Orientation	There is no evidence found to show selective licensing has a potential impact on this characteristic
Socio Economic	Selective Licensing directly impacts the community to aim to improve the socio economic aspects of it, through addressing crime, ASB, environmental and property issues, making it a more desirable place to be. This will seek to improve sustainable tenancy and a more stable private rented sector.

5. What consultation have you undertaken on your proposals?

250 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).
Residents, Landlords, Partners	On line and paper, including door to door delivery in Ward. Forums including Borough and local. Meetings and communication with relevant parties	No specific impact highlighted. Concerns over effect which will be monitored, but no data from current housing licensing schemes or other Councils introduction of selective licensing to indicate adverse effect	Continued monitoring of characteristics as part of the scheme, including applications and enforcement, to ensure no detrimental effect on any one characteristic.

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

A door to door housing survey was conducted throughout Edgware, with consultation forms delivered to all. Additionally consultation forms for residents, landlords, businesses and partners was provided, including on the Harrow website.

List the Title of reports / documents and websites here.	A landlord forum and a specific Edgware forum were conducted. Meetings also took place with organisations including the National Landlord Association. Harrow Vitality Report
--	---

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

<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>(include this evidence, including any data, statistics, titles of documents and website links here)</p>	<p>A door to door housing survey was conducted throughout Edgware, with consultation forms delivered to all. Additionally consultation forms for residents, landlords, businesses and partners was provided, including on the Harrow website. A landlord forum and a specific Edgware forum were conducted. Meetings also took place with organisations including the National Landlord Association. Further EQiA assessments shall be conducted as part of the scheme, through the collection of data that is submitted with the application forms.</p>
--	--

251

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).
Residents, Landlords, Partners	On line and paper, including door to door delivery in Ward. Forums including Borough and local. Meetings and communication with relevant parties	No specific impact highlighted. Concerns over effect which will be monitored, but no data from current housing licensing schemes or other Councils introduction of selective licensing to indicate adverse effect	N/A

252

Stage 5: Assessing Impact and Analysis

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

Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
	✓	✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	
Age (including carers of young/older)		✓	The findings of other Councils that have conducted this scheme have found no adverse affect against any characteristic, as it affects all equally. It has the potential to improve the situation for all areas of the community as increases knowledge of legal requirements and affects landlords and tenants regardless of age, race, disability etc.	As part of the designation period, being 3 months, advertising of the scheme and information about it will be advertised throughout the ward as well as in media that goes beyond the boundaries of the ward (e.g. local papers, Harrow website etc) As with other licensing schemes currently being run, advice

people)			The results of enforcement may lead to certain premises being stopped from being rented out, due to not meeting minimum standards, and assistance being given to the occupants but these could be of any age, race, disability etc. but does ensure they are subject to minimum acceptable living conditions as is their human right.	and guidance for those affected (in this case, landlords and tenants) will be available from the Council, who will work with all parties to ensure compliance. To maximize this positive impact, discussions are already underway with organizations such as the National Landlord Association to provide free landlord advice, as well as community leaders (Councillors, representatives of certain communities etc) to get the message out about what it means and where further information is available
Disability (including carers of disabled people)		✓	As above	As above
253 Gender Reassignment		✓	As above	As above
Marriage and Civil Partnership		✓	As above	As above
Pregnancy and Maternity		✓	As above	As above
Race			As above	As above

Religion or Belief		✓	As above	As above					
Sex		✓	As above	As above					
Sexual orientation		✓	As above	As above					
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?				Yes		No	✓		
254 a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is to happen?				Yes	✓	No			
				Overall it is expected to have a positive impact as will seek to raise standards in an area, especially the private rented sector. It aims to directly affect ASB, crime and environmental issues that have a detrimental effect on all in a community. It will also aim to assist landlords and tenants by setting clear standards to be met through conditions, and allow a more stable, suitable PRS market in the area.					
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)**

Stage 6: Decision

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

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

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g.	Action required to mitigate	How will you know this is achieved? E.g.	Target Date	Lead Officer	Date Action included in
---------------------------------------	-----------------------------	--	-------------	--------------	-------------------------

Race, Disability		Performance Measure / Target			Service / Team Plan
All	The approval of a designation for the Edgware Ward will lead to a 3 month run in period, which will be used to advertise the scheme across all formats,	Use of local paper(s) and website, as well as Ward signage and direct communications with parties	August to October 2015	R Le-Brun	Integral to cabinet report
All	Work with National Landlord Association (NLA) to encourage Landlords to sign up to free information scheme that will assist them in complying	NLA to be invited to forums and provide information to be disseminated	Ongoing	R Le-Brun	In Cabinet Report

256

Stage 8 - Monitoring

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

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Monitoring of application form information from landlord; gathering of information from inspections conducted; monitoring of enforcement action in the private rented sector in Ward
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Annual review as part of service plan, policy and procedure review
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Consultation that took place between November 2014 and April 2015, as well as forums. Direct addressing of any issues raised.

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
Clear enforcement policies and procedures in line with Statutory requirements	Provision of a set consistent standard across the market in the area, regardless of characteristic, but allowing different approaches to meet it	Clear enforcement policies and procedures in line with Statutory requirements. Additionally, by introducing clear standards to all, there is no blame culture of different premises meeting different standards linked to culture, race etc

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.

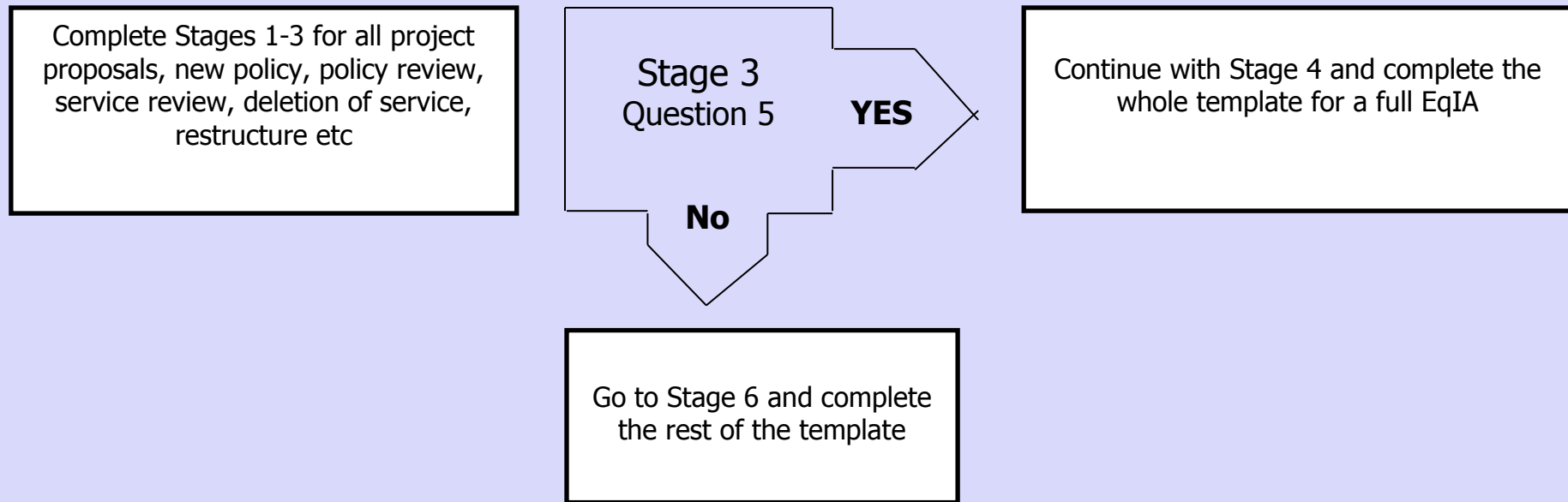
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action plan?			
Signed: (Lead officer completing EqIA)	Richard LeBrun	Signed: (Chair of DETG)	Dave Corby
Date:	19/12/2016	Date:	27/01/2017
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

257

This page is intentionally left blank

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.



259

- 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):	£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>260</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>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>
--	--

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: <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)	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 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>	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.
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
--	------------------------	-------------------------------	---------------------	--------------------------------	-------------------------	------	---------------------	-----	--------------------

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**?

263	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					
264 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?

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 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	

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	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

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.

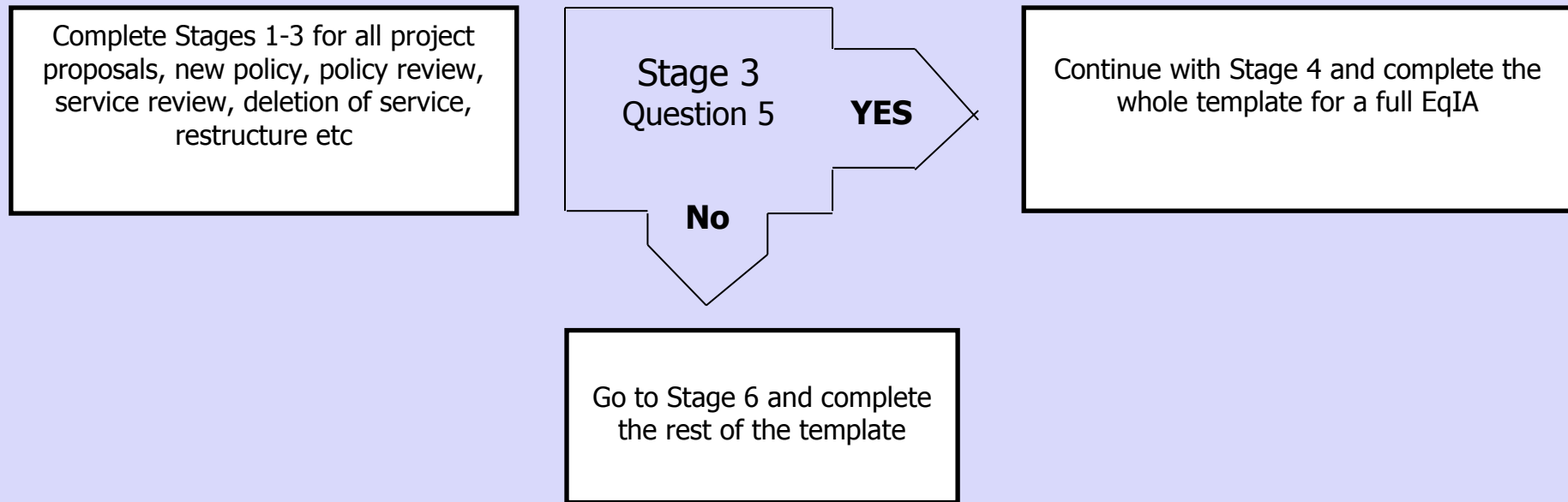
Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	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	

This page is intentionally left blank

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.



269

- 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

<p style="text-align: right; margin-right: 10px;">270</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>In 14/15, some capital budget within E&E was reallocated to Highway programme to accelerate the delivery of a number of highway schemes.</p> <p>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.</p>
---	---

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: <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 					

271 Page 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.	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?

272	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**?

273	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					
274 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? 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 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	

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

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

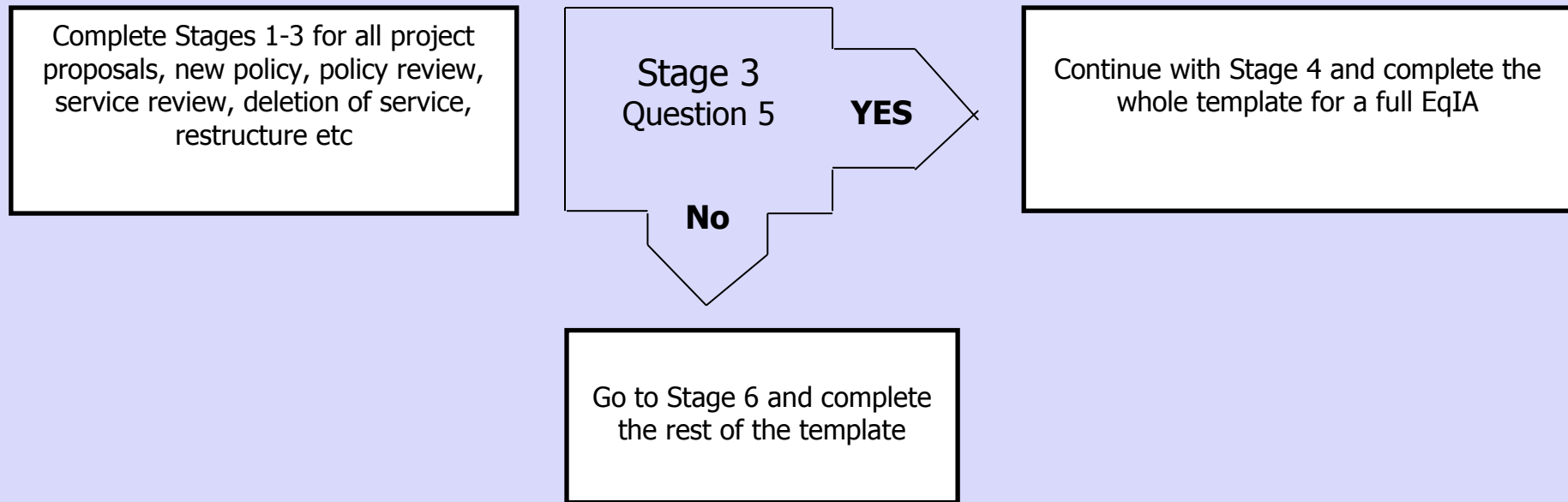
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Hanif Islam
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of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

277

This page is intentionally left blank

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.



279

- 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	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	<input type="checkbox"/>
Date decision to be taken:							
Value of savings to be made (if applicable):	£101k						
Title of Project:	CE_17 General efficiencies across Commissioning Services Division (Policy, Community Engagement, Facilities Management and Contracts Management)						
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>280</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>Staff and non staff efficiencies will be sought across the division. This includes further restructuring, capitalising staff where permissible and the review of non staffing costs. This will include reducing back office support costs</p>								
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that</p>	Residents / Service Users		<input type="checkbox"/>	Partners		<input type="checkbox"/>	Stakeholders		<input type="checkbox"/>
	Staff		<input checked="" type="checkbox"/>	Age		<input type="checkbox"/>	Disability		<input type="checkbox"/>

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 your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	High level efficiency project which impacts staff and service provision. Detailed EqlAs will be needed for individual projects as and when changes are made. At this stage no disproportionate adverse impact has been identified for any protected characteristic group.	No impact identified at this stage. Target people affected are wide ranging.
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	X	X	X	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**?

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					

203

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? 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			

284

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

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)

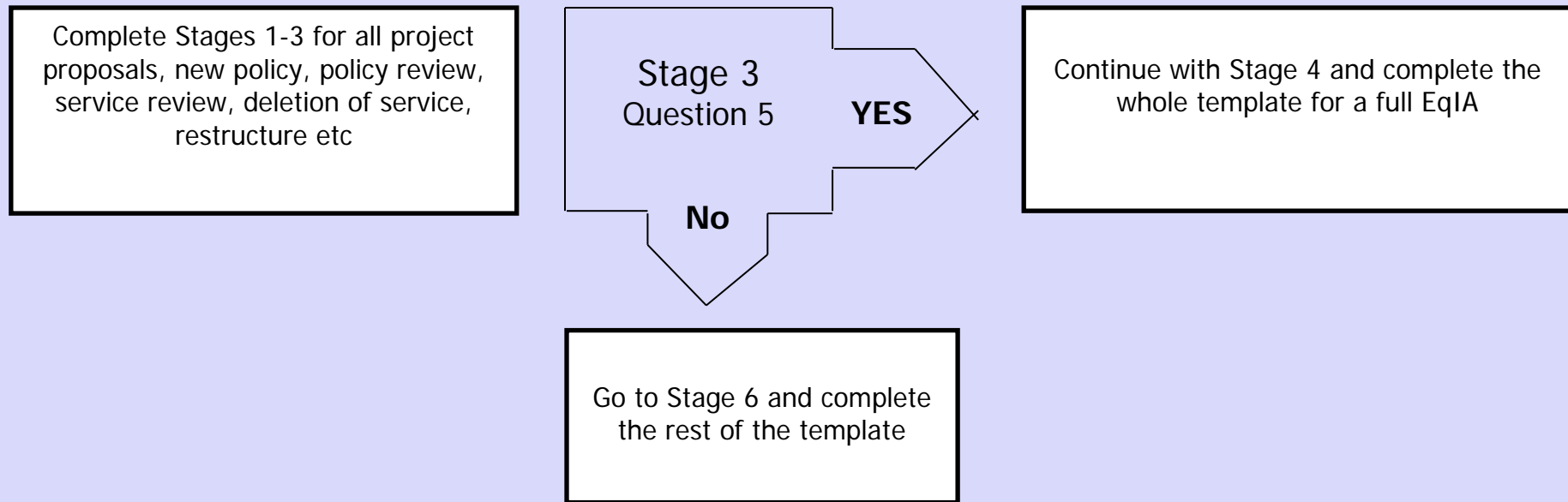
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality 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)	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	

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.



287

- 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):	£40k			
Title of Project:	CE_19 Road Safety officer post Resources and commercial 84			
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 Reviewed December 2016			

Stage 1: Overview

<p style="text-align: right; margin-right: 5px;">288</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>Road safety schemes are currently funded by TfL grant and that grant for future years include £45k for a staffing post in 2016/17.</p> <p>We expect Harrow to be invited to bid for further funding from 17/18 onwards as part of LIP.</p>
---	---

--	--	--	--	--	--

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?					
--	--	--	--	--	--

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 provision unaffected as long as TfL grant is successfully secured.	None identifies at this stage

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**?

291	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					
292 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? 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 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	

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

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

294

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

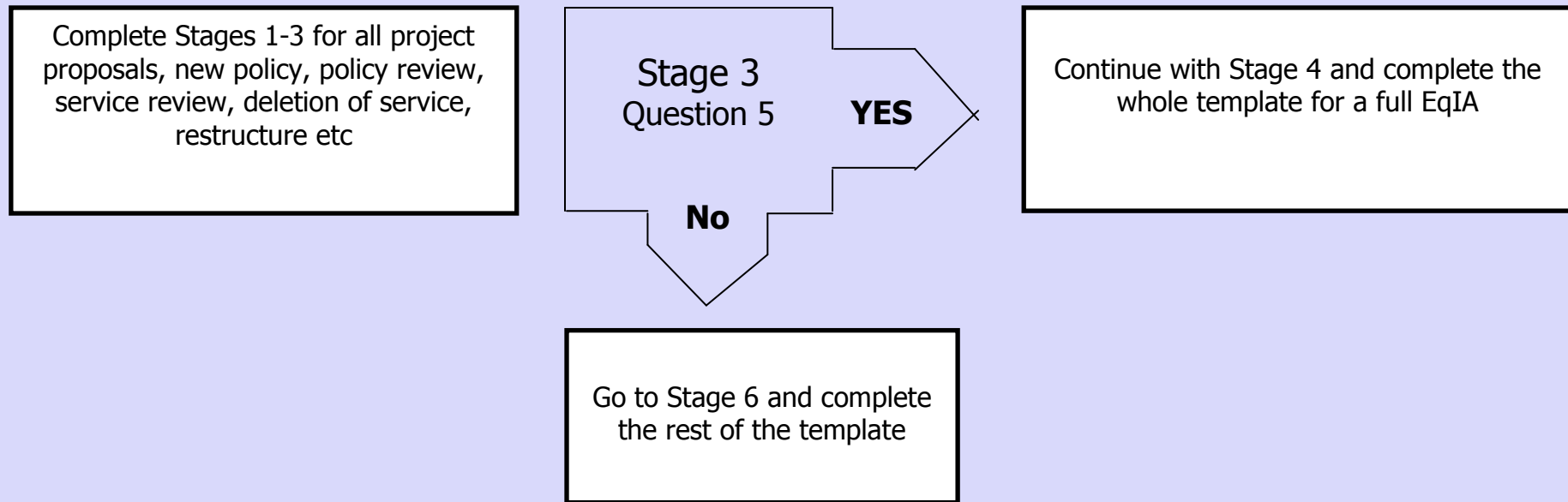
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Hanif Islam	Signed: (Chair of DETG)	Dave Corby
Date:	19/12/2016	Date:	19/12/2016
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

295

This page is intentionally left blank

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.



297

- 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	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	<input type="checkbox"/>
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:							
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 Mick Sheehy, Service Manager Adaptations michael.sheehy@harrow.gov.uk						
Date of assessment (including review dates):	03/11/2015						

Stage 1: Overview

<div style="float: left; width: 20px; text-align: center; font-weight: bold;">298</div> <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>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.				
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: <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>				

299

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'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.	The Handyperson Scheme is clearly predominantly used by service users aged 65 and over, with the next largest group being those aged 55-64. We expect the free service to continue as described, hence

Profile of **Harrow Council Housing tenants** as of 11 November 2014:

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

Out of 434 service users of the **Handyperson Scheme** to date in 2014/2015:

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

we do not consider there will be a disproportionate, adverse impact on this protected characteristic.

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.

Disability (including carers of disabled people)

In 2011 14.6% of **Harrow residents** identified themselves as having a limiting long term illness.

Profile of **Harrow Council Housing tenants** as of 11

The data on disability is limited but indicates that the service is used by people with disabilities.

We expect the free service to continue as described, hence

	<p>November 2014:</p> <table border="1" data-bbox="465 156 1227 399"> <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																		
No	1,484	24.9																		
Prefer not to say	29	0.5																		
Unknown	3,471	58.4																		
Total	5948	100.0																		
301 Gender Reassignment	<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>																		
Marriage / Civil Partnership	<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>																		
Pregnancy and Maternity	<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>302 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="465 1326 1272 1398"> <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>304</p>	<p>Profile of Harrow Council Housing tenants as of 11 November 2014:</p> <table border="1" data-bbox="465 536 1176 815"> <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="465 1300 1254 1410"> <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	%												

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

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 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	√	√	√	√	√	√	√	√	√

305

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**?

306	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					
307 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? 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 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	

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
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>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 proposals to expand the service will enable a broader section of residents to access the handy person service. They will be well publicised to all groups. Increased clarity and fairness help to 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	

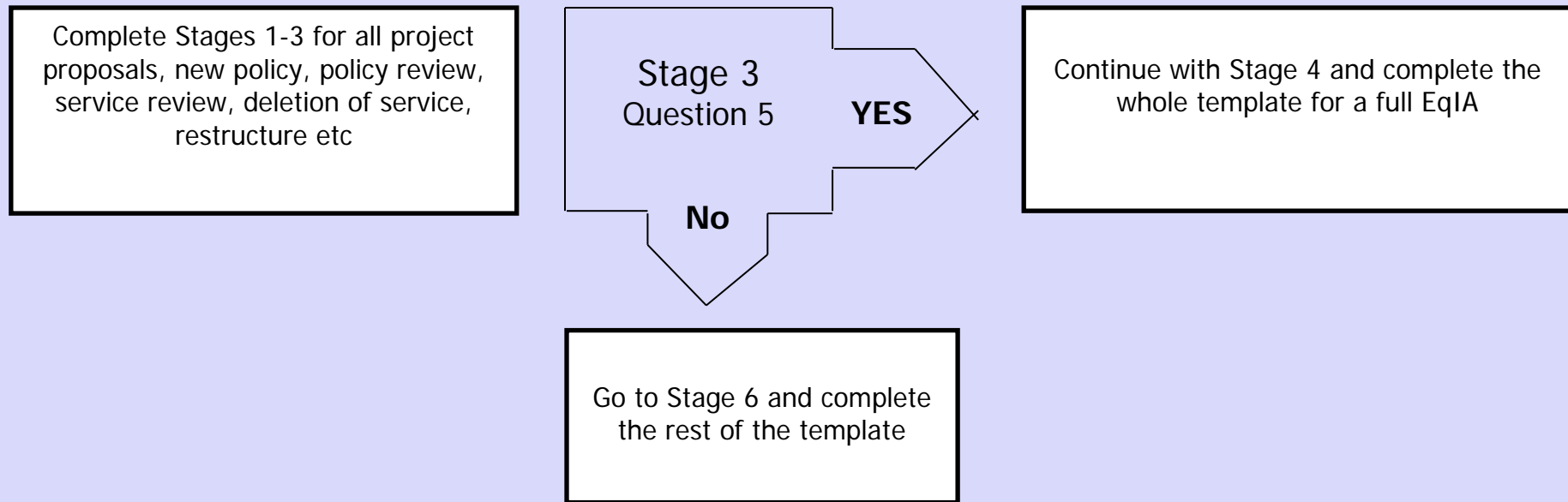
sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	<i>Jane Fenby</i>	Signed: (Chair of DETG)	<i>Harif Islam</i>
Date:	3 November 2015	Date:	26/11/2015
310 Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	<i>Harif Islam</i>

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.



311

- 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	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	<input type="checkbox"/>
Date decision to be taken:							
Value of savings to be made (if applicable):	2017/8 £60k						
Title of Project:	Ref CH4 Supporting People - Sheltered Housing 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						
Date of assessment (including review dates):	03/11/2015 reviewed 30/01/2017						

Stage 1: Overview

<p style="font-size: 2em; margin: 0;">312</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>The proposal is to make efficiency savings to the General Fund Supporting People budget in relation to the Sheltered Housing Floating Support Service. This provides support to scheme residents who may be vulnerable by way of age and other needs/ disabilities.</p> <p>There are 18 Harrow Council Sheltered Housing schemes. A service review has identified the scope for savings of 2 support co-ordinator roles without impacting on service delivery. Due to the fact that vacant posts were identified during 2016/17 there is no staff impact.</p>
---	--

--	--

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: <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	<p>This is a Housing Service Karen Connell is Head of Resident Services, with overall responsibility for the sheltered housing service. Other stakeholders include Adults', Health and voluntary organisations supporting older people. The Adults' Supporting People team have been consulted on the proposals.</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)	<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="591 587 1146 1318"> <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>Profile of all Harrow Council Sheltered Housing</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	<p>Most of Harrow Council's Sheltered Housing tenants are aged over 65.</p> <p>As explained in Stage 1 point 1 we do not envisage any service detriment arising from this proposal and therefore we do not expect a disproportionate, adverse impact for this protected characteristic.</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																											

tenants as of Sept 2015:

Age	Number of tenants
0-15	0
16 -24	0
25 - 34	1
35 -44	3
45-54	4
55-64	52
65+	568
Total	628

Disability (including carers of disabled people)

In 2011 14.6% of **Harrow residents** identified themselves as having a limiting long term illness.

Profile of **Harrow Council Housing tenants** as of 11 November 2014:

Disability	Number of tenants	%

As explained in Stage 1 point 1 we do not envisage any service detriment arising from this proposal and therefore we do not expect a disproportionate, adverse impact for this protected characteristic.

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 **Harrow Council Sheltered Housing tenants** as of Sept 2015:

Disability	Number of tenants
Yes	87 (14%)
No	58 (9%)
Prefer not to say	7 (1%)
Unknown	476 (76%)
Total	628

Gender Reassignment

There is limited data held about this protected characteristic for the population and in relation to this

As explained in Stage 1 point 1 we do not envisage any service detriment arising from this proposal and therefore

	service.	we do not expect a disproportionate, adverse impact for this protected characteristic.
Marriage / Civil Partnership	53.7% of Harrow residents (aged 16+) are married. This level is above the national average and the highest in London (2011 Census). There is limited data held about civil partnership for the population and about this protected characteristic in relation to this service.	As explained in Stage 1 point 1 we do not envisage any service detriment arising from this proposal and therefore we do not expect a disproportionate, adverse impact for this protected characteristic.
Pregnancy and Maternity	There is limited data held about this protected characteristic for the population and in relation to this service, though there are 3,600 births per year in Harrow (Harrow JSNA 2015-2020). It is unlikely to affect this client group.	As explained in Stage 1 point 1 we do not envisage any service detriment arising from this proposal and therefore we do not expect a disproportionate, adverse impact for this protected characteristic.
317 Race	<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</p>	<p>Most of Harrow Council's Sheltered Housing tenants who have disclosed their ethnicity are Asian, followed by White.</p> <p>As explained in Stage 1 point 1 we do not envisage any service detriment arising from this proposal and therefore we do not expect a disproportionate, adverse impact for this protected characteristic.</p>

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 **Harrow Council Sheltered Housing tenants** as of Sept 2015:

Race/Ethnicity	Number
Asian/Asian British/Other Asian	237
Black/Black British/Other Black	67
Other Ethnic Group	31
Mixed	13
White/Other White	179
Prefer not to say/not disclosed	101
Total	628

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

There is limited data held about this protected characteristic in relation to this service.

As explained in Stage 1 point 1 we do not envisage any service detriment arising from this proposal and therefore we do not expect a disproportionate, adverse impact for this protected characteristic.

Religion and Belief

319

Sex / Gender

50.6% of Harrow residents are female and 49.4% are

More than half of Harrow Council's Sheltered Housing

male (2011 Census).

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 **Harrow Sheltered Council Housing tenants** as of Sept 2015:

Sex (Gender)	Number of tenants
Female	366 (58%)
Male	262 (42%)
Total	628

tenants are female.

As explained in Stage 1 point 1 we do not envisage any service detriment arising from this proposal and therefore we do not expect a disproportionate, adverse impact for this protected characteristic.

Sexual Orientation

There is limited data held about this protected characteristic for the population and in relation to this service.

As explained in Stage 1 point 1 we do not envisage any service detriment arising from this proposal and therefore we do not expect a disproportionate, adverse impact for 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

321

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**?

322	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					
323 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? 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 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	

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
All	We will monitor the service and endeavour to fill gaps in equalities data that currently exist	Annual data reports	BDT	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:
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

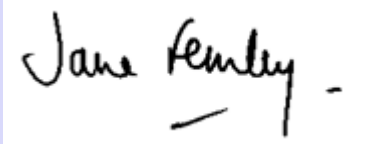
Information about the sheltered housing service is widely accessible. Increased clarity and fairness help to foster good relations between people from different groups.

Stage 8: Recommendation

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

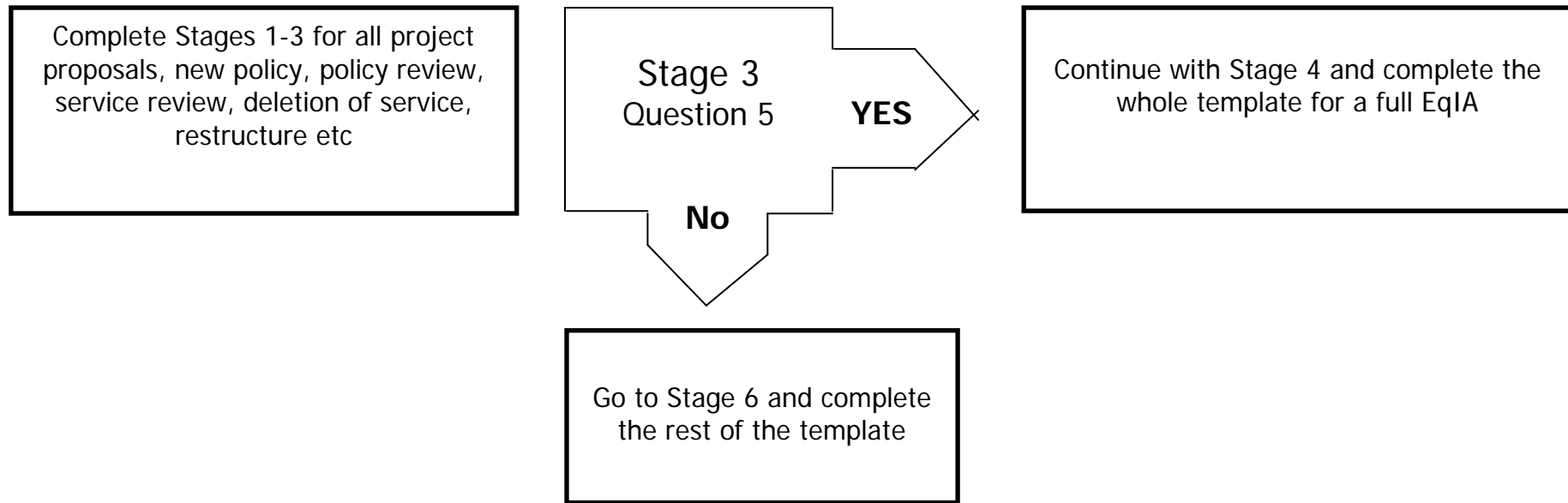
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality 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)	

<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>Dave Corby</p>
<p>Date:</p>	<p>30/01/2017</p>	<p>Date:</p>	<p>06/02/2017</p>
<p>326 State 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.



327

- 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.
- Legal will NOT accept any report 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:	December 2016						
Value of savings to be made (if applicable):	£100k per annum (Resources and Commercial 100) (CHW12)						
Title of Project:	Re-development of Harrow Leisure Centre sites						
Directorate / Service responsible:	Community/Environment and Culture						
Name and job title of Lead Officer:	Tim Bryan – Service Manager, Libraries, Sport and Leisure						
Name & contact details of the other persons involved in the assessment:	Mick Wynne – Service Manager, Public Realm michael.wynne@harrow.gov.uk 020 8424 7692						
Date of assessment (including review dates):	24/11/16						

Stage 1: Overview

<p style="text-align: right; font-weight: bold;">328</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>The redevelopment of the Harrow Leisure Centre site (Byron Quarter), which is linked to the Regeneration Programme, is to include either a new or significantly refurbished leisure centre. The current leisure centre is over 40 years old and is inefficient to run and maintain. Providing a new or refurbished leisure centre provides the opportunity to review services provided to ensure they meet current needs and maximise revenue. It is projected that income from the leisure contract would increase by £100K per annum. The current leisure centre includes a large function space for hire, the Byron Hall which is used by a range of community groups.</p> <p>If a new leisure centre is to be provided this would be built elsewhere on the site to the current leisure centre in order to maintain service continuity. Harrow Leisure Centre is currently managed by the Council's leisure contractor, Everyone Active.</p> <p>Due to the current timescales for the redevelopment of the Byron Quarter site, the 17/18 saving is expected to be met from one-off income through improvement to playing pitches by the importation of environmentally approved soil at Bannister Sports Centre.</p>					
2. Who are the main groups / 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: <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	Regeneration and Planning Department have overall responsibility for delivery of the redevelopment of the Byron Quarter site. The Regeneration Department has led on the development of an Indoor Leisure Facilities Strategy to help identify needs and impact of the redevelopment of the leisure centre.					

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 should 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 2011 Census estimated there were 239,100 people living in Harrow in March 2011; an increase of 32,300 between 2001 and 2011. The breakdown by age group was as follows: 0-4, 15,900; 5-9, 14,400; 10-14, 14,600; 15-19, 15,100; 20-24, 16,100; 25-29, 19,300; 30-34, 19,600; 35-39, 17,100; 40-44, 16,600; 45-49, 16,300; 50-54, 15,200; 55-59, 13,100; 60-64, 12,000; 65-69, 9,400; 70-74, 8,000; 75-79, 6,700; 80-84, 4,900; 85-89, 3,000; 90+, 1,600.</p> <p>The age breakdown of Everyone Active card holders at Harrow Leisure Centre for the period 1st January 2016 to 22nd November 2016 was as follows:</p>	<p>The majority of Harrow Leisure Centre users are aged 25 to 59. All leisure centre users would benefit from improved leisure centre facilities that better meet current needs.</p> <p>Improvements to playing pitches at Bannister Sports Centre will ensure that they are fit for purpose for people of all ages. The improved quality pitches will enable more people to use the pitches as the playing surface will be more robust.</p>

	<p>Under 16 = 6513 members; 17-24 = 3051; 25-59 = 13972; 60 plus = 3422.</p> <p>Consultation with relevant sports clubs including Kodak Football Club, Headstone Manor Football Club, Pinner Albion Football Club, and Bessborough Cricket Club who have both adult and junior teams. All the clubs have identified the need for improvements to playing pitch surfaces.</p>	
Disability (including carers of disabled people)	<p>6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.</p> <p>The number of Everyone Active card holders at Harrow Leisure Centre for the period 1st January 2016 to 22nd November 2016 was 3,954</p>	<p>Improvements to leisure centre facilities will ensure that they are fully accessible for people with a disability.</p> <p>Improvements to playing pitches at Bannister Sports Centre will ensure that they are fit for purpose for all users including those people with a disability.</p>
330 Gender Reassignment	Data not currently available for this protected characteristic.	<p>All leisure centre users would benefit from improved leisure centre facilities that better meet current needs.</p> <p>Improvements to playing pitches at Bannister Sports Centre will ensure that they are fit for purpose for all users</p>
Marriage / Civil Partnership	Data not currently available for this protected characteristic	<p>All leisure centre users would benefit from improved leisure centre facilities that better meet current needs.</p> <p>Improvements to playing pitches at Bannister Sports Centre will ensure that they are fit for purpose for all users</p>
Pregnancy and Maternity	Data not currently available for this protected characteristic	<p>All leisure centre users would benefit from improved leisure centre facilities that better meet current needs.</p> <p>Improvements to playing pitches at Bannister Sports Centre will ensure that they are fit for purpose for all users</p>
Race	The 2011 Census estimated there were 239,100 people living in Harrow in March 2011; an increase of 32,300 between	Leisure centre users of all races would benefit from improved

	<p>2001 and 2011. The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African</p> <p>The main ethnic groups of Everyone Active card holders at Harrow Leisure Centre for the period 1st January 2016 to 22nd November 2016 was as follows:</p> <p>Arabic = 1680 members; Asian Other = 1775 members; Indian = 1894; White British = 1577</p>	<p>leisure centre facilities that better meet current needs.</p> <p>Improvements to playing pitches at Bannister Sports Centre will ensure that they are fit for purpose for users of all races.</p>
Religion and Belief	<p>The 2011 Census estimated there were 239,100 people living in Harrow in March 2011; an increase of 32,300 between 2001 and 2011. The 2011 Census showed the following religions in Harrow: Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish 4.41%; Muslim 12.5%; Sikh 1.15%; Other religions 2.49%.</p>	<p>Leisure centre users of all religions and beliefs would benefit from improved leisure centre facilities that better meet current needs.</p> <p>Improvements to playing pitches at Bannister Sports Centre will ensure that they are fit for purpose for users of all religions and beliefs.</p>
331 Sex / Gender	<p>The 2011 Census estimated there were 239,100 people living in Harrow in March 2011; an increase of 32,300 between 2001 and 2011. The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.</p> <p>The gender of Everyone Active card holders at Harrow Leisure Centre for the period 1st January 2016 to 22nd November 2016 was as follows:</p> <p>Female = 12,669 members Male = 15,221 members</p>	<p>Leisure centre users of all genders would benefit from improved leisure centre facilities that better meet current needs.</p> <p>Improvements to playing pitches at Bannister Sports Centre will ensure that they are fit for purpose for users of all genders.</p>
Sexual Orientation	Data not currently available for this protected characteristic	<p>All leisure centre users would benefit from improved leisure centre facilities that better meet current needs.</p> <p>Improvements to playing pitches at Bannister Sports Centre will</p>

ensure that they are fit for purpose for all users

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, complete a FULL EqIA.

- **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.

332

- **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
This eia will be kept under review as the project is rolled out.		

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					

333

Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
334 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?

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
335 All	Consultation to be undertaken with Harrow Leisure Centre users and stakeholders to help develop detailed plans for a new or refurbished leisure centre	When the consultation has been completed and the results have been reviewed and used to inform detailed plans	Regeneration Team	February 2017

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) to: 1. Eliminate unlawful discrimination, harassment and victimisation	The proposals will improve leisure centre facilities for all users as they will better meet current needs.
---	--

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	Improvements to playing pitches at Bannister Sports Centre will ensure that they are fit for purpose for all users
---	--

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
---	--

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)	Tim Bryan	Signed: (Chair of DETG)	Dave Corby
--	-----------	-------------------------	------------

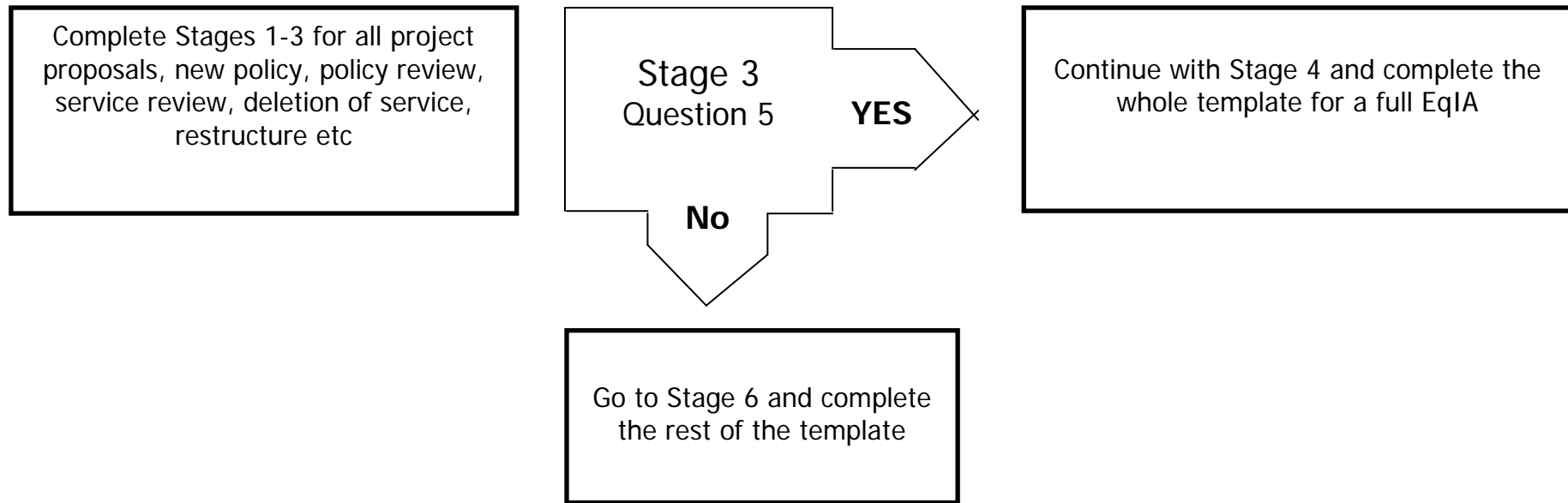
Date:	23/11/16	Date:	19/12/2016
-------	----------	-------	------------

Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	
---	--	--	--

This page is intentionally left blank

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.



339

- 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.
- Legal will NOT accept any report 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	December 2016 COM SOso8 and CE 8						
Value of savings to be made (if applicable):	£200K 17/18, pension (tbc) and redundancy costs (estimated at £30k each X5) but tbc £34K 17/18, £34K 18/19						
Title of Project:	Phase 2 Environment & Culture review – Regulatory Services TE fully Staff efficiency						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	Simon Baxter – Divisional Director						
Name & contact details of the other persons involved in the assessment:	Richard LeBrun - Environmental Services Manager						
Date of assessment (including review dates):	21/10/2016						

Stage 1: Overview

<p>340</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>Review of Enforcement and Technical Support functions across the Division and the Council.</p> <p>Revised approach to prioritise commercial / income generating work and health and safety issues and to undertake all other services at a statutory minimum only so in lower quartile of performance London wide and meeting the lowest level of Food Standards Agency and other regimes. Also to explore the opportunity of bringing Trading Standard back in-house (however to note that there is already £40k saving target in 17/18 as part of the current SLA arrangement with Brent).</p> <p>This was originally planned as Phase 2 of the Environment and Culture review but may now need to be fast tracked. (potential deletion of 7 posts)</p> <p>Although shown as amber, the risk, given that there has been no preparatory work, is high as are the impacts on the public and the environment</p> <p>Without having completed the Phase 2 review, the saving figure represents a high level estimate only. Posts deletion will be inevitable but the exact numbers cannot be confirmed until a stage.</p> <p>Risks</p>
---	---

	<p>The exact saving can only be confirmed following the review.</p> <p>A focus on minimum statutory work will impact on the wider public and other service areas e.g. increase in complaints allied to low level of front line resource around street cleansing and fly-tipping etc</p>
--	---

2. Who are the main groups / 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: 341 Who are the partners? <ul style="list-style-type: none"> Who has the overall responsibility? How have they been involved in the assessment? 	No
---	----

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 should 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)	Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be

	20.1%, 16-64 65.8%, 65+ 14.1%. No data available to demonstrate that this group would be disproportionately affected.	disproportionately affected. Wider consultation will be needed for those directly affected.
Disability (including carers of disabled people)	No data available to demonstrate that this group would be disproportionately affected.	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be disproportionately affected. Wider consultation will be needed for those directly affected.
Gender Reassignment	No data available to demonstrate that this group would be disproportionately affected.	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be disproportionately affected. Wider consultation will be needed for those directly affected.
342 Marriage / Civil Partnership	No data available to demonstrate that this group would be disproportionately affected.	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be disproportionately affected. Wider consultation will be needed for those directly affected.
Pregnancy and Maternity	No data available to demonstrate that this group would be disproportionately affected.	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be disproportionately affected. Wider consultation will be needed for those directly affected.

Race	<p>The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7th nationally for ethnic diversity. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other.</p> <p>No data available to demonstrate that this group would be disproportionately affected.</p>	<p>Further preparatory work will need to be undertaken.</p> <p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Wider consultation will be needed for those directly affected.</p>
Religion and Belief	<p>No data available to demonstrate that this group would be disproportionately affected.</p>	<p>Further preparatory work will need to be undertaken.</p> <p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Wider consultation will be needed for those directly affected.</p>
343 Sex / Gender	<p>No data available to demonstrate that this group would be disproportionately affected.</p>	<p>Further preparatory work will need to be undertaken.</p> <p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Wider consultation will be needed for those directly affected.</p>
Sexual Orientation	<p>No data available to demonstrate that this group would be disproportionately affected.</p>	<p>Further preparatory work will need to be undertaken.</p> <p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Wider consultation will be needed for those directly affected.</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	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, complete a FULL EqIA.

- **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

344

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)					
345 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? 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 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	

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 347	If agreed, the process will be managed through the PMOC policy; redeployment opportunities will be sought staff will be consulted and this eia will be updated in light of those consultation responses.	Preparatory work and wider consultation complete.	Richard LeBrun	2017/18

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) 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

Once the preparatory work is complete mitigations will be identified to reduce the potential negative impacts.

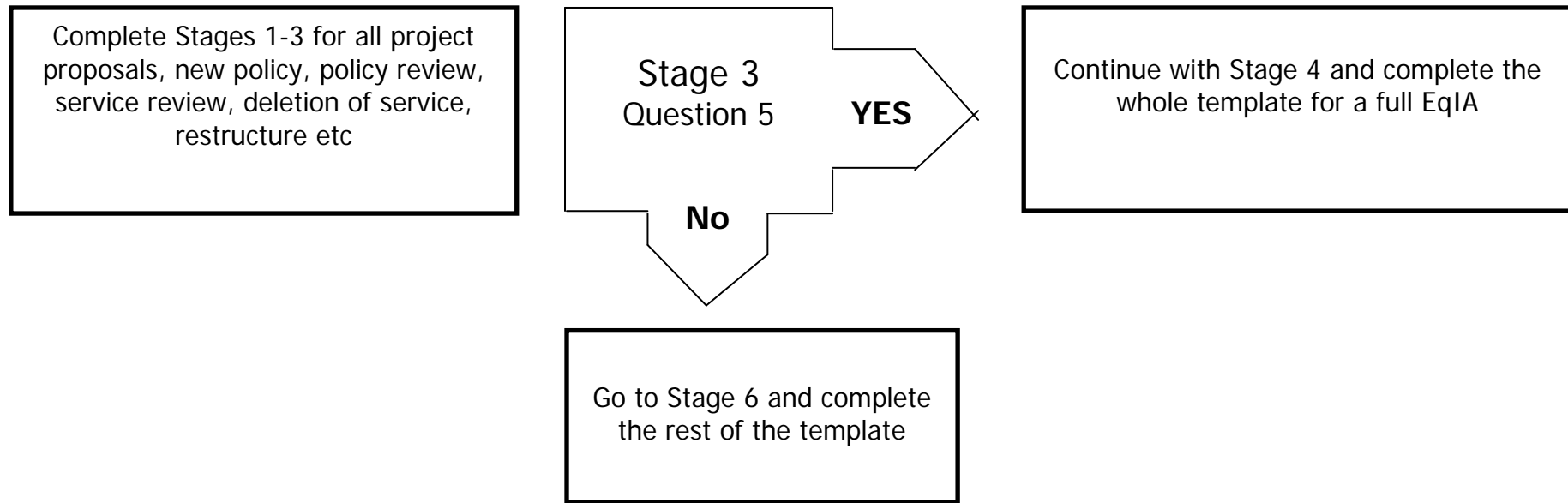
Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.		
Signed: (Lead officer completing EqIA)	Simon Baxter	Signed: (Chair of DETG)	Dave Corby
Date:	26/10/2016	Date:	26/10/2016
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

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.



349

- 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.
- Legal will NOT accept any report 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)
Date decision to be taken:						
Value of savings to be made (if applicable):	£520k 17/18. There is already a total saving target of £1.64m in the current MTFS under Project Phoenix (£1.5m profiled to 18/19).					
Title of Project:	Commercial Projects under Project Phoenix					
Directorate / Service responsible:	Community Directorate					
Name and job title of Lead Officer:	Venetia Reid-Baptiste – Divisional Director					
Name & contact details of the other persons involved in the assessment:						
Date of assessment (including review dates):	21/10/2016					

Stage 1: Overview

<div style="position: absolute; left: -40px; top: 50%; transform: translateY(-50%); font-weight: bold; font-size: 1.2em;">350</div> <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>The Revenue Maximisation Business Case has identified commercial opportunities in the following areas.</p> <ul style="list-style-type: none"> Utilisation of Assets including the provision of filming locations, the creation of cafes in parks Advertising and Events <p>The business case was agreed by Phoenix Programme Board in July 16. Implementation is underway.</p> <p>This project is not about reducing services to the public but is about using commercial opportunities to raise additional income.</p> <p>Outcomes Impact</p> <ol style="list-style-type: none"> 1. Efficient and Effective Organisation – the conversion of under used assets to generate additional income and to minimise running costs; the exploitation of our assets to generate revenue e.g. filming 2. Making a difference to Local businesses – a customer focussed and comprehensive service package is offered to businesses e.g. waste services, contracted parking etc. 3. Making a difference to Communities – events across the boroughs will help bring the community together and to make Harrow a better place to live and visit.
---	---

	<p>Operational / Reputational risks:</p> <p>1. Ineffective management of the schemes/projects</p> <p>Financial risks:</p> <p>1. The utilisation of assets or the number of service requests lower than forecast, resulting in an under-achievement of income. Marketing and promotions to attract a higher usage of our facilities and to encourage up take of our services.</p>
--	--

<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age		Disability	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	Sexual Orientation		Other			
<p>351 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? 	No					

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 should 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 2011 Census estimated there were 239,100 people living in Harrow Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15 20.1%, 16-64 65.8%, 65+ 14.1%.	There is not likely to be an adverse equality impact
Disability (including carers of disabled people)	6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.	There is not likely to be an adverse equality impact
Gender Reassignment	Data not currently available for this protected characteristic.	There is not likely to be an adverse equality impact
Marriage / Civil Partnership	Data not currently available for this protected characteristic.	There is not likely to be an adverse equality impact
Pregnancy and Maternity	Data not currently available for this protected characteristic.	There is not likely to be an adverse equality impact
352 Race	The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7 th nationally for ethnic diversity. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other. The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African	There is not likely to be an adverse equality impact
Religion and Belief	The 2011 Census showed the following religions in Harrow: Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish 4.41%; Muslim 12.5%; Sikh 1.15%; Other religions 2.49%.	There is not likely to be an adverse equality impact
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	There is not likely to be an adverse equality impact
Sexual Orientation	Data not currently available for this protected characteristic	There is not likely to be an adverse equality 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, complete a FULL EqIA.

- **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**

353

- 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
This eia will be reviewed as the projects are rolled out.		

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

Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					

355

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	X
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	X

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
	Wider consultation will be needed as projects are progressed.	Consultation exercises undertaken.	Venetia Reid-Baptiste	Ongoing

Stage 7: Public Sector Equality Duty

<p>5. How do your proposals meet the Public Sector Equality Duty (PSED) 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>Future work will include the development of a clear implementation framework supported by clear objectives.</p>
--	--

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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.	

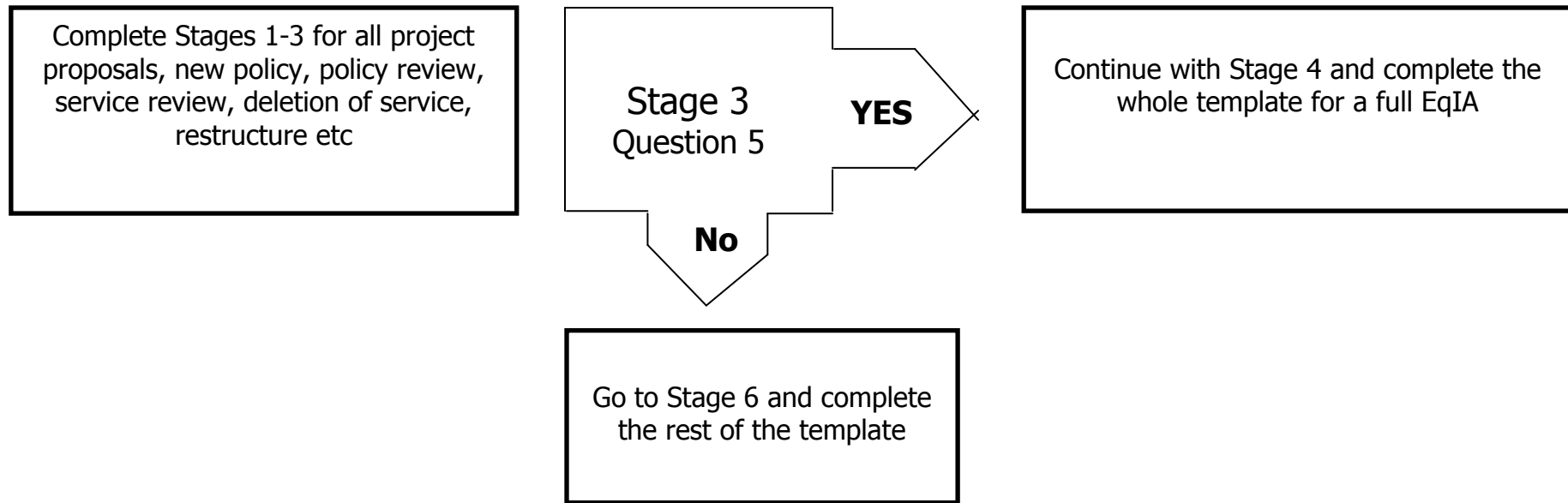
Stage 9 - Organisational sign Off			
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.		
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Dave Corby
Date:	23/10/2016	Date:	19/12/2016
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

357

This page is intentionally left blank

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.



359

- 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	December 2016						
Value of savings to be made (if applicable):	£48k 17/18 com s04						
Title of Project:	Sports and Physical Activity						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	Simon Baxter, Divisional Director – Community and Culture						
Name & contact details of the other persons involved in the assessment:	Tim Bryan, Service Manager – Libraries, Sport and Leisure						
Date of assessment (including review dates):	26/10/16						

Stage 1: Overview

<p style="text-align: right; margin-right: 5px;">090</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>There are two options to save costs in this area:</p> <p>Option 1 – Cessation of all activities</p> <p>In 2015-16 the Sports Development Team has reduced from 2 FTE to 1 FTE as part of an MTFs saving. This option looks at the deletion of the remaining Sports Development Coordinator post, 1 FTE graded at G10. This would leave Harrow with no sports development activity and completely reduce the ability for the borough to attract external funding to support sports and physical activity. To date the Sports Development Coordinator post has delivered a continuous improvement in adult participation in sports and physical activity (which is still low in Harrow in comparison to London averages) and c£198k in external grant funding since 2012. The Harrow Sportivate fund for 2016-17 is £19k. The Sports Development Coordinator post is also responsible for co-ordinating Harrow’s participation in the London Youth Games which would be at risk if the post was deleted. Under the terms of the current agreement with London Councils the Council is required to give two years notice of the intention to withdraw from the Games, with the £10k annual membership fee being due for the two year notice period.</p> <p>The current post also has a key role in communication and co-ordination with the Harrow Community Sports & Physical Activity network which brings together key external providers in the borough to deliver joint programmes, seek joint funding etc.</p> <p>Option 2 – Explore alternative funding</p> <p>Retaining the post of Sports Development Co-ordinator by exploring alternative funding opportunities including the use of S106 funding and funding the post by working</p>
--	--

	together with other funding partners.					
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: <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	N/A					

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)	<p>London Youth Games – Competition for 7to 17 year olds – The age breakdown in 2014 was: 8-10 year olds = 7, 11-15 year olds = 336, 16-18 year olds = 70.</p> <p>The Sportivate Programme is a programme for 11 to 25 year olds. 949 young people were engaged in the programme in 2014-15. In Q1 (April to June 2014) the age breakdown was as follows: 11-13 year olds = 234,</p>	<p>Option 1 - The proposal is likely to have a high potential impact on children aged 11 to 18 as this is the age of the majority of London Youth Games and Sportivate participants.</p> <p>The proposal would have a minor impact on staff aged between 25 and 34 years old.</p>

	<p>11-13 year olds = 148, 14-16 year olds = 72, 17-18 year olds = 14, 19-21 year olds = 0, 22-25 year olds = 0</p> <p>Sports Development consists of 1 FTEs. The member of staff is aged between 25 and 34 years old.</p>	<p>Option 2 – Further preparatory work is needed.</p>
Disability (including carers of disabled people)	<p>London Youth Games – Some of the competitions are specifically for children with a disability.</p> <p>The member of staff in the sports development team does not have a disability.</p>	<p>Option 1 - The proposal is likely to have a minor potential negative impact on people with a disability due to the fact that some of the competitions in the London Youth Games are specifically for children with a disability.</p> <p>Option 2 – Further preparatory work is needed.</p>
Gender Reassignment	No evidence currently available.	
Marriage / Civil Partnership	No evidence currently available.	
Pregnancy and Maternity	No evidence currently available	
Race	<p>London Youth Games – The ethnic breakdown in 2015-16 was: Asian/Asian British = 180, Any White Background = 161, Mixed Background = 97, Other Ethnic Group = 13.</p> <p>Sportivate – The ethnic breakdown for Q1 2014-15 (April to June 2014) was: White = 98, Mixed = 30, Asian = 73, Black = 29, Other = 3</p> <p>Sports Development consists of 1 FTEs. The member of staff is British Indian.</p>	<p>Option 1 - The proposal is likely to have a potential negative impact on children of particular races who participate in London Youth Games and Sportivate. The majority of participants are from 3 ethnic groups.</p> <p>The proposal would have a minor impact on staff with a British Indian background.</p> <p>Option 2 – Further preparatory work is needed.</p>

Religion and Belief	<p>The religions and beliefs of participants in the various sports programmes organised by the Sports Development team is not known.</p> <p>Sports Development consists of 1 FTEs. The member of staff's religion is Sikh.</p>	<p>Option 1 - The proposal would have a minor impact on staff whose religion is Sikh.</p> <p>Option 2 – Further preparatory work is needed.</p>
Sex / Gender	<p>London Youth Games 2015-16 – There were 429 male and 283 female participants.</p> <p>Sportivate – In Q1 2014-15 (April to June 2014) 68 participants were male and 166 participants were female.</p> <p>Sports Development consists of one male member of staff,</p>	<p>Option 1 - The proposal is likely to have a potential minor negative impact on this protected characteristic. There were more male participants than females in the London Youth Games in 2015-16, although the participants in Sportivate in Q1 2014-15 were predominately female.</p> <p>The proposal would have a minor impact on male staff.</p> <p>Option 2 – Further preparatory work is needed.</p>
Sexual Orientation	<p>No evidence currently available.</p>	<p>The proposal is likely to have a neutral impact as the majority of the participants in the sports programmes delivered are school children.</p> <p>Option 2 –Further preparatory work is needed.</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 option 1	✓	✓				✓		✓	
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**?

364	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)		√		<p>Option 1 - The proposal is likely to have a high potential impact on children aged 11 to 18 as this is the age of the majority of London Youth Games and Sportivate participants.</p> <p>Option 2 – Further preparatory work is needed.</p>	<p>Option 1 - Children with sporting talent will still be able to participate in the School Games competition and in regional competitions through local clubs.</p> <p>Children wanting to take up an interest in a sport further can be signposted to a local club by their school or by visiting the Get Active London website.</p>
Disability (including carers of disabled people)		√		<p>Option 1 - The proposal is likely to have a minor potential negative impact on people with a disability due to the fact that some of the competitions in the London Youth Games are specifically for children with a disability.</p> <p>Option 2 – Further preparatory work is needed.</p>	<p>Option 1 - Organisations such as Aspire, Mencap, and Kingfisher Swimming Club would be able to work with NGBs and schools to signpost children to sporting opportunities and progression routes.</p>
Gender reassignment				<p>No adverse impact identified</p> <p>Option 2 – Further preparatory work is needed.</p>	
Marriage and Civil Partnership				<p>No adverse impact identified</p> <p>Option 2 – Further preparatory work is needed.</p>	
Pregnancy and Maternity				<p>No adverse impact identified</p> <p>Option 2 – Further preparatory work is needed.</p>	
Race		√		<p>Option 1 - The proposal is likely to have a potential minor negative impact on children of particular races who participate in London Youth Games and Sportivate. The majority of participants are from 3 ethnic groups.</p>	<p>Option 1 - Children wanting to progress an interest in a particular sport can be signposted to a local club through their school or by visiting the Get Active London website.</p>

				Option 2 – Further preparatory work is needed.				
Religion or Belief				No adverse impact identified Option 2 – Further preparatory work is needed.				
Sex		√		Option 1 - There were more male participants than females in the London Youth Games in 2015-16. In Q1 2014-15 59% of participants in Sportivate were female. Option 2 – Further preparatory work is needed.	Option 1 - Children of both sexes wanting to take up an interest in a sport further can be signposted to a local club their school or by visiting the Get Active London website.			
Sexual orientation				No adverse impact identified Option 2 – Further preparatory work is needed.				
366	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	
					The reduction in the grants available to voluntary organisations including sports clubs could reduce the clubs capacity to provide sporting opportunities in the future.			
366	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	
					Welfare reform could make the cost of sporting participation more prohibitive for young people and those with a disability if grant funded programmes are no longer available.			

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
367 Age, Race, Disability and Sex	<p>Engage with Council colleagues from the Harrow School Improvement Partnership to ensure that schools have relevant information about local sports clubs and organisations that children can be directed to if they wish to pursue their interest in a particular sport.</p> <p>Engage with local sports clubs through the Harrow Community Sport and Physical Activity Network (CSPAN) to ensure that they are aware of the changes to the Sports Development Team and alternative plans can be put in place</p>	<p>When relevant information has been shared including details of local sports clubs</p> <p>When this has been raised as an agenda item at a CSPAN meeting.</p>	<p>Tim Bryan</p> <p>Tim Bryan</p>	<p>March 2017</p> <p>March 2017</p>
Disability	Engage with local disability sports organisations to ensure that sports opportunities for those with a	When engagement with relevant organisations has taken place and actions put in	Tim Bryan	March 2017

	disability are still publicised to schools, sports clubs leisure facilities, and community groups.	place to ensure information of sporting opportunities is made available.		

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 	Mitigations have been identified to reduce the potential negative impacts. This EIA will be reviewed once the proposal is rolled out.
---	---

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 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

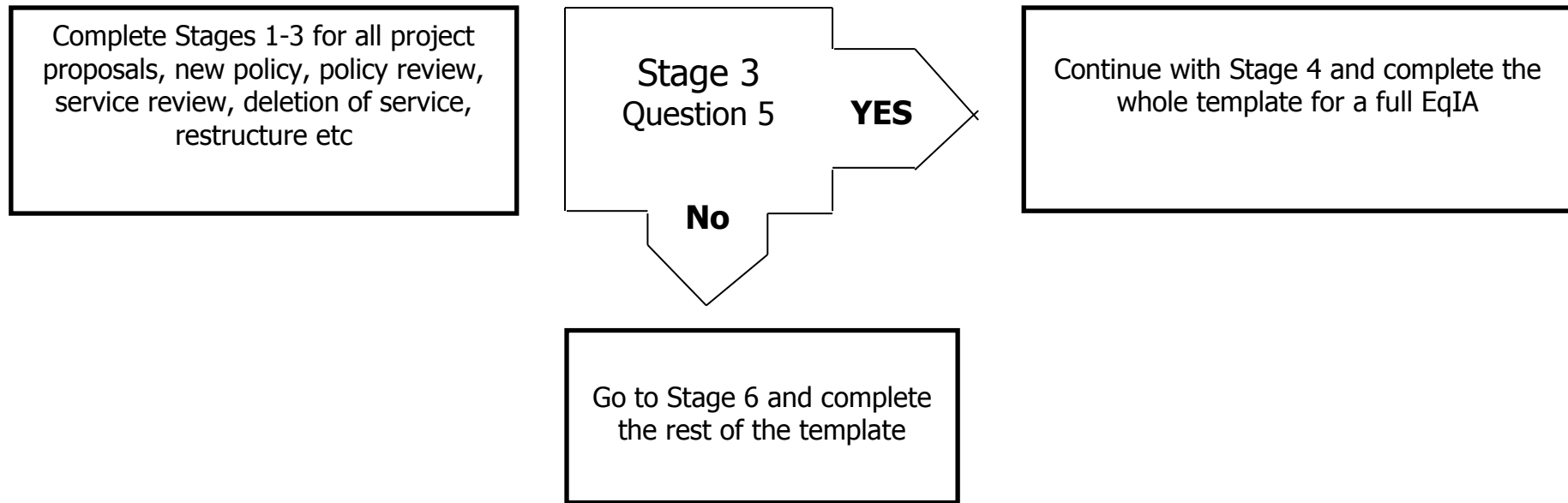
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.
---	--

Signed: (Lead officer completing EqIA)	T. Bryan	Signed: (Chair of DETG)	Dave Corby
Date:	26/10/16	Date:	27/10/2016
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

This page is intentionally left blank

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.



371

- 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.
- Legal will NOT accept any report 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	February 2017						
Value of savings to be made (if applicable):	£50,000 Ref COM S09						
Title of Project:	Housing Supporting People contracts- Savings Proposals 2016/17 to 2018/19						
Directorate / Service responsible:	Community / Housing						
Name and job title of Lead Officer:	Jane Fernley, Head of Business Development and Transformation, Jane.Fernley@harrow.gov.uk						
Name & contact details of the other persons involved in the assessment:	Meghan Zinkewich-Peotti, Housing Strategy Project Manager, 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):	Original assessment based on various options 29/11/2016, reviewed 25 Jan 17 to reflect final proposals						

379

Page 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>The proposal is to achieve service efficiencies across the Housing Supporting People contracts in order to achieve budget savings in 2017/18 of £50k through efficiencies and with minimal impact on services. It is believed this can be achieved via the changes set out in items B and D below.</p> <p>Housing Supporting People (SP) services provide essential, preventative support to approximately 400 vulnerable people living in the community. This support enables these people to live independently in their homes (whether social housing tenancies or the wider community) and also to be resettled into independent housing where appropriate.</p> <p>The 2016/7 budget for housing SP services is £610k and this provides support to approx. 200 individuals in generic / specialist contracts and 200 older people living in 18 HRA sheltered housing schemes. The services are monitored by the Council's Safeguarding, Assurance and Quality Services team and monitoring in 2015 showed they were well used and there was a good level of exit/ resettlement at the end of the support period. 2016 reviews have taken</p>
---	---

place and have influenced the proposals being made in relation to the sheltered housing service – see D below.

The services are provided under a range of contracts, the majority of which were procured under a West London Framework agreement.

In detail the services are:

- A. Generic floating support to individuals living in independent housing across the borough – currently 100 service users are supported. Floating support typically involves having a worker visit the individual periodically to offer housing-related support/ guidance/ advice on matters such as budgeting, making benefit claims, dealing with tenancy/ housing matters, neighbour disputes, referrals to voluntary agencies, reminders to follow up appointments etc. The individuals might have a physical or learning disability or mental illness. The provider offered savings in 2015 following a service review and no further variations are proposed in 17/8.
- B. Floating support to 40 people and in a 6 bed hostel for people with substance misuse issues plus resettlement support to 20 people including ex-offenders and people leaving detox or hospital. **The provider has offered a saving of £15k in 2017/8 via a restructuring of the staff providing the service and combining it with their main generic floating support service, described above in A. It is believed that this saving can be achieved with minimal impact on service users and that service outcomes will be maintained; this saving will proceed from 1 April 2017.**
- C. Housing support to armed forces homeless hostel (12 units of accommodation) to which we get nomination rights for up to 7 Harrow homeless households. This SP contract is subject to a national armed forces covenant (arising at the time the scheme was developed). No variation is proposed to this service in 17/8.
- D. Support to older people living in council (HRA) sheltered housing schemes – 8 support co-ordinators support 216 residents. These services cannot be funded by the HRA. The support coordinators are employed by the Council on fixed term contracts. There is a saving of £60k in the MTFs for 2017/8 being achieved via a reduction of two staff which has been achieved without a reduction in service capacity. In addition a review of the service by the SAQS team has identified the scope for a further £35k saving by deleting an assessment which is no longer considered necessary (and which is not carried out

by other similar providers). **There will be no impact on the users who need the service and service outcomes will be maintained; this reduction will proceed in 2017/8.**

E. Domestic abuse floating/ resettlement support to individual survivors (16 service users) and refuge support (6 bed hostel) – this is part of a corporate contract due to end in November 2017. We do not propose a variation in funding at this time.

2. Who are the main groups / 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			

374 Who 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?

Housing department have overall responsibility for these contracts. Other partners/ stakeholders are:

- The People and Community directorates
- The providers of the services (Look Ahead, SSAFA and Hestia, Housing sheltered team).
- The Safeguarding Assurance and Quality Services (SAQS) team currently monitor the majority of contracts.
- The Resources Directorate manage the DV contract.
- The Probation Service refers people into some of the contracts.

All have been consulted on the scope for savings and contract efficiencies and all are content with the proposals being made.

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 should include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact																																						
Age (including carers of 375 young/older people)	<p><u>Profile of Harrow residents:</u></p> <p>Harrow's population 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><u>Profile of Harrow Council tenants</u> at 3/11/2015:</p> <table border="1" data-bbox="548 547 1184 1013"> <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</td> </tr> <tr> <td>16-24</td> <td>89</td> <td>1.5</td> </tr> <tr> <td>25-34</td> <td>448</td> <td>7.6</td> </tr> <tr> <td>35-44</td> <td>890</td> <td>15.2</td> </tr> <tr> <td>45-54</td> <td>1,444</td> <td>24.7</td> </tr> <tr> <td>55-64</td> <td>1,137</td> <td>19.4</td> </tr> <tr> <td>65+</td> <td>1,846</td> <td>31.5</td> </tr> <tr> <td>Unknown</td> <td>1</td> <td>0</td> </tr> <tr> <td>Total</td> <td>5,855</td> <td></td> </tr> </tbody> </table> <p><u>Profile of all Harrow Council Sheltered Housing tenants</u> at Sept 2015:</p> <table border="1" data-bbox="703 1189 1030 1380"> <thead> <tr> <th>Age</th> <th>Number of tenants</th> </tr> </thead> <tbody> <tr> <td>0-15</td> <td>0</td> </tr> <tr> <td>16 -24</td> <td>0</td> </tr> <tr> <td>25 - 34</td> <td>1</td> </tr> </tbody> </table>	Age	Number of tenants	%	0-15	0	0	16-24	89	1.5	25-34	448	7.6	35-44	890	15.2	45-54	1,444	24.7	55-64	1,137	19.4	65+	1,846	31.5	Unknown	1	0	Total	5,855		Age	Number of tenants	0-15	0	16 -24	0	25 - 34	1	<p>Most of Harrow Council's Sheltered Housing tenants are aged over 65, with some 55+, as we would expect.</p> <p>The majority of service users of the Substance Misuse and Offenders floating support service are aged 20-54.</p> <p>As explained in Stage 1 proposals B and D should not result in a reduction in service in either case. 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																																						
16-24	89	1.5																																						
25-34	448	7.6																																						
35-44	890	15.2																																						
45-54	1,444	24.7																																						
55-64	1,137	19.4																																						
65+	1,846	31.5																																						
Unknown	1	0																																						
Total	5,855																																							
Age	Number of tenants																																							
0-15	0																																							
16 -24	0																																							
25 - 34	1																																							

376

35 -44	3
45-54	4
55-64	52
65+	568
Total	628

Profile of **Substance Misuse and Offenders** service users- floating support

Age	Number
16	0
17	0
18-19	1
20-29	20
30-39	21
40-54	25
55-64	13
65+	3
Refused	0

Profile of **Harrow residents:**

In 2011 14.6% of Harrow residents identified themselves as having a limiting long term illness.

Profile of **Harrow Council Housing tenants** at 11 November 2014:

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

Disability (including carers of disabled people)

	<p><u>Profile of Harrow Council Sheltered Housing tenants at Sept 2015:</u></p> <table border="1" data-bbox="551 252 1182 485"> <thead> <tr> <th>Disability</th> <th>Number of tenants</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>87 (14%)</td> </tr> <tr> <td>No</td> <td>58 (9%)</td> </tr> <tr> <td>Prefer not to say</td> <td>7 (1%)</td> </tr> <tr> <td>Unknown</td> <td>476 (76%)</td> </tr> <tr> <td>Total</td> <td>628</td> </tr> </tbody> </table> <p><u>Profile of Substance Misuse and Offenders service users- accommodation based and floating support</u></p> <p>There is limited data held about this protected characteristic for this group.</p>	Disability	Number of tenants	Yes	87 (14%)	No	58 (9%)	Prefer not to say	7 (1%)	Unknown	476 (76%)	Total	628	<p>There is currently limited data on this protected characteristic for sheltered housing and substance misuse / offender Support Service users.</p> <p>As explained in Stage 1 proposals B and D should not result in a reduction in service in either case. 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	87 (14%)													
No	58 (9%)													
Prefer not to say	7 (1%)													
Unknown	476 (76%)													
Total	628													
<p>377</p> <p>Gender Reassignment</p>	<p>There is limited data held about this protected characteristic for the population and in relation to these groups and services.</p>	<p>Difficult to assess impact due to limited data. However, as explained in Stage 1, proposals B and D should not result in a reduction in service in either case.</p> <p>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>												
<p>Marriage / Civil Partnership</p>	<p>53.7% of Harrow residents (over 16 years) are married but there is limited data held about civil partnership. There is limited data about this protected characteristic in relation to most of these groups and services.</p> <p><u>Profile of Harrow Council tenants at 3/11/2015:</u></p>	<p>Difficult to assess impact due to limited data. However, as explained in Stage 1, proposals B and D should not result in a reduction in service in either case.</p> <p>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>												

		<table border="1"> <thead> <tr> <th>Marital status</th> <th>Number of tenants</th> <th></th> </tr> </thead> <tbody> <tr> <td>Single</td> <td>1,710</td> <td>29.2</td> </tr> <tr> <td>Married</td> <td>1,249</td> <td>21.3</td> </tr> <tr> <td>Civil partnership</td> <td>56</td> <td>1</td> </tr> <tr> <td>Unknown status</td> <td>2,840</td> <td>48.5</td> </tr> <tr> <td>Total</td> <td>5,855</td> <td></td> </tr> </tbody> </table>	Marital status	Number of tenants		Single	1,710	29.2	Married	1,249	21.3	Civil partnership	56	1	Unknown status	2,840	48.5	Total	5,855		
Marital status	Number of tenants																				
Single	1,710	29.2																			
Married	1,249	21.3																			
Civil partnership	56	1																			
Unknown status	2,840	48.5																			
Total	5,855																				
Pregnancy and Maternity	<p>There is limited data held about this protected characteristic for the population and in relation to these groups and services. However there are approximately 3,600 births per year in Harrow (Harrow JSNA 2015-2020).</p>	<p>Difficult to assess impact due to limited data. However, as explained in Stage 1, proposals B and D should not result in a reduction in service in either case.</p> <p>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>																			
<p>378</p> <p>Race</p>	<p>Profile of Harrow residents:</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>																				

4.1% of residents were included in the Arab and Other grouping.

Profile of **Harrow Council Housing tenants** at 11 Nov 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 **Harrow Council Sheltered Housing tenants** at Sept 2015:

Race/Ethnicity	Number
Asian/Asian British/Other Asian	237
Black/Black British/Other Black	67
Other Ethnic Group	31
Mixed	13
White/Other White	179
Prefer not to say/not disclosed	101
Total	628

Profile of **Substance Misuse and Offenders service users- floating support**

Ethnicity	Number
White	44

Most of Harrow Council's Sheltered Housing tenants who have disclosed their ethnicity are Asian, followed by White.

Most of the substance misuse/ offender service users who have disclosed their ethnicity are white; albeit that data is limited.

However, as explained in Stage 1, proposals B and D should not result in a reduction in service in either case.

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.

Mixed	5
Asian or Asian British	8
Black or Black British	15
Chinese or other ethnic group	4
Refused	77
Total	153

Profile of Harrow residents:

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 at 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

There is limited data on this protected characteristic relating to the specific contracts affected.

However, as explained in Stage 1, proposals B and D should not result in a reduction in service in either case.

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.

080

Religion and Belief

	<table border="1"> <tr> <td>Blank</td> <td>4874</td> </tr> <tr> <td>Total</td> <td>5688</td> </tr> </table> <p>Profile of Harrow Council Sheltered Housing tenants:</p> <p>There is limited data held about this protected characteristic at present for this group.</p> <p>Profile of Substance Misuse and Offenders service users- accommodation based and floating support</p> <p>There is limited data held about this protected characteristic for this group.</p>	Blank	4874	Total	5688														
Blank	4874																		
Total	5688																		
<p style="text-align: center;">381</p> <p>Sex / Gender</p>	<p>Profile of Harrow residents:</p> <p>50.6% of Harrow residents are female and 49.4% are male (2011 Census).</p> <p>Profile of Harrow Council tenants at 3/11/2015:</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Number of tenants</th> <th></th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>2,135</td> <td>36.5</td> </tr> <tr> <td>Female</td> <td>3,717</td> <td>63.5</td> </tr> <tr> <td>None</td> <td>3</td> <td>0</td> </tr> <tr> <td>Total</td> <td>5,855</td> <td></td> </tr> </tbody> </table> <p>Profile of Harrow Sheltered Council Housing tenants as of Sept 2015:</p> <table border="1"> <thead> <tr> <th>Sex (Gender)</th> <th>Number of tenants</th> </tr> </thead> </table>	Gender	Number of tenants		Male	2,135	36.5	Female	3,717	63.5	None	3	0	Total	5,855		Sex (Gender)	Number of tenants	<p>More than half of Harrow Council's Sheltered Housing tenants are female.</p> <p>The majority of the users of the substance misuse/ offender service are male.</p> <p>However, as explained in Stage 1, proposals B and D should not result in a reduction in service in either case.</p> <p>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>
Gender	Number of tenants																		
Male	2,135	36.5																	
Female	3,717	63.5																	
None	3	0																	
Total	5,855																		
Sex (Gender)	Number of tenants																		

Female	366 (58%)
Male	262 (42%)
Total	628

Profile of **Substance Misuse and Offenders** service users- floating support

Sex (Gender)	Number of service users
Female	20
Male	61
Unknown	0
Total	81

Profile of **Harrow residents**:

There is limited data held about this protected characteristic for the population.

Profile of **Harrow Council tenants** at 3/11/2015:

Sexual orientation	Number of tenants	
Heterosexual	2,148	36.7
Bisexual	26	0.4
Gay man	9	0.1
Gay woman	4	0.1
Other	2	0
Prefer not to say	320	5.5
Status unknown	3,346	57.1
Total	5,855	

Difficult to assess impact due to limited data.

382

Sexual Orientation

	<p><u>Profile of Harrow Sheltered Council Housing tenants:</u></p> <p>There is limited data held about this protected characteristic for this group.</p> <p><u>Profile of Substance Misuse and Offenders service users- accommodation based and floating support</u></p> <p>There is limited data held about this protected characteristic for this group.</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	√	√/	√ √ √	√/√ √	√/ √	√/ √/√/	√/√/√/√	√/ √/√/	√/√/√/√

5.3 - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, complete a FULL EqIA.

- **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? 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 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	

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
All	We will monitor the service to check for any impact and endeavour to fill gaps in equalities data that have been identified	Annual data reports	Housing/ Meghan Zinkewich-Peotti	April 2018
386				

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) 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

Data improvements will help improve equalities monitoring

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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.	

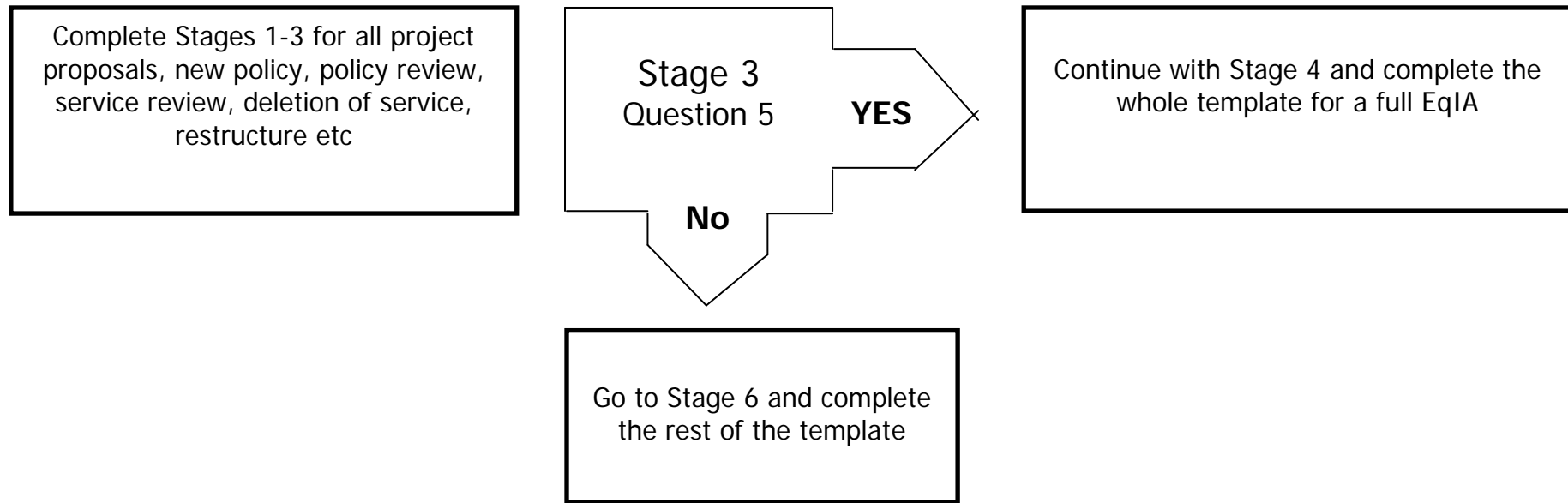
Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	<i>Jane Fenby</i>	Signed: (Chair of DETG)	
Date:	30/01/2017	Date:	
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

This page is intentionally left blank

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.



389

- 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.
- Legal will NOT accept any report 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	TBC						
Value of savings to be made (if applicable):	£210k COM s10						
Title of Project:	To remove the full Neighbourhood Investment Scheme (NIS) budget from 16/17 onwards						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	David Corby						
Name & contact details of the other persons involved in the assessment:	Venetia-Reid-Baptiste						
Date of assessment (including review dates):	December 2016						

Stage 1: Overview

<p style="text-align: right; margin-right: 10px;">063 090</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>The focus of the NIS is to enable projects to be carried out that best contribute to improving an area. All projects are determined at Members discretion, but there should be a minimum benefit to be delivered as a result of the implementation, for example,</p> <ul style="list-style-type: none"> • Issues residents consider to be the most important • Projects that will have the widest community impact • Projects that offer good value for money <p>NIS requests are made throughout the financial year. Examples of work completed as a result are, the planting of trees, alley gating schemes, installing festive lights, contributing to green gyms and play areas and installing bins, benches and picnic tables. For 2016/17 each ward has £10,000 allocated.</p> <p>The proposal is to remove the full NIS budget from 17/18 onwards. However when possible projects will be funded from other sources.</p>												
<p>2. Who are the main groups / 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: 33%;">Residents / Service Users</td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 33%;">Partners</td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 14%;">Stakeholders</td> <td style="width: 10%; text-align: center;">✓</td> </tr> <tr> <td>Staff</td> <td></td> <td>Age</td> <td style="text-align: center;">✓</td> <td>Disability</td> <td style="text-align: center;">✓</td> </tr> </table>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓	Staff		Age	✓	Disability	✓
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?

N/A

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 should 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 2011 Census estimated there were 239,100 people living in Harrow Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15 20.1%, 16-64 65.8%, 65+ 14.1%.	No impact is anticipated
Disability (including carers of disabled people)	6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.	No impact is anticipated

Gender Reassignment	Data not currently available for this protected characteristic.	No impact is anticipated
Marriage / Civil Partnership	Data not currently available for this protected characteristic.	No impact is anticipated
Pregnancy and Maternity	Data not currently available for this protected characteristic.	No impact is anticipated
Race	<p>The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7th nationally for ethnic diversity. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other.</p> <p>The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African</p>	No impact is anticipated
392 Religion and Belief	The 2011 Census showed the following religions in Harrow: Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish 4.41%; Muslim 12.5%; Sikh 1.15%; Other religions 2.49%.	No impact is anticipated
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	No impact is anticipated
Sexual Orientation	Data not currently available for this protected characteristic	No 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?

	Age (including	Disability (including	Gender Reassignment	Marriage and Civil	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
--	-------------------	--------------------------	------------------------	-----------------------	----------------------------	------	------------------------	-----	-----------------------

	carers)	carers)		Partnership					
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, complete a FULL EqIA.

- **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

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 ✓	occur. 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)					
394 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? 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 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	

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

<ul style="list-style-type: none"> 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	N/A	N/A	N/A

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) 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 public sector equality duty will be taken into account when implementing this proposal.

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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	

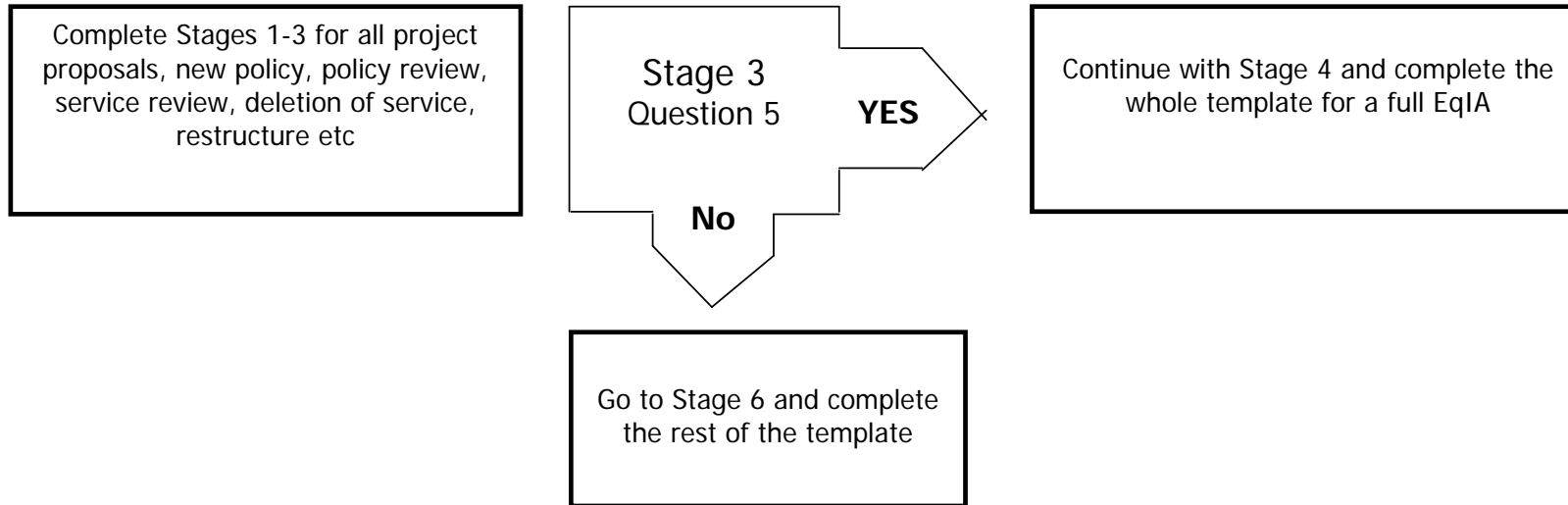
the impact. (Explain this in Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off			
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.		
Signed: (Lead officer completing EqIA)	Dave Corby	Signed: (Chair of DETG)	Dave Corby
Date:	19/12/2016	Date:	19/12/2016
397 Date EqIA presented at Cabinet briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

This page is intentionally left blank

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.



399

- 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.
- Legal will NOT accept any report 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	December 2016						
Value of savings to be made (if applicable):	£68K 17/18 com s11						
Title of Project:	Reduce staff training, stationery and conference budgets across the directorate						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	Tom McCourt – Corporate Director						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):	21/10/2016						
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, addition / removal of service, restructure, deletion of posts etc)</p>	<p>Restrict staff training to absolutely essential training that is required for staff to perform their jobs (e.g. H&S related or statutorily required). Non-essential free of charge training will be considered £50k.</p> <p>Reduce stationery & printing spend. £10k</p> <p>Cease all conferences and related spend. £8k</p> <p>The quality of service to the public will not be affected.</p>						
<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users		Partners		Stakeholders		
	Staff	✓	Age	✓	Disability	✓	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity		
	Race	✓	Religion or Belief	✓	Sex	✓	
	Sexual Orientation		Other				
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? 	No						

Comment [j1]: Would you consider staff going on free courses?

- 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 should 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 evidence found to show that this proposal has a disproportionate impact on this characteristic Proposal states that this is low risk.
Disability (including carers of disabled people)		There is no evidence found to show that this proposal has a disproportionate impact on this characteristic Proposal states that this is low risk.
401 Gender Reassignment		There is no evidence found to show that this proposal has a disproportionate impact on this characteristic Proposal states that this is low risk.
Marriage / Civil Partnership		There is no evidence found to show that this proposal has a disproportionate impact on this characteristic Proposal states that this is low risk.
Pregnancy and Maternity		There is no evidence found to show that this proposal has a disproportionate impact on this characteristic Proposal states that this is low risk.
Race		There is no evidence found to show that this proposal has a disproportionate impact on this characteristic Proposal states that this is low risk.
Religion and Belief		There is no evidence found to show that this proposal has a

		disproportionate impact on this characteristic Proposal states that this is low risk.
Sex / Gender		There is no evidence found to show that this proposal has a disproportionate impact on this characteristic Proposal states that this is low risk.
Sexual Orientation		There is no evidence found to show that this proposal has a disproportionate impact on this characteristic Proposal states that this is low risk.

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

402

5 - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, complete a FULL EqIA.

- **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 ✓		
403					
Age (including carers of young/older people)					
Disability (including carers of disabled people)					

Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
404 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>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
	Budget monitoring will take place on a regular basis as part of the monthly process. A review of impact will also take place after 6 months of implementation.	Staff Training reduced in line with budget.	Directorate Management Team	Ongoing

--	--	--	--	--

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) 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>This is presented as a low risk proposal. It is a blanket approach (for all staff across the Directorate). As part of the review of impact mitigations will be identified to reduce any potential negative impacts such as free training mentoring etc.</p>
--	--

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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.</p>	
--	--

Stage 9 - Organisational sign Off

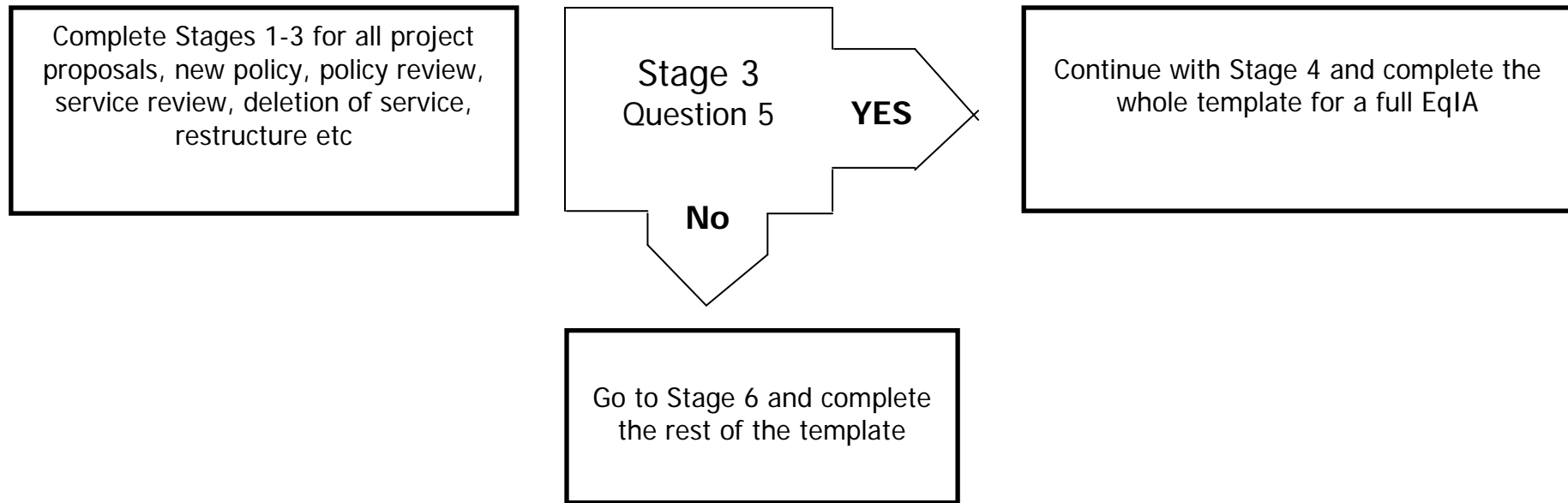
<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.</p>
--	---

Signed: (Lead officer completing EqIA)	Tom McCourt	Signed: (Chair of DETG)	Dave Corby
Date:	26/10/2016	Date:	26/10/2016
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

This page is intentionally left blank

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.



409

- 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.
- Legal will NOT accept any report 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	December 2016						
Value of savings to be made (if applicable):	£150K - 2018/19 com s11						
Title of Project:	Route optimisation on food waste						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	Simon Baxter- Divisional Director						
Name & contact details of the other persons involved in the assessment:	Alan Whiting – Environmental Services Manager						
Date of assessment (including review dates):	21/10/2016						

Stage 1: Overview

<p>410</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>An opportunity to optimise food waste collection routes arises following the recent communication from WLWA that a planning permission to construct a food waste transfer facility at Victoria Road will be submitted.</p> <p>The service employs 6 food waste collection crews. Food waste is currently delivered to the transfer station in Brentford. The journey time to and from the transfer station means that it is difficult to seek efficiencies under the current arrangement.</p> <p>Victoria Road is geographically closer and therefore it will reduce travelling time for tipping food waste.</p> <p>Indicative timetable suggested by WLWA is that the new facility at Victoria Road will be made available in 18 months' time (i.e. around April 2018), subject to achieving a successful planning application.</p> <p>Initial assessments by the service indicate that the routes can be optimised to achieve efficiencies; however a route optimisation exercise will need to be carried out to confirm the number of rounds that can come out. At this stage, it is considered possible to reduce the number of rounds from 6 to 5.</p> <p>In order to provide the most efficient service, considerations will need to be given on the vehicle type & size. Any changes to vehicle requirements may have a financial impact on the annual hire charge. Currently the food waste vehicles are on short term hire. At this stage, it is assumed</p>
---	--

	<p>the budget provision for these short term hire vehicles is sufficient to cover the hire cost of new vehicles (if any is required). There are some agency staff used by the service no permanent staff will be effected by route optimisation. There will be no impact on the public the service will be the same but there may be a change on the collection day.</p> <p>Risks</p> <p>Delay in the construction of food waste facility at Victoria Road and/or availability of the site.</p>
--	--

<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users		Partners		Stakeholders	✓
	Staff	✓	Age	✓	Disability	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation		Other			

<p>➤ 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? 	No
--	----

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 should include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of	The 2011 Census estimated there were 239,100 people living in Harrow	

young/older people)	Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15 20.1%, 16-64 65.8%, 65+ 14.1%.	No significant impact on this group; the service will be the same but there may be a change on the collection day Consultation will be undertaken as part of the project if required .
Disability (including carers of disabled people)	6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.	No significant impact on this group; the service will be the same but there may be a change on the collection day Consultation will be undertaken as part of the project if required.
Gender Reassignment	Data not currently available for this protected characteristic.	No data available to demonstrate that this group would be disproportionately affected. Consultation will be undertaken as part of the project if required.
Marriage / Civil Partnership	Data not currently available for this protected characteristic.	No data available to demonstrate that this group would be disproportionately affected. Consultation will be undertaken as part of the project.
412 Pregnancy and Maternity	Data not currently available for this protected characteristic.	No data available to demonstrate that this group would be disproportionately affected. Consultation will be undertaken as part of the project if required.
Race	The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7 th nationally for ethnic diversity. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other. The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African	No significant impact on this group; the service will be the same but there may be a change on the collection day Consultation will be undertaken as part of the project if required.
Religion and Belief	The 2011 Census showed the following religions in Harrow: Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish	No significant impact on this group; the service will be the same but there may be a change on the collection day

	4.41%; Muslim 12.5%; Sikh 1.15%; Other religions 2.49%.	Consultation will be undertaken as part of the project if required
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	No significant impact on this group; the service will be the same but there may be a change on the collection day Consultation will be undertaken as part of the project if required.
Sexual Orientation	Data not currently available for this protected characteristic	No data available to demonstrate that this group would be disproportionately affected. Consultation will be undertaken as part of the project if required.

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
413 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, complete a FULL EqIA.

- **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				Yes	No

415

<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	

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
Residents	If agreed further work will be completed (including a route optimisation exercise) with regard to the implementation of the project to ensure that any risks are mitigated.	Agreed action plan with clear objectives in place.	Alan Whiting	Sept 2017

416

Stage 7: Public Sector Equality Duty	
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) 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>Future work will include the development of a clear implementation framework supported by clear objectives.</p>
Stage 8: Recommendation	
11. 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 included in the Action Plan to be addressed.	
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.	

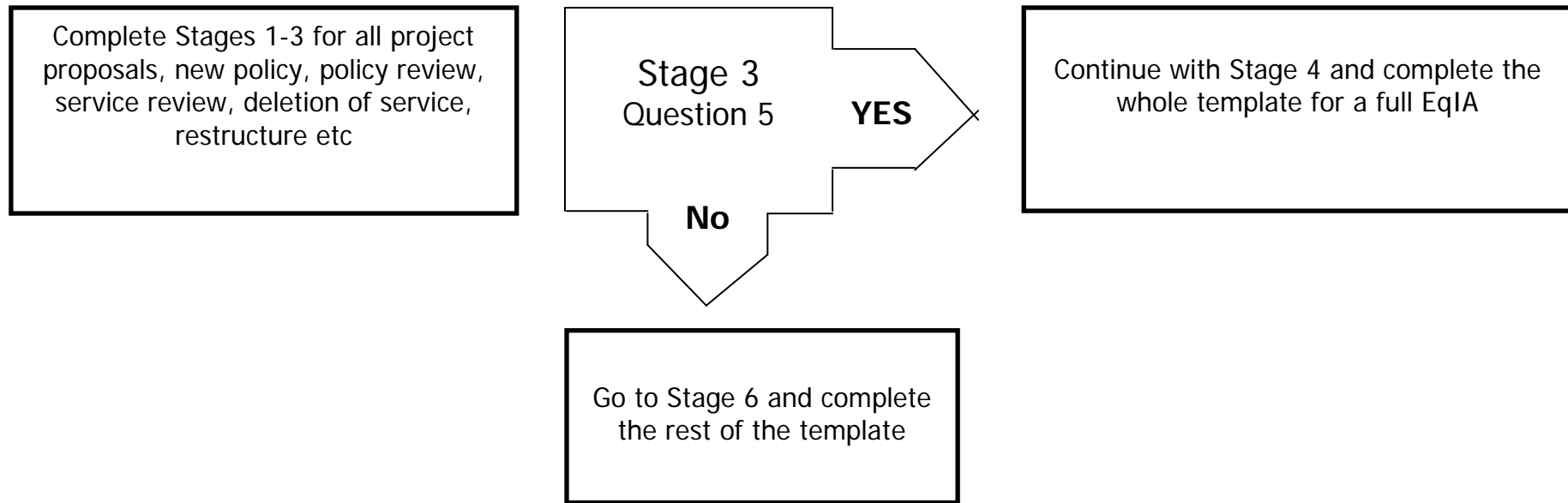
Stage 9 - Organisational sign Off	
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.

Signed: (Lead officer completing EqIA)	Simon Baxter	Signed: (Chair of DETG)	Dave Corby
Date:	26/10/2016	Date:	26/10/2016
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

418

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.



419

- 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.
- Legal will NOT accept any report 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	December 2016						
Value of savings to be made (if applicable):	£50k (Income) - 2017/18 Com s13						
Title of Project:	Additional Income in Network Management						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	Ian Slaney						
Name & contact details of the other persons involved in the assessment:	Venetia-Reid-Baptiste						
Date of assessment (including review dates):	26/10/2016						

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>420 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>Additional cost recovery for highway safety and management reasons from street works with better use of traffic orders to manage street works.</p> <p>The Network Management team co-ordinates all work on the roads and footways. The majority of works on the street are carried out by Harrow Council and utility companies such as gas, water and electricity suppliers, who will have to apply for permits to occupy road space. Temporary traffic orders to prevent parking and loading or to close roads can provide better ways of securing the expeditious movement of traffic. Occasionally requests are also received from developers, event organisers/promoters. The level of applications can fluctuate as it depends on what works utility companies have planned within our road network. This saving proposal is predicated on the applications being at a similar level as is currently.</p>						
<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	x	Partners		Stakeholders	x	
	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? 	N/A
--	-----

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 should include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact
<p>421 Age (including carers of young/older people)</p>	<p>The 2011 Census estimated there were 239,100 people living in Harrow</p> <p>Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15 20.1%, 16-64 65.8%, 65+ 14.1%.</p>	<p>N/A - Data does not demonstrate that this group would be disproportionately affected.</p>
<p>Disability (including carers of disabled people)</p>	<p>6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.</p>	<p>N/A - Data does not demonstrate that this group would be disproportionately affected.</p>
<p>Gender Reassignment</p>	<p>Data not currently available for this protected characteristic.</p>	<p>N/A - Data does not demonstrate that this group would be disproportionately affected.</p>
<p>Marriage / Civil Partnership</p>	<p>Data not currently available for this protected characteristic.</p>	<p>N/A - Data does not demonstrate that this group would be disproportionately affected.</p>
<p>Pregnancy and Maternity</p>	<p>Data not currently available for this protected</p>	<p>N/A - Data does not demonstrate that this group would be</p>

	characteristic.	disproportionately affected.
Race	<p>The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7th nationally for ethnic diversity. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other.</p> <p>The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African</p>	N/A - Data does not demonstrate that this group would be disproportionately affected.
Religion and Belief	The 2011 Census showed the following religions in Harrow: Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish 4.41%; Muslim 12.5%; Sikh 1.15%; Other religions 2.49%.	N/A - Data does not demonstrate that this group would be disproportionately affected.
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	N/A - Data does not demonstrate that this group would be disproportionately affected.
Sexual Orientation	Data not currently available for this protected characteristic	N/A - Data does not demonstrate that this group would be disproportionately affected.

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, complete a FULL EqIA.

- **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**?

423	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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. 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)					
424 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? 425 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 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	
	Any impact will be monitored as the project is rolled out.			

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
	Budget monitoring will take place on a regular basis as part of the monthly process.	Income achieved against forecast.	Ian Slaney	Ongoing – on a monthly basis.

Stage 7: Public Sector Equality Duty

<p>4.2.6). How do your proposals meet the Public Sector Equality Duty (PSED) 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 implementation phase will have due regard to the Public Sector Equality Duty.</p>
---	--

Stage 8: Recommendation

<p>11. 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;">x</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 included in the Action Plan to be addressed.</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</p>	

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?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.		
Signed: (Lead officer completing EqIA)	Ian Slaney	Signed: (Chair of DETG)	Dave Corby
Date:	26/10/2016	Date:	26/10/2016
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

427

This page is intentionally left blank

Initial Equality Implications Assessment for Commissioning Panel

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

Directorate:	E&E	Officer completing the template:	Venetia Reid-Baptiste
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		E&E05 Savings Proposal to generate staff efficiencies across the Division	

1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)	To reduce the back-office support service costs by reducing the Contracts and the Policy and Performance teams to save £207k
2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.	Staff
3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i>	Division staff and union consulted. Written consultation Document plus meetings with all the teams in the Division. No response in terms of equalities impact received.
4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?	No

<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p> <p>When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:</p>
--

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

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristic against each protected characteristic in the end column C.

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

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

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

430

SEVERITY OF IMPACT

Calculating the score - Severity of Impact X Likelihood = Score

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

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

4.3.1

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

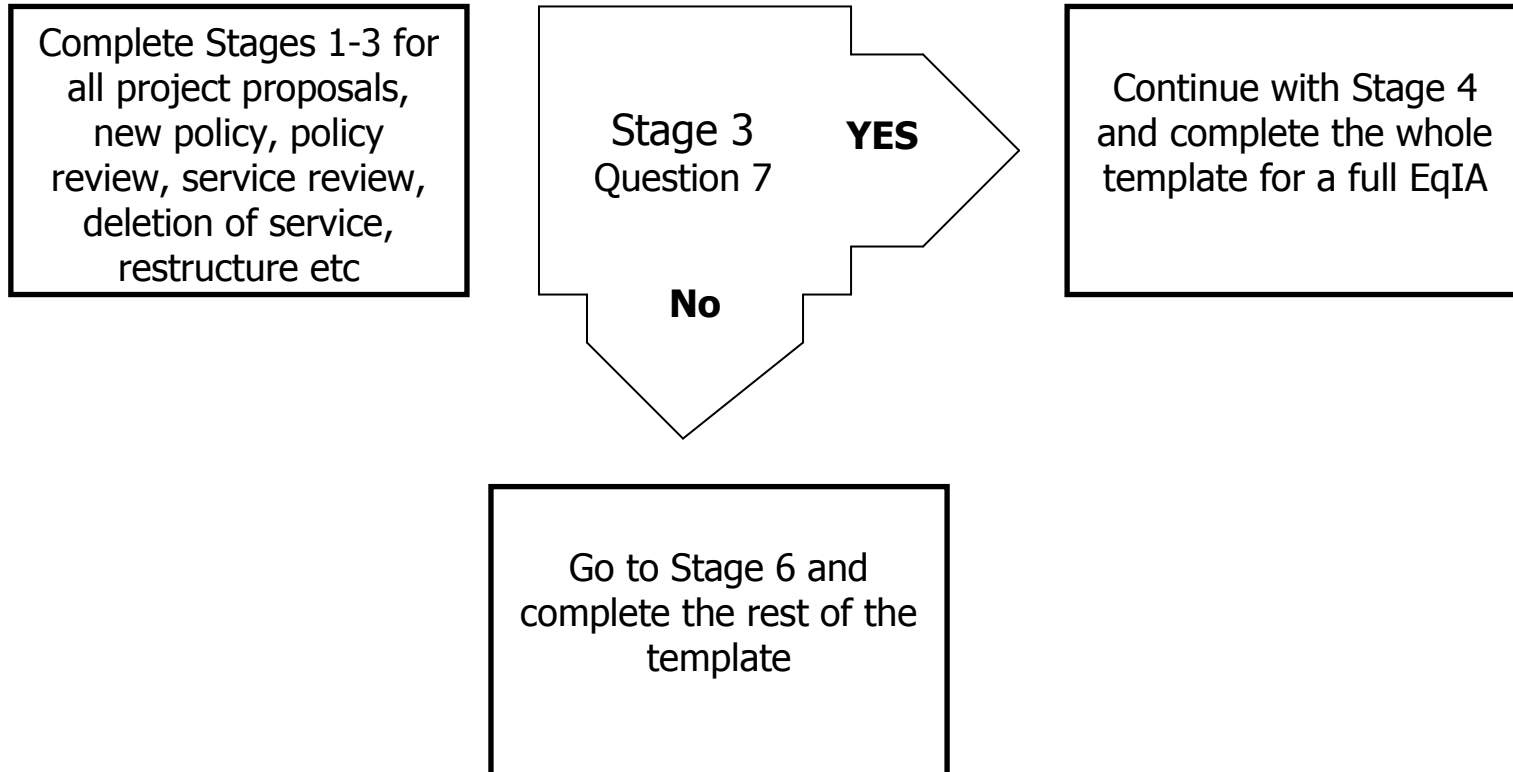
Summary / Conclusion of assessment: (include the key findings and equality implications.	Not possible to identify affected staff at this stage so unable to identify if a specific group will be disproportionately affected.
Do you think that your proposals will have a cumulative effect upon a particular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

Signature - Lead Officer		Date	4 th August 2014
--------------------------	--	------	-----------------------------

This page is intentionally left blank

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		X	Cabinet		
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	Staff efficiencies		Other		
Title of Project: 2014/15 Early Savings (Staffing)		2014/15 Early Savings (Staffing)			
Directorate / Service responsible:		Cross directorate (Resources, E & E, C & C and CS)			
Name and job title of lead officer:		Dawn Calvert, Head of Strategic Finance and Business			
Name & contact details of the other persons involved in the assessment:		None			
Date of assessment: 01/07/14					

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>As part of the councils 4 year budget saving exercise a number of saving proposals are being taken to July 2014 Cabinet for immediate effect. 7 of the proposals involve deleting a number of posts across the organisation as follows:</p> <p>Resources RES E01 Minerva staff savings - the post of Senior Advisor (Projects) has been deleted and the post holder has been made redundant.</p> <p>Children's Services C&F E01 In house fostering & adoption.</p> <p>The fostering and adoption teams have been merged together resulting in the deletion of one vacant team manager post.</p> <p>Children's Services C&F E03 Finance post (This post (0.5fte) primarily managed</p>
---	--

435

grants for the Early Intervention Service. The numbers of grants into the service has significantly reduced and the post is no longer required.

Community & Culture CHW E02 Sports Development - delete one vacant post.

Environment & Enterprise E&E 01 Reduction in FM costs - staffing efficiencies of 8 FTEs. 3 of the 8 post are currently vacant. Consultation document already issued to staff.

Environment & Enterprise E&E 08 Staff efficiencies - the proposal is to merge the Business & Service Development and Commissioning Services Divisions. This will lead to the deletion of one Divisional Director role which is vacant

Environment & Enterprise E&E 09 Management efficiencies - a growth budget of £130k was in place for transitional mgt support as part of the 14/15 budget process. Ad hoc project works will continue to be delivered by integrating into service work plans and the mgt post will no longer be required.

As a result of these proposals two officers have been redundant. There is considered to be no disproportionate impact.

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)

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			

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?

The staffing efficiencies are within all directorates and all staff are employees of the Council.

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.

The staffing efficiencies are as a result of service changes required to support the four year saving programme and each directorate, using their knowledge of their service areas, have agreed the posts proposed for deletion are either no longer required or can be managed in a more efficient manner. There is no evidence to suggest any disproportionate impact on a category because a number of the posts are vacant.

(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)	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
Socio Economic	N/A

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
--------------------	--------------------------------	--------------------------------	--------------------------------

	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
All staffing consultations have been carried out in accordance with the council's HR policies	N/A	N/A	N/A
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.	None		

Page 3: Assessing Potential Disproportionate Impact

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

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	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?
 (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).
Staff have been consulted in accordance with the Council's HR policies			

No adverse impact found for any group			
---------------------------------------	--	--	--

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				

439
639

Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
	None			
11a. Any Other Impact – Considering what else is happening within the	Yes		No	

440

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?

none

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)

44
44
1

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

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

Stage 6: Decision

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

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

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
442					

Stage 8 - Monitoring

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

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to	
--	--

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

Stage 9: Public Sector Equality Duty

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

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

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
443		

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)	Dawn Calvert	Signed: (Chair of DETG)	
Date:	01/07/14	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	Alex Dewsnap

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:		Tick ✓
Transformation			Cabinet		X
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	Budget savings		Other		
Title of Project:		Street Works income – Income from permitting schemes (E&E E02)			
Directorate / Service responsible:		Environment & Enterprise			
Name and job title of lead officer:		Ian Slaney			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		July 7 th , 2014			
Stage 1: Overview					
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		Budget realignment based on historical financial performance in the last 2 years. This is a back office budget re-alignment exercise which has no impact on staff or the public.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
		Gender Reassignment		Marriage and Civil Partnership	
				Stakeholders	
				Disability	
				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? 	n/A					

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)	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
Socio Economic	N/A

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
--------------------	--------------------------------	--------------------------------	--------------------------------

	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

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.

Page 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?
 (Include this evidence, including any data, statistics, titles of documents and website links here)

--

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

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

Stage 5: Assessing Impact and Analysis

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

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

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

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

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

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

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

▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**

▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

450

Page 6: Decision

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	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
451					

Stage 8 - Monitoring

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

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

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

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

Stage 9: Public Sector Equality Duty

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

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

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

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

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

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

1452

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:		2014/15 Budget Savings Proposal – Non-renewal of Limehouse UCREATE module. (E&E E03)			
Directorate / Service responsible:		Environment and Enterprise/Planning Services			
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		7 July 2014			
Stage 1: Overview					
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		The proposal is to not renew the current software license for managing the publication of planning policy documents for consultation and providing a 'portal' for receipt of representations. As the majority of the Council's planning policy and guidance documents have been adopted, and there are no impending documents due for consultation there is no requirement for this licence to be renewed.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
		Gender Reassignment		Marriage and Civil Partnership	
				Stakeholders	
				Disability	
				Pregnancy and	

				Maternity	
	Race		Religion or Belief	Sex	
	Sexual Orientation		Other		

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

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

No.

Stage 2: Evidence / Data Collation

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

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

454 Age (including carers of young/older people)	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Disability (including carers of disabled people)	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Gender Reassignment	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to

	this Protected Characteristic will not change as a result of this proposal.
Marriage / Civil Partnership	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Pregnancy and Maternity	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Race 455	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Religion and Belief	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Sex / Gender	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Sexual Orientation	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and

	responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Socio Economic	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.

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).
456 this is for the removal of 'back office' document and consultation management software no consultation is required.	N/A	N/A	N/A

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.	London Borough of Harrow 'Statement of Community Involvement' (adopted April 2013).
--	---

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

- 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

457

Stage 4: Collating Additional data / Evidence

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

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

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

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

			your proposals).

Stage 5: Assessing Impact and Analysis

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

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

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

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? If yes, what is the potential impact and how likely is to happen?	Yes		No	

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

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

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

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

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

Stage 6: Decision

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

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

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
46 None identified.					

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	Specific monitoring not required.
--	-----------------------------------

been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

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
462 the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.

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

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EqIA)	Signed: (Chair of DETG)

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

463

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:		2014/15 Budget Savings Proposal – S106 agreement, Community Infrastructure Levy (CIL) and Green Grid cost recovery proposals.(E&E E04 E05 E06)			
Directorate / Service responsible:		Environment and Enterprise/Planning Services			
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		7 July 2014			
Stage 1: Overview					
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		The proposal is to increase the amount of draw down on the S106 and CIL administrative fees to cover the costs of administration and to seek true cost recovery on officers time for delivery of the annual Green Grid capital programme. These are internal accounting changes which involve no change to delivery of the activities involved. There is no impact on staff and the public.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
				Stakeholders	
				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 S016 and CIL activities are managed within Planning Services. The Green Grid projects are managed jointly between Planning Services and Commissioning Services. Both are located within the Environment and Enterprise Directorate.</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.

465 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 an at Stage 7)

Age (including carers of young/older people)	No impact
Disability (including carers of disabled people)	No impact
Gender Reassignment	No impact
Marriage / Civil Partnership	No impact
Pregnancy and Maternity	No impact
Race	No impact
Religion and Belief	No impact

Sex / Gender	No impact
Sexual Orientation	No impact
Socio Economic	No impact

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
As this is a change to internal accounting approaches no consultation is required.	N/A	N/A	N/A

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?	London Borough of Harrow Vitality Profiles http://www.harrow.gov.uk/info/200088/statistics_and_census_information/966/vitality_profiles
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	X	X	X	X	X	X	X	X	x

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

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

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

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

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 4?
 (include this evidence, including any data, statistics, titles of documents and website links here)

--

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

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

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

468

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
469 Sexual orientation				

11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
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? If yes, what is the potential impact and how likely is to happen?	Yes		No	

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

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

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

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

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

47
Page 6: Decision

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

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

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
None identified.					
471					

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>	Specific monitoring not required.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

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
As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.

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.

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

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:		2014/15 Budget Savings Proposal (E&E 07)					
Directorate / Service responsible:		Environment and Enterprise/Planning Services					
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration					
Name & contact details of the other persons involved in the assessment:		Venetia Reid-Baptiste: Divisional Director - Commissioning					
Date of assessment:		2 July 2014					
Stage 1: Overview							
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		The proposal is to seek advice directly from the Council's Transport Team on planning related highways/transport matters in order to remove the potential of duplication of work. Currently advice is provided by both teams. The proposal would not involve any change to the level and type of service that would be provided as this would continue to be provided on all planning and other applications considered by Planning Services as currently happens.					
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users	x	Partners	x	Stakeholders	x
		Staff	x	Age		Disability	
		Gender Reassignment		Marriage and Civil		Pregnancy and	

		Partnership		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>N/A – both Planning Services (where the advice is currently provided) and the Transport Team (who would be responsible for the provision of the advice in the future) are both located within the Environment and Equality Directorate.</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)	No impact
Disability (including carers of disabled people)	No impact
Gender Reassignment	No impact
Marriage / Civil Partnership	No impact
Pregnancy and Maternity	No impact
Race	No impact
Religion and Belief	No impact
Sex / Gender	No impact
Sexual Orientation	No impact
Socio Economic	No impact

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
The relevant staff involved in the proposal will be consulted if and when the decision to make a saving in respect to this service provision.	In accordance with the Council's Policies and Procedures in respect of changes to service delivery affecting staff.	N/A	N/A

<p>475 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>	None.
---	-------

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?
 (include this evidence, including any data, statistics, titles of documents and website links here)

--

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

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

Stage 5: Assessing Impact and Analysis

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

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

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

478

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)**

Stage 6: Decision

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

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
None identified.					

480 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>	Specific monitoring not required.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

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
As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative.	As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative	As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative

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

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

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

E&E E10 Parking Income

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:		E10 – Parking Enforcement - Increase efficiency in civil enforcement team					
Directorate / Service responsible:		E&E / Parking Enforcement					
Name and job title of lead officer:		Andy Appleby. Environmental Services Manager (Parking Enforcement)					
Name & contact details of the other persons involved in the assessment:							
Date of assessment:		7 th July 2014					
Stage 1: Overview							
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		To improve productivity of street civil enforcement. An additional member of staff will be required to increase traffic management activity.					
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users	✓	Partners	N/A	Stakeholders	N/A
		Staff	N/A	Age	N/A	Disability	✓
		Gender Reassignment	N/A	Marriage and Civil Partnership	N/A	Pregnancy and Maternity	N/A

	Race	N/A	Religion or Belief	N/A	Sex	N/A
	Sexual Orientation	N/A	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? 	No					

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	Blue badge holders are unlikely to be impacted by these changes as they have the benefit of free parking at Council locations. Increased enforcement can have a positive effect on disabled drivers, freeing up parking locations that otherwise would be obstructed by overstaying vehicles.
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
Socio Economic	N/A

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).
N/A			
484			

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

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

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

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

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

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

Stage 5: Assessing Impact and Analysis

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

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

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

487

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)**

48

Page 6: Decision

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	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
n/a					
489					

Stage 8 - Monitoring

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

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

Stage 9: Public Sector Equality Duty

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

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

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

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

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

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

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	✓
Service Plan	✓	Corporate Strategic Board	
Other		Other	
Title of Project:	E11 – Licensing Income		
Directorate / Service responsible:	E&E / Public Protection		
Name and job title of lead officer:	Richard Le-Brun. Environmental Services Manager (Public Protection)		
Name & contact details of the other persons involved in the assessment:			
Date of assessment:	7 th July 2014		
Stage 1: Overview			
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)	The current income target for Licensing doesn't give a true reflection of the income generated year on year. Therefore it is to be changed to reflect the income generated, adding an additional £15,000 2014/15 and £15,000 2015/16. No fees are being increased or any operational impact, just a change of the total income target on the finance report. The is a back office budget re-alignment with no impact on staff or the public.		
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	N/A	Partners
		N/A	Stakeholders
			N/A

	Staff	N/A	Age	N/A	Disability	N/A
	Gender Reassignment	N/A	Marriage and Civil Partnership	N/A	Pregnancy and Maternity	N/A
	Race	N/A	Religion or Belief	N/A	Sex	N/A
	Sexual Orientation	N/A	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? 	No
--	----

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)	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
Socio Economic	N/A

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).
493 A			

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

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

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
--	---------------------------	----------------------------------	------------------------	--------------------------------------	----------------------------	------	------------------------	-----	-----------------------

Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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

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

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

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?
(Include this evidence, including any data, statistics, titles of documents and website links here)

--

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

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

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

495

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

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

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

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

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

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

Stage 6: Decision

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	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
n/a					
498					

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>	N/A – no increase in fees and charges, and no impact on any party
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

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

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

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

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

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

<p>19. 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		Signature of ETG Chair	

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation		✓	Cabinet	
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other			Other	
Title of Project:		Learning Disability Cluster Review of Supporting People (CWH E01)		
Directorate / Service responsible:		Community Health & Well Being		
Name and job title of lead officer:		Tim Miller, Interim Service Manager Commissioning & Partnerships		
Name & contact details of the other persons involved in the assessment:		Sandie Roberts – sandie.roberts@harrow.gov.uk Anita Awuku – anita.awuku@harrow.gov.uk		
Date of assessment:		06/11/13		

Stage 1: Overview

1. What are you trying to do?

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

Develop options with partners/stakeholders that will identify and deliver an overall efficiency savings of £1.3m within the current Support People service provision. Efficiency savings delivery of £1.3m is for 2014/15.

To restructure the services in response to the 30% cut to the Supporting People Grants for 2014/15 and simultaneously ensure that service provision responds to the current and emerging needs with better outcomes for service users

Currently, total spend on LD/PSD services is £447,905 i.e. 14% of total SP budget

2013/14. There are 6 accommodation based services and 3 Floating Support Services (namely, Learning Disability, Physical Disability and Visually Impaired) with a total of 113 service users.

The final recommendation will reduce accommodation based services, retain the Visually Impaired Floating Support Service and transfer existing floating support to either personal budget arrangements or to generic or older people's Floating Support.

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	X
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	✓	Other			

501 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 and Service Providers
Voluntary Sector
Supporting People Programme –Overall Lead
Communication and incorporation of their views & relevant strategies in options appraisal

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)

502 Age (including carers of young/older people)	435 16 – 64 (known to the Local Authority 2011/12)						
	Service Providers	18 -24	25 -49	45 -59	60-74	75 -89	90+
	LB Harrow						
	Shared Lives/Welldon Cres/Harrow View	2	12	4	5	2	-
	Creative Support						
	46 Chichester Court Floating Support Service	3	23	6	2	-	-
	Metropolitan Support Trust	-	6	-	-	-	-
	Support For Living						
53 Welldon Crescent 109 Parkside Way						-	
Apnar Ghar FLS	-	-	9	6	5	-	
Middlesex Association for the Blind	-	-	-	-	7	2	
Disability (including carers of disabled people)	Learning Disability						
Gender Reassignment	Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic						

Marriage / Civil Partnership	Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic
------------------------------	--

Pregnancy and Maternity	Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic
-------------------------	--

503 Race	<table border="1"> <thead> <tr> <th>Service Providers</th> <th>White British</th> <th>Asian British</th> <th>Black African/Caribbean British</th> <th>Other Ethnic Groups</th> </tr> </thead> <tbody> <tr> <td>LB Harrow</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Shared Lives/Welldon Cres/Harrow View</td> <td>5</td> <td>2</td> <td>1</td> <td>1</td> </tr> <tr> <td>Creative Support</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>46 Chichester Court</td> <td>27</td> <td>7</td> <td>3</td> <td>3</td> </tr> <tr> <td>Floating Support Service</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Metropolitan Support Trust</td> <td>4</td> <td>2</td> <td>-</td> <td>-</td> </tr> <tr> <td>Support For Living</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>53 Welldon Crescent</td> <td>7</td> <td>3</td> <td>2</td> <td>-</td> </tr> <tr> <td>109 Parkside Way</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Apnar Ghar FLS</td> <td>8</td> <td>8</td> <td>3</td> <td>-</td> </tr> <tr> <td>Middlesex Association for the Blind</td> <td>5</td> <td>2</td> <td>1</td> <td>1</td> </tr> </tbody> </table>					Service Providers	White British	Asian British	Black African/Caribbean British	Other Ethnic Groups	LB Harrow					Shared Lives/Welldon Cres/Harrow View	5	2	1	1	Creative Support					46 Chichester Court	27	7	3	3	Floating Support Service					Metropolitan Support Trust	4	2	-	-	Support For Living					53 Welldon Crescent	7	3	2	-	109 Parkside Way					Apnar Ghar FLS	8	8	3	-	Middlesex Association for the Blind	5	2	1	1
	Service Providers	White British	Asian British	Black African/Caribbean British	Other Ethnic Groups																																																												
	LB Harrow																																																																
	Shared Lives/Welldon Cres/Harrow View	5	2	1	1																																																												
	Creative Support																																																																
	46 Chichester Court	27	7	3	3																																																												
	Floating Support Service																																																																
	Metropolitan Support Trust	4	2	-	-																																																												
	Support For Living																																																																
	53 Welldon Crescent	7	3	2	-																																																												
109 Parkside Way																																																																	
Apnar Ghar FLS	8	8	3	-																																																													
Middlesex Association for the Blind	5	2	1	1																																																													

Religion and Belief	504	Service Providers	Christian	Muslim	Hindu	Jewish	Atheist	No Religion stated	
		LB Harrow							
		Shared Lives/Welldon Cres/Harrow View	17	1	2	-	-	4	
		Creative Support							
		46 Chichester Court	10	2	5	2	-	20	
		Floating Support Service							
		Metropolitan Support Trust	3	2	-	-	-	1	
		Support For Living							
		53 Welldon Crescent	7	-	1	2		4	
		109 Parkside Way							
Apnar Ghar FLS	11	1	7	-	1	-			
Middlesex Association for the Blind	10	-	-	-	-	-			

505

Sex / Gender

Service Providers	Males	Females
LB Harrow Shared Lives/Welldon Cres/Harrow View	15	10
Creative Support 46 Chichester Court Floating Support Service	29	12
Metropolitan Support Trust	4	2
Support For Living 53 Welldon Crescent 109 Parkside Way	10	3
Apnar Ghar FLS	5	15
Middlesex Association for the Blind	2	8

Sexual Orientation		Service Providers	heterosexual	Bisexual
	506	LB Harrow		
		Shared Lives/Welldon Cres/Harrow View	Not stated 8	Not stated 1
		Creative Support 46 Chichester Court Floating Support Service	Not stated	Not Stated
		Metropolitan Support Trust	6	-
		Support For Living 53 Welldon Crescent 109 Parkside Way	Not stated	Not stated
		Apnar Ghar FLS	20	-
		Middlesex Association for the Blind	10	-
Socio Economic				
5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?		Supporting People Quarterly Performance Indicators database		

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

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

Harrow Joint Strategic Needs Assessment 2012-2016

Joint Health & Well Being Strategy for Harrow 2013 -2016

<http://www.improvinghealthandlives.org.uk/profiles/index.php?pdf=E09000015>

8. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
--------------------	--------------------------------	--------------------------------	--------------------------------

	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Service Users	Workshops (LD & PSD) -25/07/13 Questionnaires/Service User Groups	Option 3 is the preferred option with 88% of respondents selecting it as their most preferred option.	The service for decommissioning is designated as short-term service hence service users are been prepared for alternative and or independent living. Over 70% of the Service users in Floating Support services are FACS eligible hence will be moved onto Personal Budgets –wider choice and better outcomes.
Service Providers	Forum -04/09/13 Service Reviews (July –Nov 2013) Formal Feedback from Providers at Forum and via emails compiled	No negative impact	There is joint and proactive exit strategy with service Provider of decommissioned services that ensures minimal disruption to service provision and to move service users to alternative accommodation
Adult Social Care	Meetings and emails (ongoing) Feedback from Senior Management in Project Meetings.	No negative impact	Current service users in decommissioned services who are FACS eligible will be reassessed to ensure that their needs are addressed adequately

Stage 5: Assessing Impact and Analysis

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

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	x	✓	LD services are targeted at a wide age range i.e 18 and over hence meeting needs of a diverse group.	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
509 Disability (including carers of disabled people)	x	✓	Service Users in services that will no longer be funded are FACS eligible hence support will continue with Personal Budgets	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Gender Reassignment		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Marriage and Civil Partnership		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Pregnancy and Maternity	NA	NA	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic

Race		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Religion or Belief		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Sex		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Sexual orientation		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	✓
10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is to happen?	Yes		No	✓

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

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

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

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

If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**

If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

Stage 6: Decision

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

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 12a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Disability & Age	Care Management is currently reassessing FACs eligible Service Users in service that will be decommissioned. ASC will also assess service users and move them to Personal Budgets. Choice of service users will be widened with PBs and can continue to receive support service of their choice.	Regular meetings and update. There is a time table in place to achieve this.	March 2014	Sandie Roberts	November 2013
Gender	Service Providers will be required to demonstrate and evidence how their service provision takes into account gender specific issues	This is an integral part of Service Reviews and Contract monitoring	March 2014	Sandie Roberts	November 2013
Sexuality & Gender Reassignment There is limited records/statistics on this protected characteristic	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic	LGBT Training will be a mandatory training for Service Providers	March 2014	Sandie Roberts	November 2013

Stage 8 - Monitoring

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

<p>14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Service Reviews after 6 months of implementation with formal contract monitoring at regular intervals. All these will be stated in the Service Specification. There is also regular Quarterly Returns/Workbooks that is mandatory for Service Providers to complete</p>
<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>SP has its own recording systems and database</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

Stage 9: Public Sector Equality Duty

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

51
31
3 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
<p>Both written and pictogram information were delivered in user friendly manner in order to support greater and meaningful involvement</p>	<p>The review aims to deliver against the personalisation agenda as outlined in Putting People First (2007) One of the key expectations of is that it will give current and future service users wider choice and better outcomes</p>	<p>Supporting People services are focused on service provision that promotes social inclusion. It also fosters community integration of a diverse people by its promotion of and enabling its service user to participate in community activities.</p>

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

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

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

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan	✓	Corporate Strategic Board	
Other		Other	
Title of Project:	Supporting People efficiencies for Older People Services Cluster (CWH E01)		
Directorate / Service responsible:	Community Health & Well Being		
Name and job title of lead officer:	Tim Miller, Service Manager		
Name & contact details of the other persons involved in the assessment:	Sandie Roberts, Anita Awuku, Tim Miller		
Date of assessment:	November 2013		
Stage 1: Overview			
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Develop options with partners/stakeholders that will identify and deliver an overall efficiency savings of £1.3m within the current Support People service provision. Efficiency savings delivery of £1.3m is for 2014/15.</p> <p>To restructure the services in response to the 30% cut to the Supporting People Grants for 2014/15 and simultaneously ensure that service provision responds to the current and emerging needs with better outcomes for service users</p> <p>The proposal is to reduce the funding of housing related support in services for older people i.e. 16 Sheltered Schemes (LB Harrow sheltered not inclusive), 3 Floating Support Services and 3 HIA/Handy Persons Services. Sheltered services are currently funded on the basis that 90% of service provision is Housing Related</p>		

Support service (eligible for SP Grant). However, the reality is that housing management duties (ineligible for SP Grants) are also provided during within the 90% funded by SP. Also, some service users live in sheltered for the peer group support and security; they do not require any support but by default, pay for the support service irrespective of requiring it or not.

The proposed change is to provide Housing Related Support free of charge to all service users/tenants. However, the RSLs/Landlords will introduce a £20 (maximum) service charge for the provision of Intensive Housing Management

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply) 516	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment	✓	Marriage and Civil Partnership	X	Pregnancy and Maternity	X
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	X	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?

Housing Department
 Adult Social Care and Service Providers
 Supporting People Programme –Overall Lead
 Communication and incorporation of their views & relevant strategies in options appraisal

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)

Supporting People will put forward its intentions and proposals to key partners and stakeholders for feedback and agreement. Communication via email, focus & peer groups and consultation (Questionnaire format)

Age (including carers of young/older people)	60 – 64 years	5.0%
	65 -74	7.3%
	75 - 84	4.9%
	85 - 89	1.2%
	90+	0.7%
	National Population Census Figures –Older People in Harrow (ONS)	
Age group is well represented in SP funded services with a total number of 1,225 service users		

Disability (including carers of disabled people)	Ethnic Group	Age 65 and over	%
	All categories ethnic group	8,724	54.0
	White	5,340	62.4
	Mixed/multiple ethnic group	71	21.5
	Asian/Asian British	2,860	49.1
	Black/African/Caribbean/Black British	328	33.7
	Other ethnic groups	125	25.7
Source: 2011 Census. Limiting Long term health where day to day activities are limited a lot by ethnic group Harrow 2011			

Gender Reassignment
Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Marriage / Civil Partnership
Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Pregnancy and Maternity
N/A

Race	White	42.2%
	Asian/British Indian	26.4%
	Multi Mixed Ethnic Groups	4.0%

Asian British Pakistani	3.3%
Asian British Bangladeshi	0.6%
Other Asian	11.3%
Black British	8.2%
Other Ethnic	2.9%

2011 Population Figures ONS.gov.uk –Older People in Harrow

SP service users are reflected in the demographic figures

Religion and Belief	In Harrow, 37.3% are Christians Hindu 25.3%, Muslim 12.5% whilst other religion and or no religion/no religion stated are 24.1%
Sex / Gender	According to the 2011 Census –ONS , Harrow’s population is 239,056 of which 118,023 are males and 121,033 are female. Age 65 are 33,667 in total i.e. 14.1% and over 1,225 of mixed gender access and benefit from the Supporting People services for Older People.
Sexual Orientation	Whilst Harrow Council’s Framework database system is set up to collect this monitoring information, there is no information held on this protected characteristic
Socio Economic	The Sheltered Housing Landlords will increase Service Charges for Enhanced Housing Management. These Charges are HB eligible. There are currently 8% of SP service users in sheltered schemes that are self-funders/ineligible for Housing benefit. The overall effect will not put tenants and or service users in a worse-off position.
5. 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.	Harrow Joint Strategic Needs Assessment 2012-2016 Joint Health & Well Being Strategy for Harrow 2013 -2016

<http://www.ons.gov.uk/ons/index.html>

<http://www.nomisweb.co.uk/>

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

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

Statistics from SPOCC (Supporting People Database)

519

8. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Service Users	Workshops (26 th July 2013) (10 Service Users attended) Questionnaires/Service User Group	65% of respondents stated that Option 1 i.e. the provision of support at each sheltered scheme with additional funding to provide visiting support for Older people living in the community in all other forms of housing. Harrow has a high proportion of owner occupier hence visiting support will reach out to them. Currently, over 80% of service users of our HIA funded services are Home-Owners/Owner Occupier Older People. Service Users. All Options available are based on a move to Intensive Housing Management and this is chargeable to service users by their Landlords. Service Charge (proposed service charge unavailable as at this time)	We will work with Option 1. The current arrangement that charges self-funders support charge will be removed as soon as Option is implemented hence enables more accessibility to SP funded support service. However, service charge is eligible for Housing Benefits.
Service Providers	Forum – 04/09/13 Formal Feedback from Providers at forum and via emails compiled	Concerns if the Welfare Reforms will allow the Intensive Housing Management Service Charges to	Meetings have been held with Housing Benefit colleagues to clarify this. Service Providers/Landlords have also

520

	10 Older Persons Service Provider Representatives attended	be eligible for Housing Benefits	held meeting with Housing Benefit. The Service Charges will be eligible for Housing Benefit
Adult Social Care	Meetings and emails (Ongoing) (feedback from Senior Management)	Service Users adapting to the change	Service users have been informed of the change and actively involved in the options appraisal. Service Providers have ongoing consultation to keep their service users abreast of the process. Supporting People working closely with Landlords/Service Providers accordingly.

Stage 5: Assessing Impact and Analysis

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

521	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)	x	✓	No differential impact because of age	All Sheltered services & HIA/Handy Persons services are targeted at service users over 60 and in wards of high social deprivation
	Disability (including carers of	x	✓	The needs of disabled service users will be better met as assessment will be done by housing management and support staff. This will put in focus support for disabled applicants from the outset as needs for Aids and Adaptations will be	The new Specification will cover and address how assessments will be carried out.

disabled people)			addressed prior to moving into scheme.	
Gender Reassignment	X	✓	Supporting People Service Specification & QAF addresses this and infact, quite robust on ensuring that service provision is flexible and delivered in a manner that takes into consideration gender. This is also covered in contract monitoring and service reviews	Gender specific issues are covered and captured in the SP QAF and is monitored in Service Reviews and Contract monitoring
Marriage and Civil Partnership	X	✓	There is no impact on this protected characteristic	NA
Pregnancy and Maternity	N/A		N/A	NA
Race		✓	The ethnic demographics is reflected in the Frontline Staff in service provision –some of these staff for example, are able to communicate with service users in their first language (in another language other than English Language)	Staff diversity and cultural specific service provision is part of the service reviews and contract monitoring process
Religion or Belief		✓	Supporting People Service Specification & QAF addresses this and infact, quite robust on ensuring that service provision is flexible and delivered in a manner that takes into consideration religion and Beliefs.	Increased monitoring and information gathering
Sex		✓	There is no available data for the breakdown but attendance at Peer Group Workshop and response from Survey showed a higher representation of females.	Gender specific issues are covered and captured in the SP QAF and is monitored in Service Reviews and Contract monitoring

522

			Service Providers also have a high representation of female frontline staff.	
Sexual orientation		✓	No data	Training for LGBT issues will be specified for support provider/staff

10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	

10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is to happen?	Yes		No	✓
	None			

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

	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									

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

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

proportionate to achieve the aims of the proposal.

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

Stage 6: Decision

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

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>	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 12a below)	x
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)	x

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

--	--

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Disability & Age Service Providers need to identify tenants and or older people in the community that are vulnerable due to age and disability and offer appropriate housing related support	A needs and risk assessment of all tenants in sheltered schemes will be reviewed prior to implementation of change.	It will be stated as a mandatory requirement for all Service Providers to implement the change. This will be monitored by the SP team	March 2014	Sandie Roberts	November 2013
Gender Reduced staffing level will mean one staff/gender working with service users irrespective of any gender specific issues or requirement they may have	Service Providers will be require to demonstrate and evidence how their service provision takes into account gender-specific issues even in accordance to the requirement of the SP QAF requirement	This is an integral part of ongoing Service Reviews and Contracting monitoring	April 2014	Sandie Roberts	November 2013
Sexuality & Gender Reassignment There is no record/stats	LGBT issues will be a mandatory training for Service Providers.	SP funded services are accessible to all regardless of sexual	April 2015	Sandie Roberts	November 2013

525

on this protected characteristic	SP QAF also addresses and robust on service provision in an inclusive, flexible and non-discriminatory manner taking into consideration service user's sexual orientation amongst other things.	orientation or gender reassignment.			
----------------------------------	---	-------------------------------------	--	--	--

Stage 8 - Monitoring

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

14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Service Review after 6 months of implementation with formal contract monitoring at regular intervals. There are also regular Quarterly Returns/Workbooks that is mandatory for Service Providers to complete. PI Workbooks give a good synopsis of service provision.
15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	SP has its own recording systems and database
16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

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

(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
Overt and or covert discrimination based on sexual orientation, race, gender reassignment, religious beliefs et al are reiterated in the SP	Older People living in sheltered scheme that are just over the threshold hence ineligible for Housing Benefit will no longer be liable for	Supporting People services are focused on service provision that promotes social inclusion. It also fosters community integration of a

<p>Quality Assurance Framework and monitored during Service Reviews and Contract monitoring.</p> <p>There are no staff redundancies or TUPE involved in the proposed option.</p>	<p>support and service charges i.e. 2 payments. Support Charges will be delivered at no charge to service users' hence maximising income for this minority and simultaneously widening the eligibility criteria for SP service.</p> <p>An increase in the Floating Support service will reach out to more Older People living in the community and wards with higher levels of deprivation will be targeted. Handy Persons/HIA services will also reach out to Older People in the community with tangible needs and enable them live in their homes for as long as possible.</p>	<p>diverse people by its promotion of and enabling its service user to participate in community activities.</p>
--	---	---

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

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

<p>18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>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</p>		<p>Signature of ETG Chair</p>	

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓															
Transformation		Cabinet																
Capital		Portfolio Holder																
Service Plan	✓	Corporate Strategic Board																
Other		Other																
Title of Project:		Supporting People Efficiencies for Young People Services (CWH E01)																
Directorate / Service responsible:		Community Health & Well Being																
Name and job title of lead officer:		Glendeane Atkins, Sandie Roberts																
Name & contact details of the other persons involved in the assessment:		Tim Miller, Service Manager																
Date of assessment:		11 th November 2013																
Stage 1: Overview																		
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Members have agreed a cut to the Supporting People programme budget from 2014/15 onwards and it is proposed to reduce the Young People Services net budget of £478,746 by 31%, to £330,334.74.</p> <p>Below is a description of the Young People services commissioned:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d8bfd8;"> <th>Provider</th> <th>Service</th> <th>Description of contracted service</th> <th>Contract Value</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Metropolitan Support Trust</td> <td>Teenage Parent Project</td> <td>3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)</td> <td>£22,486</td> </tr> <tr> <td>Harrow Floating Support</td> <td>Home visiting support for 17 young people who have left care</td> <td>£46,130</td> </tr> <tr> <td>West</td> <td>Supported</td> <td>8 family placements for young</td> <td>£26,755</td> </tr> </tbody> </table>			Provider	Service	Description of contracted service	Contract Value	Metropolitan Support Trust	Teenage Parent Project	3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)	£22,486	Harrow Floating Support	Home visiting support for 17 young people who have left care	£46,130	West	Supported	8 family placements for young	£26,755
Provider	Service	Description of contracted service	Contract Value															
Metropolitan Support Trust	Teenage Parent Project	3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)	£22,486															
	Harrow Floating Support	Home visiting support for 17 young people who have left care	£46,130															
West	Supported	8 family placements for young	£26,755															

London YMCA	Lodgings	people	
	Roxeth Gate	Hostel and self contained flats - 29 of 42 spaces for Harrow's 16 to 35 year olds	£161,398
Harrow Churches Housing Association	Young People Supported Housing	Shared houses for 48 young people with visiting support	£222,142
			£478,746

Set out below are the options Young People were consulted on together with their responses.

Options consulted on	Response to option	Summary response
Young people		
Option 1. To continue to provide the existing services as they are, but with a reduced capacity.	Option 1: 80% of respondents identified this as their preferred option. Only 9% selected this as their least preferred option and 11% as their middle option	Option 1 is clearly the preferred option with 80% of respondents selecting it as their most preferred option and only 9% as their least preferred option.
Option 2. To focus the services on young people leaving care and 16 to 19 year olds and reduce other services.	Option 2: 69% of respondents identified this as their least preferred option with only 7% selecting it as their preferred option. 11% selected it as their middle option.	Option 2 is clearly the least preferred option with 69% of respondents selecting it as their least preferred option. Option 3 did not elicit a strong response.
Option 3. To focus on Floating Support rather than housing/hostel spaces. This may be supported with a rent deposit scheme.	Option 3: This option did not elicit strong preferences either way with 46% selecting this as their middle option, 17% as their most preferred option, 14% as their least	

	<p style="text-align: center;">preferred option.</p> <p>Based on the analysis of the questionnaires returned the preferred option selected by 80% of respondents was to continue to provide the existing services as they are, but with a reduced capacity.</p> <p>It is proposed to:</p> <ul style="list-style-type: none"> • End the Teenage Parent Project when that contract comes to an end in March 2014. • End the current contract with MST when it comes to an end and call off these 17 units from the West London Framework for the Young people Floating Support service. • Continue with the Supported Lodging & Roxeth Gate service and negotiate on price with the provider. • Extend the Young People Supported Housing service for one year but with a reduction of the existing 47 units. 					
<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	x	Disability	x
	Gender Reassignment	x	Marriage and Civil Partnership	x	Pregnancy and Maternity	✓
	Race	✓	Religion or Belief	x	Sex	✓
	Sexual Orientation	x	Other	x		
<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>Children & Family Services Housing Department Providers</p>					

<ul style="list-style-type: none"> How have they been involved in the assessment? 	<p>Supporting People Team has overall responsibility Service users and other stakeholders have been consulted regarding options. Discussions with children’s service managers and the inclusion of their opinions into the options which were consulted on.</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)

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">531</p> <p>Age (including carers of young/older people)</p>	<p>Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews</p> <table border="1" data-bbox="647 676 1187 810"> <tr> <td>16 - 19 years of age</td> <td>30</td> </tr> <tr> <td>20 - 25 years of age</td> <td>49</td> </tr> </table>	16 - 19 years of age	30	20 - 25 years of age	49
	16 - 19 years of age	30			
20 - 25 years of age	49				
<p>The age breakdown of the population is shown below.</p> <p>Source: Census 2011</p> <table border="1" data-bbox="647 983 1187 1150"> <tr> <td>People aged 16-29, (ONS) (2010)</td> <td>(43,101)</td> </tr> <tr> <td>Population aged 20-24 (% of whole population) (2011)</td> <td>(15,900)</td> </tr> </table> <p>Based on the client record figures, there is a higher number of 20-25 year olds who use Supporting People services.</p>	People aged 16-29, (ONS) (2010)	(43,101)	Population aged 20-24 (% of whole population) (2011)	(15,900)	
People aged 16-29, (ONS) (2010)	(43,101)				
Population aged 20-24 (% of whole population) (2011)	(15,900)				

<p>Disability (including carers of disabled people)</p>	<p>Client Data Record for Young People showed that there were 7 people indicated they were disabled and 72 indicated they were not. Their disabilities ranged from mobility (1), chronic (2), Mental (3) and Autism (1)</p>
---	---

Gender Reassignment Client Data Record for Young People showed that 72 people left this answer blank and 7 responded saying they have not had gender reassignment.

Marriage / Civil Partnership

532

Table: Civil partnerships by age and gender			
	Harrow	London	England
Civil Partnerships, females (% of females aged 16+) (2010)	.01 (3)	.03	.03
Civil Partnerships, males (% of males aged 16+) (2010)	.01 (6)	.07	.03
Civil Partners aged under 35 (% of all Civil Partnerships) (2008)	38.24 (13)	35.08	33.1
Civil Partners aged 35-49 (% of all Civil Partnerships) (2008)	55.88 (19)	46.53	46.91
Civil Partners aged 50 and over (% of all Civil Partnerships) (2008)	5.88 (2)	18.39	19.99

Source: Office for National Statistics (ONS)

The highest number of marriage/civil partnership in Harrow is not amongst people ages 16+ to 34 but between people age between 35 – 49.

Pregnancy and Maternity

Teen pregnancy rates are very low and are amongst the lowest in England. (Taken from Harrow Joint Strategic Needs Assessment)

Race

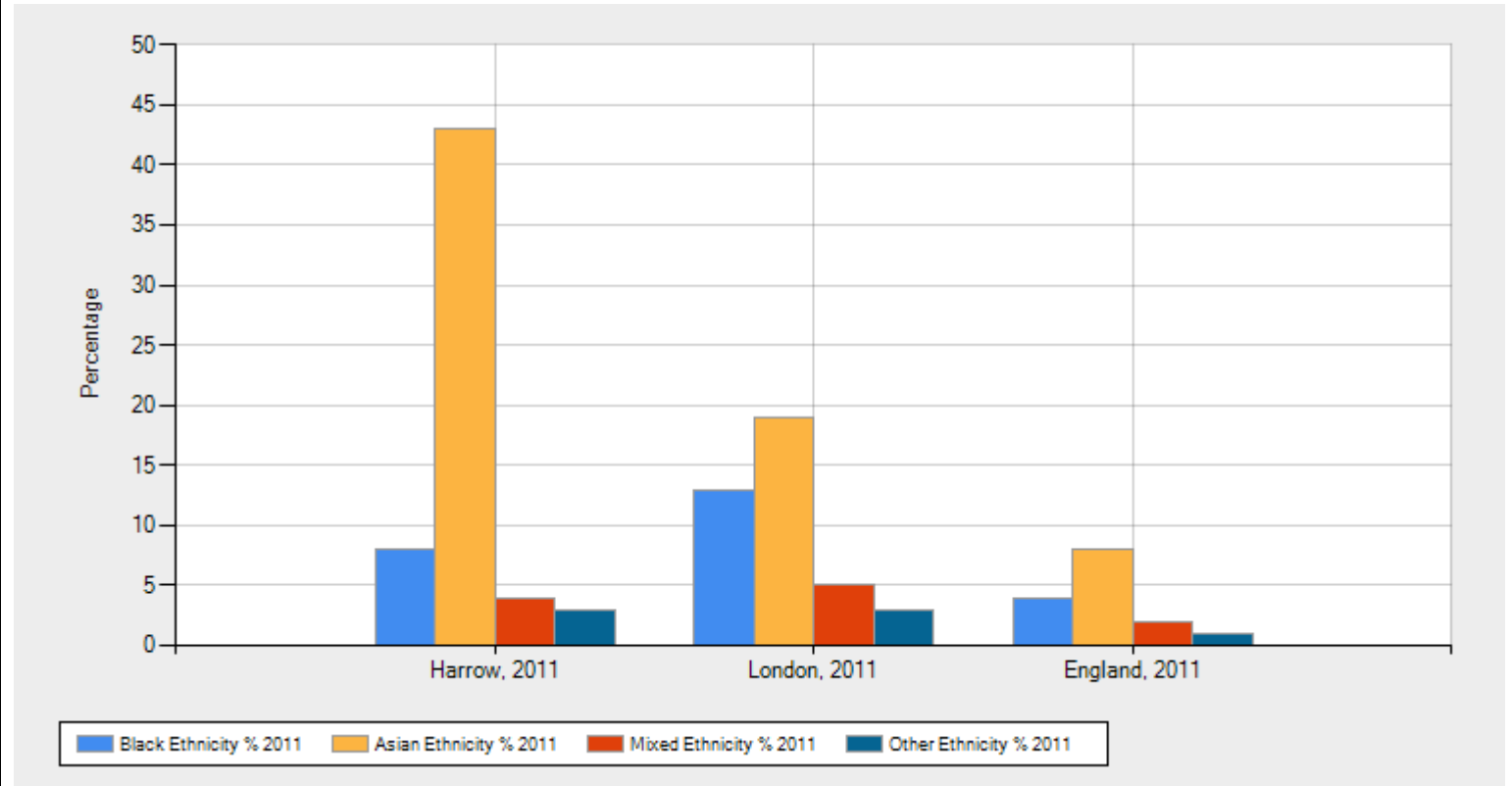
White	27
Black/Black	24
Mixed	15
Asian	9
Other ethnic group: Other	2
Gypsy/Romany/Irish Traveller	1

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

Chart: Black, Asian, Minority Ethnic (BAME) Ethnicity profile:

This chart shows the ethnicity profile of ethnic minority groups in the local area and comparators.

Source: Census 2011



Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

Religion and Belief

Christian (all denominations)	32
Do not wish to disclose	2
Hindu	1
Jewish	1
Muslim	14
None	10

Sex / Gender

534

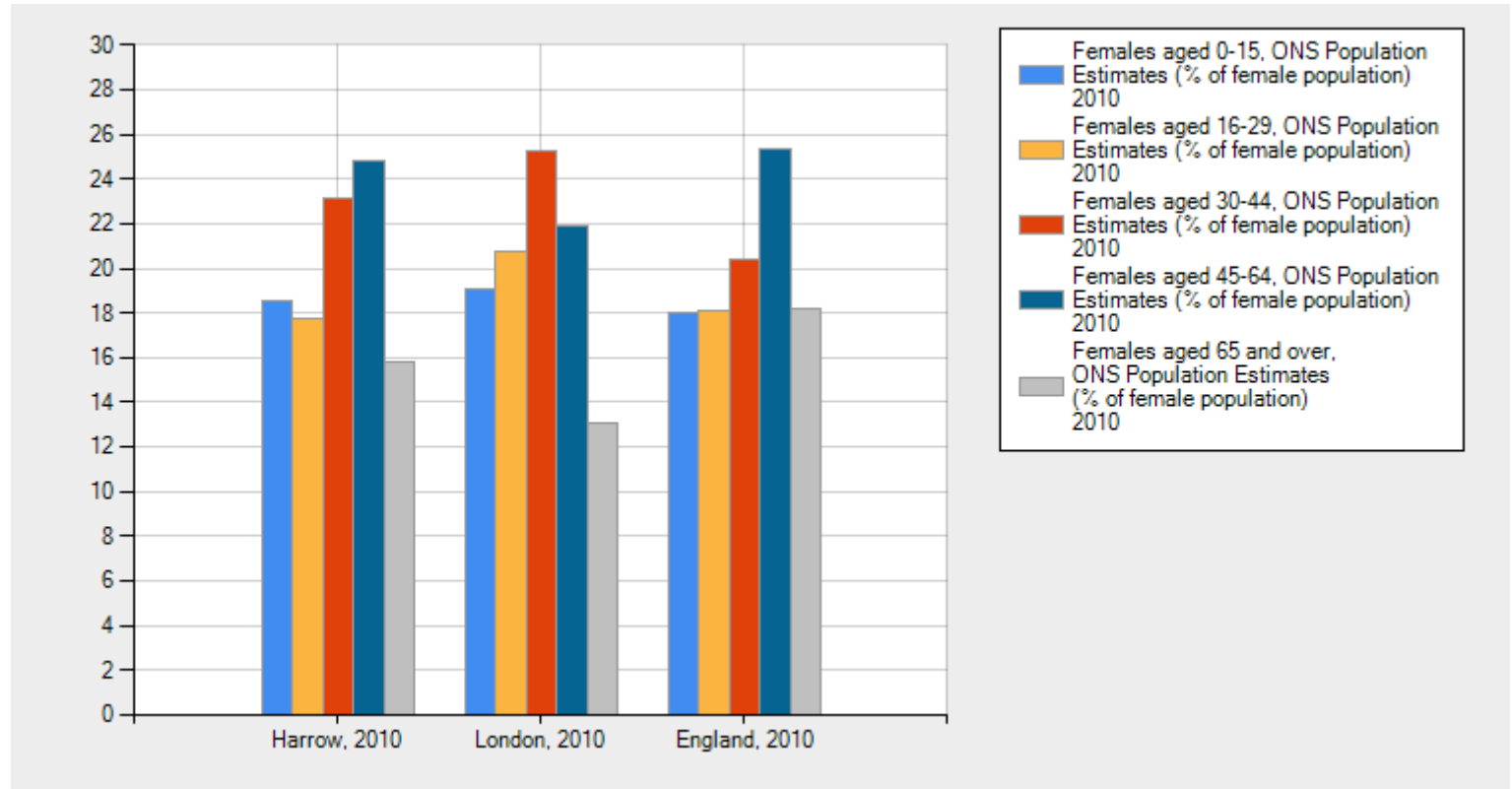
Not Known 20

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

female 37
male 42

The stacked bar chart below shows the age breakdown of females in the local and comparator areas.

Source: Office for National Statistics (ONS)



Based on the above chart, Harrow has a lower number of women of child bearing age compared to the figures for London

Sexual Orientation

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

	Does not wish to disclose	25
	Heterosexual	52
	Lesbian	2
Socio Economic	Full-time student	8
	Not seeking work	11
	Part-time work (less than 24 hrs/week)	11
	Full-time work (24 hrs or more/week)	1
	Long-term sick/disabled	6
	Job seeker	42
Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews		

<p>5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>	<p>2011 – 2012 Young People Client Record Returns compiled by the Centre for Housing Research at the University of St Andrews</p> <p>Harrow Joint Strategic Needs Assessment</p> <p>ONS data</p>
---	--

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

7. What additional data / evidence have you considered to further assess the potential disproportionate impact of your proposals? (include this evidence, including any data, statistics, titles of documents and website links here)	Information from Service Managers in the Children and Family team
---	---

8. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Service Users	25 th July Supporting People Engagement Workshop for Socially Excluded Services Attendees were Service User Reps from 5 Provider agencies and 2 Peer Consultants.	Feedback was that they would be keen to ensure that services are flexible and accessible to service users and they were in favour of a larger service for people with lower support needs, with more generic support with specialist workers.	As a result of the feedback from the workshop, Service users questionnaires were developed which incorporated the feedback. Below are the options which young people were consulted on: Option 1. To continue to provide the existing services as they are, but with a reduced capacity. Option 2. To focus the services on young people leaving care and 16 to 19 year

8536

	<p>111 Service user Questionnaires were sent out and 54 were returned.</p> <p>Below is a breakdown of the respondents by age, ethnicity, religion, sex and sexual orientation.</p> <p>Age 16-24 (91), 25-44 (6), 45-64 (0) 65+ (0) Not given (3)</p> <p>Ethnicity Afgani 2, Bangladeshi 2, African 2, Caribbean 24, Somali 6, Black Other 4 Mixed 16, Ethnic other 2, Albanian 2 English 33, White Other 6, No response 4</p> <p>Religion Christianity 44, Islam 13, Atheist 19, Other 6, No response 19</p> <p>Sex Male 52, Female 43, No response 6</p> <p>Sexual orientation Bisexual 4, Gay man 0, Lesbian 7, Heterosexual 80, No response 9</p>	<p>80% of respondents identified option 1 as their preferred option.</p> <p>(To provide support to people at each of the sheltered housing schemes with additional funding to provide visiting support to people living around the scheme in all other forms of housing)</p> <p>Only 9% selected this as their least preferred option and 11% as their middle option.</p>	<p>olds and reduce other services</p> <p>Option 3. To focus on Floating Support rather than housing/hostel spaces. This may be supported with a rent deposit scheme</p> <p>Option 1 has been selected as the way forward and consideration is being given to using the West London Framework to call off services at prices lower than currently commissioned prices.</p> <p>Consideration is being given to reducing the capacity of Young People Supported housing as Performance Indicator data shows that this service has had long term voids of 6-7 for 2011-2012.</p>
Service Managers from Children's and Families.	Discussions, meetings held on 27.6.13, 04.07.13, 12.11.13 and emails	The managers reported back that teenage parents are low priority at the moment.	Intention of not re-commissioning the teenage parents scheme service.
Service Providers	SP providers have been consulted on the proposals through an ongoing review process and through the SP Provider Forums on 4 September 2013. At this meeting Providers were advised of the	Providers were concerned over whether services were going to be decommissioned or reduced. They stated that there is already	Supporting People will work closely with providers to help mitigate the impact of future changes.

	<p>tentative consultation timetable, proposed criteria and arrangements for engaging with service users. Providers were also asked to comment on the proposed changes.</p> <p>Contract negotiation meetings are being held with individual providers.</p> <p>Consultation questionnaires were sent to service users to establish specific impacts of the proposals. Responses were received by the Council on the 4th October 2013 and have been analysed. The analysis is reflected in this EqlA.</p>	<p>a serious shortage of housing options for young people and problems with move on. They felt that reducing the accommodation for young people will force them into homelessness.</p>	
--	---	--	--

Stage 5: Assessing Impact and Analysis

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

538 Protected Characteristic	Adverse ✓	Positive ✓	<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p>	<p>What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)</p>
Age (including carers of young/older people)		✓	<p>Young people age between 16 – 25 will be affected by the proposals to :</p> <ul style="list-style-type: none"> • End the Teenage Parent Project when that contract comes to an end in March 2014. 	<p>The new service specifications will drive up service quality. Monitoring will continue to ensure improved outcomes are delivered for services users of all ages.</p> <p>Services will be monitored through the use of a range of Key Performance Indicators, service reviews and Supporting People quality assessment framework in the areas of:</p> <ul style="list-style-type: none"> • Assessment and Support Planning; • Security Health and Safety; • Safeguarding and Protection from Abuse; • Fair Access, Diversity and Inclusion;

				<ul style="list-style-type: none"> Client Involvement and Empowerment.
Disability (including carers of disabled people)		✓	No adverse impact has been identified, the needs of young people with disabilities will be met.	<p>The key aim of renegotiation/commissioning will be to ensure that services offer value for money to everyone regardless of disability.</p> <p>In all instances, Providers need to demonstrate full compliance with disability equality standards for both the Council and specific supporting people standards relating to support provision.</p>
Gender Reassignment		✓	No adverse impact has been identified, the needs of young people with gender reassignment will be met.	Providers have to provide a comprehensive and credible description of how they deliver a sensitive and appropriate service to the diverse communities in receipt of SP services in Harrow.
Marriage and Civil Partnership	N/A	N/A	N/A	N/A
539 Pregnancy and Maternity		✓	<p>The intention is not to re-commissioning the teenage parents scheme service. However, the needs of young women who fall in the category of pregnancy and maternity will be met.</p> <p>Feedback from West London YMCA is that in the near future Harrow might be able to have the use of one more mother and baby unit at the Roxeth Gate site. Harrow currently has 2 mother and baby units at Roxeth Gate and it will bring the total to 3. Additionally, when the 4th mother and baby unit becomes vacant they are happy to transfer it to Harrow when the current occupant moves out.</p>	<p>Teenage parents will be able to access generic floating support. Additionally, 16 to 19yr olds already have access to statutory services including housing.</p> <p>Existing services and those to be commissioned are for individuals aged 16 years and over, living in any type of housing tenure in the community and have been assessed as requiring housing related support to maintain their accommodation and/or their ability to live independently in the community</p> <p>Consideration also needs to be given to the existence of 2 mother and baby units at West London YMCA with the possibility of this raising to 4 units.</p>
Race		✓	No adverse impact has been identified, for race. Regardless of race the needs of young people for housing related support will be met.	Any providers selected will have to provide a comprehensive and credible description of how they will deliver a sensitive and appropriate service to the diverse communities in receipt of SP services in Harrow.

Religion or Belief		✓	Regardless of religion or belief the needs of young people for housing related support will be met.	Monitoring will continue to ensure improved outcomes are delivered for all religious and faith groups. Housing related support services are not contracted to deliver faith specific provision. All providers, including those that do have a specific religious ethos, are required to demonstrate and evidence an ability to support service users to access religious and faith based services of their choice.
Sex		✓	Regardless of sex the needs of young people for housing related support will be met.	Provider/s awarded contracts will need to demonstrate full compliance with equality standards in this area for both the Council and specific supporting people standards relating to support provision.
Sexual orientation		✓	Regardless of sexual orientation the needs of young people for housing related support will be met.	Providers awarded contracts will need to demonstrate full compliance with equality standards in this area for both the Council and specific supporting people standards relating to support provision.

10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes	✓	No	
	There may be a cumulative impact to those groups who may be disproportionately affected by these proposals due to other efficiency projects within the Council and partner agencies. Also changes to Welfare Benefits and Housing Benefit.			

10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is to happen?	Yes	✓	No	
	Increasing youth homelessness and poverty could lead to increased crime and unemployment. Improving the quality of remaining services can mitigate this.			

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

	Age (including	Disability (including	Gender Reassignment	Marriage and Civil	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
--	----------------	-----------------------	---------------------	--------------------	-------------------------	------	---------------------	-----	--------------------

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

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

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

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

Stage 6: Decision

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

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <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 12a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Age	Existing services and those to be commissioned are for individuals aged 16 years and over, living in any type of housing tenure in the community and have been assessed as requiring housing related support to maintain their accommodation and/or their ability to live independently in the community	It is anticipated that by calling off from the West London Framework, the new service specifications will drive up service quality. Monitoring will continue to ensure improved outcomes are delivered for services users of all ages.	April 2014 + 6 months	Glendeane Atkins	
Pregnancy and Maternity 542	Teenage parents will be able to access generic floating support. Additionally, 16 to 19yr olds already have access to statutory services as do care leavers.	The new Generic Floating Support Service specification will reflect the needs of teenage pregnancy or parenthood. Monitoring will continue to help ensure improved outcomes are delivered for services users who are pregnant or teenage parents. Services will be monitored through the use of a range of Key Performance Indicators, service reviews, contract monitoring and Supporting People quality assessment framework.	April 2014 + 6 months	Glendeane Atkins	

Stage 8 - Monitoring

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

<p>14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Quality Assessment Framework monitoring in the areas of:</p> <ul style="list-style-type: none"> • Assessment and Support Planning; • Security Health and Safety; • Safeguarding and Protection from Abuse; • Fair Access, Diversity and Inclusion; • Client Involvement and Empowerment <p>The ability of supplier organisations to meet service specifications as part of the re-commissioning process.</p> <p>Regular monitoring information submissions from providers on service user (or customer) age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status will be reviewed to ensure services are developed to meet identified needs;</p> <p>Regular inspection visits/reviews will take place to ensure providers are meeting all necessary equality targets and legislation; and</p> <p>Regular consultation with service users (or customers) will take place to ensure the needs of everyone regardless of age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status are taken into account.</p>
<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Through the Supporting People mechanisms of action plans, databases and reports.</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

Stage 9: Public Sector Equality Duty

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

(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
<p>The Council will be commissioning external providers to supply services. Internal commissioning and monitoring arrangements will continue to ensure Supporting People contracts the best possible services for people locally.</p> <p>1. They will be asked to demonstrate how they comply with the:</p> <ul style="list-style-type: none"> . Equal Pay Act 1970 . Sex Discrimination Act 1975 . Race Relations Act 1976 . Race Relations (Amendment) Act 2000 . Disability Discrimination Act 1995 . Disability Discrimination (Amendment) Act 2005 . Human Rights Act 1998 . Employment Equality (Religion or Belief) Regulations 2003 . Employment Equality (Sexual Orientation) Regulations 2003 . Employment Equality (Age) Regulations 2006 . Equality Act 2010 <p>It is anticipated that there may be some change in current supplier staffing arrangements dependent upon which supplier organisations win contracts being re-commissioned. TUPE will apply.</p>	<p>All organisations commissioned to provide services will be expected to develop, review and promote policies and practices that ensure equality of opportunity and eliminate discrimination.</p>	<p>Supporting People services are focused on service provision that promotes social inclusion. Services renegotiated/commissioned will enable Young people to access good quality support helping them to achieve and maintain independent living and become positive members in their communities. This will help break down barriers and build community cohesion.</p>

544

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

545

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	Efficiency	✓	Other		✓
Title of Project:		Library Stockfund (CHW E03)			
Directorate / Service responsible:		Community Health & Well Being Libraries, Sports & Leisure Service			
Name and job title of lead officer:		Marianne Locke Divisional Director Community & Culture			
Name & contact details of the other persons involved in the assessment:		Tim Bryan Service Manager Libraries, Sports & Leisure			
Date of assessment:		1 July 2014			
Stage 1: Overview					
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		Reduce the library stockfund in line with previous spending levels. The stock-fund has been set at £423,000 for 2014-15 but in the previous two years, the council has not spent this amount of money per annum on stock. Despite the level of stockfund spent, Harrow has consistently had a high level of bookstock (5 th highest out of 18 Outer London boroughs in 2012/3 CIPFA Actuals) and has been 2 nd or 3 rd highest issuing Outer London authority (2 nd of 18 in			

	<p>2012/3 CIPFA Actuals). In addition, Harrow joined the London Libraries Consortium in 2012/3 for stock purchasing which is enabling better value for money and purchasing power.</p> <p>However, nationally and regionally stock issues are falling as customers use new technologies such as e-books, film and music downloads etc. Harrow has experienced this along with other authorities and despite being a high issuing authority in 2012/13, issues had declined by 8% on the previous year (and by nearly 10% between 2010-11 and 2011-12). Library visits are not affected by this downturn as customers use libraries for other purposes such as reading events and activities, information points, community hubs. In particular the People's Network public access internet and software terminals attract a large number of visits. In 2013-4, Harrow invested a significant amount in upgrading the People's Network and the Library Management System – which now gives online access to the stock of 15 other London authorities including Harrow's. In addition, WiFi was implemented in all libraries in April 2014. The new contractor has also launched the Enterprising Libraries project to support SME's in the borough</p>				
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders
<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? 	Staff		Age		Disability
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity
	Race		Religion or Belief		Sex
	Sexual Orientation		Other		
	<p>Libraries are managed by Carillion Integrated Services for Harrow Council. The stock-fund is controlled by the Council and is released to the contractor on evidence of invoices spent on stock. CLIS have a target of increasing library issues by 2% in the contract.</p> <p>CLIS have been notified of the Council's intentions and have given us comparator</p>				

	<p>data for the other library services within their contracts. This demonstrates that Harrow is still spending comparatively well out of the four with the second highest spend per capita (2011 Census population) and tied second highest spend per library.</p> <p>In addition, CLIS are reviewing the stock purchasing arrangements to see if the current Consortium is still delivering best value for money or whether there are alternative arrangements which can drive even better deals in the supply of library stock. They are also investigating newer, cheaper formats to supplement library supply such as the free downloadable magazine service now on offer through library membership and reference materials online.</p> <p>However, CLIS have indicated that in the light of this reduction they will want to reduce the issue target from 2% increase to 1.44%. This is still aspirational in the light of the national decline.</p>
--	--

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)	<p>Although libraries collect membership data by age, there is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of age. However, no particular negative impact has been noted from previous levels of spend on the stockfund. Libraries will continue to provide a range of activities such as story times for younger children, the Schools Library Service (self financing) and activities such as Silver Surfers for older people or family learning activities for families. The Bookstart programme (which offers free books and library membership to all new babies born in Harrow) will be unaffected by this proposal.</p>
--	---

Disability (including carers of disabled people)	Libraries provide large print books and audio described DVDs for older or disabled people but there is no specific data which can demonstrate impact on this characteristic as levels of borrowing vary from individual to individual whatever the disability may be. Newer formats and the wide availability of subtitled/described films elsewhere for example are replacing traditional library usage in this category. However, no particular negative impact has been noted from previous levels of spend on the stockfund.
Gender Reassignment	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Marriage / Civil Partnership	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual..
Pregnancy and Maternity	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries. However, the Bookstart programme (which offers free books and library membership to all new babies born in Harrow) will be unaffected by this proposal.
549 Race	There is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of race. However, no particular negative impact has been noted from previous levels of spend on the stockfund. Libraries will continue to provide materials both in hard copy and online in community languages or for ESOL or materials with particular relevance to sections of the community such as Black History. In addition, a wide range of activities and events are available for all.
Religion and Belief	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Sex / Gender	There is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of gender.
Sexual Orientation	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Socio Economic	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries. However, postcode mapping against the Mosaic segments indicate a wide socio-economic spread of library users. No particular negative impact has been noted from previous levels

of spend on the stockfund and levels and types of borrowing vary from individual to individual..

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).
Carillion	Meetings	None – a wide range of materials including those for particular groups (large print, community languages etc) will continue to be purchased.	Library contract already includes performance measures regarding levels of stock issues and use of libraries by under-represented groups.
Library users have not been consulted on the levels of stockfund in previous years.			

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.

CIPFA Actuals (2012-13) for library services. Carillion’s statistics on stockfund spend by their contracting authorities 2013-14. Census 2011.

Stage 3: Assessing Potential Disproportionate Impact

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

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
--	------------------------	-------------------------------	---------------------	--------------------------------	-------------------------	------	---------------------	-----	--------------------

Yes									
No	X	X	X	X	X	X	X	X	X

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

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

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

- 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 5?
 (include this evidence, including any data, statistics, titles of documents and website links here)

--

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

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

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

552

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

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

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

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

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

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

54

Page 6: Decision

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	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	Monitoring of delivery against contract performance indicators	Target on levels of materials issued Target on number of visits to libraries	Mar 15	Tim Bryan	May 2014
555					

Stage 8 - Monitoring

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

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Monitoring of delivery against contract performance indicators which include target on levels of materials issued and target on number of visits to libraries. Monitoring information is received monthly and reviewed quarterly.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Through client monitoring meetings and quarterly Partnership Monitoring Boards (with Ealing)
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No although there have been complaints in the last financial year about the level of stock being bought. This was caused by difficulties in

the implementation of the new LMS and book ordering system and not by the level of stockfund. Those issues have now been resolved and books are being ordered as normal. No further complaints have been received.

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
556	The purchase of library stock includes materials in a wide variety of formats to ensure accessibility to reading and information by Harrow's community e.g. large print, community language, children's materials and online. Library services such as the Housebound Library service and Bookstart ensure that all can have access to books and other library stock.	

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

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

557

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:		Governor Services' Printing Costs and Bulletin Development (C&F E02)	
Directorate / Service responsible:		Education Strategy, within Education and Commissioning Divisional Directorate within Children and Families Corporate Directorate	
Name and job title of lead officer:		Patrick O'Dwyer. Education Professional Lead, Education Strategy	
Time & contact details of the other persons involved in the assessment:		Neetha Atukorale, Governor Services Officer, Education Strategy (x6504)	
Date of assessment:		1 July 2014	
Stage 1: Overview			
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>		<p>Provide savings in Governor Services printing costs of £10,000 and improve the value of the Harrow Governors' Bulletin by providing it in digital copy with additional links to key documents and opportunities to enhance font size. The Harrow Governors' Bulletin is circulated to all governors (700), headteachers, school clerks and some Council officers in Harrow LA area and would include, by virtue of this broad circulation, all protected groups.</p> <p>The Governors' Bulletin is <u>not being discontinued</u> it was changed to a digital format. As a result of this change, which has now operated for two years, the saving in printing costs has already been made. This was done after consultation</p>	

with governor representatives.

There is no adverse effect on any group and, in fact, this change is expected to improve access to the Bulletin's content and provide a wide range of accessible links to new sources of information. There has been no adverse reaction or negative feedback to the change to the digital format. The following groups are affected only in the sense that there has been a change in the mode of delivery. They are not adversely affected as there is an enhancement rather than a loss of service and service quality.

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			

5595. Is the responsibility shared with another directorate, authority or organisation? If so:

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

No

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)

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

5.60 What consultation have you undertaken on your proposals?

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

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this

assessment?
List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

<p>8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3? (include this evidence, including any data, statistics, titles of documents and website links here)</p>	<p>Feedback from governor representatives at the (then) Governor Services Advisory Group, the Governors Appointments Advisory Panel and through the Association of Harrow Governing Bodies. We also have termly meetings with governors and through the termly bulletin itself feedback is encouraged. We offer printed copies to those who request them, including in large print (rarely needed). The Harrow Governors' Bulletin remains well regarded and a key source of knowledge for our governors and school leaders.</p>
---	--

561

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).
Governor Services Advisory Group	Meetings	Positive feedback on this change and the quality of the Bulletin	Group now closed
Governors Appointments Advisory Panel	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins
Association of Harrow Governing Bodies	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins
Termly Harrow Governors' Meetings	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins

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)		✓	Please note that all feedback, through routes listed above, is generic and we do not receive feedback from specifically targeted groups.	We offer printed copies to those who request them, including in large print (rarely needed).

Disability (including carers of disabled people)		√		We offer printed copies to those who request them, including in large print (rarely needed).
Gender Reassignment		√		
Marriage and Civil Partnership		√		
563 Pregnancy and Maternity		√		
Race		√		
Religion or Belief		√		
Sex		√		
Sexual		√		

orientation									
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?					Yes		No	√	
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? If yes, what is the potential impact and how likely is to happen?					Yes	√	No		It will have a <u>positive</u> impact in keeping school governors and key staff up to date with what is happening nationally, including on issues of the performance of vulnerable groups and equalities
12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	√	√	√	√	√	√	√	√	√
If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal) If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.									
<ul style="list-style-type: none"> If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 									

564

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.	

56

Stage 7: Improvement Action Plan

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

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

--	--	--	--	--	--

Stage 8 - Monitoring

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

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Feedback from governors and governor representative groups and meetings
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	In governor services meetings and feedback to governor groups
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

Q3. 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
Literature will be available in large print or in hard copy for those who require it. Bulletin includes articles on equality and safeguarding issues.	Bulletin encourages and informs a high quality of knowledge, understanding and dialogue in order to improve in impact of governance on children's outcomes in schools, promoting equality of opportunity and success.	Bulletin encourages and informs a high quality of knowledge, understanding and dialogue in order to improve in impact of governance on children's outcomes in schools.

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?	Children and Families DETG		
Signed: (Lead officer completing EqIA)	Patrick O'Dwyer	Signed: (Chair of DETG)	
Date:	1 st July 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

567

This page is intentionally left blank

Initial Equality Implications Assessment for Commissioning Panel

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

Directorate:	E&E	Officer completing the template:	Venetia Reid-Baptiste
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		E&E_08 REF:14 15E Savings Proposal to reduce Highways , drainage and street lighting repairs costs	

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	To reduce the costs of Highways, drainage and street lighting repairs. The capital programme includes allocation for all three elements and this increased capital spend means that there is a reduced revenue costs . This will apply across the borough and so will not disproportionately affect any group.
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	Residents / Service Users Staff Stakeholders
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	To assess potential impact on different demographics in relevant areas of the Borough Consultation and data analysis to determine the impact on any protected group Targets will be set to ensure that any impact is kept to a minimum
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	No

<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p>
--

B - Assessment of potential impact

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

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

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristic against each protected characteristic in the end column C.

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

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

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

Calculating the score - Severity of Impact X Likelihood = Score

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

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

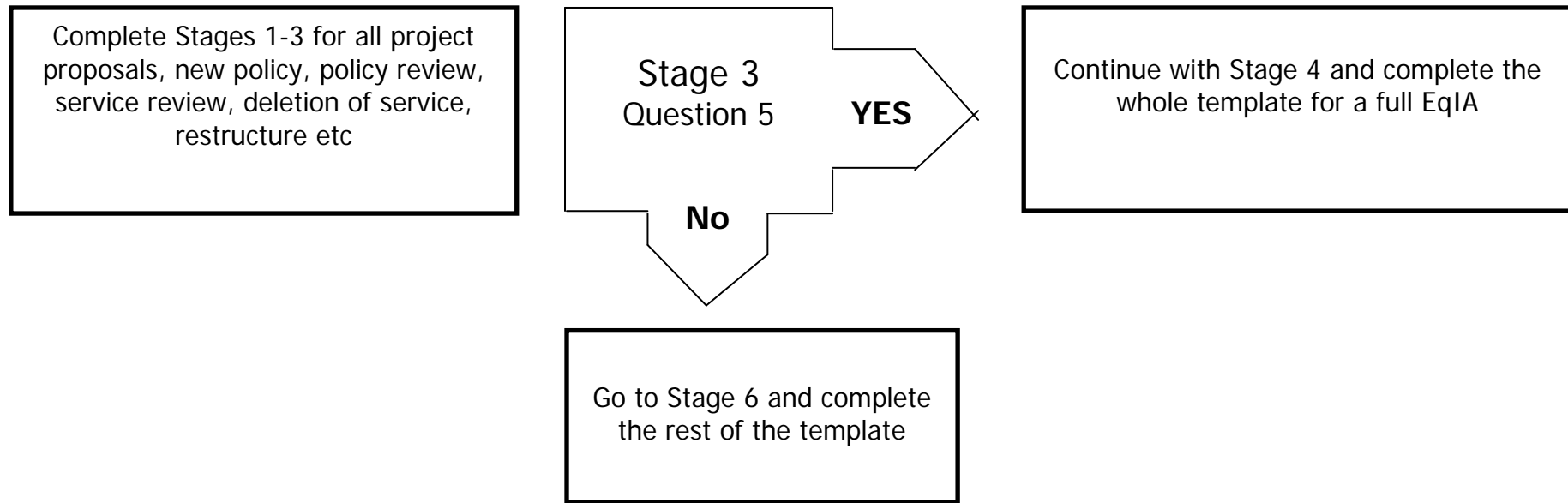
Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	Increased capital spend means that there is reduced revenue costs . This will apply across the borough and so will not disproportionately affect any group.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	No

Signature - Lead Officer		Date	4 th August 2014
--------------------------	--	------	-----------------------------

This page is intentionally left blank

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.



573

- 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.
- Legal will NOT accept any report 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	TBC						
Value of savings to be made (if applicable):	TBC 120 ?						
Title of Project:	E&E_09 Highway contract Savings Proposal to generate greater efficiencies on the Highways Contract						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	David Eaglesham						
Name & contact details of the other persons involved in the assessment:	Venetia-Reid-Baptiste						
Date of assessment (including review dates):	December 2015 - Reviewed December 2016						
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 lists etc)	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) This proposal will not effect staff or the public. It will be a procurement saving						
2. Who are the main groups / 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: <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 	N/A						

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 should 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 2011 Census estimated there were 239,100 people living in Harrow Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15 20.1%, 16-64 65.8%, 65+ 14.1%.	N/A
Disability (including carers of disabled people)	6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.	N/A
Gender Reassignment	Data not currently available for this protected characteristic.	N/A
Marriage / Civil Partnership	Data not currently available for this protected characteristic.	N/A
Pregnancy and Maternity	Data not currently available for this protected characteristic.	N/A
Race	The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7 th nationally for ethnic diversity. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct	N/A

575

	groups relative to each other. The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African	
Religion and Belief	The 2011 Census showed the following religions in Harrow: Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish 4.41%; Muslim 12.5%; Sikh 1.15%; Other religions 2.49%.	N/A
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	N/A
Sexual Orientation	Data not currently available for this protected characteristic	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, complete a FULL EqIA.

- **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**?

577	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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. 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)					
578 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? 579 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 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	

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
	Scope will be monitored on a regular basis as part of the monthly process.	Scope extended to include scheme design and/or inspection services	David Eaglesham	Ongoing – on a monthly basis.

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) 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 	The implementation phase will have due regard to the Public Sector Equality Duty.
--	---

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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.		

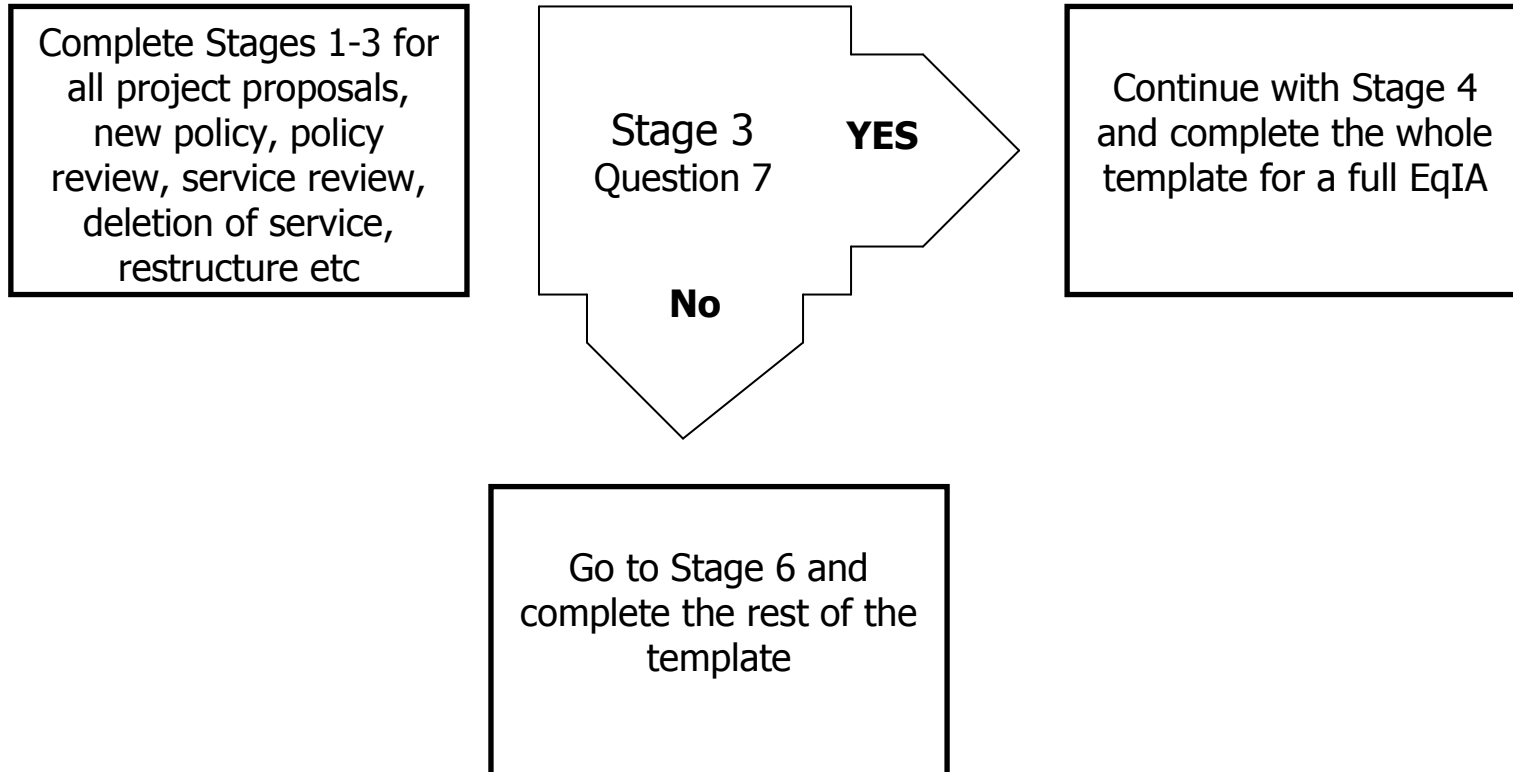
Stage 9 - Organisational sign Off			
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.		
Signed: (Lead officer completing EqIA)	David Eaglesham	Signed: (Chair of DETG)	Dave Corby
Date:	19/12/2016	Date:	19/12/2016
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

581

This page is intentionally left blank

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		X	Cabinet		
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	Staff efficiencies		Other		
Title of Project: 2014/15 Early Savings (Staffing)		2014/15 Early Savings (Staffing)			
Directorate / Service responsible:		Cross directorate (Resources, E & E, C & C and CS)			
Name and job title of lead officer:		Dawn Calvert, Head of Strategic Finance and Business			
Name & contact details of the other persons involved in the assessment:		None			
Date of assessment: 01/07/14					

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>As part of the councils 4 year budget saving exercise a number of saving proposals are being taken to July 2014 Cabinet for immediate effect. 7 of the proposals involve deleting a number of posts across the organisation as follows:</p> <p>Resources RES E01 Minerva staff savings - the post of Senior Advisor (Projects) has been deleted and the post holder has been made redundant.</p> <p>Children's Services C&F E01 In house fostering & adoption.</p> <p>The fostering and adoption teams have been merged together resulting in the deletion of one vacant team manager post.</p> <p>Children's Services C&F E03 Finance post (This post (0.5fte) primarily managed</p>
---	--

grants for the Early Intervention Service. The numbers of grants into the service has significantly reduced and the post is no longer required.

Community & Culture CHW E02 Sports Development - delete one vacant post.

Environment & Enterprise E&E 01 Reduction in FM costs - staffing efficiencies of 8 FTEs. 3 of the 8 post are currently vacant. Consultation document already issued to staff.

Environment & Enterprise E&E 08 Staff efficiencies - the proposal is to merge the Business & Service Development and Commissioning Services Divisions. This will lead to the deletion of one Divisional Director role which is vacant

(E&E_18) Environment & Enterprise E&E 09 Management efficiencies - a growth budget of £130k was in place for transitional mgt support as part of the 14/15 budget process. Ad hoc project works will continue to be delivered by integrating into service work plans and the mgt post will no longer be required.

As a result of these proposals two officers have been redundant. There is considered to be no disproportionate impact.

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)

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			

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?

The staffing efficiencies are within all directorates and all staff are employees of the Council.

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.

The staffing efficiencies are as a result of service changes required to support the four year saving programme and each directorate, using their knowledge of their service areas, have agreed the posts proposed for deletion are either no longer required or can be managed in a more efficient manner. There is no evidence to suggest any disproportionate impact on a category because a number of the posts are vacant.

(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)	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
Socio Economic	N/A

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
--------------------	--------------------------------	--------------------------------	--------------------------------

	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
All staffing consultations have been carried out in accordance with the council's HR policies	N/A	N/A	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>	None
---	------

Stage 3: Assessing Potential Disproportionate Impact

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

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

(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).
Staff have been consulted in accordance with the Council's HR policies			

No adverse impact found for any group			
---------------------------------------	--	--	--

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				

689

Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
	None			
11a. Any Other Impact – Considering what else is happening within the	Yes		No	

069

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?

none

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.	X
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in 13a below)	

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
592					

Stage 8 - Monitoring

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

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to	
--	--

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

Stage 9: Public Sector Equality Duty

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

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

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
593		

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)	Dawn Calvert	Signed: (Chair of DETG)	
Date:	01/07/14	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	Alex Dewsnap

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:		Tick ✓
Transformation			Cabinet		X
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	Budget savings		Other		
Title of Project:		Street Works income – Income from permitting schemes (E&E E02)			
Directorate / Service responsible:		Environment & Enterprise			
Name and job title of lead officer:		Ian Slaney			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		July 7 th , 2014			
Stage 1: Overview					
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		Budget realignment based on historical financial performance in the last 2 years. This is a back office budget re-alignment exercise which has no impact on staff or the public.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
		Gender Reassignment		Marriage and Civil Partnership	
				Stakeholders	
				Disability	
				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? 	n/A					

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)	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
Socio Economic	N/A

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
--------------------	--------------------------------	--------------------------------	--------------------------------

	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

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.

Page 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?
 (Include this evidence, including any data, statistics, titles of documents and website links here)

--

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

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

Stage 5: Assessing Impact and Analysis

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

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

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

669

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)**

Stage 6: Decision

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

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	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
601					

Stage 8 - Monitoring

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

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

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

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

Stage 9: Public Sector Equality Duty

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

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

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

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

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

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

2002

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:		2014/15 Budget Savings Proposal – Non-renewal of Limehouse UCREATE module. (E&E E03)			
Directorate / Service responsible:		Environment and Enterprise/Planning Services			
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		7 July 2014			
Stage 1: Overview					
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		The proposal is to not renew the current software license for managing the publication of planning policy documents for consultation and providing a 'portal' for receipt of representations. As the majority of the Council's planning policy and guidance documents have been adopted, and there are no impending documents due for consultation there is no requirement for this licence to be renewed.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
		Gender Reassignment		Marriage and Civil Partnership	
				Stakeholders	
				Disability	
				Pregnancy and	

				Maternity	
	Race		Religion or Belief	Sex	
	Sexual Orientation		Other		

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

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

No.

Stage 2: Evidence / Data Collation

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

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

604	Age (including carers of young/older people)	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
	Disability (including carers of disabled people)	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
	Gender Reassignment	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to

	this Protected Characteristic will not change as a result of this proposal.
Marriage / Civil Partnership	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Pregnancy and Maternity	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Race	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Religion and Belief	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Sex / Gender	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Sexual Orientation	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and

605

	responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Socio Economic	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.

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).
600 this is for the removal of 'back office' document and consultation management software no consultation is required.	N/A	N/A	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>London Borough of Harrow 'Statement of Community Involvement' (adopted April 2013).</p>
---	--

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

607

Stage 4: Collating Additional data / Evidence

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

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

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

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

			your proposals).

Stage 5: Assessing Impact and Analysis

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

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

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

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? If yes, what is the potential impact and how likely is to happen?	Yes		No	

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

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

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

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

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

Stage 6: Decision

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

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

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
611 None identified.					

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	Specific monitoring not required.
--	-----------------------------------

been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

Stage 9: Public Sector Equality Duty

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

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

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.

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

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EqIA)	Signed: (Chair of DETG)

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

613

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:		2014/15 Budget Savings Proposal – S106 agreement, Community Infrastructure Levy (CIL) and Green Grid cost recovery proposals.(E&E E04 E05 E06)			
Directorate / Service responsible:		Environment and Enterprise/Planning Services			
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		7 July 2014			
Stage 1: Overview					
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		The proposal is to increase the amount of draw down on the S106 and CIL administrative fees to cover the costs of administration and to seek true cost recovery on officers time for delivery of the annual Green Grid capital programme. These are internal accounting changes which involve no change to delivery of the activities involved. There is no impact on staff and the public.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		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 S016 and CIL activities are managed within Planning Services. The Green Grid projects are managed jointly between Planning Services and Commissioning Services. Both are located within the Environment and Enterprise Directorate.</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.

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

Age (including carers of young/older people)	No impact
Disability (including carers of disabled people)	No impact
Gender Reassignment	No impact
Marriage / Civil Partnership	No impact
Pregnancy and Maternity	No impact
Race	No impact
Religion and Belief	No impact

Sex / Gender	No impact
Sexual Orientation	No impact
Socio Economic	No impact

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
As this is a change to internal accounting approaches no consultation is required.	N/A	N/A	N/A

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?	London Borough of Harrow Vitality Profiles http://www.harrow.gov.uk/info/200088/statistics_and_census_information/966/vitality_profiles
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	X	X	X	X	X	X	X	X	x

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

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

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

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

Stage 4: Collating Additional data / Evidence

617
8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 6?
(include this evidence, including any data, statistics, titles of documents and website links here)

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

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

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

618

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

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

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

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

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

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

20

Page 6: Decision

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
None identified.					

621

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>	Specific monitoring not required.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

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
As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.

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

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

<p>10. 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		Signature of ETG Chair	

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:		Tick ✓		
Transformation			Cabinet		x		
Capital			Portfolio Holder				
Service Plan			Corporate Strategic Board				
Other		x	Other				
Title of Project:		2014/15 Budget Savings Proposal (E&E 07)					
Directorate / Service responsible:		Environment and Enterprise/Planning Services					
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration					
Name & contact details of the other persons involved in the assessment:		Venetia Reid-Baptiste: Divisional Director - Commissioning					
Date of assessment:		2 July 2014					
Stage 1: Overview							
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		The proposal is to seek advice directly from the Council's Transport Team on planning related highways/transport matters in order to remove the potential of duplication of work. Currently advice is provided by both teams. The proposal would not involve any change to the level and type of service that would be provided as this would continue to be provided on all planning and other applications considered by Planning Services as currently happens.					
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users	x	Partners	x	Stakeholders	x
		Staff	x	Age		Disability	
		Gender Reassignment		Marriage and Civil		Pregnancy and	

		Partnership		Maternity	
	Race	Religion or Belief		Sex	
	Sexual Orientation	Other			

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

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

N/A – both Planning Services (where the advice is currently provided) and the Transport Team (who would be responsible for the provision of the advice in the future) are both located within the Environment and Equality Directorate.

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)	No impact
Disability (including carers of disabled people)	No impact
Gender Reassignment	No impact
Marriage / Civil Partnership	No impact
Pregnancy and Maternity	No impact
Race	No impact
Religion and Belief	No impact
Sex / Gender	No impact
Sexual Orientation	No impact
Socio Economic	No impact

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
The relevant staff involved in the proposal will be consulted if and when the decision to make a saving in respect to this service provision.	In accordance with the Council's Policies and Procedures in respect of changes to service delivery affecting staff.	N/A	N/A

<p>5 2 51</p> <p>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>	None.
---	-------

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

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

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

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

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

Stage 5: Assessing Impact and Analysis

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

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

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				

11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
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? If yes, what is the potential impact and how likely is to happen?	Yes		No	

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

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

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

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

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

Stage 6: Decision

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

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
None identified.					

630 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>	Specific monitoring not required.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

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
As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative.	As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative	As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative

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

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

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

E&E E10 Parking Income

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:		E10 – Parking Enforcement - Increase efficiency in civil enforcement team					
Directorate / Service responsible:		E&E / Parking Enforcement					
Name and job title of lead officer:		Andy Appleby. Environmental Services Manager (Parking Enforcement)					
Name & contact details of the other persons involved in the assessment:							
Date of assessment:		7 th July 2014					
Stage 1: Overview							
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		To improve productivity of street civil enforcement. An additional member of staff will be required to increase traffic management activity.					
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users	✓	Partners	N/A	Stakeholders	N/A
		Staff	N/A	Age	N/A	Disability	✓
		Gender Reassignment	N/A	Marriage and Civil Partnership	N/A	Pregnancy and Maternity	N/A

	Race	N/A	Religion or Belief	N/A	Sex	N/A
	Sexual Orientation	N/A	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? 	No					

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	Blue badge holders are unlikely to be impacted by these changes as they have the benefit of free parking at Council locations. Increased enforcement can have a positive effect on disabled drivers, freeing up parking locations that otherwise would be obstructed by overstaying vehicles.
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
Socio Economic	N/A

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).
N/A			
634			

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

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

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

--

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

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

Stage 5: Assessing Impact and Analysis

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

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

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				

637

11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	✓
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? If yes, what is the potential impact and how likely is to happen?	Yes		No	✓

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

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

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

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

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

3

Page 6: Decision

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	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
n/a					
639					

Stage 8 - Monitoring

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

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

Stage 9: Public Sector Equality Duty

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

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

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

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

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

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

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	✓
Service Plan	✓	Corporate Strategic Board	
Other		Other	
Title of Project:	E11 – Licensing Income		
Directorate / Service responsible:	E&E / Public Protection		
Name and job title of lead officer:	Richard Le-Brun. Environmental Services Manager (Public Protection)		
Name & contact details of the other persons involved in the assessment:			
Date of assessment:	7 th July 2014		
Stage 1: Overview			
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)	The current income target for Licensing doesn't give a true reflection of the income generated year on year. Therefore it is to be changed to reflect the income generated, adding an additional £15,000 2014/15 and £15,000 2015/16. No fees are being increased or any operational impact, just a change of the total income target on the finance report. The is a back office budget re-alignment with no impact on staff or the public.		
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	N/A	Partners Stakeholders N/A

	Staff	N/A	Age	N/A	Disability	N/A
	Gender Reassignment	N/A	Marriage and Civil Partnership	N/A	Pregnancy and Maternity	N/A
	Race	N/A	Religion or Belief	N/A	Sex	N/A
	Sexual Orientation	N/A	Other			

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

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

No

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)	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
Socio Economic	N/A

5. What consultation have you undertaken on your proposals?

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

<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>	
---	--

Stage 3: Assessing Potential Disproportionate Impact

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

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation

Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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

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

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

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?
(include this evidence, including any data, statistics, titles of documents and website links here)

--

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

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

Stage 5: Assessing Impact and Analysis				
10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?				
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				

645

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
646 Sexual Orientation				

11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
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? If yes, what is the potential impact and how likely is to happen?	Yes		No	

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

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

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

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

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

Stage 6: Decision

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

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	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
n/a					
648					

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>	N/A – no increase in fees and charges, and no impact on any party
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

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

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

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

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

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

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

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation		✓	Cabinet	
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other			Other	
Title of Project:		Learning Disability Cluster Review of Supporting People (CWH E01)		
Directorate / Service responsible:		Community Health & Well Being		
Name and job title of lead officer:		Tim Miller, Interim Service Manager Commissioning & Partnerships		
Name & contact details of the other persons involved in the assessment:		Sandie Roberts – sandie.roberts@harrow.gov.uk Anita Awuku – anita.awuku@harrow.gov.uk		
Date of assessment:		06/11/13		

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Develop options with partners/stakeholders that will identify and deliver an overall efficiency savings of £1.3m within the current Support People service provision. Efficiency savings delivery of £1.3m is for 2014/15.</p> <p>To restructure the services in response to the 30% cut to the Supporting People Grants for 2014/15 and simultaneously ensure that service provision responds to the current and emerging needs with better outcomes for service users</p> <p>Currently, total spend on LD/PSD services is £447,905 i.e. 14% of total SP budget</p>
---	---

2013/14. There are 6 accommodation based services and 3 Floating Support Services (namely, Learning Disability, Physical Disability and Visually Impaired) with a total of 113 service users.

The final recommendation will reduce accommodation based services, retain the Visually Impaired Floating Support Service and transfer existing floating support to either personal budget arrangements or to generic or older people's Floating Support.

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	X
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	✓	Other			

651 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 and Service Providers
 Voluntary Sector
 Supporting People Programme –Overall Lead
 Communication and incorporation of their views & relevant strategies in options appraisal

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)	652	435 16 – 64 (known to the Local Authority 2011/12)						
		Service Providers						
		18 -24	25 -49	45 -59	60-74	75 -89	90+	
		LB Harrow						
		Shared Lives/Welldon Cres/Harrow View	2	12	4	5	2	-
		Creative Support						
		46 Chichester Court	3	23	6	2	-	-
		Floating Support Service						
Metropolitan Support Trust	-	6	-	-	-	-		
Support For Living						-		
53 Welldon Crescent								
109 Parkside Way								
Apnar Ghar FLS	-	-	9	6	5	-		
Middlesex Association for the Blind	-	-	-	-	7	2		
Disability (including carers of disabled people)	Learning Disability							
Gender Reassignment	Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic							

Marriage / Civil Partnership

Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Pregnancy and Maternity

Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic

653
Race

Service Providers	White British	Asian British	Black African/Caribbean British	Other Ethnic Groups
LB Harrow				
Shared Lives/Welldon Cres/Harrow View	5	2	1	1
Creative Support				
46 Chichester Court	27	7	3	3
Floating Support Service				
Metropolitan Support Trust	4	2	-	-
Support For Living				
53 Welldon Crescent	7	3	2	-
109 Parkside Way				
Apnar Ghar FLS	8	8	3	-
Middlesex Association for the Blind	5	2	1	1

Religion and Belief	654	Service Providers	Christian	Muslim	Hindu	Jewish	Atheist	No Religion stated	
		LB Harrow							
		Shared Lives/Welldon Cres/Harrow View	17	1	2	-	-	4	
		Creative Support							
		46 Chichester Court	10	2	5	2	-	20	
		Floating Support Service							
		Metropolitan Support Trust	3	2	-	-	-	1	
		Support For Living							
		53 Welldon Crescent	7	-	1	2		4	
		109 Parkside Way							
Apnar Ghar FLS	11	1	7	-	1	-			
Middlesex Association for the Blind	10	-	-	-	-	-			

655

Sex / Gender

Service Providers	Males	Females
LB Harrow Shared Lives/Welldon Cres/Harrow View	15	10
Creative Support 46 Chichester Court Floating Support Service	29	12
Metropolitan Support Trust	4	2
Support For Living 53 Welldon Crescent 109 Parkside Way	10	3
Apnar Ghar FLS	5	15
Middlesex Association for the Blind	2	8

Sexual Orientation	656	Service Providers	heterosexual	Bisexual
		LB Harrow		
		Shared Lives/Welldon Cres/Harrow View	Not stated 8	Not stated 1
		Creative Support		
		46 Chichester Court	Not stated	Not Stated
		Floating Support Service		
		Metropolitan Support Trust	6	-
		Support For Living		
53 Welldon Crescent	Not stated	Not stated		
109 Parkside Way				
Apnar Ghar FLS	20	-		
Middlesex Association for the Blind	10	-		
Socio Economic				
5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?		Supporting People Quarterly Performance Indicators database		

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

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

Harrow Joint Strategic Needs Assessment 2012-2016
 Joint Health & Well Being Strategy for Harrow 2013 -2016
<http://www.improvinghealthandlives.org.uk/profiles/index.php?pdf=E09000015>

8. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
--------------------	--------------------------------	--------------------------------	--------------------------------

	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Service Users	Workshops (LD & PSD) -25/07/13 Questionnaires/Service User Groups	Option 3 is the preferred option with 88% of respondents selecting it as their most preferred option.	The service for decommissioning is designated as short-term service hence service users are been prepared for alternative and or independent living. Over 70% of the Service users in Floating Support services are FACS eligible hence will be moved onto Personal Budgets –wider choice and better outcomes.
Service Providers	Forum -04/09/13 Service Reviews (July –Nov 2013) Formal Feedback from Providers at Forum and via emails compiled	No negative impact	There is joint and proactive exit strategy with service Provider of decommissioned services that ensures minimal disruption to service provision and to move service users to alternative accommodation
Adult Social Care	Meetings and emails (ongoing) Feedback from Senior Management in Project Meetings.	No negative impact	Current service users in decommissioned services who are FACS eligible will be reassessed to ensure that their needs are addressed adequately

Stage 5: Assessing Impact and Analysis

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

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
Age (including carers of young/older people)	x	✓	LD services are targeted at a wide age range i.e 18 and over hence meeting needs of a diverse group.	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
659 Disability (including carers of disabled people)	x	✓	Service Users in services that will no longer be funded are FACS eligible hence support will continue with Personal Budgets	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Gender Reassignment		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Marriage and Civil Partnership		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Pregnancy and Maternity	NA	NA	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic

Race		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic			
Religion or Belief		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic			
Sex		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic			
Sexual orientation		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic			
10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?				Yes		No	✓
10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is to happen?				Yes		No	✓

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

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

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

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

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

Stage 6: Decision

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

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 12a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Disability & Age	Care Management is currently reassessing FACs eligible Service Users in service that will be decommissioned. ASC will also assess service users and move them to Personal Budgets. Choice of service users will be widened with PBs and can continue to receive support service of their choice.	Regular meetings and update. There is a time table in place to achieve this.	March 2014	Sandie Roberts	November 2013
Gender	Service Providers will be required to demonstrate and evidence how their service provision takes into account gender specific issues	This is an integral part of Service Reviews and Contract monitoring	March 2014	Sandie Roberts	November 2013
Sexuality & Gender Reassignment There is limited records/statistics on this protected characteristic	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic	LGBT Training will be a mandatory training for Service Providers	March 2014	Sandie Roberts	November 2013


Stage 8 - Monitoring

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

<p>14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Service Reviews after 6 months of implementation with formal contract monitoring at regular intervals. All these will be stated in the Service Specification. There is also regular Quarterly Returns/Workbooks that is mandatory for Service Providers to complete</p>
<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>SP has its own recording systems and database</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

Stage 9: Public Sector Equality Duty

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

66  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
<p>Both written and pictogram information were delivered in user friendly manner in order to support greater and meaningful involvement</p>	<p>The review aims to deliver against the personalisation agenda as outlined in Putting People First (2007) One of the key expectations of is that it will give current and future service users wider choice and better outcomes</p>	<p>Supporting People services are focused on service provision that promotes social inclusion. It also fosters community integration of a diverse people by its promotion of and enabling its service user to participate in community activities.</p>

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

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

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

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation			Cabinet	
Capital			Portfolio Holder	
Service Plan		✓	Corporate Strategic Board	
Other			Other	
Title of Project:		Supporting People efficiencies for Older People Services Cluster (CWH E01)		
Directorate / Service responsible:		Community Health & Well Being		
Name and job title of lead officer:		Tim Miller, Service Manager		
Name & contact details of the other persons involved in the assessment:		Sandie Roberts, Anita Awuku, Tim Miller		
Date of assessment:		November 2013		

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Develop options with partners/stakeholders that will identify and deliver an overall efficiency savings of £1.3m within the current Support People service provision. Efficiency savings delivery of £1.3m is for 2014/15.</p> <p>To restructure the services in response to the 30% cut to the Supporting People Grants for 2014/15 and simultaneously ensure that service provision responds to the current and emerging needs with better outcomes for service users</p> <p>The proposal is to reduce the funding of housing related support in services for older people i.e. 16 Sheltered Schemes (LB Harrow sheltered not inclusive), 3 Floating Support Services and 3 HIA/Handy Persons Services. Sheltered services are currently funded on the basis that 90% of service provision is Housing Related</p>
---	--

Support service (eligible for SP Grant). However, the reality is that housing management duties (ineligible for SP Grants) are also provided during within the 90% funded by SP. Also, some service users live in sheltered for the peer group support and security; they do not require any support but by default, pay for the support service irrespective of requiring it or not.

The proposed change is to provide Housing Related Support free of charge to all service users/tenants. However, the RSLs/Landlords will introduce a £20 (maximum) service charge for the provision of Intensive Housing Management

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	X	Pregnancy and Maternity	X
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	X	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?

Housing Department
 Adult Social Care and Service Providers
 Supporting People Programme –Overall Lead
 Communication and incorporation of their views & relevant strategies in options appraisal

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)

Supporting People will put forward its intentions and proposals to key partners and stakeholders for feedback and agreement. Communication via email, focus & peer groups and consultation (Questionnaire format)

Age (including carers of young/older people)	60 – 64 years	5.0%
	65 -74	7.3%
	75 - 84	4.9%
	85 - 89	1.2%
	90+	0.7%
	National Population Census Figures –Older People in Harrow (ONS)	
Age group is well represented in SP funded services with a total number of 1,225 service users		

667 Disability (including carers of disabled people)	Ethnic Group	Age 65 and over	%
	All categories ethnic group	8,724	54.0
	White	5,340	62.4
	Mixed/multiple ethnic group	71	21.5
	Asian/Asian British	2,860	49.1
	Black/African/Caribbean/Black British	328	33.7
	Other ethnic groups	125	25.7
Source: 2011 Census. Limiting Long term health where day to day activities are limited a lot by ethnic group Harrow 2011			

Gender Reassignment
Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Marriage / Civil Partnership
Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Pregnancy and Maternity
N/A

Race	White	42.2%
	Asian/British Indian	26.4%
	Multi Mixed Ethnic Groups	4.0%

Asian British Pakistani	3.3%
Asian British Bangladeshi	0.6%
Other Asian	11.3%
Black British	8.2%
Other Ethnic	2.9%

2011 Population Figures ONS.gov.uk –Older People in Harrow

SP service users are reflected in the demographic figures

Religion and Belief	<p>In Harrow, 37.3% are Christians</p> <p>Hindu 25.3%, Muslim 12.5% whilst other religion and or no religion/no religion stated are 24.1%</p>
Sex / Gender	<p>According to the 2011 Census –ONS , Harrow’s population is 239,056 of which 118,023 are males and 121,033 are female.</p> <p>Age 65 are 33,667 in total i.e. 14.1% and over 1,225 of mixed gender access and benefit from the Supporting People services for Older People.</p>
Sexual Orientation	<p>Whilst Harrow Council’s Framework database system is set up to collect this monitoring information, there is no information held on this protected characteristic</p>
Socio Economic	<p>The Sheltered Housing Landlords will increase Service Charges for Enhanced Housing Management. These Charges are HB eligible. There are currently 8% of SP service users in sheltered schemes that are self-funders/ineligible for Housing benefit.</p> <p>The overall effect will not put tenants and or service users in a worse-off position.</p>
<p>5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>	<p>Harrow Joint Strategic Needs Assessment 2012-2016</p> <p>Joint Health & Well Being Strategy for Harrow 2013 -2016</p>

<http://www.ons.gov.uk/ons/index.html>

<http://www.nomisweb.co.uk/>

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

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

Statistics from SPOCC (Supporting People Database)

699

8. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Service Users	Workshops (26 th July 2013) (10 Service Users attended) Questionnaires/Service User Group	65% of respondents stated that Option 1 i.e. the provision of support at each sheltered scheme with additional funding to provide visiting support for Older people living in the community in all other forms of housing. Harrow has a high proportion of owner occupier hence visiting support will reach out to them. Currently, over 80% of service users of our HIA funded services are Home-Owners/Owner Occupier Older People. Service Users. All Options available are based on a move to Intensive Housing Management and this is chargeable to service users by their Landlords. Service Charge (proposed service charge unavailable as at this time)	We will work with Option 1. The current arrangement that charges self-funders support charge will be removed as soon as Option is implemented hence enables more accessibility to SP funded support service. However, service charge is eligible for Housing Benefits.
Service Providers	Forum – 04/09/13 Formal Feedback from Providers at forum and via emails compiled	Concerns if the Welfare Reforms will allow the Intensive Housing Management Service Charges to	Meetings have been held with Housing Benefit colleagues to clarify this. Service Providers/Landlords have also

670

	10 Older Persons Service Provider Representatives attended	be eligible for Housing Benefits	held meeting with Housing Benefit. The Service Charges will be eligible for Housing Benefit
Adult Social Care	Meetings and emails (Ongoing) (feedback from Senior Management)	Service Users adapting to the change	Service users have been informed of the change and actively involved in the options appraisal. Service Providers have ongoing consultation to keep their service users abreast of the process. Supporting People working closely with Landlords/Service Providers accordingly.

Stage 5: Assessing Impact and Analysis

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

671 Protected Characteristic	Adverse	Positive	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)
		✓	✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9
Age (including carers of young/older people)	x	✓	No differential impact because of age	All Sheltered services & HIA/Handy Persons services are targeted at service users over 60 and in wards of high social deprivation
Disability (including carers of	x	✓	The needs of disabled service users will be better met as assessment will be done by housing management and support staff. This will put in focus support for disabled applicants from the outset as needs for Aids and Adaptations will be	The new Specification will cover and address how assessments will be carried out.

disabled people)			addressed prior to moving into scheme.	
Gender Reassignment	X	✓	Supporting People Service Specification & QAF addresses this and infact, quite robust on ensuring that service provision is flexible and delivered in a manner that takes into consideration gender. This is also covered in contract monitoring and service reviews	Gender specific issues are covered and captured in the SP QAF and is monitored in Service Reviews and Contract monitoring
Marriage and Civil Partnership	X	✓	There is no impact on this protected characteristic	NA
Pregnancy and Maternity	N/A		N/A	NA
Race		✓	The ethnic demographics is reflected in the Frontline Staff in service provision –some of these staff for example, are able to communicate with service users in their first language (in another language other than English Language)	Staff diversity and cultural specific service provision is part of the service reviews and contract monitoring process
Religion or Belief		✓	Supporting People Service Specification & QAF addresses this and infact, quite robust on ensuring that service provision is flexible and delivered in a manner that takes into consideration religion and Beliefs.	Increased monitoring and information gathering
Sex		✓	There is no available data for the breakdown but attendance at Peer Group Workshop and response from Survey showed a higher representation of females.	Gender specific issues are covered and captured in the SP QAF and is monitored in Service Reviews and Contract monitoring

672

			Service Providers also have a high representation of female frontline staff.	
Sexual orientation		✓	No data	Training for LGBT issues will be specified for support provider/staff

10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	

10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is to happen?	Yes		No	✓
	None			

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

	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									

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

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

proportionate to achieve the aims of the proposal.

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

Stage 6: Decision

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

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>	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 12a below)	x
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)	x

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

--

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Disability & Age Service Providers need to identify tenants and or older people in the community that are vulnerable due to age and disability and offer appropriate housing related support	A needs and risk assessment of all tenants in sheltered schemes will be reviewed prior to implementation of change.	It will be stated as a mandatory requirement for all Service Providers to implement the change. This will be monitored by the SP team	March 2014	Sandie Roberts	November 2013
Gender Reduced staffing level will mean one staff/gender working with service users irrespective of any gender specific issues or requirement they may have	Service Providers will be require to demonstrate and evidence how their service provision takes into account gender-specific issues even in accordance to the requirement of the SP QAF requirement	This is an integral part of ongoing Service Reviews and Contracting monitoring	April 2014	Sandie Roberts	November 2013
Sexuality & Gender Reassignment There is no record/stats	LGBT issues will be a mandatory training for Service Providers.	SP funded services are accessible to all regardless of sexual	April 2015	Sandie Roberts	November 2013

675

on this protected characteristic	SP QAF also addresses and robust on service provision in an inclusive, flexible and non-discriminatory manner taking into consideration service user's sexual orientation amongst other things.	orientation or gender reassignment.			
----------------------------------	---	-------------------------------------	--	--	--

Stage 8 - Monitoring

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

14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Service Review after 6 months of implementation with formal contract monitoring at regular intervals. There are also regular Quarterly Returns/Workbooks that is mandatory for Service Providers to complete. PI Workbooks give a good synopsis of service provision.
15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	SP has its own recording systems and database
16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

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

(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
Overt and or covert discrimination based on sexual orientation, race, gender reassignment, religious beliefs et al are reiterated in the SP	Older People living in sheltered scheme that are just over the threshold hence ineligible for Housing Benefit will no longer be liable for	Supporting People services are focused on service provision that promotes social inclusion. It also fosters community integration of a

<p>Quality Assurance Framework and monitored during Service Reviews and Contract monitoring.</p> <p>There are no staff redundancies or TUPE involved in the proposed option.</p>	<p>support and service charges i.e. 2 payments. Support Charges will be delivered at no charge to service users' hence maximising income for this minority and simultaneously widening the eligibility criteria for SP service.</p> <p>An increase in the Floating Support service will reach out to more Older People living in the community and wards with higher levels of deprivation will be targeted. Handy Persons/HIA services will also reach out to Older People in the community with tangible needs and enable them live in their homes for as long as possible.</p>	<p>diverse people by its promotion of and enabling its service user to participate in community activities.</p>
--	---	---

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

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

<p>18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>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</p>		<p>Signature of ETG Chair</p>	

Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓															
Transformation		Cabinet																
Capital		Portfolio Holder																
Service Plan	✓	Corporate Strategic Board																
Other		Other																
Title of Project:		Supporting People Efficiencies for Young People Services (CWH E01)																
Directorate / Service responsible:		Community Health & Well Being																
Name and job title of lead officer:		Glendeane Atkins, Sandie Roberts																
Time & contact details of the other persons involved in the assessment:		Tim Miller, Service Manager																
Date of assessment:		11 th November 2013																
Stage 1: Overview																		
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Members have agreed a cut to the Supporting People programme budget from 2014/15 onwards and it is proposed to reduce the Young People Services net budget of £478,746 by 31%, to £330,334.74.</p> <p>Below is a description of the Young People services commissioned:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #e0e0ff;">Provider</th> <th style="background-color: #e0e0ff;">Service</th> <th style="background-color: #e0e0ff;">Description of contracted service</th> <th style="background-color: #e0e0ff;">Contract Value</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Metropolitan Support Trust</td> <td>Teenage Parent Project</td> <td>3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)</td> <td>£22,486</td> </tr> <tr> <td>Harrow Floating Support</td> <td>Home visiting support for 17 young people who have left care</td> <td>£46,130</td> </tr> <tr> <td>West</td> <td>Supported</td> <td>8 family placements for young</td> <td>£26,755</td> </tr> </tbody> </table>			Provider	Service	Description of contracted service	Contract Value	Metropolitan Support Trust	Teenage Parent Project	3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)	£22,486	Harrow Floating Support	Home visiting support for 17 young people who have left care	£46,130	West	Supported	8 family placements for young	£26,755
Provider	Service	Description of contracted service	Contract Value															
Metropolitan Support Trust	Teenage Parent Project	3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)	£22,486															
	Harrow Floating Support	Home visiting support for 17 young people who have left care	£46,130															
West	Supported	8 family placements for young	£26,755															

London YMCA	Lodgings	people	
	Roxeth Gate	Hostel and self contained flats - 29 of 42 spaces for Harrow's 16 to 35 year olds	£161,398
Harrow Churches Housing Association	Young People Supported Housing	Shared houses for 48 young people with visiting support	£222,142
			£478,746

Set out below are the options Young People were consulted on together with their responses.

Options consulted on	Response to option	Summary response
Young people		
Option 1. To continue to provide the existing services as they are, but with a reduced capacity.	Option 1: 80% of respondents identified this as their preferred option. Only 9% selected this as their least preferred option and 11% as their middle option	Option 1 is clearly the preferred option with 80% of respondents selecting it as their most preferred option and only 9% as their least preferred option.
Option 2. To focus the services on young people leaving care and 16 to 19 year olds and reduce other services.	Option 2: 69% of respondents identified this as their least preferred option with only 7% selecting it as their preferred option. 11% selected it as their middle option.	Option 2 is clearly the least preferred option with 69% of respondents selecting it as their least preferred option. Option 3 did not elicit a strong response.
Option 3. To focus on Floating Support rather than housing/hostel spaces. This may be supported with a rent deposit scheme.	Option 3: This option did not elicit strong preferences either way with 46% selecting this as their middle option, 17% as their most preferred option, 14% as their least	

	<p style="text-align: center;">preferred option.</p> <p>Based on the analysis of the questionnaires returned the preferred option selected by 80% of respondents was to continue to provide the existing services as they are, but with a reduced capacity.</p> <p>It is proposed to:</p> <ul style="list-style-type: none"> • End the Teenage Parent Project when that contract comes to an end in March 2014. • End the current contract with MST when it comes to an end and call off these 17 units from the West London Framework for the Young people Floating Support service. • Continue with the Supported Lodging & Roxeth Gate service and negotiate on price with the provider. • Extend the Young People Supported Housing service for one year but with a reduction of the existing 47 units. 					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age	✗	Disability	✗
	Gender Reassignment	✗	Marriage and Civil Partnership	✗	Pregnancy and Maternity	✓
	Race	✓	Religion or Belief	✗	Sex	✓
	Sexual Orientation	✗	Other	✗		
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? 	<p>Children & Family Services Housing Department Providers</p>					

<ul style="list-style-type: none"> How have they been involved in the assessment? 	<p>Supporting People Team has overall responsibility Service users and other stakeholders have been consulted regarding options. Discussions with children’s service managers and the inclusion of their opinions into the options which were consulted on.</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)

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">681</p> <p>Age (including carers of young/older people)</p>	<p>Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews</p> <table border="1" data-bbox="647 676 1187 810"> <tr> <td>16 - 19 years of age</td> <td>30</td> </tr> <tr> <td>20 - 25 years of age</td> <td>49</td> </tr> </table> <p>The age breakdown of the population is shown below.</p> <p>Source: Census 2011</p> <table border="1" data-bbox="647 983 1187 1150"> <tr> <td>People aged 16-29, (ONS) (2010)</td> <td>(43,101)</td> </tr> <tr> <td>Population aged 20-24 (% of whole population) (2011)</td> <td>(15,900)</td> </tr> </table> <p>Based on the client record figures, there is a higher number of 20-25 year olds who use Supporting People services.</p>	16 - 19 years of age	30	20 - 25 years of age	49	People aged 16-29, (ONS) (2010)	(43,101)	Population aged 20-24 (% of whole population) (2011)	(15,900)
	16 - 19 years of age	30							
20 - 25 years of age	49								
People aged 16-29, (ONS) (2010)	(43,101)								
Population aged 20-24 (% of whole population) (2011)	(15,900)								

<p>Disability (including carers of disabled people)</p>	<p>Client Data Record for Young People showed that there were 7 people indicated they were disabled and 72 indicated they were not. Their disabilities ranged from mobility (1), chronic (2), Mental (3) and Autism (1)</p>
---	---

Gender Reassignment Client Data Record for Young People showed that 72 people left this answer blank and 7 responded saying they have not had gender reassignment.

Marriage / Civil Partnership

682

Table: Civil partnerships by age and gender			
	Harrow	London	England
Civil Partnerships, females (% of females aged 16+) (2010)	.01 (3)	.03	.03
Civil Partnerships, males (% of males aged 16+) (2010)	.01 (6)	.07	.03
Civil Partners aged under 35 (% of all Civil Partnerships) (2008)	38.24 (13)	35.08	33.1
Civil Partners aged 35-49 (% of all Civil Partnerships) (2008)	55.88 (19)	46.53	46.91
Civil Partners aged 50 and over (% of all Civil Partnerships) (2008)	5.88 (2)	18.39	19.99

Source: Office for National Statistics (ONS)

The highest number of marriage/civil partnership in Harrow is not amongst people ages 16+ to 34 but between people age between 35 – 49.

Pregnancy and Maternity

Teen pregnancy rates are very low and are amongst the lowest in England. (Taken from Harrow Joint Strategic Needs Assessment)

Race

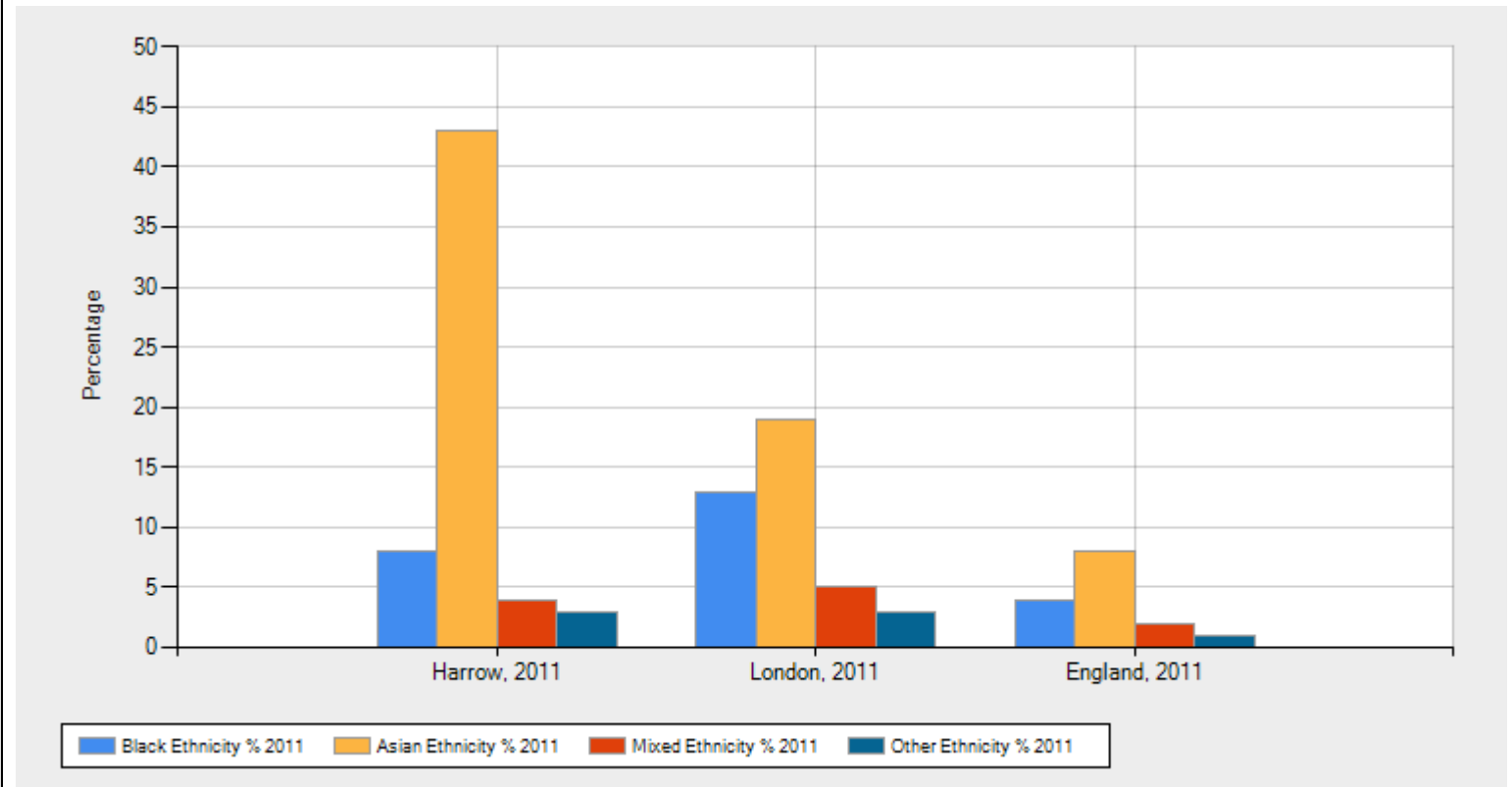
White	27
Black/Black	24
Mixed	15
Asian	9
Other ethnic group: Other	2
Gypsy/Romany/Irish Traveller	1

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

Chart: Black, Asian, Minority Ethnic (BAME) Ethnicity profile:

This chart shows the ethnicity profile of ethnic minority groups in the local area and comparators.

Source: Census 2011



Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

Religion and Belief

Christian (all denominations)	32
Do not wish to disclose	2
Hindu	1
Jewish	1
Muslim	14
None	10

Sex / Gender

684

Sexual Orientation

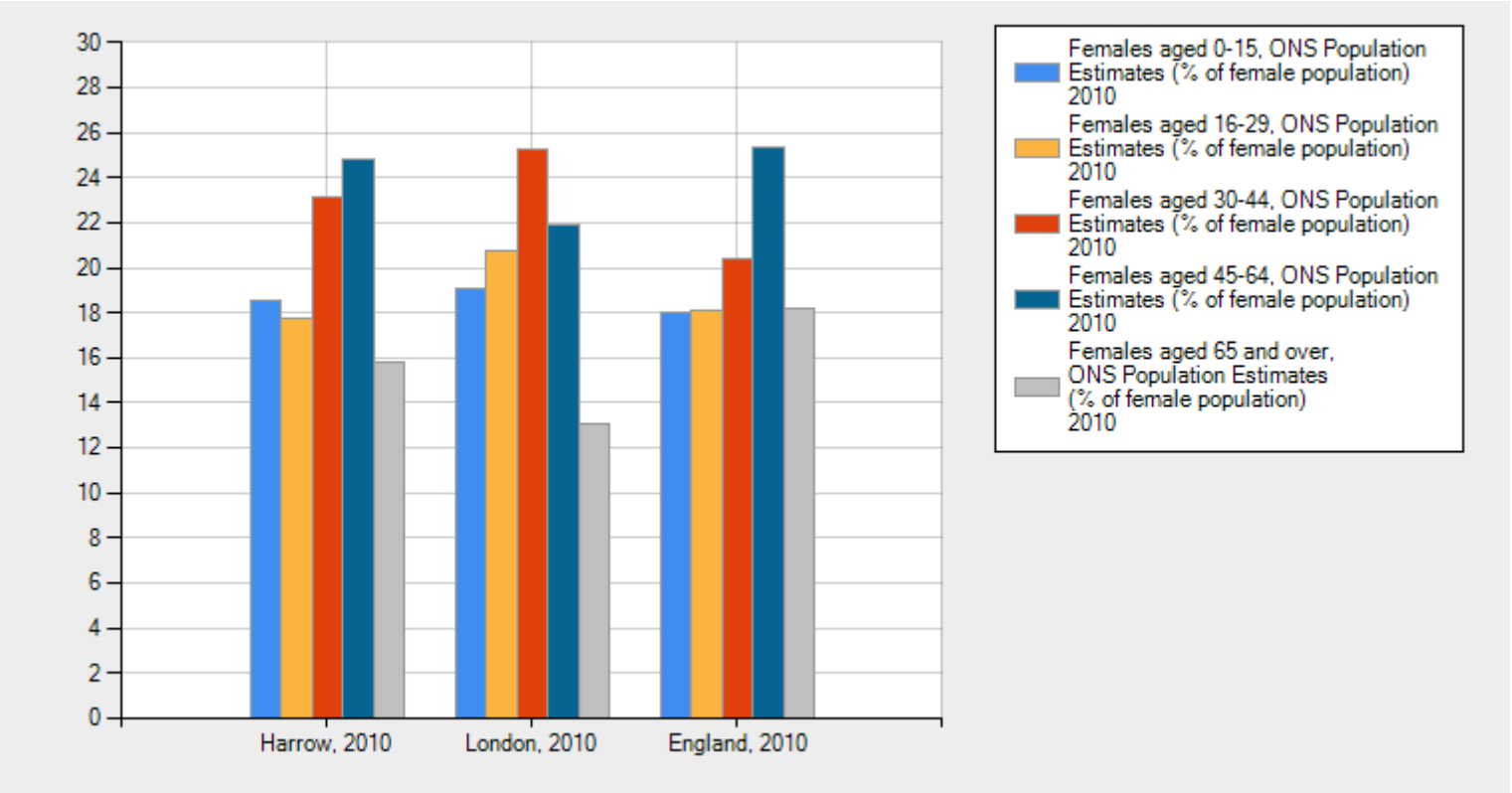
Not Known 20

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

female 37
male 42

The stacked bar chart below shows the age breakdown of females in the local and comparator areas.

Source: Office for National Statistics (ONS)



Based on the above chart, Harrow has a lower number of women of child bearing age compared to the figures for London

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

	Does not wish to disclose	25
	Heterosexual	52
	Lesbian	2
Socio Economic	Full-time student	8
	Not seeking work	11
	Part-time work (less than 24 hrs/week)	11
	Full-time work (24 hrs or more/week)	1
	Long-term sick/disabled	6
	Job seeker	42
Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews		

<p>5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>	<p>2011 – 2012 Young People Client Record Returns compiled by the Centre for Housing Research at the University of St Andrews</p> <p>Harrow Joint Strategic Needs Assessment</p> <p>ONS data</p>
---	--

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

7. What additional data / evidence have you considered to further assess the potential disproportionate impact of your proposals? (include this evidence, including any data, statistics, titles of documents and website links here)	Information from Service Managers in the Children and Family team		
8. What consultation have you undertaken on your proposals?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Service Users	25 th July Supporting People Engagement Workshop for Socially Excluded Services Attendees were Service User Reps from 5 Provider agencies and 2 Peer Consultants.	Feedback was that they would be keen to ensure that services are flexible and accessible to service users and they were in favour of a larger service for people with lower support needs, with more generic support with specialist workers.	As a result of the feedback from the workshop, Service users questionnaires were developed which incorporated the feedback. Below are the options which young people were consulted on: Option 1. To continue to provide the existing services as they are, but with a reduced capacity. Option 2. To focus the services on young people leaving care and 16 to 19 year

	<p>111 Service user Questionnaires were sent out and 54 were returned.</p> <p>Below is a breakdown of the respondents by age, ethnicity, religion, sex and sexual orientation.</p> <p>Age 16-24 (91), 25-44 (6), 45-64 (0) 65+ (0) Not given (3)</p> <p>Ethnicity Afgani 2, Bangladeshi 2, African 2, Caribbean 24, Somali 6, Black Other 4 Mixed 16, Ethnic other 2, Albanian 2 English 33, White Other 6, No response 4</p> <p>Religion Christianity 44, Islam 13, Atheist 19, Other 6, No response 19</p> <p>Sex Male 52, Female 43, No response 6</p> <p>Sexual orientation Bisexual 4, Gay man 0, Lesbian 7, Heterosexual 80, No response 9</p>	<p>80% of respondents identified option 1 as their preferred option.</p> <p>(To provide support to people at each of the sheltered housing schemes with additional funding to provide visiting support to people living around the scheme in all other forms of housing)</p> <p>Only 9% selected this as their least preferred option and 11% as their middle option.</p>	<p>olds and reduce other services</p> <p>Option 3. To focus on Floating Support rather than housing/hostel spaces. This may be supported with a rent deposit scheme</p> <p>Option 1 has been selected as the way forward and consideration is being given to using the West London Framework to call off services at prices lower than currently commissioned prices.</p> <p>Consideration is being given to reducing the capacity of Young People Supported housing as Performance Indicator data shows that this service has had long term voids of 6-7 for 2011-2012.</p>
Service Managers from Children's and Families.	Discussions, meetings held on 27.6.13, 04.07.13, 12.11.13 and emails	The managers reported back that teenage parents are low priority at the moment.	Intention of not re-commissioning the teenage parents scheme service.
Service Providers	SP providers have been consulted on the proposals through an ongoing review process and through the SP Provider Forums on 4 September 2013. At this meeting Providers were advised of the	Providers were concerned over whether services were going to be decommissioned or reduced. They stated that there is already	Supporting People will work closely with providers to help mitigate the impact of future changes.

	<p>tentative consultation timetable, proposed criteria and arrangements for engaging with service users. Providers were also asked to comment on the proposed changes.</p> <p>Contract negotiation meetings are being held with individual providers.</p> <p>Consultation questionnaires were sent to service users to establish specific impacts of the proposals. Responses were received by the Council on the 4th October 2013 and have been analysed. The analysis is reflected in this EqlA.</p>	<p>a serious shortage of housing options for young people and problems with move on. They felt that reducing the accommodation for young people will force them into homelessness.</p>	
--	---	--	--

Stage 5: Assessing Impact and Analysis

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

688 Protected Characteristic	Adverse ✓	Positive ✓	<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p>	<p>What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)</p>
Age (including carers of young/older people)		✓	<p>Young people age between 16 – 25 will be affected by the proposals to :</p> <ul style="list-style-type: none"> • End the Teenage Parent Project when that contract comes to an end in March 2014. 	<p>The new service specifications will drive up service quality. Monitoring will continue to ensure improved outcomes are delivered for services users of all ages.</p> <p>Services will be monitored through the use of a range of Key Performance Indicators, service reviews and Supporting People quality assessment framework in the areas of:</p> <ul style="list-style-type: none"> • Assessment and Support Planning; • Security Health and Safety; • Safeguarding and Protection from Abuse; • Fair Access, Diversity and Inclusion;

				<ul style="list-style-type: none"> Client Involvement and Empowerment.
Disability (including carers of disabled people)		✓	No adverse impact has been identified, the needs of young people with disabilities will be met.	<p>The key aim of renegotiation/commissioning will be to ensure that services offer value for money to everyone regardless of disability.</p> <p>In all instances, Providers need to demonstrate full compliance with disability equality standards for both the Council and specific supporting people standards relating to support provision.</p>
Gender Reassignment		✓	No adverse impact has been identified, the needs of young people with gender reassignment will be met.	Providers have to provide a comprehensive and credible description of how they deliver a sensitive and appropriate service to the diverse communities in receipt of SP services in Harrow.
Marriage and Civil Partnership	N/A	N/A	N/A	N/A
689 Pregnancy and Maternity		✓	<p>The intention is not to re-commissioning the teenage parents scheme service. However, the needs of young women who fall in the category of pregnancy and maternity will be met.</p> <p>Feedback from West London YMCA is that in the near future Harrow might be able to have the use of one more mother and baby unit at the Roxeth Gate site. Harrow currently has 2 mother and baby units at Roxeth Gate and it will bring the total to 3. Additionally, when the 4th mother and baby unit becomes vacant they are happy to transfer it to Harrow when the current occupant moves out.</p>	<p>Teenage parents will be able to access generic floating support. Additionally, 16 to 19yr olds already have access to statutory services including housing.</p> <p>Existing services and those to be commissioned are for individuals aged 16 years and over, living in any type of housing tenure in the community and have been assessed as requiring housing related support to maintain their accommodation and/or their ability to live independently in the community</p> <p>Consideration also needs to be given to the existence of 2 mother and baby units at West London YMCA with the possibility of this raising to 4 units.</p>
Race		✓	No adverse impact has been identified, for race. Regardless of race the needs of young people for housing related support will be met.	Any providers selected will have to provide a comprehensive and credible description of how they will deliver a sensitive and appropriate service to the diverse communities in receipt of SP services in Harrow.

Religion or Belief		✓	Regardless of religion or belief the needs of young people for housing related support will be met.	Monitoring will continue to ensure improved outcomes are delivered for all religious and faith groups. Housing related support services are not contracted to deliver faith specific provision. All providers, including those that do have a specific religious ethos, are required to demonstrate and evidence an ability to support service users to access religious and faith based services of their choice.
Sex		✓	Regardless of sex the needs of young people for housing related support will be met.	Provider/s awarded contracts will need to demonstrate full compliance with equality standards in this area for both the Council and specific supporting people standards relating to support provision.
Sexual orientation		✓	Regardless of sexual orientation the needs of young people for housing related support will be met.	Providers awarded contracts will need to demonstrate full compliance with equality standards in this area for both the Council and specific supporting people standards relating to support provision.

10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes	✓	No	
	There may be a cumulative impact to those groups who may be disproportionately affected by these proposals due to other efficiency projects within the Council and partner agencies. Also changes to Welfare Benefits and Housing Benefit.			

10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is to happen?	Yes	✓	No	
	Increasing youth homelessness and poverty could lead to increased crime and unemployment. Improving the quality of remaining services can mitigate this.			

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

	Age (including)	Disability (including)	Gender Reassignment	Marriage and Civil	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
--	-----------------	------------------------	---------------------	--------------------	-------------------------	------	---------------------	-----	--------------------

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

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

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

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

Stage 6: Decision

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

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <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 12a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Age	Existing services and those to be commissioned are for individuals aged 16 years and over, living in any type of housing tenure in the community and have been assessed as requiring housing related support to maintain their accommodation and/or their ability to live independently in the community	It is anticipated that by calling off from the West London Framework, the new service specifications will drive up service quality. Monitoring will continue to ensure improved outcomes are delivered for services users of all ages.	April 2014 + 6 months	Glendeane Atkins	
Pregnancy and Maternity 692	Teenage parents will be able to access generic floating support. Additionally, 16 to 19yr olds already have access to statutory services as do care leavers.	The new Generic Floating Support Service specification will reflect the needs of teenage pregnancy or parenthood. Monitoring will continue to help ensure improved outcomes are delivered for services users who are pregnant or teenage parents. Services will be monitored through the use of a range of Key Performance Indicators, service reviews, contract monitoring and Supporting People quality assessment framework.	April 2014 + 6 months	Glendeane Atkins	

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.

693

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

Quality Assessment Framework monitoring in the areas of:

- Assessment and Support Planning;
- Security Health and Safety;
- Safeguarding and Protection from Abuse;
- Fair Access, Diversity and Inclusion;
- Client Involvement and Empowerment

The ability of supplier organisations to meet service specifications as part of the re-commissioning process.

Regular monitoring information submissions from providers on service user (or customer) age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status will be reviewed to ensure services are developed to meet identified needs;

Regular inspection visits/reviews will take place to ensure providers are meeting all necessary equality targets and legislation; and

Regular consultation with service users (or customers) will take place to ensure the needs of everyone regardless of age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status are taken into account.

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

Through the Supporting People mechanisms of action plans, databases and reports.

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

No

Stage 9: Public Sector Equality Duty

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

(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
<p>The Council will be commissioning external providers to supply services. Internal commissioning and monitoring arrangements will continue to ensure Supporting People contracts the best possible services for people locally.</p> <p>1. They will be asked to demonstrate how they comply with the:</p> <ul style="list-style-type: none"> . Equal Pay Act 1970 . Sex Discrimination Act 1975 . Race Relations Act 1976 . Race Relations (Amendment) Act 2000 . Disability Discrimination Act 1995 . Disability Discrimination (Amendment) Act 2005 . Human Rights Act 1998 . Employment Equality (Religion or Belief) Regulations 2003 . Employment Equality (Sexual Orientation) Regulations 2003 . Employment Equality (Age) Regulations 2006 . Equality Act 2010 <p>It is anticipated that there may be some change in current supplier staffing arrangements dependent upon which supplier organisations win contracts being re-commissioned. TUPE will apply.</p>	<p>All organisations commissioned to provide services will be expected to develop, review and promote policies and practices that ensure equality of opportunity and eliminate discrimination.</p>	<p>Supporting People services are focused on service provision that promotes social inclusion. Services renegotiated/commissioned will enable Young people to access good quality support helping them to achieve and maintain independent living and become positive members in their communities. This will help break down barriers and build community cohesion.</p>

694

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

695

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	Efficiency	✓	Other		✓
Title of Project:		Library Stockfund (CHW E03)			
Directorate / Service responsible:		Community Health & Well Being Libraries, Sports & Leisure Service			
Name and job title of lead officer:		Marianne Locke Divisional Director Community & Culture			
Name & contact details of the other persons involved in the assessment:		Tim Bryan Service Manager Libraries, Sports & Leisure			
Date of assessment:		1 July 2014			
Stage 1: Overview					
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		Reduce the library stockfund in line with previous spending levels. The stock-fund has been set at £423,000 for 2014-15 but in the previous two years, the council has not spent this amount of money per annum on stock. Despite the level of stockfund spent, Harrow has consistently had a high level of bookstock (5 th highest out of 18 Outer London boroughs in 2012/3 CIPFA Actuals) and has been 2 nd or 3 rd highest issuing Outer London authority (2 nd of 18 in			

	<p>2012/3 CIPFA Actuals). In addition, Harrow joined the London Libraries Consortium in 2012/3 for stock purchasing which is enabling better value for money and purchasing power.</p> <p>However, nationally and regionally stock issues are falling as customers use new technologies such as e-books, film and music downloads etc. Harrow has experienced this along with other authorities and despite being a high issuing authority in 2012/13, issues had declined by 8% on the previous year (and by nearly 10% between 2010-11 and 2011-12). Library visits are not affected by this downturn as customers use libraries for other purposes such as reading events and activities, information points, community hubs. In particular the People's Network public access internet and software terminals attract a large number of visits. In 2013-4, Harrow invested a significant amount in upgrading the People's Network and the Library Management System – which now gives online access to the stock of 15 other London authorities including Harrow's. In addition, WiFi was implemented in all libraries in April 2014. The new contractor has also launched the Enterprising Libraries project to support SME's in the borough</p>				
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders
<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? 	Staff		Age		Disability
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity
	Race		Religion or Belief		Sex
	Sexual Orientation		Other		
	<p>Libraries are managed by Carillion Integrated Services for Harrow Council. The stock-fund is controlled by the Council and is released to the contractor on evidence of invoices spent on stock. CLIS have a target of increasing library issues by 2% in the contract.</p> <p>CLIS have been notified of the Council's intentions and have given us comparator</p>				

data for the other library services within their contracts. This demonstrates that Harrow is still spending comparatively well out of the four with the second highest spend per capita (2011 Census population) and tied second highest spend per library.

In addition, CLIS are reviewing the stock purchasing arrangements to see if the current Consortium is still delivering best value for money or whether there are alternative arrangements which can drive even better deals in the supply of library stock. They are also investigating newer, cheaper formats to supplement library supply such as the free downloadable magazine service now on offer through library membership and reference materials online.

However, CLIS have indicated that in the light of this reduction they will want to reduce the issue target from 2% increase to 1.44%. This is still aspirational in the light of the national decline.

Page 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)

Although libraries collect membership data by age, there is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of age. However, no particular negative impact has been noted from previous levels of spend on the stockfund. Libraries will continue to provide a range of activities such as story times for younger children, the Schools Library Service (self financing) and activities such as Silver Surfers for older people or family learning activities for families. The Bookstart programme (which offers free books and library membership to all new babies born in Harrow) will be unaffected by this proposal.

Disability (including carers of disabled people)	Libraries provide large print books and audio described DVDs for older or disabled people but there is no specific data which can demonstrate impact on this characteristic as levels of borrowing vary from individual to individual whatever the disability may be. Newer formats and the wide availability of subtitled/described films elsewhere for example are replacing traditional library usage in this category. However, no particular negative impact has been noted from previous levels of spend on the stockfund.
Gender Reassignment	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Marriage / Civil Partnership	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual..
Pregnancy and Maternity	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries. However, the Bookstart programme (which offers free books and library membership to all new babies born in Harrow) will be unaffected by this proposal.
Ethnicity	There is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of race. However, no particular negative impact has been noted from previous levels of spend on the stockfund. Libraries will continue to provide materials both in hard copy and online in community languages or for ESOL or materials with particular relevance to sections of the community such as Black History. In addition, a wide range of activities and events are available for all.
Religion and Belief	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Sex / Gender	There is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of gender.
Sexual Orientation	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Socio Economic	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries. However, postcode mapping against the Mosaic segments indicate a wide socio-economic spread of library users. No particular negative impact has been noted from previous levels

of spend on the stockfund and levels and types of borrowing vary from individual to individual..

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).
Carillion	Meetings	None – a wide range of materials including those for particular groups (large print, community languages etc) will continue to be purchased.	Library contract already includes performance measures regarding levels of stock issues and use of libraries by under-represented groups.
Library users have not been consulted on the levels of stockfund in previous years.			

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.

CIPFA Actuals (2012-13) for library services. Carillion’s statistics on stockfund spend by their contracting authorities 2013-14. Census 2011.

Stage 3: Assessing Potential Disproportionate Impact

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

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
--	------------------------	-------------------------------	---------------------	--------------------------------	-------------------------	------	---------------------	-----	--------------------

Yes									
No	X	X	X	X	X	X	X	X	X

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

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

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

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

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?
 (include this evidence, including any data, statistics, titles of documents and website links here)

--

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

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

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

702

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
703 Sexual orientation				

11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
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? If yes, what is the potential impact and how likely is to happen?	Yes		No	

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

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

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

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

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

704

Page 6: Decision

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

Stage 7: Improvement Action Plan

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

Area of potential adverse impact e.g. Race, Disability	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	Monitoring of delivery against contract performance indicators	Target on levels of materials issued Target on number of visits to libraries	Mar 15	Tim Bryan	May 2014
705					

Stage 8 - Monitoring

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

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Monitoring of delivery against contract performance indicators which include target on levels of materials issued and target on number of visits to libraries. Monitoring information is received monthly and reviewed quarterly.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Through client monitoring meetings and quarterly Partnership Monitoring Boards (with Ealing)
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No although there have been complaints in the last financial year about the level of stock being bought. This was caused by difficulties in

the implementation of the new LMS and book ordering system and not by the level of stockfund. Those issues have now been resolved and books are being ordered as normal. No further complaints have been received.

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
706	The purchase of library stock includes materials in a wide variety of formats to ensure accessibility to reading and information by Harrow's community e.g. large print, community language, children's materials and online. Library services such as the Housebound Library service and Bookstart ensure that all can have access to books and other library stock.	

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

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

707

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:		Governor Services' Printing Costs and Bulletin Development (C&F E02)		
Directorate / Service responsible:		Education Strategy, within Education and Commissioning Divisional Directorate within Children and Families Corporate Directorate		
Name and job title of lead officer:		Patrick O'Dwyer. Education Professional Lead, Education Strategy		
Time & contact details of the other persons involved in the assessment:		Neetha Atukorale, Governor Services Officer, Education Strategy (x6504)		
Date of assessment:		1 July 2014		
Stage 1: Overview				
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>		<p>Provide savings in Governor Services printing costs of £10,000 and improve the value of the Harrow Governors' Bulletin by providing it in digital copy with additional links to key documents and opportunities to enhance font size. The Harrow Governors' Bulletin is circulated to all governors (700), headteachers, school clerks and some Council officers in Harrow LA area and would include, by virtue of this broad circulation, all protected groups.</p> <p>The Governors' Bulletin is <u>not being discontinued</u> it was changed to a digital format. As a result of this change, which has now operated for two years, the saving in printing costs has already been made. This was done after consultation</p>		

with governor representatives.

There is no adverse effect on any group and, in fact, this change is expected to improve access to the Bulletin's content and provide a wide range of accessible links to new sources of information. There has been no adverse reaction or negative feedback to the change to the digital format. The following groups are affected only in the sense that there has been a change in the mode of delivery. They are not adversely affected as there is an enhancement rather than a loss of service and service quality.

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment	✓	Marriage and Civil Partnership	✓	Pregnancy and Maternity	✓
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	✓	Other			

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

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

No

Stage 2: Evidence / Data Collation

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

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

Age (including carers of young/older people)

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

5 What consultation have you undertaken on your proposals?

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

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this

assessment?
List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

Stage 4: Collating Additional data / Evidence

<p>8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3? (include this evidence, including any data, statistics, titles of documents and website links here)</p>	<p>Feedback from governor representatives at the (then) Governor Services Advisory Group, the Governors Appointments Advisory Panel and through the Association of Harrow Governing Bodies. We also have termly meetings with governors and through the termly bulletin itself feedback is encouraged. We offer printed copies to those who request them, including in large print (rarely needed). The Harrow Governors' Bulletin remains well regarded and a key source of knowledge for our governors and school leaders.</p>
--	--

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).
Governor Services Advisory Group	Meetings	Positive feedback on this change and the quality of the Bulletin	Group now closed
Governors Appointments Advisory Panel	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins
Association of Harrow Governing Bodies	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins
Termly Harrow Governors' Meetings	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins

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)		✓	Please note that all feedback, through routes listed above, is generic and we do not receive feedback from specifically targeted groups.	We offer printed copies to those who request them, including in large print (rarely needed).

Disability (including carers of disabled people)		√		We offer printed copies to those who request them, including in large print (rarely needed).
Gender Reassignment		√		
Marriage and Civil Partnership		√		
713 Pregnancy and Maternity		√		
Race		√		
Religion or Belief		√		
Sex		√		
Sexual		√		

orientation									
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?					Yes		No	√	
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? If yes, what is the potential impact and how likely is to happen?					Yes	√	No		It will have a <u>positive</u> impact in keeping school governors and key staff up to date with what is happening nationally, including on issues of the performance of vulnerable groups and equalities
12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	√	√	√	√	√	√	√	√	√
If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal) If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.									
<ul style="list-style-type: none"> ▪ If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. (select outcome 4) ▪ If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. (select outcome 4) 									

714

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.	

71

Stage 7: Improvement Action Plan

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

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

--	--	--	--	--	--

Stage 8 - Monitoring

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

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Feedback from governors and governor representative groups and meetings
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	In governor services meetings and feedback to governor groups
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

13. 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
Literature will be available in large print or in hard copy for those who require it. Bulletin includes articles on equality and safeguarding issues.	Bulletin encourages and informs a high quality of knowledge, understanding and dialogue in order to improve in impact of governance on children's outcomes in schools, promoting equality of opportunity and success.	Bulletin encourages and informs a high quality of knowledge, understanding and dialogue in order to improve in impact of governance on children's outcomes in schools.

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.

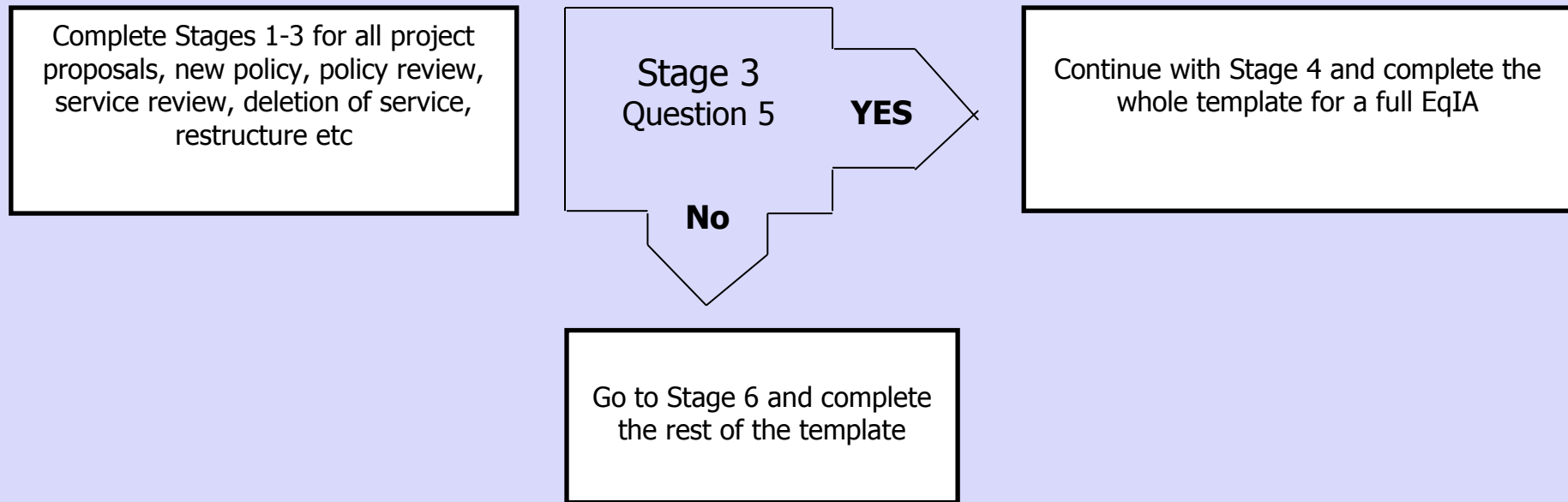
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Children and Families DETG		
Signed: (Lead officer completing EqIA)	Patrick O'Dwyer	Signed: (Chair of DETG)	
Date:	1 st July 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

717

This page is intentionally left blank

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.



719

- 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>720 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>	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
721 Ethnicity	BAME	40.60%	36.08%	57.75%
	White	46.37%	52.08%	42.25%
	Unknown	13.03%	11.84%	0.00%
Sex	Male	25.85%	22.36%	49.40%
	Female	74.15%	77.64%	50.60%
Disability	Yes	2.14%	1.81%	16.40%
	No	97.44%	93.66%	83.60%
	Unknown	0.43%	4.53%	0.00%
Age	16 to 24	1.50%	3.34%	11.7%
	25 to 34	21.37%	17.39%	30.4%
	35 to 44	27.35%	22.67%	
	45 to 54	29.91%	32.76%	23.6%
	55 to 64	18.80%	21.15%	
	65+	1.07%	2.69%	
	Unknown	0.00%	0.00%	0.00%

722

		Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Religion or Belief	Christianity	8.12%	11.00%	37.30%
	Hinduism	3.42%	4.12%	25.30%
	Islam	1.28%	1.44%	12.50%
	Judaism	0.21%	0.57%	4.40%
	Jainism	0.21%	0.51%	No category
	Sikh	1.07%	0.39%	1.20%
	Buddhism	0.00%	0.20%	1.10%
	Zoroastrian	0.00%	0.02%	No category
	Other	0.43%	0.86%	2.50%
	No Religion/Atheist	2.78%	2.09%	9.60%
	Unknown	82.48%	78.81%	6.20%
Sexual Orientation	Heterosexual	8.55%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.06%	
	Gay Man	0.21%	0.08%	
	Bi-sexual	0.00%	0.14%	
	Prefer not to say	0.21%	1.07%	
	Other	0.00%	0.04%	
	Unknown	91.03%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	6.62%	4.02%	No category
	No	93.38%	95.98%	
Same gender assigned at birth?	Yes	99.57%	95.47%	No category
	No	0.00%	0.00%	
	Unknown	0.43%	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.
723 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.
724 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.

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**?

725	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					
726 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? 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 Council and Harrow as a whole (for example national/local policy, sterility, 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	

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
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

- 728 SED) 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 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)	

<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>Terry Brewer</p>	<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>	<p>16/11/15</p>	<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>	

627
729

This page is intentionally left blank

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	16 th February 2017						
Value of savings to be made (if applicable):	£187k						
Title of Project:	PA_03 Delete People Service Commissioning Team						
Directorate / Service responsible:	People Services						
Name and job title of Lead Officer:	Johanna Morgan: Divisional Director, People Services						
Name & contact details of the other persons involved in the assessment:	Johanna Morgan: 6841						
Date of assessment (including review dates):	Initial: 6 th September 2016 update: 27 th January 2017						

Stage 1: Overview

<p style="text-align: right; margin-right: 10px;">731</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>The People Services Strategic Commissioning team comprises of 5.6 FTE and work across both Adult and Children's services. (x3 Children's x2.6 Adult's) the team was merged following the last commissioning panel process which resulted in a saving of £150k (2016/17).</p> <p>The People Services Strategic Commission Team are responsible for developing and implementing Strategic Commissioning Strategies across adults and children's services to identify current and future service needs and develop services and delivery models to maximise outcomes for users cost effectively. The Team work working in partnership with internal services and corporate teams including finance and procurement, and external partners including Providers to gather market intelligence and coproduce solutions. The team work with services and partners to implement transformation and government initiatives.</p> <p>All strategic commissioning plans including Learning Disability & Autism, Dementia, Carers, End of Life, Early Years, Family Services etc are all developed by this small team.</p> <p>The deletion of this team will result in the removal of capacity to strategically plan and commission across People Services, and the ability to think and act creatively about using resources to the best advantage of our community. This may impact on the realisation of efficiencies within service areas of Adults and Children's services and in addition, for adults services all future purchases being spot purchases, rather than commissioning exercises.</p>
---	--

	<p>Savings Proposal:</p> <p>The Proposal is to delete the Adult commissioning resource (2.6 FTE) for the People's directorate</p> <p>This will deliver a saving of £187k for 2017/18</p>			
--	---	--	--	--

<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users		Partners		Stakeholders	
	Staff	✓	Age	✓	Disability	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	✓
	Sexual Orientation		Other			

<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</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 this proposal remains within the People Directorate.</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 should 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)	Staff Records Staff are of working age	All Staff impacted are which are of working age.
Disability (including carers of disabled people)	Staff Records	No Staff have declared they have a disability therefore, we have no evidence of a differential impact on this group at this time.
Gender Reassignment	Staff Records	No staff have declared they have undergone gender reassignment therefore we have no evidence of a differential impact on this group at this time.
Marriage / Civil Partnership	Staff Records	We have no evidence of a differential impact on this group at this time
Pregnancy and Maternity	Staff Records	There are staff with this protected characteristic. However there is no impact on their legal and statutory rights.
Race	Staff Records Staff are from a variety of different racial groups	This proposal has an impact on a mix of staff from a variety of different racial groups, and we have no evidence of a differential impact on this group at this time.
Religion and Belief	Staff Records Staff have declared a variety of different religions and beliefs	This proposal has an impact on a mix of staff of different religions and beliefs, and we have no evidence of a differential impact on this group at this time
Sex / Gender	Staff Records	The staff impacted by this proposal are all female.

	All Staff impacted are female	
Sexual Orientation	Staff Records	We have no evidence of a differential impact on this group at this time

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	
No									

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, complete a FULL EqIA.

734

- **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
If this proposal is accepted, all staff members will be consulted formally		

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 ✓		
735 Age (including carers of young/older people)		✓		If this proposal is accepted the staff affected are all within the 'working age' bracket, however this is to be expected with proposals directly impacting staff.	There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Disability (including carers of					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure

disabled people)					alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Gender Reassignment					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
736 Marriage and Civil Partnership					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Pregnancy and Maternity					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of

					services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Race					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
737 Religion or Belief					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Sex		✓		If this proposal is accepted, all staff impacted are female	There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered

					additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Sexual orientation					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.

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	
	This proposal is one of many across the Council which may see a reduction in staffing levels, as a result there is likely to be increased pressure on redeployment opportunities.			
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	

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
Sex, Age	Consultation with staff and trade unions, and review of redeployment options	Outcomes for the Staff concerned	Johanna Morgan	

739

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) 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 impacts on a very small number of staff, and as such, redeployment and other internal mechanisms should go some way to limit the adverse impacts of the proposals.

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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 Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

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):	£359k						
Title of Project:	Milmans						
Reference:	PA_4						
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:	Maureen Leonard – service manager						
Date of assessment (including review dates):	5 August 2015						

Stage 1: Overview

741

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 but as one part of a package of savings proposals to be delivered.

Milmans Neighbourhood Resource centre is an in-house day service which provides 4 days per week day of older people with Dementia and learning disabilities and 1 day dedicated drop in dementia clinic. The centre also runs the remaining Meals on Wheels provision (35 clients).

The service is located in Pinner. Although not a PFI contract the building has a Covenant on it which means services specifically for older people should be provided.

Savings Proposal:

The proposal, in line with the 'Minimising Adults' and 'Community Wrap' workstream will see the service transferred to the Community with community management in 2017/18. The proposal is to transfer the service as is to a community partner, by tendering the service.

The proposal will deliver a saving in 17/18 of £175k and a further saving in 18/19 of £184k. The saving is to allow for the transfer of the service to the community whilst minimising TUPE liability.

Adults working alongside the Council's Procurement and Commercialisation team will explore how tenders

can be developed with the Community sector for mutual benefit.

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	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: <ul style="list-style-type: none"> 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 service.
---	--

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)	Staff – nos 9.5 Age range – 39-75 Service users dementia support – approx.52 Age : all within the older people age group - age range	The data suggest that staff and service users are in the older people age group. The proposal will therefore disproportionately affect this age group

	65-91	
Disability (including carers of disabled people)	<p>Staff</p> <p>This information is not available</p> <p>Service Users: dementia support including:</p> <ul style="list-style-type: none"> • Learning disabilities • memory and cognition • mobility • visual impairment • Physical support • Physical/mobility support 	<p>Unable to analyse impact – information not for staff. Further information will be gathered at the consultation stage</p> <p>Largest proportion are dementia services, therefore this group will be disproportionately impacted by this proposal</p>
Gender Reassignment	Information not available	Unable to assess, information will be gathered should consultation be necessary
Marriage / Civil Partnership	Framework I information	<p>Of the 86 service users:</p> <p>12: single</p> <p>19: did not declare</p> <p>4: divorced</p> <p>21: married</p> <p>27: widowed</p> <p>1: separated</p>

743

		1: cohabiting The majority of service users are therefore married or widowed
Pregnancy and Maternity	As above	As above
Race 744	<p>Staff</p> <ul style="list-style-type: none"> 7 – white English 1- Black caribbean 1- Black African <p>Service users</p> <ul style="list-style-type: none"> 54– white British 11 – Asian or Asian British 13 -Black/ Black British 6 –other 1 - mixed 1- unknown 	<p>Data incomplete for staff but will be gathered at consultation stage.</p> <p>Of the 86 service users, the majority of service users are White British, and as such this user group is most likely to be impacted by the proposal.</p>
Religion and Belief	Information not available	Unable to assess -, further information will gathered at the consultation stage
Sex / Gender	<p>Service users :</p> <p>59 Female</p> <p>26 Male</p>	Of the service users that use Milmans, the majority are female, and as such are likely to be impacted more than the male service users.
Sexual Orientation	Information not available	Unable to assess -, further information will gathered at the consultation stage

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
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)		✓		The data suggest that staff and service users are in the older people age group. The proposal will therefore disproportionately affect this age group	Consultation with impacted staff and service users should help to reduce potential inequalities. Options for staff will be reviewed in light of any potential redeployment opportunities.
Disability (including carers of disabled people) 746		✓		The existing service is provided to people with disabilities, and a focus on people with dementia. The building has a restrictive covenant on it which means that the building must be used to provide support for older people. It would be desirable, in light of demand and availability of dementia services in Harrow that the new provider would continue to provide dementia specific support	Negotiations with the new provider
Gender Reassignment				No information to assess	Additional information to assess the potential impact should be gathered at consultation stage
Marriage and Civil Partnership		✓		The majority of service users are either married or widowed, and as such it is not likely that any protected characteristic is impacted by these proposals	Ensuring that the impact is monitored throughout the process, will prevent the adverse impact on married or widowed service users
Pregnancy and Maternity				No information to assess	Addition information to assess the potential impact should be gathered at consultation stage

Race		✓	<p>54– white British 11 – Asian or Asian British 13 -Black/ Black British 6 –other 1 - mixed 1- unknown</p> <p>The majority of current service users are white british, and as such are likely to be impacted by the proposals</p>	Service provision should not cease with the proposal, and as such day care provision for the existing clients should continue. Meaning that the impact is more focused around change, than ceasing provision.
Religion or Belief			No information to assess	Additional information to assess the potential impact should be gathered at consultation stage
Sex		✓	Of the service users that use Milmans, the majority are female, and as such are likely to be impacted more than the male service users.	Service provision should not cease with the proposal, and as such day care provision for the existing clients should continue. Meaning that the impact is more focused around change, than ceasing provision.
747 Sexual orientation			No information to assess	Additional information to assess the potential impact should be gathered at consultation stage

<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>This proposal is part of a package of proposals aimed at reducing the budget within adults. With many other proposals linked to the community tendering of day centre provision it is likely that this proposal will have a cumulative effect on protected characteristics. Particularly age and disability.</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	✓

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, disability, sex,	Sensitive tendering, to ensure that protected characteristics are not unnecessarily impacted upon	Quality Assurance methods with new providers and care management conducting regular reviews of impacted service users	Jonathan Price/ Care Management	Ongoing
748				

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 should not see a reduction in service, and as such continues to meet the PSED

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.	

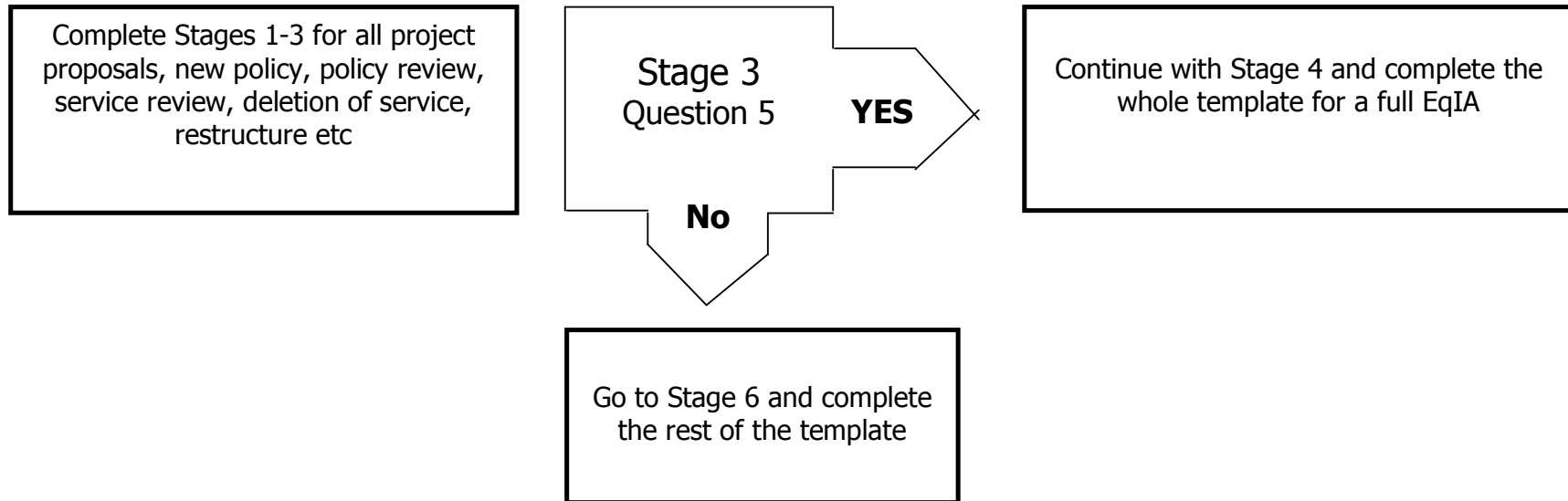
Stage 9 - Organisational sign Off

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	

This page is intentionally left blank

Confidential Initial - 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.



751

- 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.
- Legal will NOT accept any report 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:	14 th September 2016
Value of savings to be made (if applicable):	£127k
Title of Project:	PA_04 Management
Directorate / Service responsible:	People Directorate: Adult Social Services
Name and job title of Lead Officer:	Bernie Flaherty: Director of Adult Social Services
Name & contact details of the other persons involved in the assessment:	Bernie Flaherty 2611 Rachel Dickinson 2359
Date of assessment (including review dates):	6 th September 2016

Stage 1: Overview

<p style="text-align: right; font-weight: bold; font-size: 1.2em;">752</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>The Adults Senior Management Team are responsible for £54m controllable budget (2015/16), more than 14,000 service users and 3,000 Carers.</p> <p>The team's function in respect of adult social services include:</p> <ul style="list-style-type: none"> • Overall accountability for Safeguarding vulnerable adults; • Converting policy direction and statutory plans into cross cutting strategy and action; • Ensuring consistent and rigorous compliance with statutory requirements; • Managing the department's budget ensuring tight financial control; • Oversee compliance with the Care Act 2014 responsibilities and the requirements of other statutory provisions relating to vulnerable adults; • Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social services; • Professional leadership, including workforce planning; • Leading the implementation of standards; • Representing Adults services at an internal, local, regional and, national level; • Ensuring elected members are appropriately briefed and engaged in operational and change activities; • Protecting the Confidentiality of service-user information and enabling appropriate information sharing (Caldicot Guardian); • Management of major commercialisation projects; • Managing a team of over 300;
--	--

753

- Developing Service plans that underpin, and that is in support of, the corporate plan;
- Managing cultural change;
- Promoting and driving partnership working;
- Ensuring close, proportionate alignment to the Adults, Children's, Health, Public Health and Health commissioning agendas by maintaining strategic coherence, budgets and performance;
- Delivering an integrated whole systems approach to supporting communities;
- Promoting social inclusion and wellbeing;
- Ensuring effective community and user engagement including the commissioning of services and evaluation of existing services;
- Managing risks and resolving issues that may have significant impact on the Council, including financial and political;
- Proactively manage performance of the Adults service and taking timely remedial action where necessary;
- Overseeing Complaints for Adult Social Care

Savings Proposal:

Further reduction in strategic management function, reducing by 1FTE (Head of Service) from 4FTE down to 3FTE ie; DASS plus 2 Heads of Service

The proposal is to delete one Head of Service post. This would deliver a saving of £127k.

A restructure would reassign the remaining responsibilities to the remaining two Head of Service.

<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age		Disability	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	Sexual Orientation		Other			
<p>3. Is the responsibility shared with another directorate,</p>						

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? 	Role was responsible for Adults and Children’s Commissioning
--	--

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 should 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)	Staff Records	n/a – last post holder interim
Disability (including carers of disabled people)	Staff Records	n/a – last post holder interim
Gender Reassignment	Staff Records	n/a – last post holder interim
Marriage / Civil Partnership	Staff Records	n/a – last post holder interim
Pregnancy and Maternity	n/a	n/a – last post holder interim
Race	Staff Records	n/a – last post holder interim
Religion and Belief	Information not recorded	n/a – last post holder interim
Sex / Gender	Staff Records	n/a – last post holder interim
Sexual Orientation	Staff Records	n/a – last post holder interim

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, complete a FULL EqIA.

- **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**

755

- 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
n/a – last post holder interim		

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)				No impact	n/a
756 Disability (including carers of disabled people)				No impact	n/a
Gender Reassignment				No impact	n/a
Marriage and Civil Partnership				No impact	n/a
Pregnancy and				No impact	n/a

Maternity					
Race				No impact	n/a
Religion or Belief				No impact	n/a
Sex				No impact	n/a
Sexual orientation				No impact	n/a

757 **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?

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	
This proposal is likely to impact on the residents of Harrow in the sense that the adults service may be diluted; as the functions of the staff will need to be absorbed by the remaining Head of Social Care and DCS.			

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
No impact	n/a			

Stage 7: Public Sector Equality Duty

<p>11. How do your proposals meet the Public Sector Equality Duty (PSED) 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 	No impact	n/a
---	-----------	-----

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities	

<p>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 Cabinet Briefing (if required)</p>		<p>Signature of DETG Chair (following Cabinet Briefing if relevant)</p>	

759

This page is intentionally left blank

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	16 th February 2017						
Value of savings to be made (if applicable):	£161k						
Title of Project:	Delete Adults Major Contracts Team						
Directorate / Service responsible:	People Services: Adult Social Care						
Name and job title of Lead Officer:	Chris Greenway: Head of Safeguarding Assurance and Quality Services						
Name & contact details of the other persons involved in the assessment:	Chris Greenway ext 2043						
Date of assessment (including review dates):	Initial: 16 th September 2016 Review: 27 th January 2017						

Stage 1: Overview

<p>761</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>The Adults Major Contracts Team deal with all matters relating to all major Adults Contracts. They are responsible for the oversight of contract legal drafting, contract setup, procurement gateway compliance (including reports and update reviews), tendering, award and monitoring contractual compliance for all major Adults Contracts. This includes Supporting People Contracts, Extra-Care Contracts, Mental health accommodation, Residential and Nursing care Contracts, Voluntary Sector Contracts and the monitoring of KPIs and outcomes for all other adults SLAs.</p> <p>With the reduction in Supporting People services (MTFS 2015/16 £290k and 2016/17 £150k) and a significant reduction in Contracting due to the move to Personalisation there has been a considerable reduction in the number of directly commissioned Contracts.</p> <p>The Voluntary Sector SLAs are one of the savings proposals and would lead to a further reduction in Contract Monitoring requirements.</p> <p>Savings Proposal:</p> <p>This proposal is to delete all posts within this team and no longer provide this function.</p> <p>This proposal delivers £161k in 2017/2018.</p>						
<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that</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			
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? 	Contracts team work closely with the Procurement Team					

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 should 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)	Staff Records 5 staff are impacted, and are all between the age of 40 and 65	All staff impacted are working age adults between 40 and 65, and as such this proposal has a disproportionate impact on staff of a working age.
Disability (including carers of disabled people)	Staff Records	No Staff have declared they have a disability therefore we have no evidence of a differential impact on this group at this time.
Gender Reassignment	Staff Records	No staff have declared they have undergone gender reassignment therefore we have no evidence of a differential impact on this group at this time.

Marriage / Civil Partnership	Staff Records	There is a mix between married and single staff, and no disproportionate impact on this protected characteristic.
Pregnancy and Maternity	Staff Records No record of pregnancy, maternity, paternity or adoption in the last 2 years	We have no evidence of a differential impact on this group at this time
Race	Staff Records All 5 staff are from a variety of racial backgrounds	This proposal has an impact on a mix of staff from a variety of different racial groups, and we have no evidence of a differential impact on this group at this time.
Religion and Belief	Staff Records	This proposal has an impact on a mix of staff of different religions and beliefs, and we have no evidence of a differential impact on this group at this time
Sex / Gender	Staff Records The 5 staff are a mix of male and female.	The team impacted by this proposal are predominantly female. Therefore this proposal has a slightly stronger impact on female staff than male.
Sexual Orientation	Staff Records	We have no evidence of a differential impact on this group at this time

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	
No		x	x	x	x	x	x		x

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, complete a FULL EqIA.

- **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**?

764	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 this proposal is accepted there will be a staff consultation, which will include a consultation of the trade unions.		

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 ✓	occur. 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)		✓		All staff impacted by this proposal are working age adults meaning that should this proposal go ahead the impact is disproportionate to working age adults	There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation..
765 Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and					

Maternity							
Race							
Religion or Belief							
Sex		✓		The majority of staff impacted by this proposal are female meaning that should this proposal go ahead the impact is slightly disproportionate to females	There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.		
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	x	No	
				This proposal is one of many across the Council which may see a reduction in staffing levels, as a result there is likely to be increased pressure on redeployment opportunities.			
9. Any Other Impact – Considering what else is happening within the				Yes		No	

766

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
767 Age, Sex	Consultation with staff and trade unions, and review of redeployment options	Outcomes for the Staff concerned	Chris Greenway	

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) 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

The proposal impacts on a very small number of staff, and as such, redeployment and other internal mechanisms should go some way to limit the adverse impacts of the proposals.

groups	
3. Foster good relations between people from different groups	

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
---	--

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)	
--	--

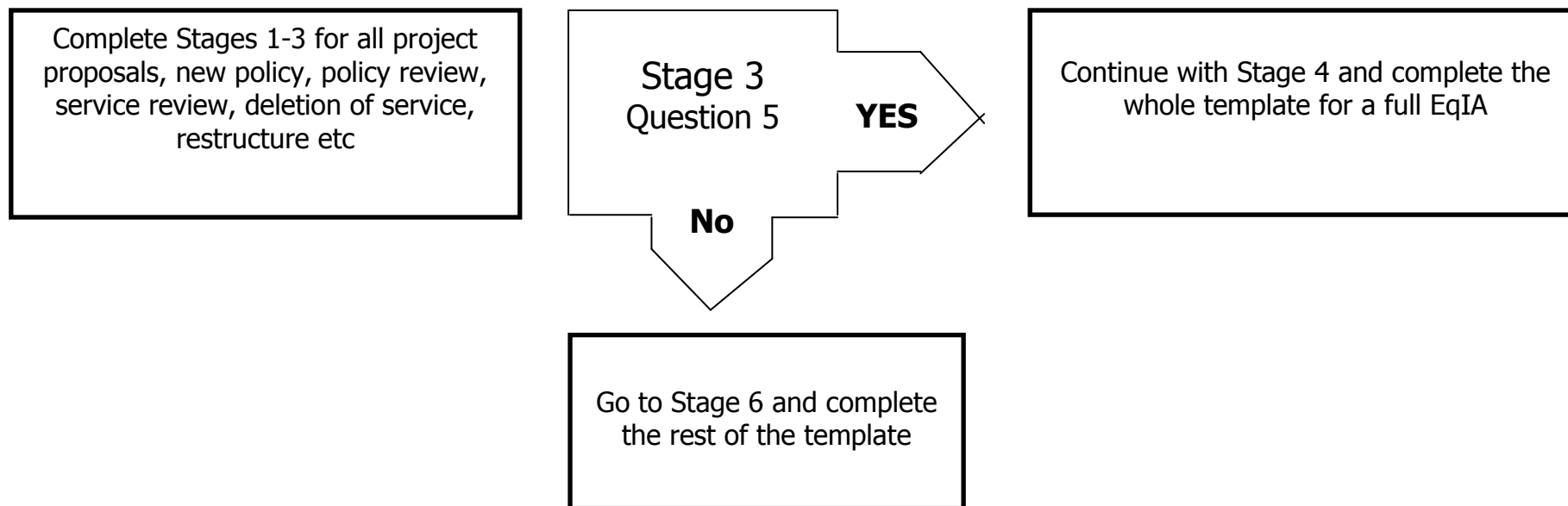
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
---	--

Stage 9 - Organisational sign Off

10. 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 Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

- Confidential Initial - 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.



769

- 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.
- Legal will NOT accept any report 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:	16 th February 2017
Value of savings to be made (if applicable):	£112k
Title of Project:	PA_06 Safeguarding Assurance and Quality Service Team
Directorate / Service responsible:	People Services: Adult Social Care
Name and job title of Lead Officer:	Chris Greenway: Head of Safeguarding Assurance and Quality Services
Name & contact details of the other persons involved in the assessment:	Chris Greenway ext 2043
Date of assessment (including review dates):	Initial: 6 th September 2016 Review: 27 th January 2017

Stage 1: Overview

<p>770</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>The Safeguarding Assurance & Quality Services team carry out all activities linked to reviewing provider safeguarding concerns, provider performance against regulated standards and quality monitoring delivered by over 700 external providers (Residential Care Homes, Nursing Care Homes, Domiciliary Care Providers and Day Care Services).</p> <p>The team will investigate concerns raised by the CQC in its role in identifying situations that give rise to concern that a person using a regulated service is, or has been, at risk of harm. Following referral, the team in liaison with the Safeguarding team, will participate in any strategy discussions and consider on-going risk factors and any necessary action plans with providers to ensure service users are safe. These plans will then be regularly monitored and checked to ensure standards are being maintained.</p> <p>The team through annual checks on safeguarding and quality ensure that all providers across the Borough and where clients are placed externally meet minimum standards and help them to achieve 'Good' levels of care with an emphasis on continual improvement.</p> <p>The team have consistently helped providers that have failed through inspection to meet the regulators minimum standards to develop action plans that have moved them to 'Good' ratings and above the Country average. The team look at all aspects of the care and support provided including Staffing & Mgt, Care & Support Planning, Medication management & control, Safety, Quality of Care. In undertaking these monitoring reviews, the team are able to monitor the chances of provider failure as required under the Care Act 2014; the functions of this team cannot prevent a provider from failing but may provide useful indicators to allow Adult Services to better prepare when/ if it does happen.</p>
--	---

The team have on several occasions prevented actual harm to individual clients by the identification of poor and sometimes dangerous practices. These safeguarding assurances continue to ensure that Harrow has not received the same media attention seen in other Boroughs and reduced the reputational risks to the Council as part of its duty to safeguard the most vulnerable.

The team meet regularly with the Care Quality Commission and work closely with regional inspectors to ensure continued sharing of intelligence and concerns. The team will also implement and enforce any local or regulatory action (temporary suspensions, embargo, special measures regime) and provide updates to all Local Authorities as required by statute. The CQC have widely acknowledged the SAQs team in Harrow as an exemplar for its work on Safeguarding and Monitoring and consider the team to be the best in London.

The Local Account group is also facilitated through the SAQs team and this group have been responsible for the development of the Local Accounts, Mystery Shopping, Surveys, Questionnaires, Roadshows, Recruitment panels and participation at the Adults Safeguarding Board.

The team provide regular updates to providers on standards through its work with CQC, NICE, Skills for Care and other bodies working to maintain standards in this sector especially at a time of increased pressures in the market including competition for skilled and suitably qualified staff. This work also includes regular provider forums to discuss major issues and changes in the markets as well as training development programs co-ordinated by the team.

The team will also assist families that have raised concerns/complaints about the level of care provided by care homes and providers. This has included covert recording of practices and this work with families has led to criminal prosecutions of care workers and provider management.

The team currently consists of 1 Team Manager, 2 Senior Safeguarding & Quality Officers (including 1 Nurse), and 4 Safeguarding Assurance & Quality Monitoring Officers.

Savings Proposal:

The proposed change is to reduce the number of staff in the SAQs quality monitoring team and further risk matrix prioritise reviews and reduce performance reporting

This proposal delivers £112k in 2017/2018.

2. Who are the main groups / 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: <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	The responsibility for this proposal remains within Adult Services.					

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 should 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)	Staff Records: All staff impacted are of working age FWI Data CQC Records	All staff impacted are working age adults There will potentially be an impact on older adults resident in the London borough of harrow due to the reduction in capacity within the team to monitor domiciliary and residential base care services.

Disability (including carers of disabled people)	<p>Staff Records</p> <p>No staff have declared they have a disability</p> <p>FWI Data</p> <p>CQC Records</p>	<p>No Staff have declared they have a disability therefore, we have no evidence of a differential impact on this group at this time.</p> <p>There will potentially be an impact on disabled adults resident in the London borough of harrow due to the reduction in capacity within the team to monitor domiciliary and residential base care services.</p>
Gender Reassignment	Staff Records	No staff have declared they have undergone gender reassignment therefore we have no evidence of a differential impact on this group at this time.
Marriage / Civil Partnership	Staff Records	We have no evidence of a differential impact on this group at this time
Pregnancy and Maternity	Staff Records	There are staff with this protected characteristic. However there is no impact on their legal and statutory rights.
Race	<p>Staff Records</p> <p>Staff are from a variety of different racial groups</p>	This proposal has an impact on a mix of staff from a variety of different racial groups, and we have no evidence of a differential impact on this group at this time.
Religion and Belief	<p>Staff Records</p> <p>Staff have declared a variety of different religions and beliefs</p>	This proposal has an impact on a mix of staff of different religions and beliefs, and we have no evidence of a differential impact on this group at this time
Sex / Gender	Staff Records	The team impacted by this proposal are predominantly female. Therefore this proposal has a slightly stronger

		impact on female staff than male.
Sexual Orientation	Staff Records	We have no evidence of a differential impact on this group at this time

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									

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, complete a FULL EqIA.

- 774 ▪ **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
If this proposal is accepted there will be a staff consultation		

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) 775		✓		<p>All staff impacted by this proposal are working age adults meaning that should this proposal go ahead the impact is disproportionate to working age adults</p> <p>There will potentially be an impact on older adults resident in the London borough of harrow due to the reduction in capacity within the team to monitor domiciliary and residential base care services.</p>	<p>There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.</p> <p>In order to mitigate some of the impact to older residents the remaining team will further risk matrix prioritise reviews and reduce performance reporting. Resources will be targeted to the cases with the highest risk.</p>

Disability (including carers of disabled people)		✓		There will potentially be an impact on disabled adults resident in the London borough of harrow due to the reduction in capacity within the team to monitor domiciliary and residential base care services.	In order to mitigate some of the impact to disabled residents the remaining team will further risk matrix prioritise reviews and reduce performance reporting. Resources will be targeted to the cases with the highest risk.
Gender Reassignment					
Marriage and Civil Partnership					
776 Pregnancy and Maternity		✓		There are staff with this protected characteristic. However there is no impact on their legal and statutory rights.	There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation..
Race					

Religion or Belief								
Sex		✓		The majority of staff impacted by this proposal are female meaning that should this proposal go ahead the impact is disproportionate to females	There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.			
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	
					This proposal is one of many across the Council which may see a reduction in staffing levels, as a result there is likely to be increased pressure on redeployment opportunities.			
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	

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, Sex	Consultation with staff and trade unions, and review of redeployment options	Outcomes for the Staff concerned	Chris Greenway	
778				

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) 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 impacts on a very small number of staff, and as such, redeployment and other internal mechanisms should go some way to limit the adverse impacts of the proposals.

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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 Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

This page is intentionally left blank

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	16 th February 2017						
Value of savings to be made (if applicable):	£113 k						
Title of Project:	PA_08 Occupational Therapy Service						
Directorate / Service responsible:	People Services: Adult Social Care						
Name and job title of Lead Officer:	Visva Sathasivam, Head of Adult Social Care						
Name & contact details of the other persons involved in the assessment:	Chris Greenway: 2043						
Date of assessment (including review dates):	Initial: 6 th September 2016 Review: 27 th January 2017						

Stage 1: Overview

<p style="text-align: right; margin-right: 10px;">781</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>In Harrow in the last 3-4 years we have reduced the number of OT's. At the moment the OT service is the smallest OT service in London per population and is stretched, with a waiting list of over 6 months including a significant number of children with disabilities.</p> <p>The OT Team support vulnerable and disabled children and adults to remain living in their own homes in the community and so prevent high cost care packages and placements. The OT service facilitates hospital discharges, prevents hospital admissions, and prevents homelessness.</p> <p>There are a number of duties under various acts that require local authorities to access OT advice:</p> <ul style="list-style-type: none"> • Care Act 2014 and the duty to assess needs. • Chronically Sick and Disabled Persons Act 1970 requires social services authorities to provide assistance in the home and adaptations. • Housing Grants Construction and Regeneration Act 1996 : responsibility on local authorities to provide Mandatory Disabled Facilities Grants. • The Community Care (Delayed Discharges etc.) Act 2003 –responsibility on local authorities to provide equipment and adaptation for items under £1000. • Children Act 1989 – responsibility on local authorities to provide services to minimise the effects on disabled children. • Carers and Disabled Children's Act 2000 –responsibility on local authorities to provide
---	--

782

services to help the carer care for the child cared for.

OT's carry out specialist assessments and recommend equipment, and minor adaptations to use in their home environment to promote independence and minimise the need for formal support (e.g. a paid carer to assist with mobilising around their home and getting on and off the toilet/bed/ chair/shower etc.). This includes carrying out Moving And Handling assessments for those with complex health needs. OT's provide detailed guidance for families / carers on the safe transfers of people using hoists, and other equipment to prevent falls, pressure sores, contractures, ulcers etc.

Where the property is not appropriate for the child / adults needs, OT's must determine what is necessary and appropriate to meet the eligible needs and make recommendations for adaptations to Harrow Adaptation Team who manage the Disabled Facilities Budget and work with the OT's in considering what is a reasonable and practical adaptation to meet the needs. One of the preconditions for the BCF is to provide DFGs and OT services this also meets the statutory requirements of the Council.

The OT's work closely with the Housing Department to prevent homelessness and ensure appropriate accommodation. They work closely with health professionals in acute, secondary care settings, and in the community in enabling people to remain living at home.

Equipment and adaptations are important components in Adult Social Care's prevention and wellbeing agenda.

Savings Proposal:

The current OT service consists of 1 OT Team Manager, 8 OT's and 1 Trusted Assessor.

From April 2017 this proposal is to reduce the OT service creating a saving of £113,000.

<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners		Stakeholders	
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	

	Sexual Orientation		Other	
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? 	The responsibility for this proposal remains within the People Directorate.			

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 should 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>Staff Records</p> <p>This is likely to directly disadvantage older persons and carers.</p> <p>FWI Records</p> <table border="1"> <thead> <tr> <th>AGEGROUP</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>18-64</td> <td>262</td> </tr> <tr> <td>65-74</td> <td>121</td> </tr> <tr> <td>75-84</td> <td>225</td> </tr> <tr> <td>85+</td> <td>196</td> </tr> <tr> <td>Under 18</td> <td>40</td> </tr> <tr> <td>Grand Total</td> <td>844</td> </tr> </tbody> </table>	AGEGROUP	Total	18-64	262	65-74	121	75-84	225	85+	196	Under 18	40	Grand Total	844	<p>This proposal has a direct impact on 8 staff members, all of which are of working age.</p> <p>Further information is required for the staff and will be collated during the next stage.</p> <p>Reduction in the numbers of OT staff could mean increased waiting times for assessment and therefore delay in receiving equipment to remain independent; there may also be impacts on residential and hospital settings with people waiting for equipment before they can safely return to their homes. The level of delay and impact on other services will be monitored closely if this proposal is accepted.</p> <p>Records show that the majority of assessments</p>
AGEGROUP	Total															
18-64	262															
65-74	121															
75-84	225															
85+	196															
Under 18	40															
Grand Total	844															

Appendix 8

		undertaken in the last 12 months are people over 65 (542) although there is a substantial number of working age (262) and a smaller number of Children (40).
Disability (including carers of disabled people) 784	Staff Records This is likely to directly disadvantage people with a disability.	No Staff have declared they have a disability therefore, we have no evidence of a differential impact on this group at this time. Reduction in the numbers of OT staff could mean increased waiting for assessment and therefore delay in receiving equipment to remain independent; there may also be impacts on residential and hospital settings with people waiting for equipment before they can safely return to their homes. The level of delay and impact on other services will be monitored closely if this proposal is accepted.
	FWI Records	Records show that the most common primary support need for people to be assessed by the OT team is Physical support (701 out of 844 assessments undertaken in the last 12 months)
Gender Reassignment	Staff Records	No staff have declared they have undergone gender reassignment therefore we have no evidence of a differential impact on this group at this time.
Marriage / Civil Partnership	Staff Records	We have no evidence of a differential impact on this group at this time.
Pregnancy and Maternity	Staff Records This should not disadvantage people with this protected characteristic.	There are staff with this protected characteristic. However there is no impact on their legal and statutory rights.

Staff Records

FWI Records

ETHNICITY	SUBETHNICITY	Total
Asian or Asian British	Afghan	2
	Any other Asian background	88
	Bangladeshi	2
	Indian	205
	Pakistani	24
	Sri Lankan	13
Asian or Asian British Total		334
Black or Black British	African	29
	Any other Black background	16
	Caribbean	35
	Somali	7
Black or Black British Total		87
Mixed background	Any other mixed background	4
	White and Asian	5
	White and Black African	1
	White and Black Caribbean	3
Mixed background Total		13
Not Stated	Did not wish to reply	2
	Form not completed	2
Not Stated Total		4
Other Ethnic background	Any other ethnic group	28
	Arab	5
	Iranian	4
Other Ethnic		37

This proposal has an impact on a mix of staff from a variety of different racial groups, and we have no evidence of a differential impact on this group at this time.

The majority of service users who have received a OT assessment in the last 12 months are Asian or Asian British, even though the service is not specifically aimed at people with an Asian or Asian British background we will continue to monitor this characteristic if changes are made and look to fully engage with service users to ensure any negative impact is minimised.

785
ice

	<table border="1"> <tr> <td colspan="2">background Total</td> <td></td> </tr> <tr> <td rowspan="6">White or White British</td> <td>Any other White background</td> <td>21</td> </tr> <tr> <td>English</td> <td>298</td> </tr> <tr> <td>Irish</td> <td>24</td> </tr> <tr> <td>Polish</td> <td>1</td> </tr> <tr> <td>Romanian</td> <td>1</td> </tr> <tr> <td>Scottish</td> <td>3</td> </tr> <tr> <td colspan="2">White or White British Total</td> <td>348</td> </tr> <tr> <td>(blank)</td> <td>(blank)</td> <td>21</td> </tr> <tr> <td colspan="2">(blank) Total</td> <td>21</td> </tr> <tr> <td colspan="2">Grand Total</td> <td>844</td> </tr> </table>	background Total			White or White British	Any other White background	21	English	298	Irish	24	Polish	1	Romanian	1	Scottish	3	White or White British Total		348	(blank)	(blank)	21	(blank) Total		21	Grand Total		844	
background Total																														
White or White British	Any other White background	21																												
	English	298																												
	Irish	24																												
	Polish	1																												
	Romanian	1																												
	Scottish	3																												
White or White British Total		348																												
(blank)	(blank)	21																												
(blank) Total		21																												
Grand Total		844																												
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">786</p> <p>Religion and Belief</p>	<p>Staff Records</p> <p>This should not disadvantage people with this protected characteristic.</p> <p>FWI Records</p> <table border="1"> <tr><td>Buddhism</td><td>4</td></tr> <tr><td>Catholic</td><td>46</td></tr> <tr><td>Christian (all denominations)</td><td>199</td></tr> <tr><td>Hinduism</td><td>195</td></tr> <tr><td>Islam</td><td>102</td></tr> <tr><td>Jainism</td><td>10</td></tr> <tr><td>Judaism</td><td>48</td></tr> <tr><td>No Religion / Atheist</td><td>14</td></tr> <tr><td>Not Known</td><td>15</td></tr> <tr><td>Not Stated</td><td>40</td></tr> <tr><td>Other Religion</td><td>26</td></tr> <tr><td>Sikh</td><td>10</td></tr> <tr><td>(blank)</td><td>135</td></tr> <tr><td>Grand Total</td><td>844</td></tr> </table>	Buddhism	4	Catholic	46	Christian (all denominations)	199	Hinduism	195	Islam	102	Jainism	10	Judaism	48	No Religion / Atheist	14	Not Known	15	Not Stated	40	Other Religion	26	Sikh	10	(blank)	135	Grand Total	844	<p>This proposal has an impact on a mix of staff of different religions and beliefs, and we have no evidence of a differential impact on this group at this time.</p> <p>The majority of service users who have had an assessment in the last 12 months have identified as Christian or Hindu. This is in line with the borough profile and as such does not provide any evidence of a differential impact on this group at this time.</p>
Buddhism	4																													
Catholic	46																													
Christian (all denominations)	199																													
Hinduism	195																													
Islam	102																													
Jainism	10																													
Judaism	48																													
No Religion / Atheist	14																													
Not Known	15																													
Not Stated	40																													
Other Religion	26																													
Sikh	10																													
(blank)	135																													
Grand Total	844																													
<p>Sex / Gender</p>	<p>Staff Records</p>	<p>The staff impacted by this proposal are all female.</p>																												

	<p>FWI Records</p> <table border="1"> <tr> <td>Female</td> <td>500</td> </tr> <tr> <td>Male</td> <td>342</td> </tr> </table>	Female	500	Male	342	<p>The majority of service users who have had an assessment in the last 12 months have been female, as such there is a slightly higher impact on female service users. We will monitor this impact if the proposal is accepted and work collaboratively with service users to ensure that any potential impact is mitigated as much as possible.</p>
Female	500					
Male	342					
Sexual Orientation	<p>Staff Records</p> <p>This should not disadvantage people with this protected characteristic.</p>	<p>We have no evidence of a differential impact on this group at this time</p>				

Page 3: Assessing Potential Disproportionate Impact

787 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									

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, complete a FULL EqIA.

- **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
If this proposal is accepted, all staff members will be consulted formally		

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?

Appendix 8

	✓	Minor ✓	Major ✓	occur. 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)
789 Age (including carers of young/older people)		✓		<p>If this proposal is accepted the staff affected are all within the 'working age' bracket.</p> <p>All eligible service users can benefit from this service but specifically those people who are discharged from hospital or living at home that require support in the form of equipment to enable this to happen or continue living at home.</p>	<p>There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.</p> <p>The impacts on residents will be kept under review and we will consider how our prescribing mechanisms operate, and engage with service users and their carers to ensure that impacts are kept to a minimum.</p>
Disability (including carers of disabled people)		✓		<p>All service users with a disability could be affected by the proposal. This group will be disproportionately affected by the proposal, particularly service users with a physical or sensory disability.</p>	<p>There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.</p> <p>The impacts on residents will be kept under review and we will consider how our prescribing mechanisms operate, and engage with service users and their</p>

Appendix 8

					carers to ensure that impacts are kept to a minimum.
Gender Reassignment					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
067 Marriage and Civil Partnership					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Pregnancy and Maternity					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary

Appendix 8

					redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
791	Race		✓	The majority of service users who have received a OT assessment in the last 12 months are Asian or Asian British, even though the service is not specifically aimed at people with an Asian or Asian British background.	<p>There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.</p> <p>We will continue to monitor this characteristic if changes are made and look to fully engage with service users to ensure any negative impact is minimised.</p>
	Religion or Belief				There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
			✓	If this proposal is accepted, all staff impacted are female	There would be full and early engagement with staff and trade unions, including a full consultation

Appendix 8

Sex					<p>process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.</p>			
Sexual orientation					<p>There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.</p>			
<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</p>					Yes	x	No	

This proposal is one of many across the Council which may see a reduction in staffing levels, as a result there is likely to be increased pressure on redeployment opportunities.

This service links with effective reablement of people with impairments. It also assists in preventing hospital admissions, and maintaining people in community settings.

<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>The service also supports people also impacted by welfare reform, unemployment, low socio economic and health.</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?

793 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
Sex, Age	Consultation with staff and trade unions, and review of redeployment options	Outcomes for the Staff concerned	Visva Sathasivam	
Age	Through codesign and co production, working with colleagues in other directorates to limit the impact these proposals have on the sector	On-going, engagement and coproduction	Visva Sathasivam	On going
Disability	Working closely with impacted service users and colleagues in other departments to assess and limit the impacts	On-going, engagement and coproduction	Visva Sathasivam	

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) 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 impacts on a very small number of staff, and as such, redeployment and other internal mechanisms should go some way to limit the adverse impacts of the proposals.

Further assessments are required to manage Equity in provisions with the constraints of the budget pressures to minimise risks

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.

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?

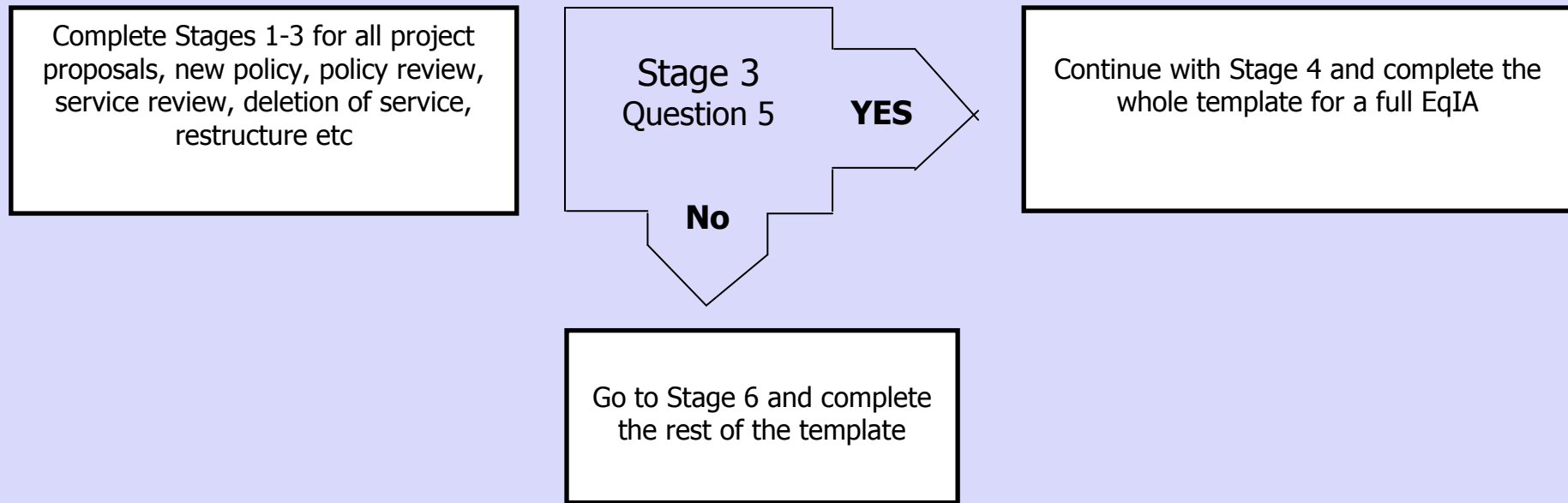
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

795

This page is intentionally left blank

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.



797

- 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):	£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>798</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>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>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:</p> <p>Contract Variation will be issued: 31st September 2015 for 50% of the Day Care Capacity as</p>
--	---

	<p>current utilisation is only 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. We would 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
--	---

667 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: <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 	<p>Catalyst Communities Housing Association is the Council's Pfi Partner Freemantle Trust deliver the care services at Sancroft (sub-contract to Catalyst) Joint overall responsibility between the Council and Catalyst Discussions have taken place with Catalyst about options</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)	106 (88%) are currently over 65 (older People) Evidence from Frameworki Case Management System	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 125 places
Disability (including carers of disabled people)	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
Gender Reassignment	None identified Male 30 Female 91 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	Negative Impact – The reduction of Day Centre places will adversely impact this protected characteristic over another group. The majority of service users are from Asian background

Religion and Belief	Catholic	4	Evidence from Frameworki Case Management System	<p>Negative Impact – The reduction of Day Centre places will adversely impact this protected characteristic over another group.</p> <p>The majority of service users identified Hinduism as their religion and belief. Other service users included Islam, Jainisim, Sikh and Other religions.</p>
	Christian (all denominations)	16		
Hinduism	71			
Islam	13			
Jainism	1			
Not Stated	5			
Other Religion	1			
Sikh	4			
(blank)	6			
Grand Total	12			
Sex / Gender	Male 30 (25%) Female 91 (75%)	Evidence from Frameworki Case Management System	<p>Negative Impact – The reduction of Day Centre places will adversely impact this protected characteristic over another group.</p> <p>The majority of service users are Female</p>	
Sexual Orientation	Evidence from Frameworki Case Management System	Neutral Impact – It is not believed that the closure of the Bridge 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?

	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

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**?

802 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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. 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)		✓		There will be a reduction in Day Care places for Older People in the Borough	Alternative provision and choice is available through MyCeP
Disability (including carers of disabled people)				Low / Neutral Impact	None required
Gender Reassignment				Low / Neutral Impact	None required
Marriage and Civil Partnership				Low / Neutral Impact	None required
Pregnancy and Maternity				Low / Neutral Impact	None required
Race		✓		There will be a reduction in Day Care places for Asian people in the Borough	Alternative provision and choice is available through MyCeP

803

Religion or Belief		✓		There will be a reduction in Day Care places for people who practice Hinduism and other religions in the Borough	Alternative provision and choice is available through MyCeP		
Sex		✓		There will be a reduction in Day Care places for Females in the Borough	Alternative provision and choice is available through MyCeP		
Sexual orientation				Low / Neutral Impact	None required		
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	
				This proposal is one of many proposals across the Council, the connection between a reduction in mental health day care provision is likely to have an impact on the 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.			
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	
				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.			

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	Alternative provision and choice is available through MyCeP	Monitoring through MyCeP	Chris Greenway	
Race	Alternative provision and choice is available through MyCeP	Monitoring through MyCeP	Chris Greenway	
Religion	Alternative provision and choice is available through MyCeP	Monitoring through MyCeP	Chris Greenway	
Sex	Alternative provision and choice is available through MyCeP	Monitoring through MyCeP	Chris Greenway	

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 are required to manage Equity in provisions with the constraints of the budget pressures to minimise risks

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.

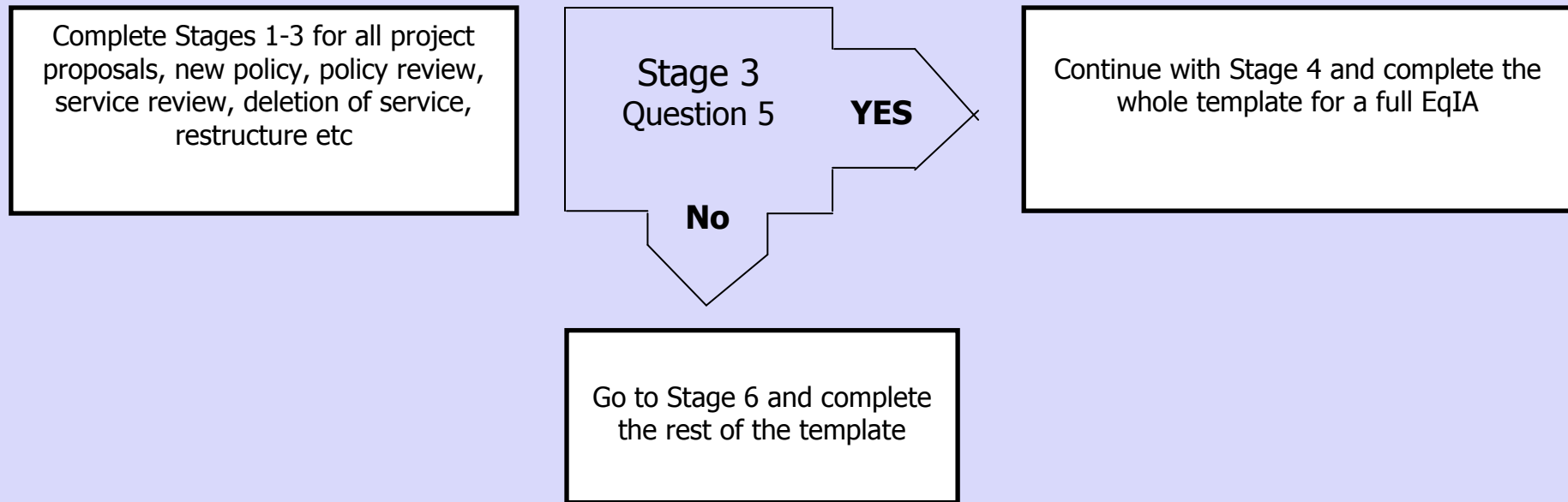
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	✓
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact 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.



807

- 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):	£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						
Date of assessment (including review dates):	August 2015						

Stage 1: Overview

<p style="text-align: right; margin-right: 5px;">808</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>This proposal is one of the projects falling within the minimising adults workstream under 'Project Infinity' and as such should not be viewed in isolation but instead as part of 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 compromises 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:</p> <p>The proposal, in line with the 'Minimising Adults' and 'Community Wrap' workstreams and will see route reduction in line with changes to services in the following day centres; New Bentley</p>
--	--

	<p>NRC, Milmans, Sancroft and Kenmore NRC beginning in 2016/17. This proposal is an on-going plan to reduce a number of the routes currently provided to external and internal day services.</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>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners		Stakeholders	✓
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment	✓	Marriage and Civil Partnership	✓	Pregnancy and Maternity	
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	✓	Other	✓		
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</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 the information used here is pulled directly from the adults information available.</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)	Framework I Service user information	Of the 248 service users (over the last 12 months) 18-24: 7

		<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 adult age bracket.</p>
Disability (including carers of disabled people)	Framework I Service user information	All 248 service users have a disability, and as such this group exclusively are impacted by the proposals.
Gender Reassignment	Information unavailable	n/a
810 Marriage / Civil Partnership	Framework I Service user information	<p>Of the 248 service users surveyed:</p> <p>Civil Partnership: 1</p> <p>Cohabiting: 1</p> <p>Divorced: 5</p> <p>Married: 31</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, of those that have the impact is greatest of single service users.</p>

Pregnancy and Maternity	Information unavailable	n/a
Race	Framework I Service user information	<p>Of the 248 Service users surveyed:</p> <p>Afghan: 1</p> <p>British: 101</p> <p>Dutch: 1</p> <p>Indian: 1</p> <p>Irish: 3</p> <p>Jamaican: 1</p> <p>Kenyan: 1</p> <p>Nepalese: 1</p> <p>Sri Lanken: 1</p> <p>Turkish: 1</p> <p>Not recorded: 136</p> <p>The impact therefore, is greater on British Service users</p>
Religion and Belief	Framework I Service user information	<p>Of the 248 service users surveyed:</p> <p>Sikh: 5</p> <p>Other: 2</p> <p>Not stated: 13</p> <p>Athiest: 2</p>

811

		<p>Judaism: 1</p> <p>Jainism: 1</p> <p>Islam: 32</p> <p>Hindu: 90</p> <p>Christian: 80</p> <p>Catholic: 11</p> <p>Buddhism: 2</p> <p>Of the 248 sampled, the greatest impact is on service users who identify as Hindu.</p>
218 Sex / Gender	Framework I Service user information	<p>Of the 248 service users surveyed:</p> <p>Male: 90</p> <p>Female: 158</p> <p>Meaning that the proposal impacts more on female service users than male</p>
Sexual Orientation	Information unavailable	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			✓	✓	✓	✓	✓		✓

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
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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. 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)		✓		Of the 248 service users (over the last 12 months) 18-24: 7 25-64: 104 65+: 137 The majority of service users impacted by these proposals are older people, with a number of service users in the	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. With little to no prospect of leaving the house. In order to ensure that the older people using the service are not disproportionately impacted, care management will need to review impact service users and explore alternative options with service users and their families.
814 Disability (including carers of disabled people)		✓		All 248 service users have a disability, and as such this group exclusively are impacted by the proposals.	In order to ensure that the disabled people using the service are not disproportionately impacted, care management will need to review impact service users and explore alternative options with service users and their families.
Gender Reassignment				Information unavailable	Potential for information to be gathered, should the proposal be accepted and go to consultation stage
Marriage and Civil Partnership				Low impact	n/a
Pregnancy and				Information unavailable	Potential for information to be gathered, should the proposal be accepted and go to consultation stage

Maternity							
Race				Low Impact	n/a		
Religion or Belief				Low Impact	n/a		
Sex		✓		Of the 248 service users surveyed: Male: 90 Female: 158 Meaning that the proposal impacts more on female service users than male	The impact of the proposal is greater on female service users than on male. As such extra caution will need to be exercised when reducing to 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.		
Sexual orientation				Information unavailable	Potential for information to be gathered, should the proposal be accepted and go to consultation stage		
8. Cumulative Impact – Considering what else is happening within the				Yes	<input checked="" type="checkbox"/>	No	

815

<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>This proposal is one of many proposals across the Council, the connection between this proposal and the proposals to put the day centres out to tender is strong. This proposal is reliant upon the acceptance of the day centre proposals.</p> <p>With a reduction in council funded transport, there may be additional demand for Taxi cards and other travel schemes aimed at people with disabilities.</p> <p>Also, the additional job role reductions across the Council proposals are likely to limit the opportunity for redeployment of staff who may be at risk of redundancy.</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?

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

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
--	-------------------------------------	---	-------------------	-------------

Age	Careful planning and management of equalities impact. To ensure people are not disproportionately affected	Client survey/ assessment summaries	Jonathan Price/ Care Management	On-going
Sex	Careful planning and management of equalities impact. To ensure people are not disproportionately affected	Client survey/ assessment summaries	Jonathan Price/ Care Management	On-going
Disability	Careful planning and management of equalities impact. To ensure people are not disproportionately affected	Client survey/ assessment summaries	Jonathan Price/ Care Management	On-going

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 are required to manage Equity in provisions with the constraints of the budget pressures to minimise risks

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.

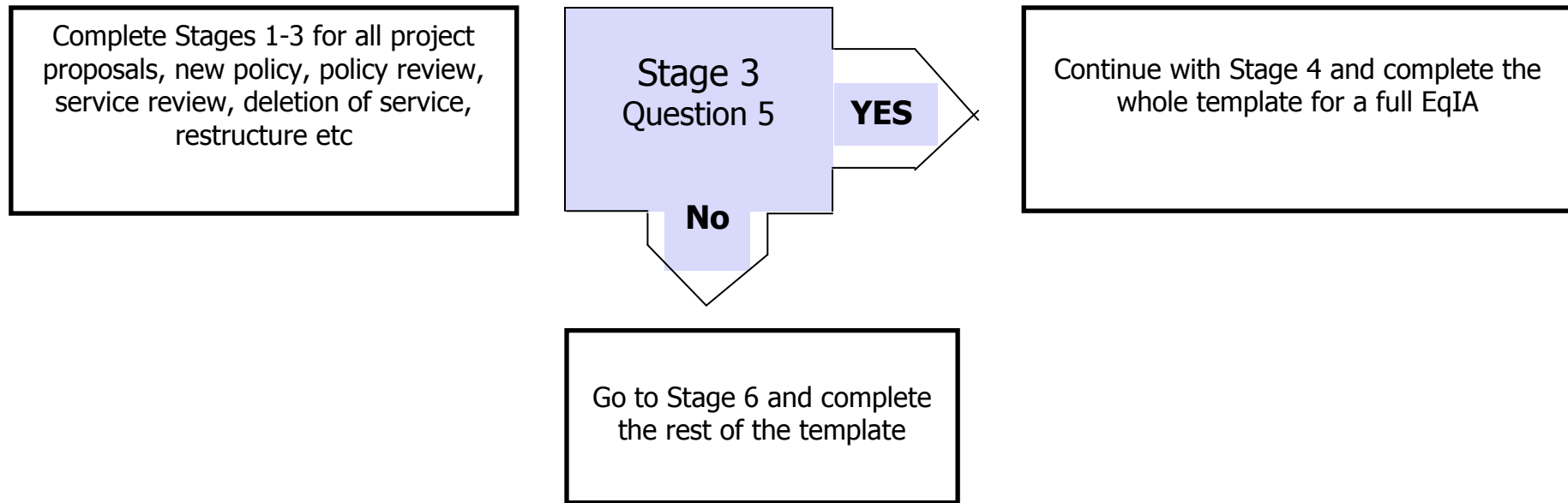
Stage 9 - Organisational sign Off

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	

818

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.



819

- 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 style="font-size: 2em; margin: 0;">820</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>This proposal is one of the projects falling within the minimising adults workstream under ‘Project 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>																		
<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: 30%;">Residents / Service Users</td> <td style="width: 5%;">✓</td> <td style="width: 30%;">Partners</td> <td style="width: 5%;">✓</td> <td style="width: 30%;">Stakeholders</td> <td style="width: 5%;">✓</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</td> <td></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	
	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 however it will also require input from the Procurement and Communications teams.

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)	<u>Service user profile:</u> Under 16 years: 0 16 – 24 years: 11 25-44 years: 11 45 – 64 years: 16 65 years and over: 0 <u>Staff profile:</u> Under 16 years: 0	The proposals will not affect current service users or staff as the service will continue without disruption.

	<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.

	2 members of staff are married.	
Race 823	<u>Service user profile:</u> White English: 23 White Irish: 2 Black Caribbean: 3 Black African: 1 Asian Indian: 3 Any other Asian background: 4 Mixed background White / Asian: 1 <u>Staff profile:</u> Asian Indian: 1 Black African: 1 White Other: 1	The proposals will not affect current service users or staff as their service will continue without disruption.
Religion and Belief	<u>Service user profile:</u> This information is not available. <u>Staff profile:</u> Christian: 2 Hindu: 1	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>	
Sexual Orientation	<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.

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
824	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**?

825	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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. 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)					
826 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? 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 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		
	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.				
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

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 expansion and development of the Shared Lives service offers adult social care clients additional choice and control over the care setting that best suits their needs. The matching process ensures that the cultural, language and other specific needs of service users will be met. These schemes place or retain clients in a safe and secure home setting thereby providing opportunities for them to develop/retain their social and community networks.

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)	

<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>	

620

This page is intentionally left blank

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):	£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						
Date of assessment (including review dates):	August 2015						

Stage 1: Overview

<p style="text-align: right; margin-right: 10px;">831</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>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>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> <p>Bedford House also provides 7 respite beds for people with learning disability.</p>
---	---

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.

832

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)

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?

Adult social care has overall responsibility for this service.

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)	Staff nos: 39.5 across the 3 units Age range 38-72 Service users – 25 across the 3 units Age range -27-71	The age profile of service users and staff does not suggest that a particular age group is likely to be disproportionately affected
833 Disability (including carers of disabled people)	Staff – this information is not available Service users Learning disability and sensory support- 16 Physical disabilities -9	All service users have a disability and will therefore all be affected by this proposal.
Gender Reassignment	Information is not available	Data will be collected during further consultation
Marriage / Civil	Information not available	As above

Partnership		
Pregnancy and Maternity	Information not available	As above
834 Race	<p>Staff</p> <p>Black/ Black British -7</p> <p>White/White British – 16</p> <p>Asian/Asian British – 9</p> <p>Mixed Background – 3</p> <p>Other ethnic group - 2</p> <p>Service Users</p> <p>Black/ Black British -5</p> <p>White/White British – 8</p> <p>Asian/Asian British – 7</p> <p>Mixed Background – 2</p> <p>Other ethnic group - 2</p>	<p>The service user profile does not suggest that any particular group is likely to be disproportionately affected.</p> <p>The majority of staff are from white/White British back backgrounds therefore there is likely to be a disproportionate impact on this staff group</p>
Religion and Belief	<p>Staff</p> <p>Islam -3</p> <p>Christianity – 11</p> <p>Others – unknown</p> <p>Service users</p>	<p>Incomplete data available therefore difficult to analyse impact – Further information will be gathered at the consultation stage, however initial information shows that the majority of service users impacted by the proposals are Hindu, while 11 of the staff are Christian. Meaning that these two religions are impacted more than other religions.</p>

	Hinduism – 6 Islam – 4 Others - Unknown	
Sex / Gender	Staff – information unavailable Service users Male-13 Female -12	Incomplete staff data available therefore difficult to analyse impact – Further information will be gathered at the consultation stage The service users are almost equally split with only 1 additional male service user. Therefore, the proposal impacts both genders in a very similar way.
Sexual Orientation	Staff -90% heterosexual Service users – information not available	Incomplete staff data available therefore difficult to analyse impact – Further information will be gathered at the consultation stage

Stage 3: Assessing Potential Disproportionate Impact

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

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

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
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)				Little / no impact	n/a
Disability (including carers of disabled people)		✓		All service users impacted by this proposal have a disability, and as such are more likely to be adversely impacted by the proposal.	Measures to be taken to reduce the potential impact would be to ensure careful care management and sensitive transfer of service users between services to ensure that any potentially harmful damage is limited and to ensure that service users are regularly reviewed to ensure the impact of movement or change is not damaging.
Gender Reassignment				Little/ No information	Information to be gathered from staff and service users at the point of moving or transferring staff or service users.
837 Marriage and Civil Partnership				Little/ No information	Information to be gathered from staff and service users at the point of moving or transferring staff or service users.
Pregnancy and Maternity				Little/ No information	Information to be gathered from staff and service users at the point of moving or transferring staff or service users.

Race		✓		<p>The service user profile does not suggest that any particular group is likely to be disproportionately affected.</p> <p>The majority of staff are from white/White British back backgrounds therefore there is likely to be a disproportionate impact on this staff group</p>	<p>Detailed consultation with staff will need to be undertaken if this proposal is accepted, liason with unions where appropriate may also help to limit any adverse impacts caused by the acceptance of the proposal.</p>			
Religion or Belief				<p>Incomplete data available therefore difficult to analyse impact – Further information will be gathered at the consultation stage, however initial information shows that the majority of service users impacted by the proposals are Hindu, while 11 of the staff are Christian. Meaning that these two religions are impacted more than other religions</p>	<p>Detailed consultation with staff will need to be undertaken if this proposal is accepted, liason with unions where appropriate may also help to limit any adverse impacts caused by the acceptance of the proposal.</p>			
Sex				Little/ No impact	n/a			
Sexual orientation				Little/ No impact	n/a			
<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>This proposal is one of many proposals across the council impacting on people with disabilities. This is one of a number of proposals to reduce in house residential provision. As such it may have a cumulative impact on people with disabilities.</p>			

838

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	
	Other connected proposals, will see an overall reduction in residential placements. The option for it has been reduced, and this in turn may have knock on impacts to Care Management and Social Work staff.			

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
All Protected Characteristics	Detailed consultation, to gather additional information	Survey results	Jonathan Price	On-going
All Protected Characteristics	Monitoring of Service users who are moved, and those who may be impacted by the people that move to the services	Outcome monitoring, Service user surveys and assessment summaries	Jonathan Price/ Care Management	On-going

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 	All efforts will be made following assessment to ensure that potential disproportionate effects are reduced.
--	--

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)	
--	--

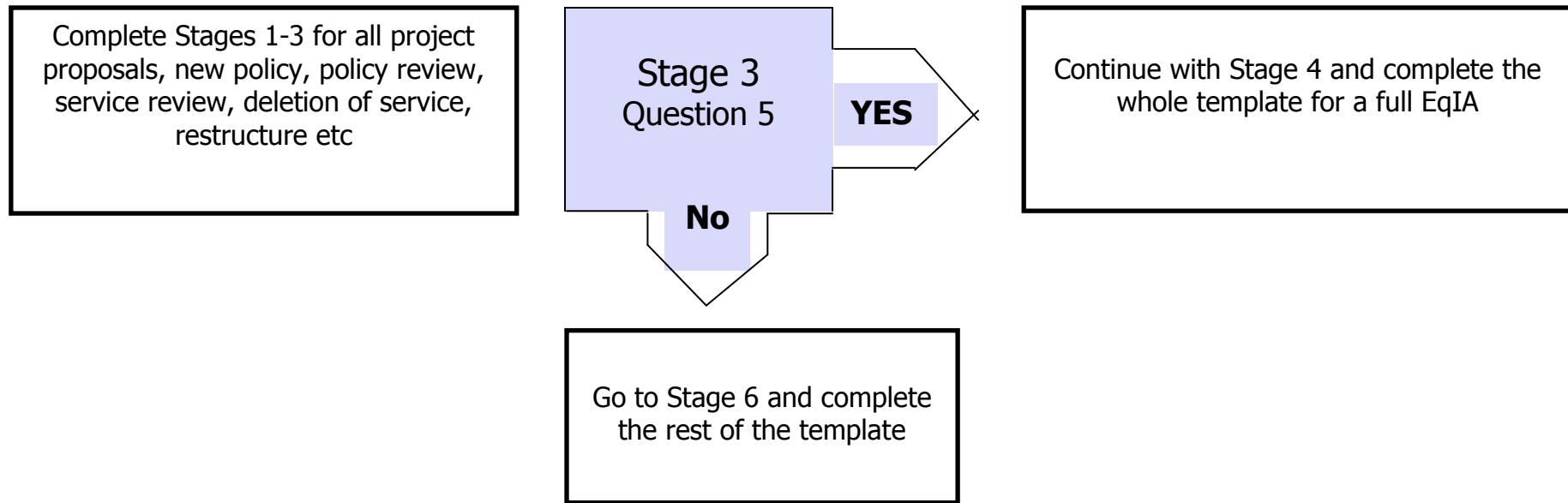
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
---	--

Page 9 - Organisational sign Off

Q1. 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.



841

- 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:	September 2015						
Value of savings to be made (if applicable):	£228,000						
Title of Project:	7 Kenton Road						
Reference:	PA_16						
Directorate / Service responsible:	People / Adult Social Care						
Name and job title of Lead Officer:	Chris Greenway – Head of Safeguarding Assurance and Quality Services						
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):	19 th August 2015 review 27 th January 2017						

Stage 1: Overview

<p>842</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>7 Kenton Road is a small 6 bedded step down residential care home registered with CQC to provide accommodation and personal care for up to six people with mental health needs.</p> <p>The service provides rehabilitation support for people to recover from their mental health problems and to regain the skills and confidence to live in the community. People using the service are supported and encouraged to study vocational skills, seek employment and move onto live independently in the community.</p> <p>The service currently provides short term residential accommodation for 6 people at a time. The service users are having their needs reviewed, with options to move to alternative accommodation service no longer meets their need.</p> <p>Savings Proposal:</p> <p>This proposal is to change the registration of the service to provide accommodation with supported living services to residents provided by staff at 14/15 Kenton Road. The saving will be achieved as there will be no staffing permanently based or resident on site at 7 Kenton Road. This proposal would deliver a saving of £228k in 17/18.</p>						
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that</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			

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 user profile: 25-64: 6 65+: 2 Staff profile: All staff are of working age	The staff age profile does not indicate a disproportionate impact on any particular age group.
Disability (including carers of disabled people)	Service user profile:	All service users have a disability and will be affected by the proposal. The service users will remain under review to

	<p>All service users have a disability.</p> <p>Staff profile:</p> <p>No staff members have declared a disability.</p>	<p>ensure that this service or alternatives adequately meet their needs to ensure there is not a disproportionate impact on service users with a disability.</p> <p>No Staff have declared they have a disability therefore, we have no evidence of a differential impact on this group at this time.</p>
Gender Reassignment	<p>Service user profiles</p> <p>Staff profile:</p>	<p>No Staff have declared they have a disability therefore, we have no evidence of a differential impact on this group at this time.</p>
Marriage / Civil Partnership	<p>Service user profile</p> <p>Staff profiles</p>	<p>We have no evidence of a differential impact on this group at this time</p>
844 Pregnancy and Maternity	<p>Service user profiles</p> <p>Staff profiles</p> <p>.</p>	<p>We have no evidence of a differential impact on this group at this time</p>
Race	<p>All Service users and Staff are from a variety of different racial groups,</p>	<p>This proposal has an impact on a mix of staff and service users from a variety of different racial groups, and we have no evidence of a differential impact on this group at this time.</p>
Religion and Belief	<p>All Staff and Service users have declared a variety of different religions and beliefs</p>	<p>This proposal has an impact on a mix of staff of different religions and beliefs, and we have no evidence of a differential impact on this group at this time</p>
Sex / Gender	<p>There is a relatively even split between male and female service users and staff.</p>	<p>This proposal has an impact on a mix of both male and female staff and service users, and we have no evidence of a differential impact on this group at this time</p>

Sexual Orientation	Staff and Service user records	We have no evidence of a differential impact on this group at this time
--------------------	--------------------------------	---

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
This proposal does not require formal consultation, however we will work closely with		

845

service users and their carers to ensure there is no disproportionate impact on any protected characteristic.		

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 people impacted by the proposal are working age adults.	The proposal is not expected to create an adverse impact on the staff or service users involved, but we will work closely with the users, staff, their families and carers to mitigate any disproportionate impact.
Disability (including carers of disabled people)		✓		All service users impacted by the proposal have a learning disability, and as such the proposal impacts specifically on this protected characteristic.	The proposal is not expected to create an adverse impact on the staff or service users involved, but we will work closely with the users, staff, their families and carers to mitigate any disproportionate impact.
Gender Reassignment					

Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
847 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? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes	✓	No		
	This proposal is one of many proposals across the council impacting on people with disabilities. This is one of a number of proposals to reduce in house residential provision. As such it may have a cumulative impact on people with disabilities.				
9. Any Other Impact – Considering what else is happening within the	Yes	✓	No		

<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>Other connected proposals, will see an overall reduction in residential placements. Although it has been identified that the places not fully utilised. The option for it has been reduced, and this in turn may have knock on impacts to Care Management and Social Work staff.</p> <p>There is a risk that clients with learning disabilities may be disproportionately impacted if the scheme struggles to cope with additional demand, or if there is a waiting time, caused by additional office workload triggered by additional demand to the scheme or a waiting time caused by reduced availability of paid carers on the scheme.</p>
---	---

Stage 6 – Improvement Action Plan

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

- 848
- 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	Review and monitoring of impacted clients, to ensure adverse impact is mitigated	Ongoing monitoring and engagement activity	Care Management	On-going
Disability	Review and monitoring of impacted clients, to ensure adverse impact is mitigated	Ongoing monitoring and engagement activity	Care Management	On-going

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 		This proposal aims to prevent unlawful discrimination, harassment and victimisation by encouraging increased independence for service users. All efforts will be made following assessment to ensure that potential disproportionate effects will be reduced.	
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.			

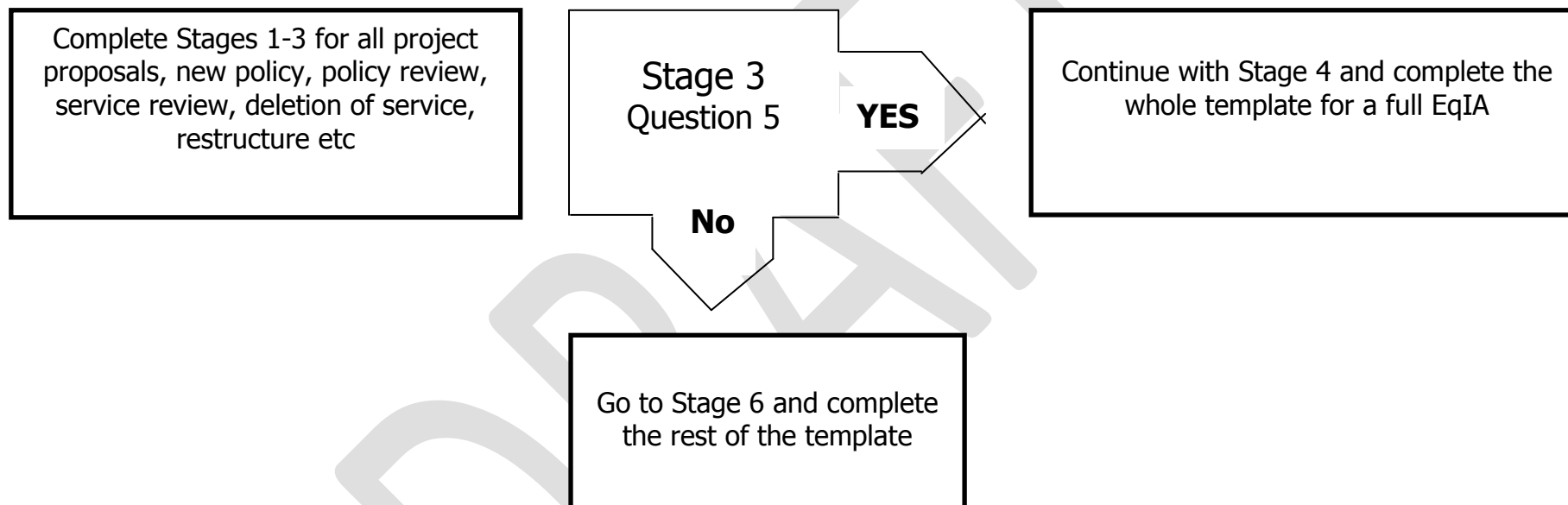
Stage 9 - Organisational sign Off			
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

850

Equality Impact Assessment Template Children and Young People Proposals

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.



851

- 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.
- Legal will NOT accept any report 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:	08 Dec 2016						
Value of savings to be made (if applicable):	£255k						
Title of Project:	Summary of MTFS reductions in Ch&YP & Education Services Divisions additional 2017/18 savings						
Directorate / Service responsible:	People Services Directorate: Children and Young People Services Division (Ch&YP); Education Services Division (Ed S).						
Name and job title of Lead Officer:	Chris Spencer Corporate Director, People Services						
Name & contact details of the other persons involved in the assessment:	Paul Hewitt, Divisional Director, Children and Young People Service Patrick O'Dwyer, Divisional Director, Education Services						
Date of assessment (including review dates):	Initial draft 07.09.16, reviewed 24.10.16.						

Page 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 EqIA sets out the proposed MTFS savings for Childrens Services and Education Services Divisions with People Services.</p> <p>A summary of proposed staffing and non-staffing reductions across the two Divisions are referenced below:</p> <p>1. Education Services, Virtual School: transfer of funding from revenue to external grant for 1.88 fte posts (£90k) from 31.03.17</p> <p>Children Looked After (CLA) are those children for whom the council is the Corporate Parent. The educational and other life attainments and outcomes of CLA and Care Leavers are a key area of focus for external inspection of children's services.</p> <p>The key responsibilities of the Virtual School are to improve outcomes and achievements of all CLA, ensure all CLA have robust and comprehensive personal education plans (PEPs) which evidence impact; ensure all appropriate Care Leavers have robust Pathway Plans with education, employment and training input; provide training and support for Designated</p>
---	--

Teachers in schools and foster carers and placement providers. VS responsibilities were recently extended to include all CLA (aged 0-25yrs) rather than those of statutory school age (5-16 yrs). The service is governed by the Corporate Parenting Panel Board.

2016 data

201 CLA at 30.09.16, an increase from 180 at 31.03.16.

247 Care leavers at 30.09.16, an increase from 166 at 31.03.16

Current Team: 3 posts:

1x Virtual Headteacher (VHT)

0.9 fte Education Welfare Officer (Term time only)

1x Personal Education Plan Co-ordinator

The restructure of the Virtual School remains in progress.

Virtual School – posts to be transferred to grant funding are:

- 1fte Personal Education Plan (PEP) Co-ordinator
- 0.88fte Education Welfare Officer

It is proposed that both posts are funded from external Government funding for Looked After Children and would secure a revenue saving. Redundancy costs are not included as not required at this time.

The proposal would retain 1fte Virtual Head Teacher from Council funds which is a statutory post. This proposal means that in the longer term, should external funding cease, this could mean insufficient capacity to deliver a full service and there would be reduced contact and support to Children Looked After.

2. Children & Young People Services Additional Savings: deletion of 3.3 fte posts and revenue funding reduction by 31.03.17 **saving (£165k).**

The additional savings proposed are:

- Reduce the LA Contribution to Harrow Safeguarding Childrens Board (HSCB) by £20k. This is not related to a specific post.
- Delete 0.3fte Early Intervention Web Design Post £11k. This is a new post and is

currently vacant.

- Delete sessional support for Adoption Play Therapy £35k. This is currently provided by 0.4 fte Agency sessional worker.
- Delete Young Carers budget £59k – currently funding 1fte fixed term post to 31.03.17.
- Cease contract with London Care Services £40k

TOTAL proposed deleted posts: 1.3 fte

The various savings proposals above are all separate MTFS savings and there is no cessation of a complete existing service/area.

Reduce LA Contribution to LSCB - £20k

The Council provides the majority of the funding for the Harrow Safeguarding Children Board (HSCB). This £20k reduction is from a current total of £122k, plus overheads associated with hosting/facilitation of HSCB (ie contribution in kind). The impact of this proposal would mean a reduction in multi-agency safeguarding training, and a risk of not being fully able to disseminate learning, or undertake multi-agency case audits. This option carries some risk with partner agencies and with external regulators.

Proposal to delete sessional budget to support Adoption Service Play Therapy - £35k

Preparing children and young people for permanency is essential to achieve adoption and other forms of permanent placement. Play therapy is a proven way of helping these vulnerable children to make the transition to permanency. Harrow Play Therapy provision has helped to stabilise placements which have been at risk of breakdown, avoiding additional disruption for children, as well as avoiding additional cost to the local authority. Any exit or withdrawal of current support will need to be managed sensitively.

This proposal will potentially impact on the outcome targets for adoption and permanency reported in the Annual Returns for Government via Department for Education (DfE). This option carries some risk with central Government and external regulators; given the current high profile of adoption.

Harrow and CORAM partnership were shortlisted for 'Excellence in Adoption Practice' in the recent 2016 National Adoption Awards.

Statutory duty: There is a statutory responsibility to undertake post adoption assessments, and support, but this can be done in various ways through the existing workforce who have skills in undertaking direct work with children and carers.

A 0.4 fte Agency Worker currently provides play therapy support. No redundancy entitlement.

Delete 0.3fte Youth Service Web Design Post - £11k

This is a new post which was planned within the current Early Intervention Service Redesign, due to be implemented in November 2016. There is no current postholder. Once the website is set up, it will be maintained through in-house Sopria Steria support without the need for a bespoke worker.

Delete 1fte Early Intervention Service Young Carers Project manager post/budget - £59k

Young carers are children who help vulnerable adults to live independently. Such adults are the most vulnerable members of the community who depend on young carers to help. A Carer's Strategy is being prepared and will be implemented in April 2017.

Services for young carers are delivered through the voluntary sector, Harrow Carers, who have secured funding to deliver this through external grants such as the John Lyon Trust for the YC in Schools project and BBC Children in Need for a Transition Project. The funding for the YC in School Project which provides young carers the opportunity to mix with peers and receive 1:1 support during school lunch times, is due to end in 2017. It is not currently known if Harrow Carers will be applying for funding to continue with this project.

Currently approximately 220 young carers are known to Schools. The 2011 Census suggests that the number of young carers in Harrow is likely to be in the region of 880. Therefore, based on national and local evidence, there is a significant number of hidden young carers who may be providing inappropriate levels of care and whose educational attainment is likely to be significantly impacted.

Currently this budget is funding a fixed term Young Carers Project Manager post to 31.03.17, This post holder is reviewing how carers are identified and reviewing the current services for carers.

The remit of the YC Project Manager is to work strategically with the LA, Education, Health and the Voluntary Sector to improve working practices to identify young carers, assess their needs and map support services. The focus is on integrating the identification and support of young carers through the existing provision of services in the Council's remodelled early support service, and through its existing targeted services in childrens' and adults' services.

Whilst this post is not statutory for the Local Authority it has provided the additional capacity to

develop an integrated strategy to work out how Local Authority can meet its obligations and responsibilities for young carers, within existing provision, and through the remodelled early support service.

As this is a fixed term contract, it is expected that the integration of identification, assessment and service provision for carers will be completed by end of the role's funding. This will enable the Local authority to identify and support young carers and their families within the assessment and needs analysis processes already being implemented throughout Children and Adult Services, including specific programmes for example, Together with Families. The LA will continue to provide services for young carers either directly or indirectly within the Borough.

Statutory duty:

Assessment of the needs of young carers under the Children Act (as amended by Section 96 of the Children and Family Act 2014) and the Care Act 2014: Local authorities must offer an assessment or similar needs analysis where it appears that a child is involved in providing care. The authority must consider whether the care being provided by the child is excessive or inappropriate; and how the child's caring responsibilities affects their wellbeing, education and development (The Young Carers (Needs Assessments) Regulations 2015 – 4(2)(h)). A young carer could meet the definition of a "child in need" (under section 17 of the Children Act), and the local authority would then have a duty to provide a service. Section 96(12) of the Children and Families Act 2014 requires local authorities to take reasonable steps to identify the extent to which there are young carers within their area who have needs for support.

This post is filled on a fixed term basis to 31.03.17, with full redundancy entitlement accrued if the post is not renewed/extended. Redundancy costs not included.

£1k Young Carers budget will remain.

Cease contract with London Care Services - £40k

London Care Services is provided by London Councils and used by London boroughs and partner authorities to find quality children's services for children and young people placed away from home. However much of the role undertaken by London Councils previously is now undertaken by the West London Alliance and so to continue with London Care Services would be duplication.

2. Who are the main groups / 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: <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	No, the responsibility is not shared with another Directorate, authority or organisation.					

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, assessment 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 should 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>Children's Services Employees extract summative equalities snapshot 31.03.16 are provided below.</p> <table border="1"> <thead> <tr> <th>Age Range 31.03.16 snapshot Children's Extract</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>16 to 24</td> <td>2.76%</td> </tr> <tr> <td>25 to 34</td> <td>19.63%</td> </tr> <tr> <td>35 to 44</td> <td>24.23%</td> </tr> <tr> <td>45 to 54</td> <td>29.75%</td> </tr> <tr> <td>55 to 64</td> <td>21.78%</td> </tr> <tr> <td>65+</td> <td>1.84%</td> </tr> <tr> <td>Grand Total</td> <td>100.00 %</td> </tr> </tbody> </table>	Age Range 31.03.16 snapshot Children's Extract	%	16 to 24	2.76%	25 to 34	19.63%	35 to 44	24.23%	45 to 54	29.75%	55 to 64	21.78%	65+	1.84%	Grand Total	100.00 %	<p>Updated 31.03.16 snapshot latest summative staffing information is included. The total number of staff affected is very small, so it is unlikely to have impact on any one age group.</p> <p>Service users: Inevitably many of those using services from either or both of Education Services and Children & Young People Service Divisions are young, or carers of the young.</p> <p>The impact on service users will also be considered from performance reporting to minimise adverse impact on all protected characteristics.</p>
Age Range 31.03.16 snapshot Children's Extract	%																	
16 to 24	2.76%																	
25 to 34	19.63%																	
35 to 44	24.23%																	
45 to 54	29.75%																	
55 to 64	21.78%																	
65+	1.84%																	
Grand Total	100.00 %																	

858	<p>NOTE: Employees with multiple jobs are counted only once.</p> <p>Wider community: There are 57,000 children age 0 to 17 years: 23% of Harrow population (source: ONS Mid-Year 2015 Estimates). Over the past 5 years Harrow's children's population is growing at a substantial rate, with the largest increase in 0-4 year olds at 32% Births are increasing year on year with most of the increase coming from the White Other and Asian groups</p> <p>CLA service users: At 3.04.16l around 12% of Harrow's children looked after were under five, 52% were aged 5-15 and 36% were 16-17 years old.</p> <p>Other Ch&YP service users: Over 6,000 children 0 to 5 years accessed Harrow Children's Centres at least once Jan – Aug 2016; over 2,600 were living in Harrow's most deprived areas; some 74% were from Harrow's minority ethnic groups.</p>															
Disability (including carers of disabled people)	<table border="1"> <thead> <tr> <th colspan="2">Disability 31.03.16 snapshot Children's Services Extract</th> </tr> <tr> <th></th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>0.61%</td> </tr> <tr> <td>No</td> <td>52.45%</td> </tr> <tr> <td>Prefer not to say (blank)</td> <td>0.61%</td> </tr> <tr> <td></td> <td>46.32%</td> </tr> <tr> <td>Grand Total</td> <td>100.00 %</td> </tr> </tbody> </table> <p>Wider community: Approx 1300 pupils receive support through an education, health and care [EHC] plan</p>	Disability 31.03.16 snapshot Children's Services Extract			%	Yes	0.61%	No	52.45%	Prefer not to say (blank)	0.61%		46.32%	Grand Total	100.00 %	<p>Updated 31.03.16 snapshot latest summative Children's Services staffing information is included.</p> <p>Individual savings lines cannot be identified since this would easily identify individual staff. It is not possible to analyse.</p> <p>Service Users: Service users may have disabilities. The impact on service users will also be considered from performance reporting to minimise adverse impact on all protected characteristics.</p>
Disability 31.03.16 snapshot Children's Services Extract																
	%															
Yes	0.61%															
No	52.45%															
Prefer not to say (blank)	0.61%															
	46.32%															
Grand Total	100.00 %															
Gender Reassignment	<table border="1"> <thead> <tr> <th>Gender Reassignment 31.03.16 snapshot Children's</th> <th>%</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> </tbody> </table>	Gender Reassignment 31.03.16 snapshot Children's	%			<p>Updated 31.03.16 snapshot latest summative Children's Services staffing information is included. The total number of</p>										
Gender Reassignment 31.03.16 snapshot Children's	%															

	extract Unknown 100.00% Grand Total 100.00%	staff affected is very small. Not possible to analyse.
Marriage / Civil Partnership	31.03.16 data not currently available Marital Status August 2015 snapshot extract % Single 28.73% Marr. 38.16% Sep. Div. Wid. Unknown 27.63% Grand Total 100.00%	Updated 31.03.16 snapshot latest summative Children's Services staffing information is included. The total number of staff affected is very small and it is not possible to analyse.
850 Pregnancy and Maternity	Maternity bet. 01/04/14 & 31/03/16 snapshot Children's extract % Yes 5.52% No 94.48% Grand Total 100.00% Wider community: Harrow has the second lowest teen pregnancy rate (latest 2015 data)	Updated 31.03.16 snapshot latest summative Children's Services staffing information is included. The total number of staff affected is very small and it is not possible to analyse.
Race	Ethnic Group 31.03.16 snapshot Children's extract % BAME 42.64% White 49.39% Unknown 7.98% Grand Total 100.00% Wider community: As at the January 2016 School Census, 86.6% of the school population was classified as belonging to an ethnic group	Updated 31.03.16 snapshot latest summative Children's Services staffing information is included. Individual savings lines cannot be identified since this would easily identify individual staff. The total number of staff affected is very small, so it is unlikely to have impact on any one group. Service user: The small number of deleted posts were identified within the context of minimising impact on any service user ethnic group.

other than White British, compared to 29.7% in England overall. Children and young people from minority ethnic groups account for approximately 71% of all children living in the Harrow, compared with 55% in London as a whole. The largest minority ethnic group of children and young people in the Borough are “Indian” (32%) and “Other Asian” (28%) (source: GLA 2014 round ethnic group population projections)

CLA service users

This population diversity is reflected, with over two-thirds of Harrow’s CLA population from BME groups. However, there is an overrepresentation of children of ‘Black’ and ‘Mixed’ ethnicity in our CLA population and an underrepresentation of ‘Asian’ compared with the local population. The local diversity means the proportions of Asian and ‘other’ ethnic groups are substantially higher than London, England and our statistical neighbours. (source: Harrow’s 2015-2017 Placement Sufficiency Strategy)

Religion 31.03.16 snapshot Children’s extract

	%
Christianity	20.25%
Hinduism	<5%%
Islam	<”%
Judaism	<1%
Jainism	<1%
Sikh	<1%
Buddhism	<1%

Religion and Belief

Updated 31.03.16 snapshot latest summative Children’s Services staffing information is included. Individual savings lines cannot be identified since this would easily identify individual staff. The total number of staff affected is very small, so it is unlikely to have impact on any one group.

Service user:

The small number of deleted posts were identified within the context of minimising impact on any service user.

	<p>Zoroastrian -</p> <p>Other <1%</p> <p>No</p> <p>Religion/Atheist 6.75%</p> <p>Unknown 64.72%</p> <p>Grand Total 100.00%</p> <p>Wider community: Religious diversity is strong in Harrow with the highest number (and proportion) of Hindu followers in the country (25.3%) and the highest number of Jain (2.2%). Harrow's Jewish community is the sixth largest nationally. 37.3% of residents are Christians and 12.5% are Muslims</p>	
861 Sex / Gender	<p>Sex 31.03.16 snapshot Children's extract %</p> <p>Male 20.25%</p> <p>Female 79.75%</p> <p>Grand Total 100.00%</p> <p>CLA service users: Historically, and in line with all but eight authorities in England, the number of girls coming into care (new entrants) in Harrow continues to be lower than the number of boys. Compared to London as a whole and our statistical neighbours, Harrow's proportion of males to females is higher. (source: Harrow's 2015-2017 Placement Sufficiency Strategy)</p>	<p>Updated 31.03.16 snapshot latest summative Children's Services staffing information is included. Individual savings lines cannot be identified since this would easily identify individual staff. The total number of staff affected is very small, so it is unlikely to have impact on any one group.</p> <p>Service user: The small number of deleted posts were identified within the context of minimising impact on any service user.</p>
Sexual Orientation	<p>Sexual Orientation 31.03.16 snapshot Children's extract %</p>	<p>Updated 31.03.16 snapshot latest summative Children's Services staffing information is included. Individual savings lines cannot be identified since this would</p>

	Heterosexual	38.65%	easily identify individual staff. The total number of staff affected is very small, so it is unlikely to have impact on any one group.
	Gay Woman/Lesbian	<1%	
	Gay Man	<1%	
	Bi-sexual	<1%	
	Prefer not to say	<2%%	
	Other	-	
	Unknown	58.28%	
	Grand Total	100.00%	

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	
No		X	X	X	X		X		X

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, complete a FULL EqIA.

- **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
1 and 2.3 Specific redundancy consultation will be developed, for staff reduction saving proposals which are confirmed following the Dec Cabinet decision.	Given the small number of posts identified for deletion and other budget reductions and proportionate MTFs reduction, no group is disproportionately affected.	Any staff reductions will be managed in line with the Council's policies and procedures, and thus comply with employment law, including seeking to redeploy and provide career support.

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)		✓		<p>Staff no discernible overall impact</p> <p>Service Users:</p> <ul style="list-style-type: none"> • CLA and Adoption Play Therapy Support users risk being minorly impacted, as with any service provided through Education Service Division and Children & Young People Service Division. • Processes for the identification and assessment of young carers should be in place before the post deletion which should minimise impact. • If the reduction of Harrow HSCB funding minorly impacts on services through LSCB then this could also minorly impact on children and young people 	<p>Continue to work with voluntary sector re young carers</p> <p>Continue to promote nationally available services for Adoption Support – monitor requests and outcomes.</p> <p>Mitigation to continue to seek external funding for virtual school.</p>
Disability (including carers of disabled people)		✓		<p>Staff no discernible overall impact</p> <p>Service users:</p> <p>CLA and Adoption Play Therapist Support users risk being minorly impacted, as with any service provided through Education Service Division and Children & Young People Service Division. This is likely to result in delays of service provision, i.e. additional waiting times.</p>	<p>Continue to work with the voluntary sector regarding services for children and young adults with disabilities and young carers.</p> <p>Continue to promote the online Families Resource directory www.harrow.gov.uk/fiso</p> <p>Together with Families may offer a possible small incentivisation for the life of that</p>

864

				The Young Carers Project Manager post was commissioned for 1 year to work with key stakeholders to improve their identification and support processes for young carers and their families so that they can receive the support they need within the services they are already engaged with. This work is on-going.	timebound, externally funded approach. Within the process of the current Early Intervention Service redesign, a mapping exercise and signposting to the voluntary sector is planned.
Gender Reassignment				Staff no discernible overall impact	
Marriage and Civil Partnership				Staff no discernible overall impact	
Pregnancy and Maternity				Staff no discernible overall impact	
865 Race		✓		Staff no discernible overall impact Service Users: CLA risk being minorly impacted, as with any service provided through Education Service Division and Children & Young People Service Division.	
Religion or Belief		✓		Staff no discernible overall impact	
Sex		✓		Staff no discernible overall impact Service Users: The number of male CLA exceeds the number of females, minorly impacting on service users from Virtual School, as with any service provided through Education Service Division and Children & Young People Service Division	
Sexual orientation		✓		Staff no discernible overall impact	

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	X
	The cumulative impact on vulnerable children and young people at risk and their families from wider council MTFS reductions impacting on services will be monitored.			

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	X
	The Early Intervention Service recent redesign included a significant budget reduction (£600k). However the transformed service has children and young people and their families at the centre and these additional MTFS 2017/18 savings identified here are smaller scale, in comparison.			

Stage 6 – Improvement Action Plan

Set 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
	The actions listed for the Early Intervention Redesign are applicable here.			
Age and Race	Continued monitoring of impact and bid for external funding as mitigations.			

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty

(PSED) 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	These proposals are within the context of maintaining services for vulnerable children and young people and their families, regardless of protected characteristics.
--	--

Stage 8: Recommendation

11. 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.	<input type="checkbox"/>
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 included in the Action Plan to be addressed.	<input checked="" type="checkbox"/>
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)	<input type="checkbox"/>

12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
---	--

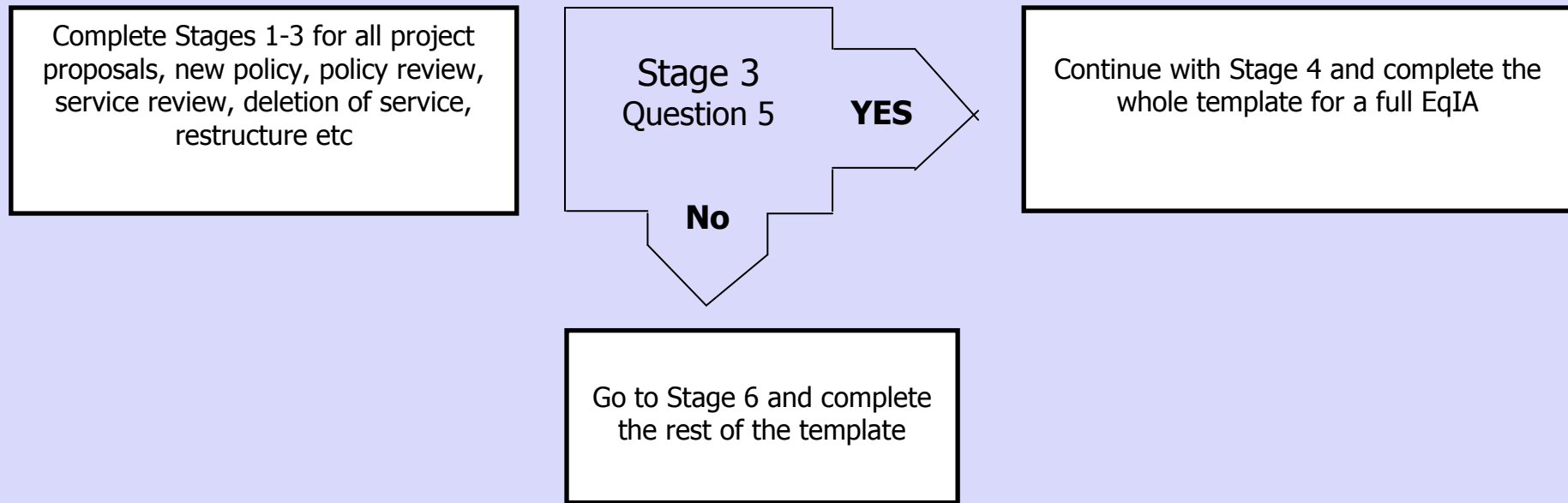
867

Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Directorate Equalities Task Group Chair		
Signed: (Lead officer completing EqIA)	Carolyn Rogers	Signed: (Chair of DETG)	Johanna Morgan
Date:	26.10.16	Date:	26.10.16
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

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.



698

- 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):	£232k						
Title of Project:	Wider Health Improvement – cessation of projects (Healthy Eating Project, Dental Public Health, Breastfeeding, Public Health promotion, obesity)						
Directorate / Service responsible:	Public Health						
Name and job title of Lead Officer:	Andrew Howe						
Name & contact details of the other persons involved in the assessment:	Carol Furlong Sarah Crouch						
Date of assessment (including review dates):	21.8.15						
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)	The proposal includes the following areas of activity in 16-17: Healthy Eating Project £19,000 Dental Public Health £10,000 Breastfeeding £65,000 Public Health promotion fund £111,000 Obesity £37,500						
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	x	Partners	x	Stakeholders	x	
	Staff	x	Age	x	Disability		
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	x	
	Race	x	Religion or Belief	x	Sex	x	
	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? 	No, but partner organisations help to deliver this programme.						

- 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
<p>871</p> <p>Age (including carers of young/older people)</p>	<p>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. Harrow Dental Health profile.</p>	<ul style="list-style-type: none"> • Older populations will cease having access to 'health champions' which aims to promote intergenerational community support, reduce isolation, provide 1:1 support and signposts to activities and services. • Physical activity rates decline as we age. Older people will cease having access to tailored community dance programmes which may lead to reduced mobility, increase in falls and physical illhealth, increased social isolation and mental ill health, more demand for social care and health services. • Families will cease being able to access affordable fruit and vegetables and learn about healthy eating approaches. • Carers will have no longer have access to all lifestyle services to improve and safeguard their own health • Preventative campaigns targeted at older people drinking more than the recommended levels of alcohol at home will cease. National strategies particularly recommend targeting this group for long term health impact. • No preventative campaigns will be undertaken to target children and young people starting to use substances who may go on to become dependent as adults. There

		<p>are higher rates of substance misuse, mental health problems and involvement with the Criminal Justice System in Children Looked After by Harrow Council.</p> <ul style="list-style-type: none"> Over 35% of children in Harrow have decayed, missing or filled teeth and over 12% have high levels of plaque present on upper front teeth, indicating a lack of tooth brushing, compared to only 1.7% nationally. This means Harrow's children have some of the poorest rates of oral health in the country. The 'Now You Have Teeth' programme has identified that around 65% of parents of children under the age of 2 had never taken their child to the dentist for a check up and that only 4 in 10 knew that they should start brushing their child's teeth after the first tooth has erupted.
Disability (including carers of disabled 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.	There are significant inequalities with people with physical and learning disabilities suffering poorer health and wellbeing than the general population. People with learning disabilities are at particular risk of obesity. Public Health programmes aim to benefit the whole population and ensure equality of access to all health promoting services.
872 Gender Reassignment	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.	There is a higher prevalence of drug and alcohol use in transgender communities however, stigma which prevents individuals accessing treatment services. There will be no preventative campaigns addressing such stigma.
Marriage / Civil Partnership		
Pregnancy and Maternity	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.	Substance use in pregnancy presents a significant risk of harm to the mother, unborn child and to their development in the early years. At present, we know there are very low levels of referrals to community substance misuse services from maternity services, despite there being an identified need. There will be no work or campaigns to prevent substance misuse in this group or improve liaison between hospital and community services.

		<p>Staying active and maintaining a healthy diet are important in maintaining mother and baby health – the obesity pathway includes specific interventions and work to ensure access from pregnant mothers. Maternity has been shown to be a high risk time for weight gain and obesity related health problems. This work will cease.</p>
<p>Race 873</p>	<p>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.</p>	<p>Obesity is linked to ethnicity with an increased prevalence in some Asian communities and an associated increased risk of diabetes. These ethnic groups also have much lower rates of physical activity. The detrimental health impact of obesity affects this group at lower BMI and waist circumference thresholds. Targeted interventions to promote healthy lifestyles to specific ethnic groups will cease. For example, our efforts to encourage South Asian older women to participate in more physical activity (e.g. as part of the Harrow Walks - Muslim Women Walk group) will cease, resulting in no focus or encouragement, for those groups where poor diet and low exercise is found. In addition, the Community Dance initiative is particularly targeted at BME groups to encourage their participation in more physical activity in the form of cultural dance options.</p> <p>BME groups, particularly younger people are underrepresented in substance misuse services. Preventative campaigns addressing stigma which might prevent such groups accessing services will cease.</p>
<p>Religion and Belief</p>	<p>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.</p>	<p>There is evidence that women, particularly from Muslim cultures, may feel inhibited to engage in lifestyle services which aren't women-only and do not cater for their specific needs. Targeted/tailored interventions to promote healthy lifestyles to specific religious groups will cease.</p>
<p>Sex / Gender</p>	<p>Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for</p>	<p>There are overweight and obese people in all population groups but obesity and physical inactivity is particularly</p>

	Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance.	related to social disadvantage. For women, prevalence of obesity increases with greater levels of deprivation. Rates of physical activity in women are also lower. For both men and women, obesity prevalence decreases with increasing educational attainment. Muslim women in the borough may be disproportionately affected by the withdrawal of obesity and physical activity related services since they report that traditional exercise classes and the associated norms are not culturally appropriate for them to participate in.
Sexual Orientation	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.	There is a higher prevalence of substance misuse in LGB communities and stigma may mean these groups are reluctant to access substance misuse services. There will be no preventative campaigns addressing such stigma.

Stage 3: Assessing Potential Disproportionate Impact

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

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

875	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 this proposal is taken forward, a programme of consultation will need to 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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. 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)			x	Increase in proportion of children with decayed missing and filled teeth.	
Disability (including carers of disabled people)			x		
876 Gender Reassignment		x			
Marriage and Civil Partnership					
Pregnancy and Maternity			x		
Race			x		

Religion or Belief			x		
Sex			x		
Sexual orientation		x			

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? 877 yes, which Protected Characteristics could be affected and what is the potential impact?	Yes	x	No	
	Cumulative detrimental impact on all of the protected characteristics other than marriage/civil partnership. The stress placed on households by the current economic climate, including unemployment and the impact of reforms to welfare benefits, may exacerbate new or existing health conditions and make it more difficult for people to adopt a healthy lifestyle. Cuts to the Public Health budgets may compound this situation.			
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	x		
	All engagement around health and wellbeing will cease which is likely to create considerable discontent amongst residents. Health inequalities may widen with those of lower socio-economic status being disproportionately impacted by poorer health. It is very likely that this proposal will have an impact on local health services which will then have an impact on social care.			

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
It is not possible to mitigate the action if all services and funding for these programmes cease.				

Page 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

These proposals do not meet the public sector equality duty.

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.	The EQIA is assessed as Outcome 3 as no mitigation to the impacts caused by ceasing the programmes mentioned is possible without a budget to do so.

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)	Carol Yarde	Signed: (Chair of DETG)	Carol Yarde
Date:	24.8.15	Date:	24.8.15
Site EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

879

This page is intentionally left blank

Equality Impact Assessment (EqIA) Template						
Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)
Date decision to be taken:	16 February 2017					
Value of savings to be made (if applicable):	£200k (2017-8)					
Title of Project:	Tobacco Control & Smoking Cessation - cessation of service					
Directorate / Service responsible:	Public Health					
Name and job title of Lead Officer:	Andrew Howe, Director of Public Health					
Name & contact details of the other persons involved in the assessment:	Carole Furlong, Consultant in Public Health					
Date of assessment (including review dates):	31.1.2017					
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)	<p>The reduction in budget of Harrow Stop Smoking Service of £20,000 has been identified through efficiency savings within the budget. This has been achieved through a combination of negotiated savings on consumables, a small reduction in promotional material costs, and through a reduction in the expected number of smoking quitters in line with a reduction in smoking prevalence in Harrow. A further reduction of another £20,000 has been made by reducing promotion of the service further and a cut in the tobacco control budget which will prevent the continued delivery of the young people's smoking cessation project (Cut Films).</p> <p>In 2016-7, the budget will be reduced to zero and the stop smoking service will be removed with the deletion of three posts.</p> <p>The smoking prevalence in Harrow is one of the lowest in the country and has been decreasing year on year. The 2014-5 budget was based on a smoking prevalence of 14% and the 2015-6 budget on a smoking prevalence of 12.8%. Nationally, Harrow already has one of the smallest budgets for smoking cessation and tobacco control.</p>					
	2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	x	Partners	x	Stakeholders
	Staff	x	Age	x	Disability	x
	Gender Reassignment	x	Marriage and Civil Partnership		Pregnancy and Maternity	x

	Race	x	Religion or Belief	x	Sex
	Sexual Orientation	x	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?

Service delivery is shared between the Stop Smoking Team in Public Health and Pharmacies and GP practices.
The council has the overall responsibility and partners have not been involved in this 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)	Smoking rates vary with age. Over 80% of smokers begin when they are under 18. The rate of smoking drops in the oldest age groups due to the impact of smoking related diseases. Smokers die earlier than non-smokers on average. Smoking in parents increases the likelihood of young people starting to smoke.	<p>Closing the stop smoking service will</p> <ul style="list-style-type: none"> • increase the risk of potential impact of smoking on children of smokers; • increase the risk of numbers of low birth weight babies and associated disability; • increase the risk of number of still born babies • Increase the risk of number of babies that die in their first year of life • increase risk of respiratory illness and asthma in children • increase the risk of the likelihood of children

		becoming smokers.
Disability (including carers of disabled people)	<p>Smoking causes a wide range of diseases. Some of these long term conditions lead to disability e.g. loss of limbs due to peripheral vascular disease; diminished lung capacity due to COPD;</p> <p>Low birth weight due to smoking is linked to both learning disability and physical disability.</p> <p>People with mild to moderate learning disability and low risk perception who smoke are less likely to quit without support. This is one of the reasons why people with learning disability do not have as long a life expectancy as people without a disability</p> <p>People with mental health problems especially those with drug and alcohol problems are more likely to smoke than general population and less likely to quit without support. This is one of the reasons why people with a mental health disability do not have as long a life expectancy as people without a disability</p> <p>Smoking rates in people with HIV reported higher than average. Smoking further depresses immune system of people with HIV.</p>	<p>Closing the stop smoking service will</p> <ul style="list-style-type: none"> • Increase the number of people with smoking-related long term conditions and the disabilities associated with them. • Increase the need for both health and social care due to disability • increase the inequalities in health experienced by people with a disability. • Increase the number of people with a disability dying due to a smoking related disease
Gender Reassignment	Evidence that smoking rates are higher in LGBT than average rates (Cancer research UK policy statement)	Closure of the smoking cessation service will increase inequalities in health experienced by LGBT people and will increase the number of LGBT people dying from a smoking related disease.
Marriage / Civil Partnership	No evidence available	

003

<p style="text-align: center;">Pregnancy and Maternity</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">884</p>	<p>Smoking reduces the likelihood of a woman getting pregnant. It also reduces her partner's sperm count.</p> <p>Women who smoke are more likely to</p> <ul style="list-style-type: none"> • Suffer complications during pregnancy • Suffer from stillbirth • Have a more difficult labour • Have their baby prematurely – which is associated with increased risk of learning and physical disability • Have a baby with breathing, feeding and other health problems • Have a baby that is of low birthweight and therefore more likely to suffer from problems in regulating their temperature and be more prone to infection • Suffer from a sudden infant death (cot death) 	<p>Closure of the smoking cessation service will</p> <ul style="list-style-type: none"> • increase numbers of low birth weight babies and associated disability; • increase the number of still born babies • Increase the number of babies that die in their first year of life
<p style="text-align: center;">Race</p>	<p>Some BME groups have higher smoking rates than average (e.g. Bangladeshi, Arab, Turkish and some Eastern Europeans).</p> <p>Some groups such as Gujaratis have lower smoking rates although the rate in second and subsequent generations is higher than the original migrant population.</p>	<p>Closure of the stop smoking service may have a disproportionate impact on the health of people in some ethnic groups and increase the number of people from some BME groups dying due to a smoking related disease</p>
<p style="text-align: center;">Religion and Belief</p>	<p>No evidence available</p>	

Sex / Gender	Smoking rates are higher in men than in women in general although smoking rates in young women are as high and in some cases higher than in young men.	Closure of the stop smoking service may have a disproportionate impact on the health of older men and younger women.
Sexual Orientation	Evidence that smoking rates are higher in LGBT than average rates. (Cancer research UK policy statement)	Closure of the smoking cessation service will increase inequalities in health experienced by LGBT people and will increase the number of LGBT people dying from a smoking related disease..

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	x			x
No				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?	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 consultation ran from the 7 Sept 16 until the 3 Nov 3. A range of consultation methods were used to ensure that residents and key stake holders were able to respond to the consultation in a way that suited their needs. A consultation survey was made available on line and in hard copy. A	Please see stage 2	Consultation results have been included in the cabinet report for members to consider when making a decision.

direct mail out to current and previous services users also took place.		

887

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)			✓	Impact of smoking on children of smokers; low birth weight; infant mortality; respiratory illness and asthma; increased likelihood of children becoming smokers Increase in deaths from smoking related disease	None
Disability (including carers of disabled people)			✓	Low birth weight due to smoking is linked to learning disability People with mild to moderate learning disability and low risk perception who smoke are less likely to quit without support People with mental health problems especially those with drug and alcohol problems are more likely to smoke than general population and less likely to quit without support. Smoking rates in people with HIV reported higher than average. Smoking further depresses immune system of people with HIV. Increase in deaths from smoking related disease	None
Gender Reassignment			✓	Evidence that smoking rates are higher in LGBT than average rates. (Cancer research UK policy statement) Increase in deaths from smoking related disease	None
Marriage and			✓	Although not affected disproportionately, the health of smokers in this group would be	None

Civil Partnership				affected. Increase in deaths from smoking related disease	
Pregnancy and Maternity			✓	Low birthweight babies Increased risk of infant mortality Increase in deaths from smoking related disease	None
Race			✓	Some BME groups have higher smoking rates than average (e.g. Bangladeshi, Turkish and some Eastern Europeans) Increase in deaths from smoking related disease	None
Religion or Belief			✓	Although not affected disproportionately, the health of smokers in this group would be affected. Increase in deaths from smoking related disease	None
Sex			✓	Although not affected disproportionately, the health of smokers in this group would be affected. Increase in deaths from smoking related disease	None
Sexual orientation			✓	Evidence that smoking rates are higher in LGBT than average rates. (Cancer research UK policy statement) Increase in deaths from smoking related disease	None
8. Cumulative Impact – Considering what else is happening within the					Yes
					x
					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>Smoking causes a wide range of diseases including cardiovascular disease. The reduction in the health checks programme would reduce the likelihood of smokers being picked up in the early stages of their disease.</p> <p>Although the rates of smoking are lower than average in Harrow, smoking has a major impact on those who continue to smoke and half of all smokers will die of a smoking related disease.</p> <p>Due to other savings proposals across the council, there are potentially fewer redeployment opportunities for those staff at risk of redundancy.</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>	<p>Yes</p>	<p>x</p>	<p>No</p>	<p>Impact of budget cut in 2017-8</p> <p>Access to the stop smoking services will not be affected by the budget reduction in 2015-6. There will be no reduction in the number of pharmacies that deliver the stop smoking services and will be an additional two pharmacies brought into the scheme to target areas where service coverage is low. A reduction in advertising may impact on some groups disproportionately. The reduction in the expected number of quitters may also affect some groups more than others if they are less likely to access the services.</p> <p>Although smoking rates are decreasing, changes in income due to welfare reform or increases in council tax are likely to increase stress within the population. It is likely that people in routine and manual groups will be affected by these changes more than others. Smoking reduces the disposable income of the poorest people - workers in routine and manual professions are twice as likely to smoke as those in managerial and professional roles. Although it seems counterintuitive, times of financial hardship often show an increase in smoking rates.</p>

Smoking disproportionately affects certain groups. These include babies, children and young people, pregnant women, people with a disability, the LGBT community, some BAME groups and people in routine and manual social groups where smoking rates are higher. This would increase health inequalities within the borough.

Environmental impact

- Annually, the council must also dispose of the 111 million non-biodegradable cigarette filters – approximately 19 tonnes of waste. 4 tonnes of this is street litter that must be collected by street cleaning teams¹

Impact on businesses and productivity

Reduce productivity of local businesses due to staff smoking breaks and additional sick days taken by smokers.

- The annual cost of 439 years of lost productivity from early smoking related deaths=£24 million²
- The annual cost to Harrow businesses from smoking breaks=£18 million
- The annual cost of 39,606 days of lost productivity from smoking-related sick days: £4 million
- The annual cost to the local economy of smoking related fires in homes £2 million³

¹ Reducing Smoking Related Litter, a guide for businesses. Keep Britain Tidy 2008

² Featherstone H and Nash R. Cough up. The Policy Exchange, 2010.

³ Office of the Deputy Prime Minister: The Economic Cost of Fire: Estimates for 2004. 2006.

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, Disability, Pregnancy and Maternity, Race and Sexual Ordination	With no budget, it will be difficult to mitigate the impact of the cancellation of the service. We will reprioritise the work to the remainder of the public health team to ensure that promotion of the national campaigns to stop smoking is maximised including the on-line quit services.	No performance measures possible	Carole Furlong	To be agreed

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

As above

Stage 8: Recommendation

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

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

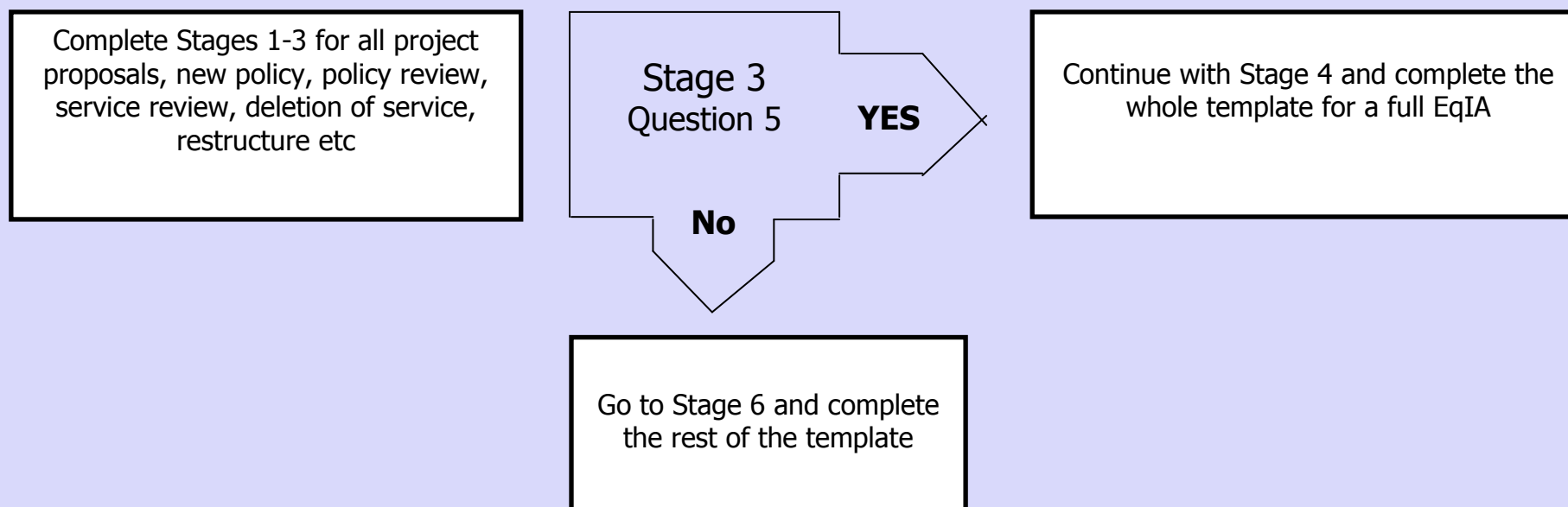
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	✓
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact 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)	Carole Furlong and Carol Yarde	Signed: (Chair of DETG)	
Date:	31.1.2017	Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

This page is intentionally left blank

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.



895

- 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):	£48k						
Title of Project:	Health Intelligence & Knowledge – deletion of post						
Directorate / Service responsible:	Public Health						
Name and job title of Lead Officer:	Andrew Howe						
Name & contact details of the other persons involved in the assessment:	Carole Furlong & Carol Yarde						
Date of assessment (including review dates):	31.1.2017						

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 is to reduce the capacity of the public health intelligence team by one FTE.</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment	X	Marriage and Civil Partnership	✓	Pregnancy and Maternity	✓
	Race	✓	Religion or Belief	X	Sex	✓
	Sexual Orientation	X	Other	X	Socioeconomic groups	
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 	<p>No</p>					

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</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
<p>897</p> <p>Age (including carers of young/older people)</p>	<p>There has been a 32% (+3,900) increase in 0-4 year olds since 2001. 6.7% (15,916) of residents were aged four and under in 2011, compared to 5.8% (12,019) in 2001. Harrow is ranked in the top quartile nationally for 0-4 year olds. 13.5% (32,142) of Harrow's residents are aged 5 to 15, above the national and London rates. Harrow is ranked in the top quintile nationally for 5 to 15 year olds. The percentage of those aged 5 to 15 has fallen slightly in Harrow over the decade, although numbers have increased.</p> <p>65.7% of Harrow's residents are of working age (16 to 64), an increase since 2001 when 63.4% of residents were aged 16 to 64. Harrow is ranked 70th within England for its working age population, where 1st has the highest percentage.</p> <p>Harrow is ranked 5th in London for the proportion of residents aged 65 and over. 14.1% (33,637) of Harrow's residents are aged 65 and over, 12.4% (3,700) higher than the 2001 Census.</p> <p>18% (15,083) of Harrow's households are comprised solely of residents aged 65 and over, below the national level of 21%, but above London's level of 14%. Harrow is ranked 5th in London, based on households where all residents are aged 65 and over (where 1st is the highest rank).</p>	<p>The Public Health Intelligence team provides input into needs assessments and health impact assessments which could identify inequalities in need, service provision or outcomes for any of the protected groups. Reduction in capacity will reduce the number of projects that the team can get involved in and therefore inequalities may not be identified and subsequently addressed</p>

Disability (including carers of disabled people)	<p>Disability affects people of every ethnicity, age and sex although some disabilities are associated with particular demographic groups. Some people have a lifelong disability and some disabilities are associated with the ageing process, 2.1% of 16-19 year olds have a disability compared with 31% of 50-59 year olds and 78% of people aged 85 years and over. It is estimated that almost 1 in 5 of the adult population living in private households has a disability.</p> <p>Families where one or more members have a disability are more likely to live in poverty and 21% of children in families with at least one disabled member are in poverty, this compares to 16% of children in families with no disabled member</p>	
Gender Reassignment		
Marriage / Civil Partnership		
Pregnancy and Maternity	There are over 3,500 live births each year in Harrow – a number that is increasing year on year.	
Race	<p>42.2% (100,991) of Harrow’s usual resident population is White . There has been a 20.3% reduction since 2001 in the number of Harrow residents who are White.</p> <p>Harrow is ranked 324th nationally for its White population, where 1st has the highest percentage.</p> <p>Harrow is ranked 31st of 33 London boroughs for its proportion of White residents. The total White population is British (30.9%) Irish (3.1%) Gypsy/Irish Traveller (0.1%) Other (8.2%). The majority of these ‘Other’ residents are from other parts of Europe, with a large proportion from Eastern Europe, particularly Romania and Poland.</p> <p>44% (105,225) of Harrow’s usual resident population is Asian. Since 2001 there has been a 59.7% increase in the number of residents who are Asian. Harrow is</p>	

668

ranked 2nd nationally for its Asian population, where 1st has the highest percentage. Harrow is ranked 2nd of 33 London boroughs for its Asian residents. The Asian population can be sub-categorised as White/Asian (1.4%) Indian (26.4%) Pakistani (3.3%) Bangladeshi (0.6%) Chinese (1.1%) Other Asian (11.3%) Harrow has the highest ranking nationally of residents who are Other Asian, with 11.3% (26,953) residents. Within Harrow, Sri Lankans are the largest group within this category, with Harrow ranked 1st nationally for the proportion of residents who classified themselves as Sri Lankan or Tamil.

9.7% (23,105) of Harrow's usual resident population is Black. Since 2001, Harrow has seen a 56.5% increase in Black residents. Harrow is ranked 26th nationally for its Black population, where 1st has the highest percentage. Harrow is ranked 20th of 33 London boroughs for its Black residents. The Black category can be sub-categorised as White/Black Caribbean (1%) White/Black African (0.4%) Black African (3.6%) Black Caribbean (2.8%) Other Black (1.8%).

In 2011 4.1% (9,735) of Harrow's usual resident population were included in the Arab and Other grouping. There has been a 112.6% (+5,157) increase in this population group since 2001. Harrow is ranked 18th, both nationally and in London, for its Arab and Other population, where 1st has the highest percentage.

Religion and Belief

Christianity was Harrow's most commonly stated religion in the 2011 Census, with 37.3% (89,181) of residents. There has been an 8.8% (8,608) fall in the number of Christians in Harrow since 2001. Harrow is ranked 5th lowest nationally for the proportion of residents who are Christians.

006

Just over a quarter (25.3%) of Harrow's residents are Hindu, ranking Harrow 1st nationally for the highest proportion of residents who are Hindus.

12.5% of Harrow's residents are Muslim, with each ward having seen an increase in the number of Muslim residents since 2001. There has been a 100% increase, over the decade, in the number of Muslim residents living in Harrow. Nationally, Harrow is ranked 24th, based on the proportion of Muslim residents, where 1st is the highest level.

4.4% of Harrow's usual resident population is Jewish. Harrow is ranked 6th nationally for its percentage of Jewish residents, where 1st has the highest proportion.

11,397 (4.8%) of Harrow's residents are followers of all other religions, a 48.6% (+3,726) increase since 2001 (3.7%, 7,671 people). Harrow is ranked 1st nationally for its proportion of residents who follow Other religions, 38th for Sikhs and 16th for Buddhists.

Religious affiliation is high in Harrow, demonstrated by Harrow's 325th place ranking out of 326 authorities for residents with no religion, where 1st has the highest percentage. 9.6% of Harrow's usual resident population have no religion, an increase since 2001 when 6.8% stated that they have no religion.

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

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
No consultation has been undertaken regarding this saving.		

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

Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					

606
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	x	No	
Reductions in other aspects of council's business intelligence team could potentially have a cumulative effect.			

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	x	No	
This team looks at the outcomes of welfare reform, poverty and of council and health policies on health and wellbeing outcomes. This would have to be scaled back.			

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
All	No mitigation possible – prioritisation of workload would be only mitigation.			

Page 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 remaining public health budget will be targeted to those groups most in need to meet the public sector equality duty.</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>	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</p>	

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

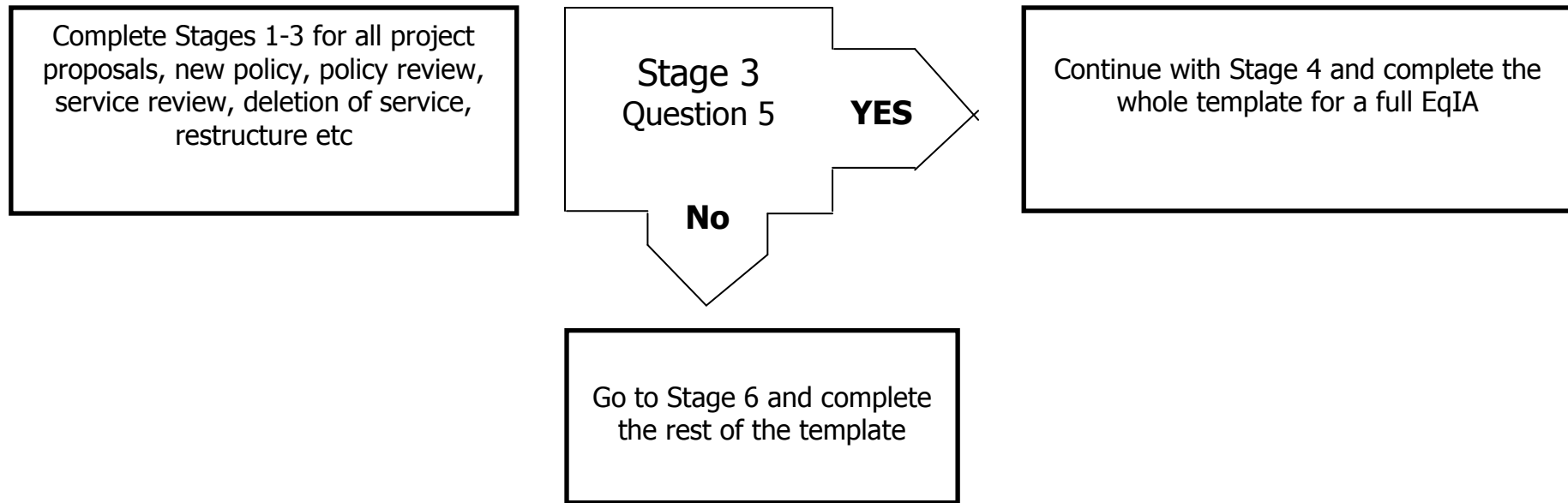
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Carole Furlong & Carol Yarde	Signed: (Chair of DETG)	
Date:	31.1.2017	Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

ⁱ Papworth Trust disability facts and figures 2010.

This page is intentionally left blank

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.



907

- 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.
- Legal will NOT accept any report 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:	9 th Dec 2016						
Value of savings to be made (if applicable):	£20k						
Title of Project:	REP_S01 Pre-application fee increase						
Directorate / Service responsible:	Regeneration, Enterprise and Planning						
Name and job title of Lead Officer:	Sunil Sahadevan, Head of Development Management and Building Control						
Name & contact details of the other persons involved in the assessment:	None						
Date of assessment (including review dates):	24/10/2016						

Stage 1: Overview

<p style="text-align: right; margin-right: 10px;">806</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>The Council can set its own fees for pre-planning application advice. Central Government have provided guidance that Councils can set charges to allow full cost recovery for this service. The Council charges a range of fees according to the complexity and scale of the particular proposal that pre-application advice is sought for.</p> <p>In the last financial year (2015/16) the Council received a total fee income from pre-application advice of £181,246.85. In this financial year (2016/17) the income recorded at Q1 is £64,979.06. If this is extrapolated over the remainder of the year, the income would be £259,916.24. This does represent an increase in projected income as compared to 2015/16.</p> <p>In addition to this, the fee schedule will be reviewed to assess whether it is full cost recovery currently or whether there is scope for an increase across all the categories. The initial view is that there is scope for an increase, possibly by 20% on average across all the categories. This will form part of the annual fees & charges review (to be approved by Cabinet).</p>
---	---

--	--

2. Who are the main groups / 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			

606 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? 	N/A
--	-----

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 should 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 proposed changes will not have a disproportionate effect in terms of age.	The proposed changes affect every service user across society without disproportionate effects on any particular groups.
Disability (including carers of disabled people)	The proposed changes will not have a disproportionate effect in terms of disability.	The proposed changes affect every service user across society without disproportionate effects on any particular groups.
Gender Reassignment	The proposed changes will not have a disproportionate effect in terms of gender reassignment.	The proposed changes affect every service user across society without disproportionate effects on any particular groups.
Marriage / Civil Partnership	The proposed changes will not have a disproportionate effect in terms of marriage/civil partnership.	The proposed changes affect every service user across society without disproportionate effects on any particular groups.
Pregnancy and Maternity	The proposed changes will not have a disproportionate effect in terms of pregnancy and maternity.	The proposed changes affect every service user across society without disproportionate effects on any particular groups.
Race	The proposed changes will not have a disproportionate effect in terms of race.	The proposed changes affect every service user across society without disproportionate effects on any particular groups.
Religion and Belief	The proposed changes will not have a disproportionate effect in terms of religion and belief.	The proposed changes affect every service user across society without disproportionate effects on any particular groups.
Sex / Gender	The proposed changes will not have a disproportionate effect in terms of sex and gender.	The proposed changes affect every service user across society without disproportionate effects on any particular groups.
Sexual Orientation	The proposed changes will not have a disproportionate effect in terms of sexual orientation.	The proposed changes affect every service user across society without disproportionate effects on any particular

groups.

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, complete a FULL EqIA.

- **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.

911 ▪ **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					

216

Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							
913 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?

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
6 10 No areas identified	N/A	N/A	N/A	N/A

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) 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

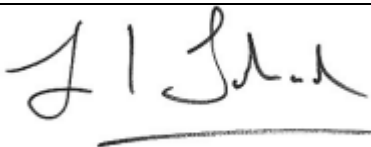
There are no implications.

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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:	24/10/2016	Date:	
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

This page is intentionally left blank

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓		Cabinet	✓	Portfolio Holder	✓	Other (explain)	Procurement Gateway
Date decision to be taken:	Dec 2016 RES 15						
Value of savings to be made (if applicable):	£24k						
Title of Project:	Occupational Health Service Contract						
Directorate / Service responsible:	Procurement						
Name and job title of Lead Officer:	Munira Kachwala – Commercial Contract Manager						
Name & contact details of the other persons involved in the assessment:	Terry Brewer, Tom Whiting						
Date of assessment (including review dates):	24.11.16						

Stage 1: Overview

<p style="font-size: 2em; margin: 0;">917</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>Re-procurement of the contract for Occupational Health Services and Employee Assistance Programme. With the aim of achieving savings of approx. £24K. The re-procurement will be undertaken utilising a procurement framework arrangement put in place by ESPO (Eastern Shires Purchasing Organisation), a local authority owned purchasing and supply consortium. <u>There should be no change to the service as a result of this procurement.</u></p> <p>The requirement is for the provision of a business led comprehensive and highly integrated range of occupational health services (OHS) to enable the Council to meet their service needs and common law and statutory duties of care for the health, safety and welfare of its employees in their working environment.</p>
---	---

2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	<input type="checkbox"/>	Partners	<input type="checkbox"/>	Stakeholders	<input type="checkbox"/>
	Staff	<input checked="" type="checkbox"/>	Age	<input checked="" type="checkbox"/>	Disability	<input checked="" type="checkbox"/>
	Gender Reassignment	<input type="checkbox"/>	Marriage and Civil Partnership	<input type="checkbox"/>	Pregnancy and Maternity	<input type="checkbox"/>
	Race	<input type="checkbox"/>	Religion or Belief	<input type="checkbox"/>	Sex	<input type="checkbox"/>
	Sexual Orientation	<input type="checkbox"/>	Other	<input type="checkbox"/>		<input type="checkbox"/>
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? 	Partners – ESPO (Eastern Shire Procurement Organisation) Project Sponsor – Terry Brewer, Divisional Director. Commercial, Contracts and Procurement Project Manager – Munira Kachwala Division – Human Resources and Development & Shared Services and Procurement					
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 should 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)	As this service includes pre-employment screening, ill health referrals and ill health retirement cases, it may impact older staff.	The contract will enable the Council and its managers to make recruitment and absence management decisions fairly and without bias using common law and statutory duties of care for the health, safety and welfare of its employees in their working environment.
Disability (including carers of disabled people)	As this service includes pre-employment screening, ill health referrals and ill health retirement cases, it may impact staff with disability.	The Occupational Health contract is pivotal in supporting managers understand and support the Council's commitment to disabled staff, adhere to the Disability Discrimination Act and to make decisions on reasonable adjustments.
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, complete a FULL EqIA.

- **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

920

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					

921

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
- 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
923	It is a requirement of the Contract Specification that all clinicians involved in providing this service must be familiar with all relevant legislation, for example, but not exclusively, the Equality Act 2010; the Health & Safety at Work Act; the Management of Health & Safety at Work Regulations; the Human Rights Act 1998, taking into account any updates in law.	KPIs, Annual reporting on Equality, Contract Review meetings	Munira Kachwala	Ongoing

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) to:</p> <p>1. Eliminate unlawful discrimination, harassment and victimisation</p>	<p>By working in partnership with the Occupational Health Provider who been procurement through the ESPO framework and have a track record of working with other public sector employers and strategically addressing the</p>
---	---

<p>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>	<p>requirements of the Public Sector Equality Duty through contractual compliance as well as work with the council positive action such as Health and Wellbeing events, training and educating all their internal teams and clinical staff and working closely with staff and managers to achieve a workforce that reflects its community and eliminates discrimination.</p>
--	--

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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)	Munira Kachwala	Signed: (Chair of DETG)	
Date:	24.11.16	Date:	

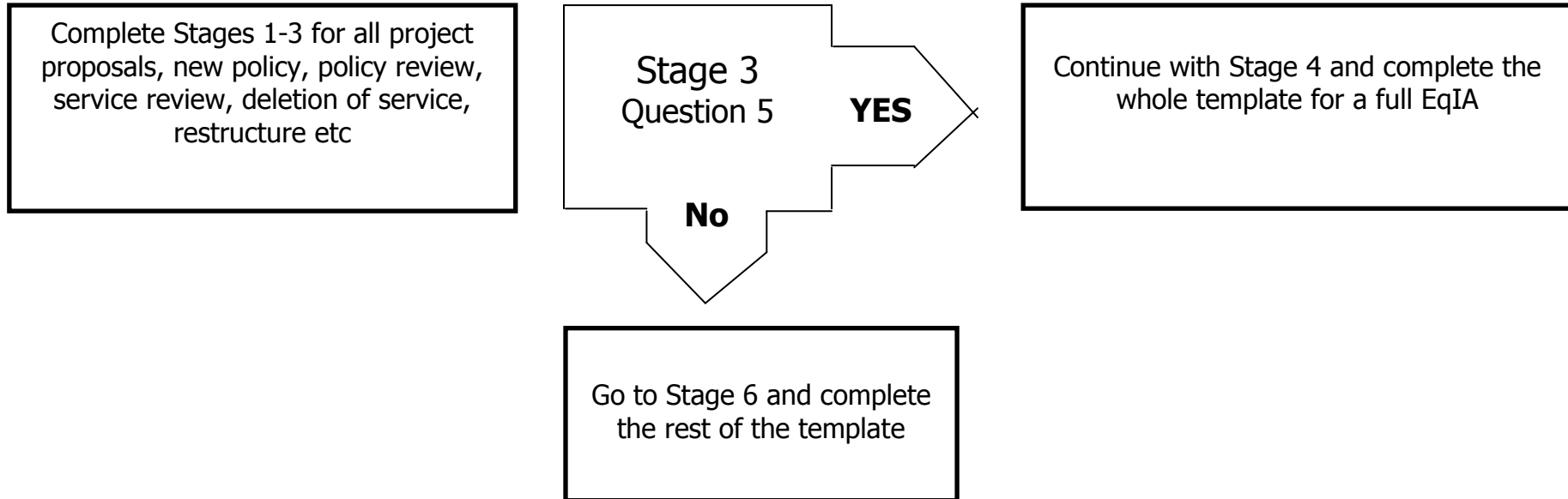
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	
---	--	--	--

925

This page is intentionally left blank

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.



927

- 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.
- Legal will NOT accept any report 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:	8 December 2016 – Cabinet						
Value of savings to be made (if applicable):	£734,000 over 3 years (2017/18 to 2019/20)						
Title of Project:	Voluntary and Community Sector Funding Proposals 2016/17						
Directorate / Service responsible:	Resources and & Commercial / Strategic Commissioning People's Services / Adult Social Services						
Name and job title of Lead Officer:	Nahreen Matlib, Senior Policy Officer						
Name & contact details of the other persons involved in the assessment:	Jasbinder Baddhan, Community Sector Development Officer Rachel Dickinson – Care Act programme lead Cross-directorate project group overseeing the coordination of the consultation around VCS funding proposals. VCS organisations through a number of consultation events in October 2016.						
Date of assessment (including review dates):	September – November 2016						

Page 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 consultation presents a joined up proposal from a number of areas in the Council (Adult Social Care, Revenues and Benefits, Community Grants and Housing) about the future relationship and funding arrangements for the Voluntary and Community Sector over the next three years 2017/18 – 2019/20.</p> <p>The funding proposals and on-going financial challenges faced by the Council set the context for a strategic shift in the Council's relationship with the Voluntary and Community Sector to focus on statutory service delivery, the provision of general information & advice and working in partnership with the sector to support it to access and generate alternative sources of funding and build strong local consortia.</p> <p>The proposal builds on pre-consultation and co-production work carried out with the Voluntary and Community Sector and service users during the spring and summer of 2016 principally around the creation of a new Information, Advice and Advocacy Strategy</p>
---	---

929

(see separate report and EQIA on 8 December 2016 Cabinet agenda) and have been the subject of extensive consultation with the sector and service users during September and October.

The proposal is to:

1. Continue funding statutory Care Act and advocacy service provision.
2. Tender for a generalist advice service for 3 years
3. Introduce a tapered fund allocated via a grants process for specialist and non-statutory information and advice that the Voluntary and Community Sector could access over the next two years and would reduce incrementally to zero by year 3.
4. Provide support through officer capacity and other initiatives such as crowdfunding to assist the sector and the community to bring in additional income.
5. Arrange a Harrow Crowdfunding platform with a specialist provider to support access to this alternative funding option and a Council Top Up Fund which would be used to contribute towards Crowdfunding initiatives.
6. Continue to fund a Voluntary and Community Sector infrastructure organisation on the same or similar specification as now.

2. Who are the main groups / 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?

The development and delivery of the consultation process has been shared with a cross-directorate project group, with representatives drawn from Resources & Commercial and People's Services.

The Voluntary and Community Sector (VCS) have been involved in the development of

this EQIA through four consultation events in October.

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 should include this as an action to address in your Improvement Action Plan at Stage 6)

OVERALL IMPACT

Under these proposals some organisations who are currently funded will no longer receive funding – since 2013/14 approximately 25 organisations have received an annual small grant award and 15 organisations were awarded a 3-year outcome based grant (OBG).

¹Mind in Harrow provided analysis of 2013/14 and 2014/15 external funding levels for the 2015 Take Part consultation. This forecast the impact of the proposed cut of voluntary sector capacity to deliver preventative services benefitting the four priority client groups (learning disability, mental health, physical disability, older people) and their carers funded external sources. For example, for the organisations under the Harrow Community Action consortium that deliver the Harrow Care Act Information and Advice Service² (Harrow Carers, Harrow Mencap, Age UK, HAD, Mind in Harrow) and other local adult social care providers, the combined impact was forecast as:

- The loss of over £1,000,000 funding per annum from Big Lottery, charitable grant-making trust and national government sources not being raised for Harrow services.
- As a result, over 350 volunteers supported by these externally funded projects not recruited and trained to contribute to service delivery.
- As a result, over 6,000 people from the priority vulnerable groups not benefitting from a range of preventative outcomes, including improved mental and physical health, increased social integration, better sustained caring role and reduced need for care and support.
- Even if only 10% of 6,000 people access FACS eligible personal budget resources following the loss of voluntary sector externally funded services, it is estimated the financial impact on the Council could be very significant, totalling hundreds of thousands of pounds or more per annum.

There are 287 VCS organisations on the Harrow Community Action (third sector support organisation) database. The council currently funds 13 organisations through the Outcome Based Grants programme, 16 through the Small Grants programme and 13 through Adult SLAs (2016/17 grants) and this represents 38 different organisations. So at most, the council funds 13% of VCS organisations through this route. These groups

¹ Mind in Harrow evidence submission in relation to impact of Council proposed funding cut to all VCS funding 2015-16 (January 2015)

² Support & Wellbeing Information Service Harrow (SWiSH)

VCS report appendix 1 - EQIA

support the delivery of a range of activities to a diverse cross-section of people from across the borough. In the latest grants monitoring report, the number of beneficiaries of these grant funded services during the monitoring period October 2014 to March 2015 was 69,989³.

Organisations identified specific protected characteristics relating to their service users in their 2014-15 monitoring forms:

OBGs (15)

Age	10
Disability	6
Race	2
Sex	2
All	1

Small grants (25)

Age	21
Disability	8
Race	9
Sex	4
Religion	1
Gender reassignment	2
Marriage	1

The quality of monitoring across the organisations is not consistent. Monitoring returns highlight that not all organisations have accurately captured the protected characteristics that represent their service users, and therefore caution should be exercised when considering the further analysis (by protected characteristic) given below.

The data used below relates to that provided by organisations in receipt of community grants (OBGs and small grants) for 2014/15 as part of the annual monitoring process. This is the latest live information that the council holds, as monitoring information for 2015/16 is yet to be collected and analysed. At the request of some VCS organisations, the monitoring for 2015-16 has been delayed given the consultation activity around funding proposals 2016/17. We recognise that the information below therefore relates to a period before the funding reductions for 2015-16⁴ and therefore the projects and number of beneficiaries may not necessarily reflect current activity.

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	2011 Census	The resident population of Harrow according to the 2011 Census was 239,100. Census data by age for the whole borough was as follows:

³ It should be noted that funding was then reduced by 42% from April 2015 and therefore the number of beneficiaries is likely to have fallen

⁴ Cabinet, 19 March 2015 – Cabinet report and accompanying EQIA can be found at:
<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=62361&Ver=4>

Community Grants Scheme 2014/15 returns

Age Group	Total	Percentage
0-4 year olds	15,916	4%
5-17 year olds	38,746	16%
18-24 year olds	21,435	9%
25-49 year olds	72,703	30%
50-59 year olds	44,579	19%
60-74 year olds	29,430	12%
75-89 year olds	14,641	6%
90 years old and over	1,606	1%

Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:

OBGs

Organisation	Project description	Number of beneficiaries (actual)
ADHD & Autism Support Harrow	The Transitions Project	101
Age UK Harrow	Sustainable Services Project	1590
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126
Harrow Law Centre	Harrow Law Centre	1165
HARROW SHOPMOBILITY	Promoting Integration and Independence of Disabled People	3686
Ignite Trust	Expression Youth Community	529

VCS report appendix 1 - EQIA

933

Relate London North West	Emotional Support for Individuals and Families	1005
Roxeth Youth Zone	The Space Project	1454
South Harrow Christian Fellowship	Supporting the Elderly	70
St Luke's Hospice	Home service for the residents of Harrow	146
The WISH Centre	Sexual Violence Prevention, Advocacy and Support Service	2869
	TOTAL	15741

Small grants

Organisation	Project description	Number of beneficiaries (actual)
9th Kenton Group	Scouting activities for children aged 6-14 years	95
Harrow Athletic Club	Quaadkids and Super 8 athletics	133
Harrow Bengalee Association	Senior Citizen / Family Support	292
Indian Association of Harrow (IAH)	Community Seniors Club	200
Navnat Yuva Vadil Mandal	Provision of Transport Facility For The Harrow Elderly and Disabled Members.	53
Harrow Community Radio	Being the voice of Harrow	3040
Russian Immigrants Association (RIA)	Drop in Centre	222
Somali Cultural and Educational Association (SCEA)	Educational Support	30
African Women Welfare	Empowering African Women Through Education	15
Harrow Environmental Forum	Environmental activity and learning school and teacher support	1500
Harrow United Deaf Club	HUDC's bringing people together project	615
Herts Inclusive Theatre	Acting up - adult drama group	200
London Kalibari	London Kalibari working in and	400

	involving the community	
Radio Northwick Park	Radio Northwick Park running costs	7700
South Harrow Christian Fellowship	Youth enrichment project	90
Tamil Association	Women outreach project	77
VAH Co-operative	Harrow trustee network better governance and trustee diversity pilot	141
	TOTAL	14803

The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.

Adult SLA funded services 2015-16

Organisation	SLA details	Expected number of users (based on SLA numbers)
Age UK Harrow	Core Services, Befriending, Reablement user Survey. Services provided to Harrow Residents aged 65+	3,008

POPPI data suggests an increase in the number of people aged 65 and over by 14% by 2020 and 29% by 2025. The biggest predicted increase is in people over 85 (26% increase by 2020) this amounts to 14.83% of the population of Harrow who are 65+ and 2.07% that are 85+; this is predicted to increase to 15.63% of the population who are 65+ and 2.37% who are 85+ by 2020.

With evidence of an ageing population, and social care records evidencing that the majority of people present with more/ more complex needs the proposal to reduce the funding to Age UK Harrow who provide specific services aimed at people aged 65 and over is likely to have a negative impact on people aged 65 and over.

Harrow Carers	Core Services to support	2,970
---------------	--------------------------	-------

POPPI PANSI data

	<p>Harrow Joint Strategic Needs Assessment (JSNA 2015-2020)</p>		<p>carers in Harrow including training, respite, day trips and support groups</p>								
<p>935 Disability (including carers of disabled people)</p>	<p>Census 2011</p>	<p>In 2015, the Department of Health estimated 12% of people aged 16 or over in England in 2009/10 were looking after or giving special help to a sick, disabled or elderly person. Half were caring for someone who was living with them. The Census (2011) showed there were 24,620 carers in Harrow, an increase of over 4000 (almost 20%) from ten years earlier. With an increase in the number of older people, and people requiring care and support it is likely that the number of carers in the Borough will continue to increase.</p> <p>The Care Act 2014 introduced new responsibilities for Councils to provide support for carers, this support is also provided by Harrow Carers and is not included within these proposals. While there may be some impact on the level of support provided by Harrow Carers, there is significant funding still accessible to carers support in the form of the Care Act Contract.</p> <p>Disability – 17.3% of Harrow’s working age population classified themselves as disabled, a total of 26,600 people⁵. 8,370 individuals, 3.4% of the population, receive Disability Living Allowance.⁶</p> <p>The table below shows the proportion of people who self-reported in the census that they provide some form of unpaid care.</p>									
		<table border="1"> <thead> <tr> <th></th> <th>Harrow</th> </tr> </thead> <tbody> <tr> <td>People providing no unpaid care (% of total population) (2011)</td> <td>89.7 (214,436)</td> </tr> <tr> <td>People providing unpaid care, 1-19 hours per week (% of total population) (2011)</td> <td>6.65 (15,889)</td> </tr> </tbody> </table>			Harrow	People providing no unpaid care (% of total population) (2011)	89.7 (214,436)	People providing unpaid care, 1-19 hours per week (% of total population) (2011)	6.65 (15,889)		
	Harrow										
People providing no unpaid care (% of total population) (2011)	89.7 (214,436)										
People providing unpaid care, 1-19 hours per week (% of total population) (2011)	6.65 (15,889)										

⁵ In 2011/2012, ONS, Annual Population Survey

⁶ In February 2014, Rate is calculated using the ONS 2013 Mid-Year Estimates

936	Community Grants Scheme 2014/15 returns	People providing unpaid care, 20-49 hours per week (% of total population) (2011)	1.65 (3,947)	
		People providing unpaid care, 50+ hours per week (% of total population) (2011)	2 (4,784)	
		Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:		
		OBGs		
		Organisation	Project description	Number of beneficiaries (actual)
		ADHD & Autism Support Harrow	The Transitions Project	101
		Harrow Association of Disabled People	Overcoming barriers of poverty and exclusion	570
		Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126
		Harrow Law Centre	Harrow Law Centre	1165
		HARROW SHOPMOBILITY	Promoting Integration and Independence of Disabled People	3686
Mind in Harrow	Harrow Mental Health Information Service	9949		
St Luke's Hospice	Home service for the residents of Harrow	146		
	TOTAL	18743		
Small grants				
Organisation	Project description	Number of beneficiaries (actual)		
Asperger's Syndrome Access to Provision	Improving Social Understanding, teaching autistic client show to understand themselves and others	30		
Navnat Yuva Vadil Mandal	Provision of Transport Facility For The Harrow Elderly and Disabled	53		

	Members.	
Harrow Community Radio	Being the voice of Harrow	3040
Harrow Town Cricket Club - Ladies Section	Ongoing development of female cricket	45
Harrow United Deaf Club	HUDDC's bringing people together project	615
Herts Inclusive Theatre	Acting up - adult drama group	200
Radio Northwick Park	Radio Northwick Park running costs	7700
	TOTAL	11683

The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.

Adult SLA funded services 2015-16

Organisation	SLA details	Expected number of users (based on SLA numbers)
HAD	Support to people with a disability to overcome worklessness, poverty, homelessness and to more lead independent lives	1,950
Mind	Core services, to support people in Harrow suffering from a mental health condition, and the people who care for them. Funding for the Harrow User Group (HUG) providing training around representation and participation for people with mental health difficulties	48
Harrow Mencap	Core Services to support people	520

	POPPI PANSI data		in Harrow with a learning disability. In particular, employment and volunteering support, outreach and community activities	
		Tanglewood	Contribution towards the running of a learning disability group running on a Monday evening with an average of 50 attendees per week	50
		National Autistic Society	Small Support group for people with Autism and Asperger's that meets monthly. Includes outings and trips as well as arranged group sessions	20
		Middlesex Association for the Blind	Part time co-ordinator to manage volunteer in Harrow. Specialist home visiting service to recruit and train volunteers to support people in Harrow who are blind, deafblind and visually impaired	70
		Hillingdon Aids Response Trust	Services to support adults and children in Harrow impacted by HIV and AIDS	139
			Total	2,767
<p>Due to the nature of support provided by Adult Social care, and the role the existing organisations play in supporting people in the community it is likely that these proposals will have a negative impact on people with disabilities. PANSI data suggests that the number of people with a learning disability is increasing year on year from 3,782 in 2014 to 3,958 by 2025, these proposals impact Harrow Mencap and Tanglewood and NAS who provide support specifically to people with a learning</p>				

		<p>disability.</p> <p>The same data states that the number of people aged 18-64 with a moderate or serious physical disability is also increasing from 14,908 in 2014 to 15,956 in 2020. This proposal impacts several organisations providing support to people with physical disabilities.</p> <p>The mental health data for Harrow states that the number of people 18-64 predicted to have a common mental disorder is also increasing, from 24,975 in 2014 to 26,064 in 2020, with 11,168 of these people predicted to have two or more psychiatric disorders increasing to 11,674 by 2020 . This proposal impacts Mind in Harrow, who specifically support people in Harrow with mental health difficulties, and as such this proposal is likely to have a specific impact on people with a mental health related disability.</p>																							
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">939</p> <p>Gender Reassignment</p>	<p>Community Grants Scheme 2014/15 returns</p>	<p>Census data is not currently available for this group.</p> <p>Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:</p> <p>OBGs</p> <table border="1" data-bbox="752 847 2096 1007"> <thead> <tr> <th>Organisation</th> <th>Project description</th> <th>Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>Harrow Citizens Advice Bureau</td> <td>AdviceLine for Harrow</td> <td>3126</td> </tr> <tr> <td colspan="2">TOTAL</td> <td>3126</td> </tr> </tbody> </table> <p>Small grants</p> <table border="1" data-bbox="752 1086 2096 1345"> <thead> <tr> <th>Organisation</th> <th>Project description</th> <th>Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>African Women Welfare</td> <td>Empowering African Women Through Education</td> <td>15</td> </tr> <tr> <td>Harrow Town Cricket Club - Ladies Section</td> <td>Ongoing development of female cricket</td> <td>45</td> </tr> <tr> <td colspan="2">TOTAL</td> <td>60</td> </tr> </tbody> </table>			Organisation	Project description	Number of beneficiaries (actual)	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	TOTAL		3126	Organisation	Project description	Number of beneficiaries (actual)	African Women Welfare	Empowering African Women Through Education	15	Harrow Town Cricket Club - Ladies Section	Ongoing development of female cricket	45	TOTAL		60
Organisation	Project description	Number of beneficiaries (actual)																							
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126																							
TOTAL		3126																							
Organisation	Project description	Number of beneficiaries (actual)																							
African Women Welfare	Empowering African Women Through Education	15																							
Harrow Town Cricket Club - Ladies Section	Ongoing development of female cricket	45																							
TOTAL		60																							

940		<p>The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.</p> <p>Adult SLA funded services 2015-16</p> <table border="1"> <thead> <tr> <th>Organisation</th> <th>SLA details</th> <th>Expected number of users (based on SLA numbers)</th> </tr> </thead> <tbody> <tr> <td colspan="3">None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.</td> </tr> </tbody> </table> <p>The information relating to gender reassignment is not currently collected in relation to the Adult SLAs, none of the organisations are funded specifically to provide support who have undergone gender reassignment and as such it is unlikely that there will be a disproportionate impact on this protected characteristic .</p>	Organisation	SLA details	Expected number of users (based on SLA numbers)	None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.							
	Organisation	SLA details	Expected number of users (based on SLA numbers)										
None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.													
Marriage / Civil Partnership	<p>Office of National Statistics</p> <p>Harrow Vitality Profile shows within Harrow 53.7% of residents (aged 16+) are in a marriage. The number of Civil Partnerships recorded are:</p> <table border="1"> <thead> <tr> <th></th> <th>Harrow</th> </tr> </thead> <tbody> <tr> <td>Civil Partnerships, females (% of females aged 16+) (2012)</td> <td>.01 (6)</td> </tr> <tr> <td>Civil Partnerships, males (% of males aged 16+) (2012)</td> <td>.02 (11)</td> </tr> <tr> <td>Civil Partners aged under 35 (% of all Civil Partnerships) (2008)</td> <td>38.24 (13)</td> </tr> <tr> <td>Civil Partners aged 35-49 (% of all Civil Partnerships) (2008)</td> <td>55.88 (19)</td> </tr> <tr> <td>Civil Partners aged 50 and over (% of all Civil Partnerships) (2008)</td> <td>5.88 (2)</td> </tr> </tbody> </table> <p>Community Grants Scheme 2014/15</p>		Harrow	Civil Partnerships, females (% of females aged 16+) (2012)	.01 (6)	Civil Partnerships, males (% of males aged 16+) (2012)	.02 (11)	Civil Partners aged under 35 (% of all Civil Partnerships) (2008)	38.24 (13)	Civil Partners aged 35-49 (% of all Civil Partnerships) (2008)	55.88 (19)	Civil Partners aged 50 and over (% of all Civil Partnerships) (2008)	5.88 (2)
	Harrow												
Civil Partnerships, females (% of females aged 16+) (2012)	.01 (6)												
Civil Partnerships, males (% of males aged 16+) (2012)	.02 (11)												
Civil Partners aged under 35 (% of all Civil Partnerships) (2008)	38.24 (13)												
Civil Partners aged 35-49 (% of all Civil Partnerships) (2008)	55.88 (19)												
Civil Partners aged 50 and over (% of all Civil Partnerships) (2008)	5.88 (2)												

returns

Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:

OBGs

Organisation	Project description	Number of beneficiaries (actual)
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126
TOTAL		3126

Small grants

Organisation	Project description	Number of beneficiaries (actual)
Russian Immigrants Association (RIA)	Drop in Centre	222
TOTAL		222

The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.

Adult SLA funded services 2015-16

Organisation	SLA details	Expected number of users (based on SLA numbers)
None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 8% stated that they serve people of this group.		

The information relating to Marriage/ civil partnership is not currently collected in relation to the Adult SLAs, none of the organisations are funded specifically to provide support in relation to marital

		status and as such it is unlikely that there will be a disproportionate impact on this protected characteristic.											
<p>042 Pregnancy and Maternity</p>	<p>Community Grants Scheme 2014/15 returns</p>	Census data is not currently available for this group.											
		Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:											
		OBGs											
		<table border="1"> <thead> <tr> <th>Organisation</th> <th>Project description</th> <th>Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>Harrow Citizens Advice Bureau</td> <td>AdviceLine for Harrow</td> <td>3126</td> </tr> <tr> <td colspan="2">TOTAL</td> <td>3126</td> </tr> </tbody> </table>	Organisation	Project description	Number of beneficiaries (actual)	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	TOTAL		3126		
		Organisation	Project description	Number of beneficiaries (actual)									
		Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126									
TOTAL		3126											
Small grants													
<table border="1"> <thead> <tr> <th>Organisation</th> <th>Project description</th> <th>Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>None</td> <td></td> <td></td> </tr> </tbody> </table>	Organisation	Project description	Number of beneficiaries (actual)	None									
Organisation	Project description	Number of beneficiaries (actual)											
None													
The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.													
Adult SLA funded services 2015-16													
<table border="1"> <thead> <tr> <th>Organisation</th> <th>SLA details</th> <th>Expected number of users (based on SLA numbers)</th> </tr> </thead> <tbody> <tr> <td>None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.</td> <td></td> <td></td> </tr> </tbody> </table>	Organisation	SLA details	Expected number of users (based on SLA numbers)	None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.									
Organisation	SLA details	Expected number of users (based on SLA numbers)											
None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.													

		The information relating to pregnancy/ maternity is not currently collected in relation to the Adult SLAs, none of the organisations are funded specifically to provide support connected to pregnancy or maternity and as such it is unlikely that there will be a disproportionate impact on this protected characteristic .		
943 Race	Census 2011	Census data shows the ethnic breakdown for Harrow as follows:		
	Community Grants Scheme 2014/15 returns	Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:		
		OBGs		
		Organisation	Project description	Number of beneficiaries (actual)
		EACH Counselling and Support	Trauma, Violence and Abuse Counselling and Support	0
		Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126
		Mind in Harrow	Harrow Mental Health Information Service	9949
		TOTAL		13075

Small grants

Organisation	Project description	Number of beneficiaries (actual)
Harrow Anti-Racist Alliance	Community Support Service (CSS)	302
Harrow Bengalee Association	Senior Citizen / Family Support	292
Indian Association of Harrow (IAH)	Community Seniors Club	200
Somali Cultural and Educational Association (SCEA)	Educational Support	30
Harrow Environmental Forum	Environmental activity and learning school and teacher support	1500
London Kalibari	London Kalibari working in and involving the community	400
VAH Co-operative	Harrow trustee network better governance and trustee diversity pilot	141
TOTAL		2865

The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.

Adult SLA funded services 2015-16

Organisation	SLA details	Expected number of users (Actual from 2014 monitoring report)
DAWN Yakeen	Specialist Counselling for Asian Women	72

Ethnicity data seen showed that 69 clients identify as Indian, 13 as Pakistani, 6 as Afghani, 8 as Sri Lankan, with other users identifying as Iranian and Iraqi. All service users from DAWN – Yakeen are

		Asian, and as such these proposals have a much greater impact on this protected characteristic. In particular Asian Women, and Asian women with a mental health difficulty.																					
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">945</p> <p>Religion and Belief</p>	Census 2011	Census data (2011) shows the religious breakdown for Harrow:																					
	<table border="1"> <thead> <tr> <th data-bbox="739 383 1792 454"></th> <th data-bbox="1792 383 2181 454">Harrow</th> </tr> </thead> <tbody> <tr> <td data-bbox="739 454 1792 526">People stating religion as Christian (% of total population) (2011)</td> <td data-bbox="1792 454 2181 526">37.31 (89,181)</td> </tr> <tr> <td data-bbox="739 526 1792 574">People stating religion as Buddhist (% of total population) (2011)</td> <td data-bbox="1792 526 2181 574">1.13 (2,700)</td> </tr> <tr> <td data-bbox="739 574 1792 622">People stating religion as Hindu (% of total population) (2011)</td> <td data-bbox="1792 574 2181 622">25.27 (60,407)</td> </tr> <tr> <td data-bbox="739 622 1792 670">People stating religion as Jewish (% of total population) (2011)</td> <td data-bbox="1792 622 2181 670">4.41 (10,538)</td> </tr> <tr> <td data-bbox="739 670 1792 718">People stating religion as Muslim (% of total population) (2011)</td> <td data-bbox="1792 670 2181 718">12.5 (29,881)</td> </tr> <tr> <td data-bbox="739 718 1792 766">People stating religion as Sikh (% of total population) (2011)</td> <td data-bbox="1792 718 2181 766">1.15 (2,752)</td> </tr> <tr> <td data-bbox="739 766 1792 813">People stating religion as Other Religions (% of total population) (2011)</td> <td data-bbox="1792 766 2181 813">2.49 (5,945)</td> </tr> <tr> <td data-bbox="739 813 1792 861">People stating religion as No Religion (% of total population) (2011)</td> <td data-bbox="1792 813 2181 861">9.57 (22,871)</td> </tr> <tr> <td data-bbox="739 861 1792 1061">People not stating religion (% of total population) (2011)</td> <td data-bbox="1792 861 2181 1061">6.18 (14,781)</td> </tr> </tbody> </table>		Harrow	People stating religion as Christian (% of total population) (2011)	37.31 (89,181)	People stating religion as Buddhist (% of total population) (2011)	1.13 (2,700)	People stating religion as Hindu (% of total population) (2011)	25.27 (60,407)	People stating religion as Jewish (% of total population) (2011)	4.41 (10,538)	People stating religion as Muslim (% of total population) (2011)	12.5 (29,881)	People stating religion as Sikh (% of total population) (2011)	1.15 (2,752)	People stating religion as Other Religions (% of total population) (2011)	2.49 (5,945)	People stating religion as No Religion (% of total population) (2011)	9.57 (22,871)	People not stating religion (% of total population) (2011)	6.18 (14,781)		
		Harrow																					
	People stating religion as Christian (% of total population) (2011)	37.31 (89,181)																					
	People stating religion as Buddhist (% of total population) (2011)	1.13 (2,700)																					
	People stating religion as Hindu (% of total population) (2011)	25.27 (60,407)																					
	People stating religion as Jewish (% of total population) (2011)	4.41 (10,538)																					
	People stating religion as Muslim (% of total population) (2011)	12.5 (29,881)																					
	People stating religion as Sikh (% of total population) (2011)	1.15 (2,752)																					
	People stating religion as Other Religions (% of total population) (2011)	2.49 (5,945)																					
People stating religion as No Religion (% of total population) (2011)	9.57 (22,871)																						
People not stating religion (% of total population) (2011)	6.18 (14,781)																						
Community Grants Scheme 2014/15 returns	Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:																						
<p>OBGs</p> <table border="1"> <thead> <tr> <th data-bbox="739 1244 1209 1316">Organisation</th> <th data-bbox="1209 1244 1668 1316">Project description</th> <th data-bbox="1668 1244 2181 1316">Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td data-bbox="739 1316 1209 1364">Harrow Citizens Advice Bureau</td> <td data-bbox="1209 1316 1668 1364">AdviceLine for Harrow</td> <td data-bbox="1668 1316 2181 1364">3126</td> </tr> <tr> <td colspan="2" data-bbox="739 1364 1209 1399">TOTAL</td> <td data-bbox="1668 1364 2181 1399">3126</td> </tr> </tbody> </table>	Organisation	Project description	Number of beneficiaries (actual)	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	TOTAL		3126														
Organisation	Project description	Number of beneficiaries (actual)																					
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126																					
TOTAL		3126																					

946 Sex / Gender		<p>Small grants</p> <table border="1"> <thead> <tr> <th>Organisation</th> <th>Project description</th> <th>Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>Harrow Anti-Racist Alliance</td> <td>Community Support Service (CSS)</td> <td>302</td> </tr> <tr> <td colspan="2" style="text-align: right;">TOTAL</td> <td>302</td> </tr> </tbody> </table> <p>The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.</p> <p>Adult SLA funded services 2015-16</p> <p>None of the Adults impacted organisations provide support specifically based on religion/ belief and therefore the proposals are unlikely to specifically impact this protected characteristic.</p>	Organisation	Project description	Number of beneficiaries (actual)	Harrow Anti-Racist Alliance	Community Support Service (CSS)	302	TOTAL		302					
	Organisation	Project description	Number of beneficiaries (actual)													
Harrow Anti-Racist Alliance	Community Support Service (CSS)	302														
TOTAL		302														
	<p>Census 2011 Community Grants Scheme 2014/15 returns</p> <p>Of Harrow's total population (242,400), 119,900 (49.5%) are male and 122,400 (50.5%) are female</p> <p>Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:</p> <p>OBGs</p> <table border="1"> <thead> <tr> <th>Organisation</th> <th>Project description</th> <th>Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>Harrow Citizens Advice Bureau</td> <td>AdviceLine for Harrow</td> <td>3126</td> </tr> <tr> <td>Roxeth Youth Zone</td> <td>The Space Project</td> <td>1454</td> </tr> <tr> <td>The WISH Centre</td> <td>Sexual Violence Prevention, Advocacy and Support Service</td> <td>2869</td> </tr> <tr> <td colspan="2" style="text-align: right;">TOTAL</td> <td>7449</td> </tr> </tbody> </table> <p>Small grants</p>	Organisation	Project description	Number of beneficiaries (actual)	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	Roxeth Youth Zone	The Space Project	1454	The WISH Centre	Sexual Violence Prevention, Advocacy and Support Service	2869	TOTAL		7449
Organisation	Project description	Number of beneficiaries (actual)														
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126														
Roxeth Youth Zone	The Space Project	1454														
The WISH Centre	Sexual Violence Prevention, Advocacy and Support Service	2869														
TOTAL		7449														

Organisation	Project description	Number of beneficiaries (actual)
Asperger's Syndrome Access to Provision	Improving Social Understanding, teaching autistic client show to understand themselves and others	30
Harrow Athletic Club	Quadkids and Super 8 athletics	133
Tamil Association	Women outreach project	77
	TOTAL	240

The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.

Adults SLA

Organisation	SLA details	Expected number of users (Actual from 2014 monitoring report)
DAWN Yakeen	Specialist Counselling for Asian Women	72

DAWN Yakeen, provides support mainly to Asian Women (though the programme has recently extended to include male service users) if the proposal is accepted, and DAWN are no longer able to provide the support as they are now, it is likely that there will be a disproportionate impact on Asian Women in Harrow.

HART – While the data relating to the gender split of users at HART is not considered in this EQIA, nationally out of the 6095 people diagnosed with HIV ⁷ 75% of these were men, the support provided to sufferers and their families in Harrow is not specifically targeted at men, but it is likely that more clients will be men, due to the nature of the gender split for HIV sufferers on a national level.

⁷ www.nat.org.uk/we-inform/HIVStatistics

Sexual Orientation 948	Equality Matters – Reducing Inequality in Harrow, August 2016	Census data is currently not available for this group. Sexual Orientation – It is estimated that 6% of the UK population are lesbian, gay and bisexual (LGB), which would equate to approximately 14,430 of our residents. ⁸ Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group: OBGs								
	Community Grants Scheme 2014/15 returns	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Organisation</th> <th style="width: 40%;">Project description</th> <th style="width: 20%;">Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>Harrow Citizens Advice Bureau</td> <td>AdviceLine for Harrow</td> <td style="text-align: right;">3126</td> </tr> <tr> <td colspan="2" style="text-align: right;">TOTAL</td> <td style="text-align: right;">3126</td> </tr> </tbody> </table> Small grants	Organisation	Project description	Number of beneficiaries (actual)	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	TOTAL	
Organisation	Project description	Number of beneficiaries (actual)								
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126								
TOTAL		3126								
		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Organisation</th> <th style="width: 40%;">Project description</th> <th style="width: 20%;">Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>None</td> <td></td> <td></td> </tr> </tbody> </table> The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group. Adult SLA funded services 2015-16	Organisation	Project description	Number of beneficiaries (actual)	None				
Organisation	Project description	Number of beneficiaries (actual)								
None										
		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Organisation</th> <th style="width: 20%;">SLA details</th> <th style="width: 20%;">Expected number of users (based on SLA numbers)</th> </tr> </thead> <tbody> <tr> <td>None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.</td> <td></td> <td></td> </tr> </tbody> </table>	Organisation	SLA details	Expected number of users (based on SLA numbers)	None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.				
Organisation	SLA details	Expected number of users (based on SLA numbers)								
None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.										

⁸ Equality Matters – Reducing Inequality in Harrow, August 2016

949

While the information around the sexual orientation of the clients impacted by these proposals has not been captured, nationally gathered statistics by the University of Cambridge (and published in the Journal of General Internal Medicine) stated that 12% of lesbian women and 19% of bisexual women reported mental health problems. This is compared to 6% of heterosexual women. 11% gay men, and 15% bisexual men reported mental health problems, compared to just 5% of straight/heterosexual males. This means that there may be an impact on the group, and special care will need to be taken when looking at the support available in the market for the LGBT community, and with this proposal directly impact people with mental health difficulties.

The council is not aware of any groups in Harrow that specifically provide information and advice to the LGBT community, however we do know that some of our LGBT and gender reassigned residents use services in neighbouring Ealing⁹. Harrow does not have a local specialist LGBT forum through which to support the local LGBT community, although there is a LGBT youth group based in Harrow. Data shows increased prevalence of domestic violence, hate crime¹⁰ and health inequalities in the LGBT community and therefore for example more need for information and advice in these areas for the LGBT community.

The council has not had any grant applications from specific groups supporting the LGBT community in the last 5 years.

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									

⁹ West London LGBT Forum

¹⁰ <https://www.theguardian.com/society/2016/oct/08/homophobic-attacks-double-after-brexit-vote>

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, complete a FULL EqIA.

- **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?

6.50 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
Preliminary consultation – developing ideas with the VCS (May – July 2016) <ul style="list-style-type: none"> • With service providers – questionnaires, telephone surveys, workshops (facilitated by New Local Government Network), co-production event, 	As this tranche of consultation activity relates primarily to developing an Information, Advice & Advocacy Strategy (IAAS) for the borough, the results and implications for different groups / protected characteristics reflect more relevance to the IAAS development rather than funding proposals per se. As there is a separate EQIA for the IAAS, please refer to the IAAS EQIA for consultation results. Additional issues raised of relevance to the funding proposals are: Access With fewer organisations receiving grant funding from the council, organisations providing services to specific communities may no longer exist or may no longer be able to specialise in specific community languages.	Ensuring the new service for information and advice adequately reflects the need for translation into community

<p>discussion meeting to hear VCS concerns. 39 different organisations have been engaged with through these consultation exercises.</p> <ul style="list-style-type: none"> • With service users – questionnaires, meetings with user groups, face to face meetings with service users to develop case studies 	<p>Training and quality assurance</p> <p>Users argued that there was a lack of expert advisors due to a reduced flow of volunteers into the VCS sector in recent years, and because organisations may struggle to retain these volunteers once they are fully trained. ‘Volunteers receive intense training but then leave and move on’ was a common response. The VCS may therefore require a stronger base for attracting volunteers and incentivising them to remain in their positions once trained.</p> <p>The proposal to have a generalist advice service, VCS organisations have told us, risks undermining groups that specialise and often target specific protected characteristics.</p>	<p>languages (including new communities coming into Harrow), the provision of interpreters and demonstration of cultural sensitivity. For example the tapered fund could be used by the service for translation and interpretation provision.</p> <p>Volunteer use will be part of service specification for the generalist information and advice service. 3-year service provision will give a level of assurance to investing in volunteering.</p> <p>Infrastructure organisation for supporting the VCS to maximise volunteers into the VCS so as to build up capacity and knowledge of specialisms.</p> <p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p>
<p>Co-production of</p>	<p>As this tranche of consultation activity relates primarily to developing an</p>	<p>Most of these actions were</p>

951

<p>Information, Advice and Advocacy strategy between Council and VCS: (Event on 17 October 2016)¹¹</p> <ul style="list-style-type: none"> • Workshop style – about 20 attendees 	<p>Information, Advice & Advocacy Strategy (IAAS) for the borough, the results and implications for different groups / protected characteristics reflect more relevance to the IAAS development rather than funding proposals per se. As there is a separate EQIA for the IAAS, please refer to the IAAS EQIA for consultation results.</p> <p>Additional issues (not captured in the above) of relevance to the funding proposals emerging from this event are:</p> <p>Vulnerable groups Social care groups and migrant groups were identified by the VCS as particularly vulnerable and therefore perhaps most impacted by the funding proposals. The most in need must be identified through partnership work within the VCS.</p> <p>Social isolation A common concern surrounded social isolation, especially for the elderly and those with disabilities, who currently use support from VCS organisations for information and advice, but also a range of other support e.g. face to face contact, befriending, building up confidence/skills. This rests on the point stressed by the VCS that their organisations offer more than just information and advice, and that by their services potentially no longer being available a lot of preventative work will be lost, at the expense of vulnerable people on the edge of 'crisis point'.</p> <p>Signposting/referrals The VCS told us of the tendency for referring organisations to refer to their own service rather than elsewhere. This may not be possible if the number of organisations and the services they offer funded by the council are reduced. It was suggested that there be a database which maps all services available in the local VCS, and that a Continuous Professional Development programme be run with the aim of improving collaboration between providers.</p>	<p>suggested by the VCS at the event:</p>
---	--	---

952

¹¹ Given that the majority of OBG and small grants are awarded in the area of information and advice, there are significant overlaps between the development of the new Information, Advice & Advocacy strategy/services and the funding landscape for the VCS going forward.

953

Furthermore it was suggested that a digital portal similar to the HAT may improve accessibility/referral pathways.

Attracting alternative funding

A number of organisations raised that without council funding they would struggle to continue to provide the services they currently do, and this may particularly hit projects that are additional to core provision. External funding will be difficult to attract due increased competition and may not cover statutory/core services.

Also, without council funding, organisations can lose the infrastructure capacity needed to apply for other funding (e.g. staff capacity) and external bodies often check if the applicant is backed by council funding before awarding grants. There will be need to apply for funding with good marketing which reflects the priorities of external funding bodies.

Some organisations pointed out that crowdfunding is not a universally suitable or attractive alternative to more traditional ways of raising funds. Crowdfunding may not be attractive to all clientele, as Shopmobility (whose clientele are predominantly elderly) noted. Also as the WISH Centre and Young Harrow Foundation noted, not all causes are equally attractive or global enough to attract funds through crowdfunding e.g. young Asian girls who are victims of sexual violence, addressing gang culture. The more attractive causes are ones that most people can relate to or see as relevant to them e.g. animal welfare, environmental causes, health and wellbeing.

There is a skillset needed within organisations to successfully access crowdfunding and organisations need an awareness around how best to market/showcase their services so that they have a presence in the wider Harrow community.

Infrastructure organisation to support organisations in pulling together funding applications and marketing.

Crowdfunding platform to be set up by the council to support VCS. However crowdfunding will not substitute funding levels or all types of activities. A suggested mitigation to this was for the council to support robust bids for alternative funding before funding ceases. The council should help the VCS lever in funding proactively and work with HCA to identify alternative funding sources and the best ways to support applications.

Council to set up a session between the crowdfunding partner and local VCS to explore how crowdfunding can best work in Harrow and how local opportunities for income maximisation can be realised.

	<p>Timeframe for changes Support is needed now to stop small organisations from closing due to being financially unviable, although even some of the larger organisations have said they may close if they lose their grants and core funding.</p> <p>Although there were requests for the council to prolong the tapering of funds so as to allow organisations to acclimatise to the funding landscape/demands, the funding envelope for the council cannot sustain this.</p> <p>The 'value add' of VCS organisations Many VCS organisations provide more than just information/advice which is at risk of being lost if the organisations ceased to exist e.g. work on prevention/ intervention, engagement and outreach, user involvement. The impact of this may be unknown as there will be a critical period of time within which organisations will assess whether they can continue in the new funding environment. CAB referred to the escalation of cases to the council, especially of vulnerable social care cases, that will increase should people no longer be able to have their needs met through the VCS. In addition, there is data/intelligence gathering that the VCS do that may be lost.</p>	<p>Explore Hackney giving scheme which informs local philanthropists about local needs and encourages businesses to donate. Whilst most businesses in Harrow are small, the VCS organisations at the co-production event suggested that there are still untapped resources here.</p> <p>Encourage services to amalgamate/merge where possible to better enjoy economies of scale and maximise income across a larger geographical area.</p> <p>Outreach work on key areas of support, as identified in the needs analysis (e.g. welfare reform), to be included in the service specification for the generalist advice service.</p>
--	--	---

	<p>Staff/Volunteers DAWN raised the impact not only on vulnerable people but also the counsellors and interns who rely on working in specialist organisations for their professional development. Without access to clients of certain groups, their skills and expertise may be lost from the local sector.</p>	<p>Peer to peer advocates was suggested by the VCS – training members of the public to conduct outreach and engagement work on behalf of the VCS, and identifying vulnerable members of the public who may need assistance.</p>
<p>Consultation with the VCS on funding proposals (22 September to 31 October 2016)</p> <ul style="list-style-type: none"> • Online and paper consultation¹² - 25 responses from 19 organisations were received. In addition, 8 written submissions covering 21 organisations were also received • 2 open discussion meetings (26 September attended by 4 organisations, 6 October attended by 8 organisations) 	<p>Issues emerging from consultation responses (additional to the above) are:</p> <p>Volunteering Capturing people through volunteering opportunities can help harness and grow their social skills and engagement, and therefore in part address their social isolation. Organisations who know their clients and each individual’s multitude of issues can best identify these people where it is suitable.</p> <p>Holistic approach to information/advice services Adopting a holistic approach raises the fear that the sector could lose the specialism of some services which will no longer be funded in the traditional route. The holistic approach should be towards client group needs rather than provide for all groups of clients, “responding to people’s needs rather than people’s labels”.</p> <p>Specific clientele It was raised that historically larger grants have been awarded to organisations that serve adults (“the big players in the VCS”) and this puts organisations supporting children and young people at a disadvantage. It should not be</p>	<p>Developing volunteering support capacity within VCS whilst recognising that not all organisations will want the formality/recognition of Community Click. See above point regarding peer-to-peer advocates. Volunteering will be part of the service specification for the new generalist information and advice service.</p>

055

¹² Consultation documents available at: <https://consult.harrow.gov.uk/consult/ti/VCSfund/consultationHome%20%20>

VCS report appendix 1 - EQIA

<ul style="list-style-type: none"> 4 consultation events were held in the Council over 3 days from the 10th – 13th October during the daytime and evening, which provided opportunities for the VCS to let us know their views and the implications of our proposals (In total 21 organisations attended). <p>There were 25 responses from 19 different organisations to the online questionnaire. Furthermore, the quality of the equalities data completed as part of the online responses was poor (with respondents answering for their own individual protected characteristics rather than that of their service users) and therefore compromising the analysis of equalities implications that can be carried out in Stage 5 of the EQIA.</p>	<p>assumed that all information/advice needs of all children and young people can be met through schools.</p> <p>Impact of closure of large information/advice organisations due to loss of core funding</p> <p>There is a popular view amongst the written submissions that the loss of core Adult SLA grants will impact on the most vulnerable residents in Harrow.</p> <p>In its written response to the consultation, Citizens Advice Harrow (CAH) stated that if it were to close its services entirely because of financial unviability (e.g. the loss of core funding impacts upon the ability to secure other funding, CAB is unable to charge for its services), the impact of any closure would result in:</p> <ul style="list-style-type: none"> The loss of the face to face service (over 11,000 clients contact in 2015-16) The loss of the telephone advice service (AdviceLine calls in excess of 10,000 in 2015-16) The loss of the email enquiry service 9 locally based outreach services, supporting some of the most vulnerable families, would cease to take place All the preventative work, financial capability and energy switching education would stop The entire skilled workforce would be made redundant and 58 skilled volunteers would be lost, many of them speaking community languages. <p>CAH questioned 'where the axe would fall', as if they only offer service in times of crisis, they lose the opportunity for early preventative work and enabling clients' empowerment, whilst if they cut every aspect of service, clients would suffer 'at all stages of the customer journey'.</p> <p>CAH data on current service users shows that the majority are on a low income, have a mental or physical disability, are long-term sick, are women, are black or are from a minority-ethnic background. These clients, they state already experience 'higher than average rates of unemployment, debt and homelessness'.</p>	
---	--	--

<p>Analysis of the qualitative evidence provided by the written responses to the consultation as well as the general questions in the online consultation is given by theme.</p>	<p>Service user monitoring for 2015/16 showed that:</p> <ul style="list-style-type: none"> • 59% of service users were women • 65% BME • 33% disabled • 26% had long-term health conditions <p>CAH therefore stated that the cuts would impact ‘thousands’ of vulnerable and low income people, their children and hard-to-reach groups such as those with long term ill-health or disabilities, mental health conditions, from BAME communities or with low qualifications – as they would be ‘deprived of access to an independent, free advice service’. The organisation also stated that the community trust built up with vulnerable people through current delivery of service would be lost as a result of the proposals.</p> <p>Age UK Harrow raised particular concerns about older people suffering from social exclusion who may not be supported or prevented from reaching ‘crisis’ point due to cuts to Adult SLA core funding. This is because Age UK Harrow states that services such as the befriending project (‘the only one in Harrow that supports older isolated people’) would need to close.</p> <p>Mind in Harrow believes that cuts to Adult SLA funding will have strongly adverse impacts on two areas of its service: The Harrow Mental Health User Involvement Project (‘HUG’ Project – which aims to engage and promote the voice of people with mental health issues) and Mind’s core services (which cover a broad range of areas such as increasing mental health awareness in the community and challenging stigma, offering wellbeing info and advice and increasing peer-to-peer support opportunities).</p> <p>The Mental Health User Involvement Project receives £24,735 per annum from Adult SLA core funding, which is match funded by NHS Harrow Clinical Commissioning Group (CCG) for NHS service user involvement activities. As such, the project is ‘entirely reliant on Harrow Council funding for all of its running costs’. Mind states that there is no alternative means of funding support because</p>	
--	---	--

the primary purpose of the project is to support the legal obligations of the Council to consult and engage with Harrow mental health users.

Mind in Harrow is sceptical that crowd-funding would raise more than to fund small-scale time-limited activities (ie £2-3,000). If any grants were to be provided through crowd-funding, Mind states these would be restricted to specific projects and the same exclusions would apply as for other grants as explained above.

Impact on protected characteristics: In 2016, the HUG project has 600 members/beneficiaries. Equalities data of those who attended a recent HUG forum showed that:

- 59% were women
- 65% were above the age of 51 (including 18% aged 66+)
- 5% Black or Black British, 36% Indian, 12% Other Asian, 6% mixed parentage, 38% white British or other white background, and 3% other ethnic groups.
- 100% had mental health problems and 10% on Autistic spectrum

MiH believes the closure of the project which would result from the loss of Adult SLA funding would be 'indirect discrimination' towards those with mental health conditions, because they are less able to participate in consultations without support (struggle to access digital and need advocacy).

Mind in Harrow's Core Services support per year over 7,000 Harrow residents experiencing mental health needs or their carers through 13 recovery, preventative and community outreach projects in partnership with CNWL NHS Foundation Trust, other public sector partners, private and community organisations. The organisation states that 'this very significant contribution to the Harrow adult social care economy is often not recognised and its preventative impact often not quantified.'

Mind in Harrow assert that the majority of the service users impacted by the Core Services funding cut will have a mental health disability and at one or more other

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">959</p>	<p>'protected characteristics' under the Care Act 2010. Demographic profile of users of MiH's Core Services:</p> <p>Demographic profile of respondents</p> <ul style="list-style-type: none"> • Gender: 55% Female, 45% Male • Age ranges: 0% (20 and under), 12% (21 – 35), 35% (36 – 50), 43% (51 – 65), 9% (66+) • Ethnicity: 2% Black or Black British, 36 % Indian, 12% Other Asian Background, 9% Mixed Parentage, 51% White British or Other White Background, 2% Other Ethnic Groups • Disability: 100% mental health problems <p>MiH states that unless Harrow Council aligns to VCS priorities for sustainability urgently, Mind in Harrow will close within the next 2-3 years</p> <p>The Harrow VCS forum response¹³ found that 3 organisations believed it was 'very likely' that reduction of Adult SLAs would have a significant impact on their beneficiaries: 'Service users would be in crisis, children and families adult social care rates would escalate.'</p> <p>With regard to the loss of OBGs, there was a view that this would cause organisations to close, which would impact the most vulnerable residents, such as those experiencing domestic violence, and the retired and elderly experiencing social isolation. It was also felt that the closure of organisations would lead to increased demand for key public services such as Harrow Council ASC/NHS, which would overwhelm them: 'The withdrawal of grants will severely reduce the sector's ability to deliver against need. This will increase discrimination.'</p>	
<p>Engagement with residents and service users over the</p>	<p>Much of the feedback through these engagements reinforced the messages from the VCS as given above. Additional issues emerging are:</p>	

¹³ This response includes feedback from Capable Communities, Citizens Advice Harrow, Friends of Bentley Priory Nature Reserve, Harrow Domestic & Sexual Violence, Harrow Women's Centre, Newcleus, South Harrow Christian Fellowship, Talk:Harrow, Voluntary Action Harrow Co-operative

<p>Council's proposed changes to Adult SLAs funding - As well as seeking participation from the VCS representatives in the above, the Council also made particular efforts to engage with service users likely to be affected by changes to Adult SLAs funding in order to fully understand the impacts of these proposals on vulnerable people as well as the organisations that support them, and the long term implications on the Council.</p>	<p>Paying for services Users of VCS organisations were willing to pay for services that they are currently not being charged for (e.g. helping with paperwork, befriending, handyman, and support groups). For example, users of Age UK Harrow services said that they would be happy to pay for some services they currently receive for free as it would help the organisation to remain financially viable.</p> <p>Strategic development of meeting the needs of disadvantaged people in the borough Age UK Harrow identified the role Age UK Harrow and other VCS organisations play in the '<i>strategic development of meeting the needs of disadvantaged people in the Borough</i>' through the LSAB and other strategic groups. The reduction in financial support provided will prevent this input being possible and Age UK Harrow urged the Council to consider some form of funding to allow for this. One suggestion included within their letter is '<i>you may want to consider giving us premises without the commercial rent</i>' Age UK Harrow also mentioned within their questionnaire response that premises with a non-commercial rent would support their sustainability. Throughout the consultation events many VCS organisations including Age UK Harrow cited the burden of rent and requested the Council to explore more options around providing more affordable rents/ rents with benefits in kind as a form of mitigation and suggests that '<i>Putting all the money in information and Advice is not the right move</i>'.</p> <p>Service user voice and engagement Mind in Harrow's Harrow User Group (HUG) involves many service users who have been involved in a number of Harrow consultations in the past including (but not limited to); the fairer contributions policy change, the Health and Wellbeing strategy, Take Part, the Bridge closure and service redesign and many more. The user group felt that the current Council proposal, which would see the Council funding to HUG (50% Council funded 50% health funded) cut would mean that the Council would fail to meet its requirements around consultation and</p>	<p>The Council to work closely with VCS organisations to support them towards sustainability, this includes considering viable projects that could be funded through the crowdfunding platform, support to put costed services onto the electronic system My Community ePurse (this would allow them to advertise costed services to people with personal budgets). It is accepted however that users paying for services alone is unlikely to replace the full amount currently received by many organisations through core funding.</p> <p>The Council does not underestimate its duties under the Equality Act and the common law duty to consult. If the funding proposal is accepted the Council will ensure that officer capacity is used, as it</p>
<p>In terms of the Adult SLAs, the consultation process involved:</p> <ul style="list-style-type: none"> • Informal meetings, such as a Disability Day Service meeting, Mental Health User Group meeting and Learning Disability group. • Four formal meetings from 21st October – 27th October, each of 		

961	<p>which was attended by users from the client groups impacted by the proposal in receipt of Adult SLAs (including Mind in Harrow’s ‘Harrow User Group’ service users, Carers connected to Harrow Carers, and service users from Harrow Mencap and Age UK respectively)</p> <ul style="list-style-type: none"> • A meeting open to all 13 organisations in receipt of Adult SLAs which would be directly impacted by the Council’s proposals. 	<p>engagement of a vulnerable group who otherwise would not be able to engage fully.</p> <p>Mind in Harrow felt they would struggle to receive additional funding for this user group due to the nature of the service provided and the benefit to statutory services in allowing the voice of mental health service users to be heard, and says that without the service the Council will not have the <i>‘capacity to properly consult mental health service users’</i> and goes on to state that <i>‘we believe from several years of evidence provided below that Harrow Council does not have the in-house capacity to fulfil this function, owing to reductions in commissioning and contracting staff’</i>.</p> <p>Their response also goes on to outline the impact the proposal will have on the service users, and refers to a potential breach of equality legislation and common law duties to consult that may happen should the service be cut as part of this savings proposal.</p>	<p>does for all clients groups, to prevent unlawful discrimination be it direct or indirect on the basis of any protected characteristic.</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 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 ✓		

VCS report appendix 1 - EQIA

<p>Age (including carers of young/older people)</p>			<p style="text-align: center;">✓</p>	<p>See above (Stage 4) comments relating to:</p> <ul style="list-style-type: none"> • Social isolation • Attracting alternative funding • Specific clientele • Paying for services 	<p>Infrastructure organisation to support organisations in pulling together funding applications and marketing.</p> <p>Crowdfunding platform to be set up by the council to support VCS. However crowdfunding will not substitute funding levels or all types of activities. A suggested mitigation to this was for the council to support robust bids for alternative funding before funding ceases. The council should help the VCS lever in funding proactively and work with HCA to identify alternative funding sources and the best ways to support applications.</p> <p>Council to set up a session between the crowdfunding partner and local VCS to explore how crowdfunding can best work in Harrow and how local opportunities for income maximisation can be realised.</p> <p>Explore Hackney giving scheme which informs local philanthropists about local needs and encourages businesses to donate. Whilst most businesses in Harrow are small, the VCS organisations at the co-production event suggested that there are still untapped resources here.</p> <p>Encourage services to amalgamate/merge where possible to better enjoy economies of scale and maximise income across a larger geographical area.</p> <p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p> <p>The Council to work closely with VCS organisations to support</p>
---	--	--	--------------------------------------	--	--

962

963					<p>them towards sustainability, this includes considering viable projects that could be funded through the crowdfunding platform, support to put costed services onto the electronic system My Community ePurse (this would allow them to advertise costed services to people with personal budgets). It is accepted however that users paying for services alone is unlikely to replace the full amount currently received by many organisations through core funding.</p> <p>Criteria for the use of the Tapered fund has been broadened so that complimentary services which support residents seeking information, advice and advocacy services can be supported. Some of those services currently funded by Adults SLAs and Community Grants would be able to access this funding, albeit time limited and lesser amounts of funding than was previously available.</p> <p>Funding for organisations that support young people specifically, especially around violence, vulnerability and exploitation could be funded by the Mayor’s Office of Policing and Crime, as an alternative source of funding.</p> <p>It has been recommended that the contracts under the Care Act, including the SWISH service, (providing information and advice in line with the Care Act requirements) are extended; at present this is delivered by a consortium of 5 organisations one of which is Age UK Harrow, Age UK Harrow are also part of the consortium providing Independent Care Act Advocacy, this should go some way to mitigate the adverse impact of these proposals on older people and protects some level of funding for Age UK Harrow.</p>
	Disability			✓	See above (Stage 4) comments relating to:

VCS report appendix 1 - EQIA

<p>(including carers of disabled people)</p> <p>964</p>				<ul style="list-style-type: none"> • Social isolation • Signposting • The value add of the VCS • Vulnerable groups • The closure of organisations due to loss of core funding 	<p>Peer to peer advocates was suggested by the VCS – training members of the public to conduct outreach and engagement work on behalf of the VCS, and identifying vulnerable members of the public who may need assistance.</p> <p>Outreach work on key areas of support, as identified in the needs analysis (e.g. welfare reform), to be included in the service specification for the generalist advice service.</p> <p>Criteria for the use of the Tapered fund has been broadened so that complimentary services which support residents seeking information, advice and advocacy services can be supported. Some of those services currently funded by Adults SLAs and Community Grants would be able to access this funding, albeit time limited and lesser amounts of funding than was previously available.</p> <p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p> <p>It has been recommended that the SWISH service, providing information and advice in line with the Care Act requirements and the Independent Care Act Contracts are extended; at present SWISH is delivered by a consortium of 5 organisations, many of these providing support to people with disabilities including; learning disability, physical disabilities, mental health and their carers.</p> <p>In addition, the Independent Care Act Advocacy contract is provided across all client groups and needs relating to disability, this should go some way to mitigate the impact of these proposals on people with disabilities in Harrow and their</p>
---	--	--	--	--	--

VCS report appendix 1 - EQIA

					carers.
965	Gender Reassignment	✓			<p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.</p> <p>None of the SLAs provided by Adults specifically support people who have undergone gender reassignment, and most provide support irrespective of this characteristic as such no specific mitigations are required for this characteristic.</p>
	Marriage and Civil Partnership	✓			<p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.</p> <p>None of the SLAs provided by Adults specifically support needs relating to marriage and civil partnership, and most provide support irrespective of this characteristic as such no specific mitigations are required for this characteristic.</p>

VCS report appendix 1 - EQIA

Pregnancy and Maternity		✓			<p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.</p> <p>None of the SLAs provided by Adults specifically support needs relating to pregnancy and maternity, and most provide support irrespective of this characteristic as such no specific mitigations are required for this characteristic.</p>
996 Race			✓	<p>See above (Stage 4) comments relating to:</p> <ul style="list-style-type: none"> • Vulnerable groups • The closure of organisations due to loss of core funding 	<p>Ensuring the new service for information and advice adequately reflects the need for translation into community languages (including new communities coming into Harrow), the provision of interpreters and demonstration of cultural sensitivity. For example the tapered fund could be used by the service for translation and interpretation provision.</p> <p>Criteria for the use of the Tapered fund has been broadened so that complimentary services which support residents seeking information, advice and advocacy services can be supported. Some of those services currently funded by Adults SLAs and Community Grants would be able to access this funding, albeit time limited and lesser amounts of funding than was previously available.</p> <p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p>

VCS report appendix 1 - EQIA

					DAWN provides services specifically to Asian women, and as such this characteristic is likely to be negatively impacted by these proposals. Support will be provided to DAWN around crowdfunding for this particular project.
Religion or Belief		✓			<p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p> <p>None of the SLAs provided by Adults specifically support particular religions/ beliefs, and most provide support irrespective of religious background as such no specific mitigations are required for this characteristic.</p>
Sex	967	✓		<p>See above (Stage 4) comments relating to:</p> <ul style="list-style-type: none"> The closure of organisations due to loss of core funding 	<p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p> <p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.</p>
Sexual orientation		✓			<p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut</p>

					to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.
--	--	--	--	--	---

<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>Across the council, the impact of budget reductions is likely to be sustained over the medium-term and this is likely to lead to changes in how services are commissioned. However it is not anticipated that there should be a significant impact on any particular protected characteristic.</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>Harrow is one of the lowest funded councils in London and a recent 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 the 32 London Boroughs. The amount of Government funding we receive continues to reduce from a total of £86.9m in 2013/14 to £42.7m in 2018/19 as a result of the national public sector austerity measures. Harrow Council will therefore have £83 million less to spend in 2018 compared with 2014.</p> <p>Local government faces sustained cuts to its funding from central government over the forthcoming years. This is likely to lead to changes in how/what services are commissioned and provided. However the council will mitigate against any significant adverse impact on any particular protected characteristic.</p>			

Stage 6 – Improvement Action Plan

VCS report appendix 1 - EQIA

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
<p>Major adverse impact may impact on the following protected characteristics:</p> <ul style="list-style-type: none"> Age Disability Race <p>Minor adverse impact may impact on the following protected characteristics:</p> <ul style="list-style-type: none"> Religion and belief Gender reassignment Marriage/civil partnership 	<ul style="list-style-type: none"> Crowdfunding platform to be set up by the council to support VCS. However crowdfunding will not substitute funding levels or all types of activities. A suggested mitigation to this was for the council to support robust bids for alternative funding before funding ceases. The council should help the VCS lever in funding proactively and work with HCA to identify alternative funding sources and the best ways to support applications. Council to set up a session between the crowdfunding partner and local VCS to explore how crowdfunding can best work in Harrow and how local opportunities for income maximisation can be realised. Ensure HCA is supporting the VCS to be able to maximise volunteers into the VCS so as to build up capacity and knowledge of specialisms. Explore Hackney giving scheme which informs local philanthropists about local needs and encourages 	<p>Performance measures to be built into the new contract(s) for information, advice and advocacy.</p> <p>Review impact of proposals within 12 months of the new contracts starting.</p>	Rachel Gapp / Policy Team	1 st July 2018.

VCS report appendix 1 - EQIA

<p>970</p> <ul style="list-style-type: none"> • Pregnancy/ maternity • Sex / gender • Sexual orientation 	<p>businesses to donate. Whilst most businesses in Harrow are small, the VCS organisations at the co-production event suggested that there are still untapped resources here.</p> <ul style="list-style-type: none"> • Encourage services to amalgamate/merge where possible to better enjoy economies of scale and maximise income across a larger geographical area. • The Council to work closely with VCS organisations to support them towards sustainability, this includes considering viable projects that could be funded through the crowdfunding platform (as set out above), support to put costed services onto the electronic system My Community ePurse (this would allow them to advertise costed services to people with personal budgets). It is accepted however that users paying for services alone is unlikely to replace the full amount currently received by many organisations through core funding. • Criteria for the use of the Tapered fund has been broadened so that complimentary services which support residents seeking information, advice and advocacy services can be supported. Some of those services currently funded by Adults SLAs and Community Grants would be able to access this funding, albeit time limited and lesser amounts of funding than was previously available. 			
---	---	--	--	--

VCS report appendix 1 - EQIA

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">971</p>	<ul style="list-style-type: none"> • Funding for organisations that support young people specifically, especially around violence, vulnerability and exploitation could be funded by the Mayor’s Office of Policing and Crime, as an alternative source of funding. • Include outreach work on key areas of support, as identified in the needs analysis (e.g. welfare reform), in the service specification for the generalist advice service. • Include volunteering will be part of the service specification for the new generalist information and advice service. • In its Information, Advice & Advocacy Strategy, the Council recognises that one risk of procuring services (generalist and targeted) in a holistic way is the potential loss of specialist providers, and this may impact groups of particular protected characteristics, although the expansion of the tapered fund would mitigate this risk more than the original proposal • Help the VCS explore avenues to exploit local philanthropy and tap into local businesses for donations. • Extend the SWISH service, providing information and advice in line with the Care Act requirements and the Independent Care Act Contracts. 			
--	---	--	--	--

	<ul style="list-style-type: none"> Review impact of proposals within 12 months of the new Information and Advice contract starting. Monitoring will be undertaken by the Policy Team, as contract managers, with overall responsibility resting with the Divisional Director for Strategic Commissioning. 			
--	--	--	--	--

Stage 7: Public Sector Equality Duty

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

- 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 service providers commissioned to provide the information, advice and advocacy services will be required to comply with the Public Sector Equality Duty as set out within the contract documents and in accordance with the provisions of their method statement submission concerning "Social Value". This will include data collection around the 9 protected characteristics, providing inclusive services and providing training to staff/volunteers on equalities.


Services funded by the tapered fund will also be expected to meet to comply with the Public Sector Equality Duty.

Although as a result of this proposal there will be a reduction in services provided by the voluntary and community sector, and these reductions will have an adverse impact on certain protected characteristics the Council will still be able to meet its Public Sector Equalities Duty.

Stage 8: Recommendation

11. 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 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 included in the Action Plan to be addressed.</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>973. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	<p>As the EQIA has shown, and the VCS has stated throughout the consultation, continuing with the proposals put forward by the council will potentially have major adverse impact on VCS organisations and their service users.</p> <p>The council has attempted to mitigate the impact of the loss of council grants for VCS organisations by:</p> <ul style="list-style-type: none"> • Having a tapered fund to support the continuation of complimentary wrap around services to the general information and advice service and which that service can refer to. • Committing to work with the VCS and its infrastructure organisation whose role it is to support the sector in diversifying its funding base and seeking alternative sources of funding. • Providing a crowdfunding platform to support VCS organisations to lever in alternative funds. <p>A number of other mitigations and actions to lessen the impact have been included in the Information, Advice and Advocacy Strategy and its accompanying EQIA.</p> <p>However, the Council accepts there is a risk still in agreeing to progress this proposal as a) not all mitigations may impact as initially planned, and b) there will still be gaps in services currently provided by the VCS and some of the organisations currently funded to provide these services may close. This is difficult to quantify in terms of impact on specific protected characteristics as different organisations do provide services which impact on different protected characteristics. However, in spite of this difficulty in understanding exactly when or where any closure of an</p>

	organisation may occur, this has been factored into the conclusion of this EQIA that in making this decision there is expected to be an adverse impact.
--	---

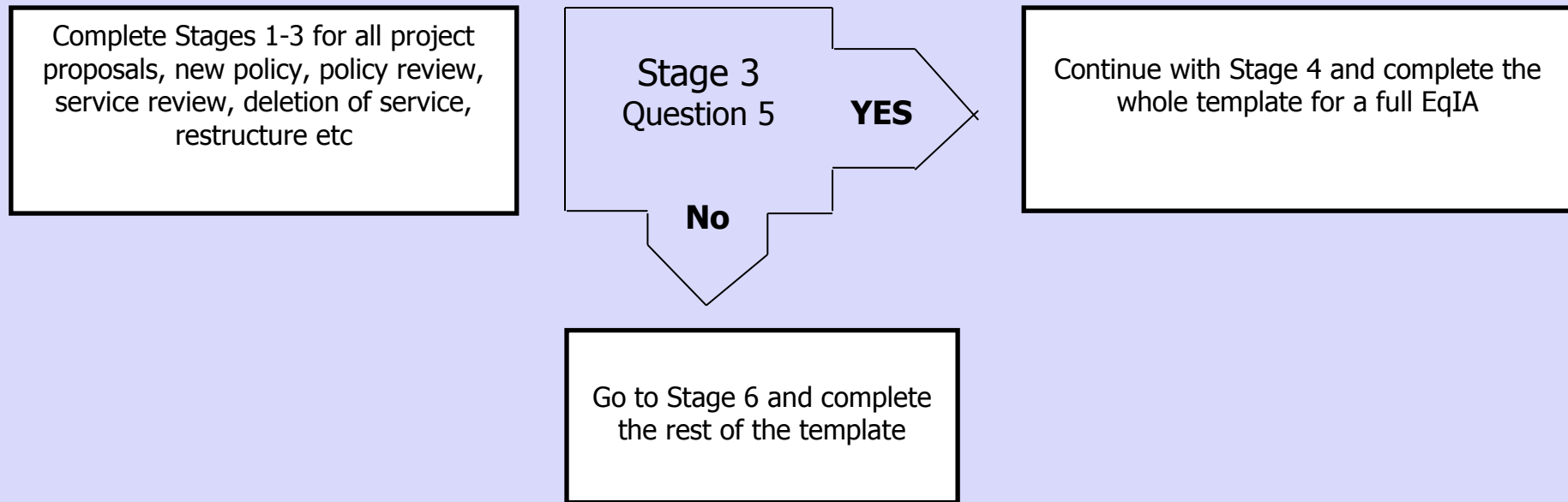
Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	EQIA has been presented to: <ul style="list-style-type: none"> Resources Making a Difference Group – 25 October 2016 Information and Advice Strategy Officers Group – 3 November 2016 		
Signed: (Lead officer completing EqIA)	Nahreen Matlib	Signed: (Chair of DETG)	Alex Dewsnap
Date:	24 November 2016	Date:	25 November 2016
Date EqIA presented at Cabinet briefing (if required)	24 November 2016	Signature of DETG Chair (following Cabinet Briefing if relevant)	

9741

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.



975

- 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	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	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

<div style="position: absolute; left: -40px; top: 50%; transform: translateY(-50%); font-weight: bold;">976</div> <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>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 3 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 either 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;
---	---

- 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.

The restructure has been undertaken in 2 phases: Phase 1 – management restructure; Phase 2 – all other roles.

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			

977 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?

Whilst it is a merged service, staff who transferred from Hounslow are Harrow employees so the responsibility lies with Legal & Governance Services.

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)	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.
978 Race	24% of the department have declared themselves to be BME. 57% declared unknown 19% declared as white	Individual issues raised by staff will be addressed as part of the consultation.
Religion and Belief		Individual issues raised by staff will be addressed as part of the consultation.
Sex / Gender	There are 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**

979

- 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)					
080 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? 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 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	

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. 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:	
Write EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

This page is intentionally left blank

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:	November 2016 Cabinet RES 14
Value of savings to be made (if applicable):	£150k
Title of Project:	Arrangements for the Supply of Temporary Workers
Directorate / Service responsible:	Procurement
Name and job title of Lead Officer:	Munira Kachwala – Commercial Contract Manager
Name & contact details of the other persons involved in the assessment:	Terry Brewer, Tom Whiting
Date of assessment (including review dates):	1.10.16

Stage 1: Overview

<p style="text-align: right; margin-right: 5px;">985</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>Award a contract for the sum of £88m for the provision of contingent labour to Pertemps Recruitment Partnership on a Master Vendor basis for 3 years with an option to extend by 1 year to commence on 1 January 2017 through the Yorkshire Procurement Organisation (YPO) framework, Lot 1 – Managed Services for Contingent Labour -Master Vendor Model.</p>
--	---

2. Who are the main groups / 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? <ul style="list-style-type: none"> Who has the overall responsibility? How have they been involved in the assessment? 	Partners – Yorkshire Procurement Organisation Project Sponsor – Terry Brewer, Divisional Director of Procurement and Contracts Project Manager – Munira Kachwala Division – Human Resources and Development & Shared Services and Procurement					
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 should 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>Harrow Council currently spends £22 million per annum excluding the costs of schools and currently operates a range of managed and neutral vendor service and works with multiple suppliers to resource its workforce. Temporary workers are primarily sourced through external agency suppliers via Pertemps.</p> <p>The benefit of Pertemps is that they capture the workers profile from all the suppliers and report on it to be fed into the Annual Equality reporting</p>	The agency contract has a better representation (9.09%) of 16 -24 year old as compared to the Council's own workforce profile and is closer to the 13.43% of the Harrow Community. The recruitment team is looking at improving on this by working really closely with the Xcite team and building relationship with the managers in getting more apprenticeships/graduates and interims within the organisation. We are working with Communications in using LinkedIn for advertise vacancies to attract a wider audience and better representations from applicants.
Disability (including carers of disabled people)		More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics but this amount of disclosure is reflective of the market. Regular communication and engagement with Agencies who employ these workers to encourage disclosure will continue
987 Gender Reassignment		More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics but this amount of disclosure is reflective of the market. Regular communication and engagement with Agencies who employ these workers to encourage disclosure will continue
Marriage / Civil Partnership		More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics but this amount of disclosure is reflective of the market. Regular communication and engagement with Agencies who employ these workers to encourage disclosure will continue
Pregnancy and Maternity		More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics but this amount of disclosure is reflective of the market. Regular communication and engagement with

		Agencies who employ these workers to encourage disclosure will continue
Race		<p>Through the Pertemps agency supply, 39.75% workers are from BAME background as compared with the Council Workforce of 34.69%</p> <p>42.2% (100,991) of Harrow's usual resident population is White therefore 57.8% of Harrows residents are from the black and minority ethnicity background.</p>
Religion and Belief		More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics but this amount of disclosure is reflective of the market. Regular communication and engagement with Agencies who employ these workers to encourage disclosure will continue
Sex / Gender		<p>The gender balance of 37.90% of male and 45.76% female is more reflective of the Harrow Community</p> <p>NB: the reason why this does not add up to 100% is down to the data submitted'</p>
Sexual Orientation		More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics but this amount of disclosure is reflective of the market. Regular communication and engagement with Agencies who employ these workers to encourage disclosure will continue

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, complete a FULL EqIA.

- **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

686

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					

066

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? 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 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	

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
All 2692	The re-procurement of this contract has enabled us to cascade our commitment to equality down to our suppliers. The YPO Framework and specification ensures that the public sector equality duty is addressed and was built into the procurement process. A requirement is that they ensure that there is representation of underrepresented groups in our temporary supply. It also requires them to proactively address equality issues such as any under-representation in their own workforce.	KPI's, Annual reporting on Equality, Contract Review meetings	Munira Kachwala	Ongoing

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) to:</p> <p>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>By working in partnership with Pertemps who have worked with the council over the years on strategically addressing the requirements of the Public Sector Equality Duty through contractual compliance as well as work with the council positive action such as running local recruitment fairs, apprenticeship projects, training and educating all their internal teams and</p>
---	--

2. Advance equality of opportunity between people from different groups	recruiters and working closely with staff and managers to achieve a workforce that reflects its community and eliminates discrimination.
3. Foster good relations between people from different groups	

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
---	--

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)	Munira Kachwala	Signed: (Chair of DETG)	
--	-----------------	-------------------------	--

Date:		Date:	
-------	--	-------	--

Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	
---	--	--	--

336

This page is intentionally left blank

Equality Impact Assessment 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:		Harrow Borough Council and Buckinghamshire County Council Shared HR Service		
Directorate / Service responsible:		Resources - HRD and Shared Services		
Name and job title of lead officer:		Jon Turner - Divisional Director HRD and Shared Services		
Name & contact details of the other persons involved in the assessment:		Marion Child - Project Manager		
Date of assessment:		31 st October 2015		

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Project: An HR Service Transformation project team has been initiated in HRD&SS which looks at further collaboration with Buckinghamshire County Council, in respect of the delivery of a shared HR service. A business case is currently being drawn up to look at the options for a new HR service delivery model and a decision on whether to proceed is expected early in 2016.</p> <p>Background: The Council implemented a transformation of its internal HR and OD Service in</p>
---	---

April 2015, however further savings in the region of £250k remain necessary and no further opportunities exist internally to deliver these. The Council undertook an exercise to explore the opportunities of shared services with other Councils and Buckinghamshire County Council expressed an interest in exploring the possibility of a shared HR service.

A Joint Programme Board, including senior officers and Cabinet Members from both councils agreed to explore the option of a shared HR Service.

The primary aims and objectives of the HBC/BCC Shared HR Service project are to:

1. Deliver savings/financial benefits of £250k for Harrow Borough Council by 2017/18
2. Create efficiency, capacity, resilience and career opportunities for colleagues.
3. Maintain or improve customer experience/satisfaction
4. Maximise return on commercial work
5. Better use of technology and self-service opportunities
6. Future proofing, to be able to flex and adapt to continued challenges and growth

The project is currently in the exploration phase, with a business case looking at the possible delivery model planned for presentation early in 2016. A decision will then be made as to whether this project is taken forward for implementation.

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users		Partners		Stakeholders	✓
	Staff HRD & SS 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?

The responsibility for delivery of this project is shared with Buckinghamshire County Council.

A joint project manager has been funded, with operational leads from across both organisations leading on development of the business case. If a decision is made to proceed with implementation, a joint implementation project team will be created.

Overall responsibility for the decision as to whether Harrow Borough Council proceed with to proceed with a shared HR service will sit with Harrow Cabinet.

Stage 2: Evidence / Data Collation

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

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

The only stakeholders who will be directly affected by this proposed project if it goes ahead, will be staff within the HR Service, whose posts are in scope. The following data is in respect of the current 'in scope' staff only. This could change as a result of the Business Case.

Age (including carers of young/older people)	Age Band	Count	Percentage
	16-24	1	3.45

	<table border="1"> <tr> <td>25-34</td> <td>9</td> <td>31.03</td> </tr> <tr> <td>35-44</td> <td>3</td> <td>10.34</td> </tr> <tr> <td>45-54</td> <td>7</td> <td>24.14</td> </tr> <tr> <td>55-64</td> <td>9</td> <td>31.03</td> </tr> <tr> <td>Grand Total</td> <td>29</td> <td>100.00</td> </tr> </table>	25-34	9	31.03	35-44	3	10.34	45-54	7	24.14	55-64	9	31.03	Grand Total	29	100.00			
25-34	9	31.03																	
35-44	3	10.34																	
45-54	7	24.14																	
55-64	9	31.03																	
Grand Total	29	100.00																	
Disability (including carers of disabled people)	<table border="1"> <thead> <tr> <th>Disability</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>No Disability</td> <td>28</td> <td>96.55</td> </tr> <tr> <td>Yes - a form of Disability</td> <td>1</td> <td>3.45</td> </tr> <tr> <td>Grand Total</td> <td>29</td> <td>100.00</td> </tr> </tbody> </table>	Disability	Count	Percentage	No Disability	28	96.55	Yes - a form of Disability	1	3.45	Grand Total	29	100.00						
Disability	Count	Percentage																	
No Disability	28	96.55																	
Yes - a form of Disability	1	3.45																	
Grand Total	29	100.00																	
Gender Reassignment	Zero																		
Marriage / Civil Partnership	<table border="1"> <thead> <tr> <th>Marital Status</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Seperated</td> <td>1</td> <td>3.45</td> </tr> <tr> <td>Married</td> <td>13</td> <td>44.83</td> </tr> <tr> <td>Not declared</td> <td>3</td> <td>10.34</td> </tr> <tr> <td>Single</td> <td>12</td> <td>41.38</td> </tr> <tr> <td>Grand Total</td> <td>29</td> <td>100.00</td> </tr> </tbody> </table>	Marital Status	Count	Percentage	Seperated	1	3.45	Married	13	44.83	Not declared	3	10.34	Single	12	41.38	Grand Total	29	100.00
Marital Status	Count	Percentage																	
Seperated	1	3.45																	
Married	13	44.83																	
Not declared	3	10.34																	
Single	12	41.38																	
Grand Total	29	100.00																	
Pregnancy and Maternity	Staff currently on maternity leave																		

066
088

Maternity	Count	Percentage
Maternity Leave	1	3.45
Not on maternity leave	28	96.55
Grand Total	29	100.00

Ethnicity	Count	Percentage
Asian	6	20.69
Black	4	13.79
Mixed	1	3.45
White	18	62.07
Grand Total	29	100.00

Religious Denomination Key	Count	Percentage
Christianity	6	20.69
Hinduism	1	3.45
No Religion/ Atheist	1	3.45
Not declared	20	68.97
Other	1	3.45
Total	29	100.00

Gender	Count	Percentage
Female	24	82.76

666

Religion and Belief

Sex / Gender

	Male	5	17.24
	Grand Total	29	100.00

Sexual Orientation	Sexual Orientation	Count	Percentage
	Heterosexual	11	37.93
	Not Declared	17	58.62
	Prefer not to say	1	3.45
	Grand Total	29	100.00

Socio Economic Date not available.

Other (Part Time & Fixed Term Contract Workers) Data to be confirmed

1000 What consultation have you undertaken on your proposals?
The Business Case will be presented to COB and Cabinet for final decision early in 2016.
HRD&SS staff are being kept regularly informed and consulted on an informal basis as the final structure is developed. A final proposed structure is due to be released early 2016, thereafter, formal consultation with HRD&SS employees will commence.
It is anticipated that Head Teachers and Schools will be kept informed and consulted with on an informal basis via the HSIPC group, with regard to any impact on Service Delivery,
Joint HBC/BCC communications are expected for the wider council 'internal customer' base, to keep them informed of progress once a decision is made to implement a change in the model of service delivery.
None of the proposals are expected to have any impact on protected characteristics of the wider stakeholder group, with all customers receiving at least the same level of service, if not better.
This project is currently at the Business Case phase. Consultation is currently limited to staff in scope and likely to be impacted. Once a decision

is made, consultation on the actual changes and any wider stakeholder impact will be planned and implemented in line with the following:

Who will be consulted?	What consultation methods will be used?	What are the likely impacts on the different groups / Protected Characteristics?	What actions will you take to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
HRD&SS staff	Email, Newsletters, Presentations, Meetings and 1:1s	Likely headcount reduction at a management level. Potential further reductions over the next 1 – 3 years as processes are standardised. This may lead to a possible adverse impact on HRD&SS equalities profiles.	Specific consultation with the affected groups to minimise the impact of headcount reduction through voluntary exit and redeployment. Providing outplacement and transition support for all impacted staff.
Council Operations Board	Meetings, Presentations	Consideration of impact on internal customer base. Potential changes to HR support for staff, particularly, line managers but this will not lead to any adverse impact in relation to equalities profiles.	Implementation will need to consider training needs of line managers and users, in relation to any future changes in delivery model.
Trade Unions	Meetings, Presentations	Likely headcount reduction and potential risk of redundancy affecting their members	Further consultation with the trade unions to minimise the impact of potential redundancy on their members
<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>	None		

1001

Stage 3: Assessing Potential Disproportionate Impact

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

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

NB: There may be the potential for a protected characteristic to be disadvantaged by an adverse impact in relation to the proposed restructure, however any impact is deemed minimal. The project is in the development of a Business Case phase and as such it is not possible to determine the exact impact, expected to be phased over the next 1 – 3 years.

Therefore, in the box below, the “no” option has been selected based upon the uncertainty of the current position whilst recognising that this will need to be kept under review. It is currently anticipated that consultation will commence in the Spring of 2016.

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
1002	Yes								
	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?

(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?

There has been no further consultation on the proposals as a result of the analysis at Stage 3. Should the project move from Business Case to Implementation, further analysis will be undertaken and at that time we anticipate engaging trade unions and to seek their views and comments and to further develop this EqIA.

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 – Possible potential impact, if the Business Case goes forward to Implementation. Once that decision is made, further analysis will be done to update this EQIA.

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	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in	Further consultation on the proposed future structure.

1003

carers of young/older people)			scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Disability (including carers of disabled people)	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Gender Reassignment			None	
1004 Marriage and Civil Partnership	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Pregnancy and Maternity	✓		Two staff are on maternity leave at the point of developing the Business Case. If either are still on maternity leave, their post may be at risk of redundancy.	Further consultation on the proposed future structure. Specific rules applying to staff on maternity leave will apply, if applicable. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV

				preparation, retirement.
Race	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Religion or Belief	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
1005 Sex	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Sexual orientation	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Other (Part Time & Fixed	✓		Data to be confirmed	

Term Contract workers)					
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	✓	The project has no cumulative impact on the wider council.
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? If yes, what is the potential impact and how likely is to happen?	Yes		No	✓	There will be minimal redundancies across both councils and the wider impact is therefore negligible.

1009

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

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

There may be the potential for a protected characteristic to be disadvantaged by an adverse impact in relation to the proposed restructure, however any impact is deemed minimal. The project is in the development of a Business Case phase and as such it is not possible to determine the exact impact, expected to be phased over the next 1 – 3 years.

Therefore, in the box above, the “no” option has been selected based upon the uncertainty of the current position whilst recognising that this will need to be kept under review. It is currently anticipated that consultation will commence in the Spring of 2016.

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

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

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

Stage 6: Decision

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

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

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

This EQIA is being drawn up before the Business Case is completed, therefore further analysis will be undertaken once a decision is made as to which delivery model the Council will adopt and what potential impact this may have.

The case for change is driven by budget cuts across the Council and HRD&SS is required to further review its service and meet its savings target. Headcount reduction, although anticipated to be very limited in numbers, is expected to be an outcome across both councils. However there is a commitment to supporting staff throughout the change programme whether for internal interviews or seeking other posts outside of the organisation, seeking volunteers for redundancy and avoiding compulsory redundancy and redeploying

at risk staff to other posts within the Council wherever possible.

Stage 7: Improvement Action Plan – not anticipated to start until after the Business Case has been signed off and a decision made to implement a new delivery model

If a decision is made to proceed, it is anticipated that the changes will be phased from 2016 – 2018 and as such consultation etc will span the period of implementation.

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
1008 ice	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented	2016 - 2018	Jon Turner	TBC

Disability	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented	2016 - 2018	Jon Turner	TBC
Gender	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any	2016 - 2018	Jon Turner	TBC

1009

<p>Religion or Belief</p>	<p>Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project</p>	<p>recommendations implemented</p> <p>Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented</p>	<p>2016 - 2018</p>	<p>Jon Turner</p>	<p>TBC</p>
<p>Age</p>	<p>Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to</p>	<p>2016 - 2018</p>	<p>Jon Turner</p>	<p>TBC</p>

1010

		Project Board and Equalities Task Group (ETG) and any recommendations implemented				
1011	Maternity	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented	2016 - 2018	Jon Turner	TBC

Stage 8 - Monitoring

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

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

The project if implemented, is anticipated to be phased across a 3 year period.
Ongoing monitoring and review of the EqIA throughout the project in order to identify the actual impact of the final proposals on the protected characteristics.

<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>The EqIA will be analysed on an ongoing basis, reported and presented to the Project Board for monitoring and decision making purposes.</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No decision has yet been made. This will follow the publication of the full Business Case early in 2016. To date, staff in scope have been kept informed of progress and no specific feedback has been received.</p> <p>Staff engagement will increase if a Cabinet Decision to proceed is confirmed and at that point, regular opportunities to feedback and ask questions will be provided via key point so contact, newsletters and FAQs.</p>

Stage 9: Public Sector Equality Duty

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

101
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
199
200
201
202
203
204
205
206
207
208
209
210
211
212
213
214
215
216
217
218
219
220
221
222
223
224
225
226
227
228
229
230
231
232
233
234
235
236
237
238
239
240
241
242
243
244
245
246
247
248
249
250
251
252
253
254
255
256
257
258
259
260
261
262
263
264
265
266
267
268
269
270
271
272
273
274
275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305
306
307
308
309
310
311
312
313
314
315
316
317
318
319
320
321
322
323
324
325
326
327
328
329
330
331
332
333
334
335
336
337
338
339
340
341
342
343
344
345
346
347
348
349
350
351
352
353
354
355
356
357
358
359
360
361
362
363
364
365
366
367
368
369
370
371
372
373
374
375
376
377
378
379
380
381
382
383
384
385
386
387
388
389
390
391
392
393
394
395
396
397
398
399
400
401
402
403
404
405
406
407
408
409
410
411
412
413
414
415
416
417
418
419
420
421
422
423
424
425
426
427
428
429
430
431
432
433
434
435
436
437
438
439
440
441
442
443
444
445
446
447
448
449
450
451
452
453
454
455
456
457
458
459
460
461
462
463
464
465
466
467
468
469
470
471
472
473
474
475
476
477
478
479
480
481
482
483
484
485
486
487
488
489
490
491
492
493
494
495
496
497
498
499
500
501
502
503
504
505
506
507
508
509
510
511
512
513
514
515
516
517
518
519
520
521
522
523
524
525
526
527
528
529
530
531
532
533
534
535
536
537
538
539
540
541
542
543
544
545
546
547
548
549
550
551
552
553
554
555
556
557
558
559
560
561
562
563
564
565
566
567
568
569
570
571
572
573
574
575
576
577
578
579
580
581
582
583
584
585
586
587
588
589
590
591
592
593
594
595
596
597
598
599
600
601
602
603
604
605
606
607
608
609
610
611
612
613
614
615
616
617
618
619
620
621
622
623
624
625
626
627
628
629
630
631
632
633
634
635
636
637
638
639
640
641
642
643
644
645
646
647
648
649
650
651
652
653
654
655
656
657
658
659
660
661
662
663
664
665
666
667
668
669
670
671
672
673
674
675
676
677
678
679
680
681
682
683
684
685
686
687
688
689
690
691
692
693
694
695
696
697
698
699
700
701
702
703
704
705
706
707
708
709
710
711
712
713
714
715
716
717
718
719
720
721
722
723
724
725
726
727
728
729
730
731
732
733
734
735
736
737
738
739
740
741
742
743
744
745
746
747
748
749
750
751
752
753
754
755
756
757
758
759
760
761
762
763
764
765
766
767
768
769
770
771
772
773
774
775
776
777
778
779
780
781
782
783
784
785
786
787
788
789
790
791
792
793
794
795
796
797
798
799
800
801
802
803
804
805
806
807
808
809
810
811
812
813
814
815
816
817
818
819
820
821
822
823
824
825
826
827
828
829
830
831
832
833
834
835
836
837
838
839
840
841
842
843
844
845
846
847
848
849
850
851
852
853
854
855
856
857
858
859
860
861
862
863
864
865
866
867
868
869
870
871
872
873
874
875
876
877
878
879
880
881
882
883
884
885
886
887
888
889
890
891
892
893
894
895
896
897
898
899
900
901
902
903
904
905
906
907
908
909
910
911
912
913
914
915
916
917
918
919
920
921
922
923
924
925
926
927
928
929
930
931
932
933
934
935
936
937
938
939
940
941
942
943
944
945
946
947
948
949
950
951
952
953
954
955
956
957
958
959
960
961
962
963
964
965
966
967
968
969
970
971
972
973
974
975
976
977
978
979
980
981
982
983
984
985
986
987
988
989
990
991
992
993
994
995
996
997
998
999
1000

<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p>	<p>Advance equality of opportunity between people from different groups</p>	<p>Foster good relations between people from different groups</p>
<p>The proposals do not affect the council's continued commitment to equality of opportunity in employment and the requirements of the PSED</p> <p>Positive action will be taken to ensure all affected staff are able to access information and appropriate support throughout the consultation and implementation phases of the project.</p>	<p>The project board are committed to equalities and ensuring that the potential changes do not have an adverse impact on any groups.</p> <p>The anticipated reduction in headcount, in light of the budget cuts and financial constraints, is unavoidable but we will seek to minimise the impact of any potential redundancies through consultation, ongoing communication and engagement with staff, provide transition support to staff affected, fair and transparent</p>	<p>We will seek to minimise the impact of any potential changes through consultation, ongoing communication and engagement with staff.</p>

Any selection process will be fair and transparent and will include accessible support where required.	processes in line with the Council's Protocol for Managing Organisational Change, voluntary redundancy and redeployment wherever possible.	
--	--	--

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

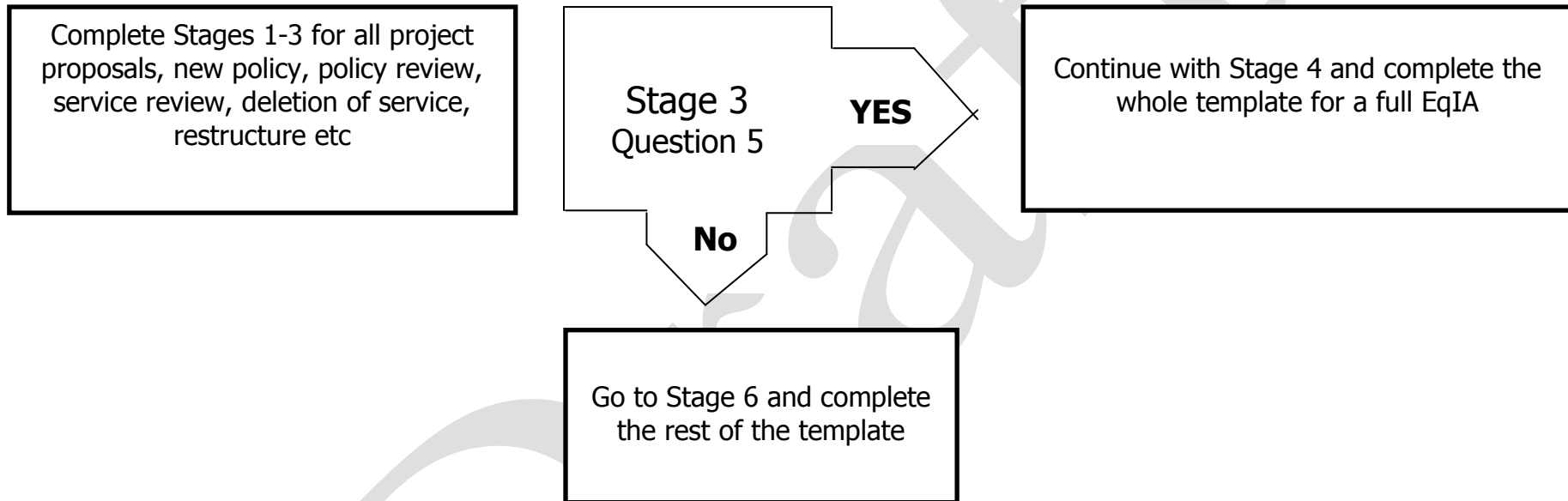
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

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

This page is intentionally left blank

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.



1015

- 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:	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?

1. 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 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?	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.			

1017 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 age profile from Census 2011 - 0-4: 6.7%, 5-15: 13.4%, 16-64: 65.8%, 65+: 14.1%	As these proposals are focused on the reduction of staff it is unlikely to impact on residents or other stakeholders. The age profile of the affected staff group is currently

		7% 50 – 65, ,57% 40 - 50, 29% 30 – 40, 7% 20-30 There is no disproportionate impact on age based on the statistics above.
Disability (including carers of disabled people)	8,160 people in Harrow were recipients of Disability Living Allowance (DLA) in February 2012.	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 are known to be registered disabled.
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.
1018 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	2011 ONS data for Harrow: White 42%, Mixed 4%, Asian/Asian British 43%, Black/African/Caribbean/Black British 8%, Other 3%	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%.

Religion and Belief	Christian: 37%, Hindu: 25%, Muslim: 12%, No religion: 10%, Jewish: 4%, Other: 2%, Sikh: 1%, Buddhist: 1%	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 religion and belief of affected staff group but no negative impact is anticipated.
Sex / Gender	50.6 per cent of Harrow's residents are females: 49.4 per cent are males	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.
Sexual Orientation	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 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?

	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**?

1020	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 assignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or					

1021

Draft

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? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
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	

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
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

<p>10231</p> <p>3. 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>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.</p> <p>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.</p> <p>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.</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?	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	

1024

EMPLOYEES' CONSULTATIVE FORUM MINUTES

8 FEBRUARY 2017

Chair:	* Mr G Martin	
Councillors:	* Mrs Camilla Bath (2)	* Kiran Ramchandani
	* Graham Henson	* Aneka Shah-Levy
	* Ms Mina Parmar	* Sachin Shah
	* Pritesh Patel	
Teacher Representatives:	* Ms L Crimmins	- NUT
	* Ms A Lyons	- NAHT
Unison Representatives:	Mr D Butterfield	* Mr J Royle
	* Mr S Compton	* Mr D Searles
GMB Representative:	* Ms P Belgrave	

* Denotes Member present
(2) Denotes category of Reserve Member

RESOLVED ITEMS

44. **Information Report: Draft Revenue Budget 2017/18 and Medium Term Financial Strategy 2017/18 to 2019/20**

The Forum received a report of the Director of Finance, which had been considered by Cabinet in December, on the draft revenue budget for 2017/18 and draft Medium Term Financial Strategy (MTFS) for 2017/18 to 2019/20.

The Forum did not make any comments on the proposals.

RESOLVED: That the report be noted.

This page is intentionally left blank



REPORT FOR: CABINET

Date of Meeting:	16 February 2017
Subject:	Treasury Management Strategy Statement including Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2017/18
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance
Portfolio Holder:	Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Appendix A – Legislation and Regulations Impacting on Treasury Management Appendix B – Treasury Management Delegations and Responsibilities Appendix C – Minimum Revenue Provision (MRP) Policy Statement Appendix D – Interest Rate Forecasts 2016-20 Appendix E - Economic Background Appendix F - Counterparties Appendix G - Affordability Prudential Indicators

Summary

This report sets out the Council's Treasury Management Strategy Statement including Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2017/18.

Recommendation

Cabinet is asked to recommend to Council that they approve the Treasury Management Strategy Statement for 2017/18 including:

- Prudential Indicators for 2017/18;
- Minimum Revenue Provision Policy Statement for 2017/18;
- Annual Investment Strategy for 2017/18;
- Increase in investments held over 364 days (Paragraph 83).

Reason

To promote effective financial management and comply with the Local Authorities (Capital Finance and Accounting) Regulations 2003 and other relevant guidance.

		Paragraphs
1	INTRODUCTION	1-22
1.1	Background	1-8
1.2	CIPFA requirements	9
1.3	Reporting requirements	10-12
1.4	Training	13-15
1.5	Treasury Management Adviser	16-18
1.6	Treasury Management Strategy for 2017-18	19-21
1.7	Options considered	22
2	CAPITAL ISSUES	23-32
2.1	Capital programme and capital prudential indicators 2017-18 to 2019-20	24
2.2	Capital Financing Requirement	25-28
2.3	Minimum Revenue Provision (MRP) Policy Statement	29-31
2.4	Core funds and expected investment balances	32
3	BORROWING	33-66
3.1	Current and estimated portfolio position	34-41
3.2	Treasury indicators: limits to borrowing activity	42-46
3.3	Prospects for interest rates and economic commentary	47
3.4	Borrowing strategy	48-53
3.5	Treasury management limits on activity	54-59
3.6	Policy on borrowing in advance of need	60-61
3.7	Debt rescheduling	62-66
4	ANNUAL INVESTMENT STRATEGY	67-89
4.1	Investment policy	67-72
4.2	Creditworthiness policy	73-77
4.3	Country limits	78
4.4	Annual Investment Strategy	79-87
4.5	Investment risk benchmarking	88
4.6	End of year investment report	89
5	AFFORDABILITY PRUDENTIAL INDICATORS	90
	APPENDICES	
A	Legislation and Regulations Impacting on Treasury Management	
B	Treasury Management Delegations and Responsibilities	
C	Minimum Revenue Provision (MRP) Policy Statement	
D	Interest Rate Forecasts 2016-20	
E	Economic Background	
F	Counterparties	
G	Affordability Prudential Indicators	

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 approved counterparties or instruments commensurate with the Council’s current investment strategy, 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 A.

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);
- an 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 recommending amendments when necessary 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, normally before being recommended to Cabinet / Council, with the role being undertaken by the Governance, Audit, Risk Management and Standards Committee (GARMSC). GARMSC considered this report on 31 January but made no comment for consideration by Cabinet.

11. The Council has delegated responsibility for the implementation and regular monitoring of its treasury management policies and 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 B.

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 Adviser has recently presented 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 Adviser

16. The Council has engaged Capita Asset Services, Treasury Solutions as its external Treasury Management Adviser.
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 2017/18

19. The Strategy covers:-

Capital Issues (Section 2)

- Capital programme and capital prudential indicators 2017-18 to 2019-20 (Sub-section 2.1);
- Capital Financing Requirement (Sub-section 2.2);
- Minimum Revenue Provision Policy Statement (Sub-section 2.3 and Appendix C); and
- Core funds and expected investment balances (Sub-section 2.4).

Treasury Management Issues

- Borrowing (Section 3)
 - Current and estimated portfolio position (Sub-section 3.1);
 - Treasury indicators: limits to borrowing activity (Sub-section 3.2);
 - Prospects for interest rates and economic commentary (Sub-section 3.3 and Appendices D and E);
 - Borrowing strategy (Sub-section 3.4);
 - Treasury management limits on activity (Sub-section 3.5);
 - Policy on borrowing in advance of need (Sub-section 3.6); and
 - Debt rescheduling (Sub-section 3.7).

- Annual Investment Strategy (Section 4)
 - Investment policy (Sub-section 4.1);
 - Creditworthiness policy (Sub-section 4.2);
 - Country limits (Sub-section 4.3);
 - Annual Investment Strategy (Sub-section 4.4);
 - Investment risk benchmarking (Sub-section 4.5); and
 - End of year investment report (Sub-section 4.6).

Affordability Prudential Indicators (Section 5 and Appendix G)

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 required by the Prudential Code and are designed to assist Members' overview. The values shown in the tables for 2015-16 and 2016-17 are actual and estimated outturn respectively and not the strategy for those years.

2.1 Capital Programme and Capital Prudential Indicators 2017-18 to 2019-20

24. This 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 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

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure							
Community	22,043	43,122	52,831	47,154	19,883		
People Services	47,419	20,372	17,315	8,670	7,000		
Regeneration & Planning	2,402	11,899	46,130	197,870	81,638	3,827	756
Resources & Commercial	7,884	19,448	9,949	4,893	6,700		
HRA	13,553	14,016	15,238	8,639	8,639		
TOTAL	93,301	108,857	141,463	267,226	123,860	3,827	756
Funding:-							
Capital grants	51,827	29,997	15,108	16,746	5,805		
Capital receipts	3,282	11,843	2,563	1,248	93,024	3,746	12,752
Revenue financing	9,233	2,173	10,278	7,321	7,292		
Section 106 / Section 20	270	447	221	70	70		
TOTAL	64,612	44,460	28,170	25,385	106,191	3,746	12,752
Net financing need for the year	28,689	64,397	113,293	241,841	17,669	81	- 11,996

The capital programme overall is being agreed to 2019/20 whilst the Regeneration programme has been agreed for a further two years.

2.2 Capital Financing Requirement

25. The Capital Financing Requirement (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. 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

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
CFR as at 31 March					
Non – HRA	268,264	316,762	413,029	639,035	639,120
HRA	149,477	152,541	154,701	154,685	154,669
TOTAL	417,741	469,303	567,730	793,720	793,789
Movement in CFR	13,363	51,562	98,427	225,990	69

Movement in CFR represented by					
Net financing need for the year	28,689	64,397	113,293	241,841	17,669
Less Minimum/Voluntary revenue provision and other financing movements	15,326	12,835	14,866	15,851	17,600
Movement in CFR	13,363	51,562	98,427	225,990	69

The Non-HRA CFR increases over the five years from £268m to £639m reflecting the regeneration programme, the property investment portfolio, secondary school expansion, the redevelopment of the depot, the renewal and replacement of highways, footways and streetlighting and upgrades and enhancements to ICT systems. Through a special determination the debt limit for the HRA has been increased to £154.7m and work will be carried out in line with this increase.

2.3 Minimum Revenue Provision (MRP) Policy Statement

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 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.
30. Regulation 28 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (as amended) require the Council to approve an 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 Council is recommended to approve the statement as detailed in Appendix C.
31. There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made.

2.4. Core funds and expected investment balances

32. The application of resources (grants, capital receipts etc.) to finance capital expenditure or budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).

Table 3 Core Funds and expected investment balances

Year End Resources	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Fund Balances/Reserves	65,598	48,465	36,496	26,868	38,058
Capital Receipts Reserve	20,153	14,311	11,664	15,922	21,127
Provisions	9,369	9,369	9,369	9,369	9,369
Other	9,957	9,500	9,500	9,500	9,500
Total Core Funds	105,077	81,645	67,029	61,659	78,054
Working Capital	- 37,739	- 67,224	- 67,974	- 58,493	- 25,498
Under/Over Borrowing	66,275	118,869	105,003	90,152	73,552
Expected Investments	76,541	30,000	30,000	30,000	30,000
Total	105,077	81,645	67,029	61,659	78,054

The above table assumes that expected investment balance will be kept at approximately £30m and that the working capital and borrowing position will be managed to effect this.

3. BORROWING

33. 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.

3.1 Current and estimated portfolio position

34. The Council's borrowing position at 31 December 2016 is summarised below.

Table 4 Summary Borrowing and Investment Position at 31 December 2016

		Principal		Ave. rate
		£m	£m	%
Fixed rate funding	PWLB	218.5		4.24
	Market	116.0	334.5	
Variable rate funding			0	
Other long term liabilities (PFI & leases)			17.0	
Total Debt			351.5	
Total Investments at 31.12.2016				
			76.1	0.33

35. The Council has borrowed £70.8m under Lender Option, Borrower Option (LOBO) structures with maturities between 2050 and 2077. 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.
36. 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.
37. The expected change in debt in 2017/18, 2018/19 and 2019/2020 reflects the anticipated borrowing necessary to meet the capital programme described in Table 1.
38. Debt outstanding should not exceed CFR.

Table 5 Changes to Gross Debt

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
External Debt					
Debt at 1 April	334,434	334,434	334,434	447,727	689,568
Expected change in Debt	-	-	113,293	241,841	17,669
Other long-term liabilities (OLTL) 1st April	18,075	17,032	16,000	15,000	14,000
Expected change in OLTL	- 1,043	- 1,032	- 1,000	- 1,000	- 1,000
Actual gross debt at 31 March	351,466	350,434	462,727	703,568	720,237
Capital financing requirement	417,741	469,303	567,730	793,720	793,789
Under / (Over) borrowing	66,275	118,869	105,003	90,152	73,552

39. 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 2017/18 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.

40. 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.
41. The table below shows the net borrowing after investment balances are taken into account.

Table 6 Net Borrowing

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Gross Borrowing brought forward 1 April	352,509	351,466	350,434	462,727	703,568
Changes to Gross Borrowing	-1,043	-1,032	112,293	240,841	16,669
Carry Forward 31st March	351,466	350,434	462,727	703,568	720,237
Investment brought forward 1 April	119,078	76,233	30,000	30,000	30,000
Changes to Gross Investments	-42,845	-46,233	0	0	0
Carry Forward 31st March	76,233	30,000	30,000	30,000	30,000
Total Net Borrowing	275,233	320,434	432,727	673,568	690,237
Change in net borrowing	41,802	45,201	112,293	240,841	16,669

The change in net borrowing in 2016/17 arises mainly from the reduction in cash balances of £46m and in subsequent years from additional borrowing.

3.2 Treasury indicators: limits to borrowing activity

The Operational Boundary

42. This is the limit which external debt is not normally expected to exceed.
43. The boundary is based on the Council's programme for capital expenditure, capital financing requirement and cash flow requirements for the year.

The Authorised Limit for External Debt.

44. 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 relates to the financing of the capital programme by both external borrowing and other forms of liability, such as credit arrangements.
45. 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 7 Operational boundary and authorised limit

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Authorised Limit for external debt					
Borrowing and finance leases	418	469	568	794	794
Operational Boundary for external debt					
Borrowing	340	334	448	690	707
Other long term liabilities	17	16	15	14	13
Total	357	350	463	704	720
Upper limit for fixed interest rate exposure					
Net principal re fixed rate borrowing	340	334	448	690	707
Upper limit for variable rate exposure					
Net principal re variable rate borrowing	-	-	-	-	-
Upper limit for principal sums invested over 364 days	41	60	60	60	60

Due to the Council's current under borrowing position it is considered sufficient to set the Authorised limit at the same level as the CFR.

As shown in Table 11 in Appendix F below, the Council may wish to make additional investments of over 364 days. The current limit for such investments is £41m. 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

46. Separately, the Council is also limited to a maximum HRA debt through the HRA self-financing regime. This limit and the HRA CFR are shown in the table below.

Table 8 HRA Debt Limit and CFR

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
HRA Debt Limit	151.34	154.84	154.84	154.84	154.84
HRA CFR	149.48	152.54	154.70	154.69	154.67
Headroom	1.86	2.30	0.14	0.16	0.17

3.3 Prospects for interest rates and economic commentary

47. The Treasury Management Adviser has provided a commentary on the prospects for interest rates included as Appendix D and an economic commentary included as Appendix E.

3.4 Borrowing strategy

48. As shown in Table 5 above, currently the Council has a debt portfolio of £350m, mainly long term, with an average maturity of 35 years assuming no early repayment of the LOBO loans. Adjusting LOBO loans maturity in line with the next interest reset date reduces the average maturity to 25 years. Cash balances at 31 December 2016 were £76.1m. With the investment portfolio yielding only 0.33% and the likely average cost of new debt 2.6%, there is a substantial short term cost of carrying excessive debt.
49. As shown in Table 5 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 is still an issue to be considered.
50. However, with the reduction in cash balances and the likelihood that they will be further reduced by the end of 2016/17 much of the increased capital programme in the next few years will need to be funded from borrowing. As shown in Table 5 above, it is currently estimated that sums of £113m, £242m and £18m will need to be borrowed in the next three years. 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 remains high. A strategy is being developed in consultation with the Treasury Management Adviser. It is also possible, but unlikely, that new long term borrowing in the next three years might be required if part of the LOBO portfolio has to be refinanced early.
51. 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.
52. Against this background and the risks within the economic forecast, caution will be adopted in the 2017/18 treasury management operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
 - if it was felt that there was a significant risk of a sharp fall in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
 - if it was felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps

arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

53. 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

54. There are three debt related treasury activity limits. The purpose of these is 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

55. This identifies a maximum limit for variable interest rates based upon the debt position net of investments. As shown in Table 7 above the Council does not expect to undertake any borrowing on this basis.

Upper limit on fixed interest rate exposure

56. 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 7 above

Maturity Structure of Borrowing

57. 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.
58. The Council has no variable rate borrowing and the comments below relate only to its fixed rate portfolio.
59. 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 9 Maturity Structure of Fixed Rate Borrowing

	As at 31.12.2016 %	Upper limit %	Lower limit %
Under 12 months	24	30	0
12 months to 23 months	0	20	0
24 months to under 5 years	7	30	0
5 years to under 10 years	1	40	0
10 years and over	68	90	30

3.6 Policy on borrowing in advance of need

60. 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 future authorised limits, 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.
61. 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

62. 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).*
63. Opportunities to reduce the cost of debt by premature repayment or to improve the maturity profile are kept under review in discussion with the 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.

64. During June 2017 historic borrowings of £10m are due for repayment. These maturities will be met either from cash balances available at the time or from replacement borrowing.
65. Should any of the LOBO loans with interest rate reset dates in 2017-18 (£70.8m) require refinancing, the most likely source would be external borrowing.
66. All rescheduling will be reported to Cabinet at the earliest meeting following the exercise.

4. Annual Investment Strategy

4.1 Investment policy

67. 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.
68. Advice received from Capita is:

We remain in a very difficult investment environment. Whilst counterparty risk appears to have eased, market sentiment has still been subject to bouts of, sometimes, extreme volatility and economic forecasts abound with uncertainty. However, we also have a very accommodating monetary policy - reflected in a 0.25% Bank Rate. As a consequence, authorities are not getting much of a return from deposits. Against this backdrop it is, nevertheless, easy to forget recent history, ignore market warnings and search for that extra return to ease revenue budget pressures. In this respect, we are seeing an increase in investment "opportunities" being offered to clients or being discussed in the wider press. What then, should you consider when these are offered?

We suggest that you "look under the bonnet" when considering pooled investment vehicles, although this applies to any investment opportunity. It is not enough that other councils are investing in a scheme or an investment opportunity: you are tasked through market rules to understand the "product" and appreciate the risks before investing. A quote from the Financial Conduct Authority puts the environment in context.

The main risks in the industry for the coming year are firms designing products that: -

- *aren't in the long-term interest of consumers*
- *don't respond to their needs*
- *encompass a lack of transparency on what's being sold*
- *lead to a poor understanding by consumers of risk*
- *shift toward more complex structured products that lack oversight.*

69. In accordance with the above guidance and in order to minimise the risk to investments, the Council in Appendix F 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.

70. 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.
71. 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.
72. Investment instruments identified for current use are listed in Appendix F under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices.

4.2 Creditworthiness policy

73. 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.
74. 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.
75. 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.

76. 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.
77. The Council's criteria for an institution to become a counterparty are detailed in Appendix F.

4.3 Country Limits

78. 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, Netherlands, Norway, Singapore, Sweden and Switzerland. The current UK rating is the third level of AA. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

4.4 Annual Investment Strategy

79. **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).
80. **Investment returns expectations.** Bank Rate is forecast by Capita to stay flat at 0.25% until quarter 2 2019 and not to rise above 0.75% by quarter 1 2020. Bank rate forecasts for financial year ends are:

2016/17	0.25%
2017/18	0.25%
2018/19	0.25%
2019/20	0.50%

81. Capita suggest that budgeted investment earnings rates for returns on investments placed for periods of up to 100 days during each financial year are as follows:

2016/17	0.25%
2017/18	0.25%
2018/19	0.25%
2019/20	0.50%
2020/21	0.75%
2021/22	1.00%
2022/23	1.50%
2023/24	1.75%
Later years	2.75%

82. Capita further advise that “The overall balance of risks to these forecasts is currently probably slightly skewed to the downside in view of the uncertainty over the final terms of Brexit. If growth expectations disappoint and inflationary pressures are minimal, the start of increases in Bank Rate could be pushed back. On the other hand, should the pace of growth quicken and / or forecasts for increases in inflation rise, there could be an upside risk i.e. Bank Rate increases occur earlier and / or at a quicker pace.”
83. **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 currently £40.5m and Cabinet is asked to approve an increase to £60m to take into account the purchase of homes by the Housing Development Vehicle.
84. Throughout 2016-17 interest rates receivable for short term investments have fallen substantially with the Council currently receiving 0.20% compared to 0.40% at the beginning of the year for deposits of under one month. The Council’s bankers also reduced the call account rate from 0.25% to 0.01% in December.
85. 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 0.3%. Whilst this is still above the short term LIBOR benchmark and comparable to peer authorities it represents a substantial reduction from rates earned in recent years.
86. As a result of the Council’s strategy and the interest rates available the only counterparties actively in use during 2016-17 have been Lloyds, Royal Bank of Scotland Group and Svenska Handelsbanken. The investment portfolio has inevitably remained concentrated with RBS and Lloyds with 78.3% of the total portfolio invested with them on 31st December 2016. 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 2017-18.

87. Authority has been given to place funds in 'non-standard investments' up to a value of £10m. Officers are considering what investment opportunities and counterparties should be included to utilise this facility.

4.5 Investment risk benchmarking

88. This Council uses the current LIBOR rates as a benchmark to assess the investment performance of its investment portfolio. In addition the Council is a member of a Capita investment portfolio benchmarking group through which performance is measured against peer London authorities. The risk of default attached to the Council's portfolio is reported by Capita on a monthly basis.

4.6 End of year investment report

89. At the end of the financial year the Council will report on its investment activity as part of the Treasury Management Outturn Report.

5. Affordability Prudential Indicators

90. 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 and are shown in detail in Appendix G.

6. Implications of the recommendations

91. 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.
92. The recommendations do not directly affect the Council's staffing/workforce.

7. Performance issues

93. The Council meets the requirements of the CIPFA Treasury Management Code and, therefore, is able to demonstrate best practice for the Treasury Management function.
94. 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.

8. Environmental implications

95. There are no direct environmental implications.

9. Risk management implications

96. 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.

97. Risks are included in the Directorate Risk Register.

10. Legal Implications

98. The purpose of this report is to comply with the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and other relevant guidance referred to in the report.

11. Financial implications

99. Financial matters are integral to the report.

9. Equalities implications / Public sector equality duty

100. Officers have considered possible equalities impact and consider that there is no adverse equalities impact as there is no direct impact on individuals

10. Council priorities

101. 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

Director of Finance

Date: 1 February 2017

Name: Caroline Eccles

on behalf of the
Monitoring Officer

Date: 1 February 2017

Ward Councillors notified:

**NO, as it impacts on all
Wards**

EqIA carried out:

NO

EqIA 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
Chair of Overview and
Scrutiny Committee**

NOT APPLICABLE

*[Call-in does not apply, as the
decision is reserved to Council]*

APPENDIX A

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) – Guidance 2013

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.

APPENDIX B

TREASURY MANAGEMENT DELEGATIONS AND RESPONSIBILITIES

The respective roles of the Council, Cabinet, GARMSC, the Section 151 officer, the Treasury Management Group the Treasury and Pension Fund Manager and the Treasury Team are summarised below. Further details are set out in the Treasury Management Practices.

Council

Under the Constitution, the Council is responsible for “decisions relating to the control of the Council’s borrowing requirement.”

It agrees the annual Treasury Management Strategy Statement including Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy.

Cabinet

Under the Constitution, the Cabinet “will exercise all of the local authority functions which are not the responsibility of any other part of the local authority, whether by law or under this Constitution.”

It considers and recommends to Council the annual Treasury Management Strategy Statement and receives a mid-year report and annual outturn report on Treasury Management activities.

Governance, Audit, Risk Management and Standards Committee

GARMSC reviews the Treasury Management Strategy and monitors progress on treasury management in accordance with CIPFA codes of practice.

Director of Finance (Section 151 Officer)

Under S151 of the Local Government Act 1972 the Council “shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs.” At Harrow, this responsibility is exercised by the Director of Finance.

The Director is responsibility for implementing the policies agreed by the Council and Cabinet.

Under the Local Government Finance Act 1988 and the Local Government Act 2003 the Director also has responsibilities in respect of budget arrangements and the adequacy of resources. In terms of Treasury

Management this means that the financing costs of the Capital Programme are built into the Revenue Budget as are any assumptions on investment income.

The Director chairs the Treasury Management Group and agrees major treasury management decisions, specifically including any borrowing decisions, delegated to officers.

Treasury Management Group

Comprises Director of Finance, Head of Strategic and Technical Finance (Deputy S151 Officer), Treasury and Pension Fund Manager, Senior Finance Officer and is responsible for:

- Monitoring treasury management activity against approved strategy, policy, practices and market conditions;
- Ensuring that capital expenditure plans are continually reviewed in line with budget assumptions throughout the year to forecast when borrowing will be required.
- Approving changes to treasury management practices and procedures;
- Reviewing the performance of the treasury management function using benchmarking data on borrowing and investment provided by the Treasury Management Adviser (Capita Asset Services);
- Monitoring the performance of the appointed Treasury Management Adviser and recommending any necessary actions
- Ensuring the adequacy of treasury management resources and skills and the effective division of responsibilities within the treasury management function;
- Monitoring the adequacy of internal audit reviews and the implementation of audit recommendations

Treasury and Pension Fund Manager

Responsible for the execution and administration of treasury management decisions, acting in accordance with the Council's Treasury Management Strategy Statement and CIPFA's "Standard of Professional Practice on Treasury Management"

Treasury Team

Headed by Senior Finance Officer with responsibility for day-to-day treasury and investment and borrowing activity in accordance with approved Strategy, policy, practices and procedures and for recommending changes to the Treasury Management Group

Minimum Revenue Provision (MRP) Policy 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.

APPENDIX D

Provided by Capita Asset Services at 20 December 2016

Interest Rate Forecasts 2016 - 2020

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.

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
5yr PWLB rate	1.60%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB rate	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB rate	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%

The Monetary Policy Committee, (MPC), cut Bank Rate from 0.50% to 0.25% on 4th August in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half of 2016. It also gave a strong steer that it was likely to cut Bank Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half 2016 than that forecast; also, inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, Bank Rate was not cut again in November or December and, on current trends, it now appears unlikely that there will be another cut, although that cannot be completely ruled out if there was a significant dip downwards in economic growth. During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. by raising Bank Rate), which will already be adversely impacted by the uncertainties of what form Brexit will eventually take. Accordingly, a first increase to 0.50% is not tentatively pencilled in, as in the table above, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically

generated inflation, (e.g. from wage increases within the UK), were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. It has long been expected that at some point, there would be a start to a switch back from bonds to equities after a historic long term trend over about the last twenty five years of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial quantitative easing purchases of bonds, added further impetus to this downward trend in bond yields and rising prices of bonds. The opposite side of this coin has been a rise in equity values as investors searched for higher returns and took on riskier assets. The sharp rise in bond yields since the US Presidential election, has called into question whether, or when, this trend has, or may, reverse, especially when America is likely to lead the way in reversing monetary policy. Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as strong economic growth becomes more firmly established. The expected substantial rise in the Fed. rate over the next few years may make holding US bonds much less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US would be likely to exert some upward pressure on bond yields in other developed countries but the degree of that upward pressure is likely to be dampened by how strong, or weak, the prospects for economic growth and rising inflation are in each country, and on the degree of progress in the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

PWLB rates and gilt yields have been experiencing exceptional levels of volatility that have been highly correlated to geo-political, sovereign debt crisis and emerging market developments. It is likely that these exceptional levels of volatility could continue to occur for the foreseeable future.

The overall balance of risks to economic recovery in the UK is to the downside, particularly in view of the current uncertainty over the final terms of Brexit and the timetable for its implementation.

Apart from the above uncertainties, downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Monetary policy action by the central banks of major economies reaching its limit of effectiveness and failing to stimulate significant sustainable growth, combat the threat of deflation and reduce high levels of debt in some countries, combined with a lack of adequate action from national governments to promote growth through structural reforms, fiscal policy and investment expenditure.

- Major national polls:
 - Italian constitutional referendum 4.12.16 resulted in a 'No' vote which led to the resignation of Prime Minister Renzi. This means that Italy needs to appoint a new government.
 - Spain has a minority government with only 137 seats out of 350 after already having had two inconclusive general elections in 2015 and 2016. This is potentially highly unstable.
 - Dutch general election 15.3.17;
 - French presidential election April/May 2017;
 - French National Assembly election June 2017;
 - German Federal election August – October 2017.
- A resurgence of the Eurozone sovereign debt crisis, with Greece being a particular problem, and stress arising from disagreement between EU countries on free movement of people and how to handle a huge influx of immigrants and terrorist threats
- Weak capitalisation of some European banks, especially Italian.
- Geopolitical risks in Europe, the Middle East and Asia, causing a significant increase in 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.

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates, include: -

- UK inflation rising to significantly higher levels than in the wider EU and in the US, causing an increase in the inflation premium in gilt yields.
- A rise in US Treasury yields as a result of Fed. funds rate increases and rising inflation expectations in the USA, dragging UK gilt yields upwards.
- 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.
- A downward revision to the UK's sovereign credit rating undermining investor confidence in holding sovereign debt (gilts).

Investment and borrowing rates

- Investment returns are likely to remain low during 2017/18 and beyond;
- Borrowing interest rates have been on a generally downward trend during most of 2016 up to mid-August; they fell sharply to historically phenomenally low levels after the referendum and then even further after the MPC meeting of 4th August when a new package of quantitative easing purchasing of gilts was announced. Gilt yields have since risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling,

and an increase in inflation expectations. 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 capital expenditure and/or to refinance maturing debt;

- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

Provided by Capita Asset Services at 20 December 2016

Economic Background

United Kingdom

GDP growth rates in 2013, 2014 and 2015 of 2.2%, 2.9% and 1.8% were some of the strongest rates among the G7 countries. Growth is expected to have strengthened in 2016 with the first three quarters coming in respectively at +0.4%, +0.7% and +0.5%. The latest Bank of England forecast for growth in 2016 as a whole is +2.2%. The figure for quarter 3 was a pleasant surprise which confounded the downbeat forecast by the Bank of England in August of only +0.1%, (subsequently revised up in September, but only to +0.2%). During most of 2015 and the first half of 2016, the economy had faced headwinds for exporters from the appreciation of sterling against the Euro, and weak growth in the EU, China and emerging markets, and from the dampening effect of the Government's continuing austerity programme.

The referendum vote for Brexit in June 2016 delivered an immediate shock fall in confidence indicators and business surveys at the beginning of August, which were interpreted by the Bank of England in its August Inflation Report as pointing to an impending sharp slowdown in the economy. However, the following monthly surveys in September showed an equally sharp recovery in confidence and business surveys so that it is generally expected that the economy will post reasonably strong growth numbers through the second half of 2016 and also in 2017, albeit at a slower pace than in the first half of 2016.

The Monetary Policy Committee, (MPC), meeting of 4th August was therefore dominated by countering this expected sharp slowdown and resulted in a package of measures that included a cut in Bank Rate from 0.50% to 0.25%, a renewal of quantitative easing, with £70bn made available for purchases of gilts and corporate bonds, and a £100bn tranche of cheap borrowing being made available for banks to use to lend to businesses and individuals.

The MPC meeting of 3 November left Bank Rate unchanged at 0.25% and other monetary policy measures also remained unchanged. This was in line with market expectations, but a major change from the previous quarterly Inflation Report MPC meeting of 4 August, which had given a strong steer, in its forward guidance, that it was likely to cut Bank Rate again, probably by the end of the year if economic data turned out as forecast by the Bank. The MPC meeting of 15 December also left Bank Rate and other measures unchanged.

The latest MPC decision included a forward view that Bank Rate could go either up or down depending on how economic data evolves in the coming months. Our central view remains that Bank Rate will remain unchanged at 0.25% until the first increase to 0.50% in quarter 2 2019 (unchanged from our previous forecast). However, we would not, as yet, discount the risk of a cut in Bank Rate if economic growth were to take a significant dip downwards,

though we think this is unlikely. We would also point out that forecasting as far ahead as mid 2019 is highly fraught as there are many potential economic headwinds which could blow the UK economy one way or the other as well as political developments in the UK, (especially over the terms of Brexit), EU, US and beyond, which could have a major impact on our forecasts.

The pace of Bank Rate increases in our forecasts has been slightly increased beyond the three year time horizon to reflect higher inflation expectations.

The August quarterly Inflation Report was based on a pessimistic forecast of near to zero GDP growth in quarter 3 i.e. a sharp slowdown in growth from +0.7% in quarter 2, in reaction to the shock of the result of the referendum in June. However, consumers have very much stayed in a 'business as usual' mode and there has been no sharp downturn in spending; it is consumer expenditure that underpins the services sector which comprises about 75% of UK GDP. After a fairly flat three months leading up to October, retail sales in October surged at the strongest rate since September 2015 and were again strong in November. In addition, the GfK consumer confidence index recovered quite strongly to -3 in October after an initial sharp plunge in July to -12 in reaction to the referendum result. However, in November it fell to -8 indicating a return to pessimism about future prospects among consumers, probably based mainly around concerns about rising inflation eroding purchasing power.

Bank of England GDP forecasts in the November quarterly Inflation Report were as follows, (August forecasts in brackets) - 2016 +2.2%, (+2.0%); 2017 1.4%, (+0.8%); 2018 +1.5%, (+1.8%). There has, therefore, been a sharp increase in the forecast for 2017, a marginal increase in 2016 and a small decline in growth, now being delayed until 2018, as a result of the impact of Brexit.

Capital Economics' GDP forecasts are as follows: 2016 +2.0%; 2017 +1.5%; 2018 +2.5%. They feel that pessimism is still being overdone by the Bank and Brexit will not have as big an effect as initially feared by some commentators.

The Chancellor has said he will do 'whatever is needed' i.e. to promote growth; there are two main options he can follow – fiscal policy e.g. cut taxes, increase investment allowances for businesses, and/or increase government expenditure on infrastructure, housing etc. This will mean that the PSBR deficit elimination timetable will need to slip further into the future as promoting growth, (and ultimately boosting tax revenues in the longer term), will be a more urgent priority. The Governor of the Bank of England, Mark Carney, had warned that a vote for Brexit would be likely to cause a slowing in growth, particularly from a reduction in business investment, due to the uncertainty of whether the UK would have continuing full access, (i.e. without tariffs), to the EU single market. He also warned that the Bank could not do all the heavy lifting to boost economic growth and suggested that the Government would need to help growth e.g. by increasing investment expenditure and by using fiscal policy tools. The newly appointed Chancellor, Phillip Hammond, announced, in the aftermath of the referendum result and the formation of a new Conservative cabinet, that the target of achieving a budget surplus in 2020 would be eased in the Autumn Statement on 23

November. This was duly confirmed in the Statement which also included some increases in infrastructure spending.

The other key factor in forecasts for Bank Rate is inflation where the MPC aims for a target for CPI of 2.0%. The November Inflation Report included an increase in the peak forecast for inflation from 2.3% to 2.7% during 2017; (Capital Economics are forecasting a peak of just under 3% in 2018). This increase was largely due to the effect of the sharp fall in the value of sterling since the referendum, although during November, sterling has recovered some of this fall to end up 15% down against the dollar, and 8% down against the euro (as at the MPC meeting date – 15.12.16). This depreciation will feed through into a sharp increase in the cost of imports and materials used in production in the UK. However, the MPC is expected to look through the acceleration in inflation caused by external, (outside of the UK), influences, although it has given a clear warning that if wage inflation were to rise significantly as a result of these cost pressures on consumers, then they would take action to raise Bank Rate.

What is clear is that consumer disposable income will come under pressure, as the latest employers' survey is forecasting median pay rises for the year ahead of only 1.1% at a time when inflation will be rising significantly higher than this. The CPI figure has been on an upward trend in 2016 and reached 1.2% in November. However, prices paid by factories for inputs rose to 13.2% though producer output prices were still lagging behind at 2.3% and core inflation was 1.4%, confirming the likely future upwards path.

Gilt yields, and consequently PWLB rates, have risen sharply since hitting a low point in mid-August. There has also been huge volatility during 2016 as a whole. The year started with 10 year gilt yields at 1.88%, fell to a low point of 0.53% on 12 August, and hit a new peak on the way up again of 1.55% on 15 November. The rebound since August reflects the initial combination of the yield-depressing effect of the MPC's new round of quantitative easing on 4 August, together with expectations of a sharp downturn in expectations for growth and inflation as per the pessimistic Bank of England Inflation Report forecast, followed by a sharp rise in growth expectations since August when subsequent business surveys, and GDP growth in quarter 3 at +0.5% q/q, confounded the pessimism. Inflation expectations also rose sharply as a result of the continuing fall in the value of sterling.

Employment had been growing steadily during 2016 but encountered a first fall in over a year, of 6,000, over the three months to October. The latest employment data in December, (for November), was distinctly weak with an increase in unemployment benefits claimants of 2,400 in November and of 13,300 in October. House prices have been rising during 2016 at a modest pace but the pace of increase has slowed since the referendum; a downturn in prices could dampen consumer confidence and expenditure.

USA

The American economy had a patchy 2015 with sharp swings in the quarterly growth rate leaving the overall growth for the year at 2.4%. Quarter 1 of 2016 at +0.8%, (on an annualised basis), and quarter 2 at 1.4% left average growth for the first half at a weak 1.1%. However, quarter 3 at 3.2% signalled a rebound to strong growth. The Fed. embarked on its long anticipated first increase in rates at its December 2015 meeting. At that point, confidence was high that there would then be four more increases to come in 2016. Since then, more downbeat news on the international scene, and then the Brexit vote, have caused a delay in the timing of the second increase of 0.25% which came, as expected, in December 2016 to a range of 0.50% to 0.75%. Overall, despite some data setbacks, the US is still, probably, the best positioned of the major world economies to make solid progress towards a combination of strong growth, full employment and rising inflation: this is going to require the central bank to take action to raise rates so as to make progress towards normalisation of monetary policy, albeit at lower central rates than prevailed before the 2008 crisis. The Fed. therefore also indicated that it expected three further increases of 0.25% in 2017 to deal with rising inflationary pressures.

The result of the presidential election in November is expected to lead to a strengthening of US growth if Trump's election promise of a major increase in expenditure on infrastructure is implemented. This policy is also likely to strengthen inflation pressures as the economy is already working at near full capacity. In addition, the unemployment rate is at a low point verging on what is normally classified as being full employment. However, the US does have a substantial amount of hidden unemployment in terms of an unusually large, (for a developed economy), percentage of the working population not actively seeking employment.

Trump's election has had a profound effect on the bond market and bond yields rose sharply in the week after his election. Time will tell if this is a reasonable assessment of his election promises to cut taxes at the same time as boosting expenditure. This could lead to a sharp rise in total debt issuance from the current level of around 72% of GDP towards 100% during his term in office. However, although the Republicans now have a monopoly of power for the first time since the 1920s, in having a President and a majority in both Congress and the Senate, there is by no means any certainty that the politicians and advisers he has been appointing to his team, and both houses, will implement the more extreme policies that Trump outlined during his election campaign. Indeed, Trump may even rein back on some of those policies himself.

In the first week since the US election, there was a major shift in investor sentiment away from bonds to equities, especially in the US. However, gilt yields in the UK and bond yields in the EU have also been dragged higher. Some commentators are saying that this rise has been an overreaction to the US election result which could be reversed. Other commentators take the view that this could well be the start of the long expected eventual unwinding of bond prices propelled upwards to unrealistically high levels, (and conversely bond yields pushed down), by the artificial and temporary power of quantitative easing.

Eurozone

In the Eurozone, the ECB commenced, in March 2015, its massive €1.1 trillion programme of quantitative easing to buy high credit quality government and other debt of selected EZ countries at a rate of €60bn per month. This was intended to run initially to September 2016 but was extended to March 2017 at its December 2015 meeting. At its December and March 2016 meetings it progressively cut its deposit facility rate to reach -0.4% and its main refinancing rate from 0.05% to zero. At its March meeting, it also increased its monthly asset purchases to €80bn. These measures have struggled to make a significant impact in boosting economic growth and in helping inflation to rise significantly from low levels towards the target of 2%. Consequently, at its December meeting it extended its asset purchases programme by continuing purchases at the current monthly pace of €80 billion until the end of March 2017, but then continuing at a pace of €60 billion until the end of December 2017, or beyond, if necessary, and in any case until the Governing Council sees a sustained adjustment in the path of inflation consistent with its inflation aim. It also stated that if, in the meantime, the outlook were to become less favourable or if financial conditions became inconsistent with further progress towards a sustained adjustment of the path of inflation, the Governing Council intended to increase the programme in terms of size and/or duration.

EZ GDP growth in the first three quarters of 2016 has been 0.5%, +0.3% and +0.3%, (+1.7% y/y). Forward indications are that economic growth in the EU is likely to continue at moderate levels. This has added to comments from many forecasters that those central banks in countries around the world which are currently struggling to combat low growth, are running out of ammunition to stimulate growth and to boost inflation. Central banks have also been stressing that national governments will need to do more by way of structural reforms, fiscal measures and direct investment expenditure to support demand and economic growth in their economies.

There are also significant specific political and other risks within the EZ:

- Greece continues to cause major stress in the EU due to its tardiness and reluctance in implementing key reforms required by the EU to make the country more efficient and to make significant progress towards the country being able to pay its way – and before the EU is prepared to agree to release further bail out funds.
- Spain has had two inconclusive general elections in 2015 and 2016, both of which failed to produce a workable government with a majority of the 350 seats. At the eleventh hour on 31 October, before it would have become compulsory to call a third general election, the party with the biggest bloc of seats (137), was given a majority confidence vote to form a government. This is potentially a highly unstable situation, particularly given the need to deal with an EU demand for implementation of a package of austerity cuts which will be highly unpopular.

- The under capitalisation of Italian banks poses a major risk. Some German banks are also undercapitalised, especially Deutsche Bank, which is under threat of major financial penalties from regulatory authorities that will further weaken its capitalisation. What is clear is that national governments are forbidden by EU rules from providing state aid to bail out those banks that are at risk, while, at the same time, those banks are unable realistically to borrow additional capital in financial markets due to their vulnerable financial state. However, they are also 'too big, and too important to their national economies, to be allowed to fail'.
- 4 December Italian constitutional referendum on reforming the Senate and reducing its powers; this was also a confidence vote on Prime Minister Renzi who has resigned on losing the referendum. However, there has been remarkably little fall out from this result which probably indicates that the financial markets had already fully priced it in. A rejection of these proposals is likely to inhibit significant progress in the near future to fundamental political and economic reform which is urgently needed to deal with Italy's core problems, especially low growth and a very high debt to GDP ratio of 135%. These reforms were also intended to give Italy more stable government as no western European country has had such a multiplicity of governments since the Second World War as Italy, due to the equal split of power between the two chambers of the Parliament which are both voted in by the Italian electorate but by using different voting systems. It is currently unclear what the political, and other, repercussions are from this result.
- Dutch general election 15.3.17; a far right party is currently polling neck and neck with the incumbent ruling party. In addition, anti-big business and anti-EU activists have already collected two thirds of the 300,000 signatures required to force a referendum to be taken on approving the EU – Canada free trade pact. This could delay the pact until a referendum in 2018 which would require unanimous approval by all EU governments before it can be finalised. In April 2016, Dutch voters rejected by 61.1% an EU – Ukraine cooperation pact under the same referendum law. Dutch activists are concerned by the lack of democracy in the institutions of the EU.
- French presidential election; first round 13 April; second round 7 May 2017.
- French National Assembly election June 2017.
- German Federal election August – 22 October 2017. This could be affected by significant shifts in voter intentions as a result of terrorist attacks, dealing with a huge influx of immigrants and a rise in anti EU sentiment.
- The core EU, (note, not just the Eurozone currency area), principle of free movement of people within the EU is a growing issue leading to major stress and tension between EU states, especially with the Visegrad bloc of former communist states.

Given the number and type of challenges the EU faces in the next eighteen months, there is an identifiable risk for the EU project to be called into fundamental question. The risk of an electoral revolt against the EU establishment has gained traction after the shock results of the UK referendum and the US Presidential election. But it remains to be seen whether any shift in sentiment will gain sufficient traction to produce any further shocks within the EU.

Asia

Economic growth in China has been slowing down and this, in turn, has been denting economic growth in emerging market countries dependent on exporting raw materials to China. Medium term risks have been increasing in China e.g. a dangerous build up in the level of credit compared to the size of GDP, plus there is a need to address a major over supply of housing and surplus industrial capacity, which both need to be eliminated. This needs to be combined with a rebalancing of the economy from investment expenditure to consumer spending. However, the central bank has a track record of supporting growth through various monetary policy measures, though these further stimulate the growth of credit risks and so increase the existing major imbalances within the economy.

Economic growth in Japan is still patchy, at best, and skirting with deflation, despite successive rounds of huge monetary stimulus and massive fiscal action to promote consumer spending. The government is also making little progress on fundamental reforms of the economy.

Emerging countries

There have been major concerns around the vulnerability of some emerging countries exposed to the downturn in demand for commodities from China or to competition from the increase in supply of American shale oil and gas reaching world markets. The ending of sanctions on Iran has also brought a further significant increase in oil supplies into the world markets. While these concerns have subsided during 2016, if interest rates in the USA do rise substantially over the next few years, (and this could also be accompanied by a rise in the value of the dollar in exchange markets), this could cause significant problems for those emerging countries with large amounts of debt denominated in dollars. The Bank of International Settlements has recently released a report that \$340bn of emerging market corporate debt will fall due for repayment in the final two months of 2016 and in 2017 – a 40% increase on the figure for the last three years.

Financial markets could also be vulnerable to risks from those emerging countries with major sovereign wealth funds, that are highly exposed to the falls in commodity prices from the levels prevailing before 2015, especially oil, and which, therefore, may have to liquidate substantial amounts of investments in order to cover national budget deficits over the next few years if the price of oil does not return to pre-2015 levels

Brexit timetable and process

As understood in December 2016 the Brexit timetable and process is proposed as follows:

- March 2017: UK government notifies the European Council of its intention to leave under the Treaty on European Union Article 50
- March 2019: two-year negotiation period on the terms of exit. This period can be extended with the agreement of all members i.e. not that likely.
- UK continues as an EU member during this two-year period with access to the single market and tariff free trade between the EU and UK.
- The UK and EU would attempt to negotiate, among other agreements, a bi-lateral trade agreement over that period.
- The UK would aim for a negotiated agreed withdrawal from the EU, although the UK may also exit without any such agreements.
- If the UK exits without an agreed deal with the EU, World Trade Organisation rules and tariffs could apply to trade between the UK and EU - but this is not certain.
- On exit from the EU: the UK parliament would repeal the 1972 European Communities Act.
- The UK will then no longer participate in matters reserved for EU members, such as changes to the EU's budget, voting allocations and policies.
- It is possible that some sort of agreement could be reached for a transitional time period for actually implementing Brexit after March 2019 so as to help exporters to adjust in both the EU and in the UK.

APPENDIX F

Counterparties

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 10 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 11 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

	Minimum Credit Criteria	Use	Max total investment	Max. maturity period
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

*Investment to date totals £5.3m

APPENDIX G

Affordability Prudential Indicators

1 Ratio of Financing Costs to Revenue Stream

This indicator identifies the trend in the cost of capital (borrowing, depreciation, impairment and other long term obligation costs net of investment income) against the net revenue stream. Tables 12 and 13 below show the current position for the General Fund and HRA respectively.

Table 12 Ratio of Financing Costs to Revenue Stream – General Fund (excluding Regeneration)

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
Net revenue stream (£'000)	164,794	164,987	164,804	157,973	153,016
Interest costs (£'000)	7,866	7,724	8,212	10,229	10,566
Interest costs - finance leases (£'000)	1,766	1,700	1,700	1,700	1,700
Interest and investment income (£'000)	-1,817	-1,332	-1,300	-1,300	-1,300
MRP (£'000)	15,326	12,835	14,866	15,851	17,600
Total financing costs (£'000)	23,141	20,927	23,478	26,480	28,566
Ratio of total financing costs against net revenue stream (%)	14.0	12.7	14.2	16.8	18.7

The ratio of total financing costs against net revenue stream increases significantly between 2016-17 and 2019-20 due to the impact of the capital programme and the increase in MRP.

Table 13 Ratio of Financing Costs to Revenue Stream – HRA

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
Gross revenue stream (£'000)	32,111	32,306	32,056	31,943	32,161
Interest costs of self-funding borrowing (£'000)	3,078	3,752	3,752	3,752	3,752
Interest costs of other borrowing (£'000)	3,265	2,699	2,763	2,809	2,808
Interest and investment income (£'000)	-156	-51	0	0	0
Depreciation (£'000)	7,789	6,570	7,314	7,321	7,292
Impairment (£'000)	177	0	0	0	0
Total financing costs (£'000)	14,153	12,970	13,829	13,882	13,852
Ratio of total financing costs against gross revenue stream (%)	44.1	40.1	43.1	43.5	43.1
Ratio of total financing costs (excluding depreciation and impairment) against net revenue stream (%)	19.3	19.8	20.3	20.5	20.4

The ratio of total financing costs against gross revenue stream falls substantially between 2015-16 and 2016-17 and subsequently rises mainly due to the effect on depreciation charges of the self-financing transitional measures.

The ratio of total financing costs (excluding depreciation and impairment) against net revenue stream shows a gradual increase due largely to the mandatory reduction in dwelling rent and the reduction of interest income due to reducing balances on the revenue account and Major Repairs reserve.

2 Incremental Impact of Capital Investment Decisions on Council Tax and Housing Rents

This indicator identifies the revenue costs associated with proposed capital programme and the impact on Council Tax and Housing Rents.

Table 14 Incremental Impact of Capital Investment Decisions (excluding Regeneration) – Council Tax

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
Net Financing need (£'000)	26,287	52,498	67,163	43,971	27,778
Borrowing @ 25-50years PWLB rate (£'000)	854	1,412	2,040	1,402	885
MRP @ 2% (£'000)	526	1,050	1,343	879	556
Total increased costs (£'000)	1,380	2,462	3,383	2,281	1,441
Ctax base (£'000)	79,795	82,000	83,500	83,500	83,500
% Increase	1.7	3.0	4.1	2.7	1.7
Band D Council Tax	1,529	1,560	1,560	1,560	1,560
Overall increase £ pa	26.44	46.84	63.21	42.62	26.92

The financing of the Regeneration project is discussed in detail in the report to Cabinet of 19 January 2017.

Table 15 Incremental Impact of Capital Investment Decisions – Housing Rents

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
Net Financing need (£'000)	-	-	-	-	-
Borrowing @ 25-50years PWLB rate (£'000)	-	-	-	-	-
Depreciation @ 2% (£'000)	-	-	-	-	-
Total increased costs	-	-	-	-	-
Number of dwellings	4,867	4,840	4,879	4,874	4,839
Increase in average housing rent per week £	-	-	-	-	-

3 Local HRA indicators

The Council should also be aware of the following ratios when making its treasury management decisions.

Table 16 HRA Ratios

	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate
Debt (CFR) (£m)	149.48	152.54	154.70	154.69	154.67
Gross Revenue Stream (£m)	32.11	32.31	32.06	31.94	32.16
Ratio of Gross Revenue Stream to Debt (%)	21	21	21	21	21
Average Number of Dwellings	4,867	4,847	4,860	4,877	4,857
Debt outstanding per dwelling (£)	30,712	31,471	31,831	31,717	31,845

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 Act. 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.

REPORT FOR: CABINET

Date of Meeting:	16 February 2017
Subject:	Final Capital Programme 2017/18 to 2019/20
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance
Portfolio Holder:	Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Appendix 1 – Proposed Capital Programme 2017/18 to 2019/20 Appendix 2 – New capital additions (included within Appendix 1) 2017/18 to 2019/20

Section 1 – Summary and Recommendations

This report sets out the proposed Capital programme for the financial years 2017/18 to 2019/20

Recommendations:

1. 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 the period 2017/18 to 2019/20.

Section 2 – Report

Development of the Capital Programme

1. This report sets out the Council's proposals for Capital investment over the period 2017/18 to 2019/20. These provide for very substantial investment over the next 3 years in the General fund and Housing Revenue Account.
2. The proposed Capital Programme has been prepared in the current climate of increased demand pressures and reduced external funding from Central Government.
3. Service directorates were invited to bid for capital resources, as part of their service proposals for 2017/18 to 2019/20. The proposals were reviewed taking into account the council's strategic vision of "Working together to make a difference for Harrow", the Council's priorities and equalities and other statutory duties.
4. In addition to reduced external funding from grants etc, 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 age population, 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 the Department of Education grants for schools.
 - 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 and the Capital Programme must be affordable.
5. Capital proposals were considered against the following criteria:
 - The proposal is required for evidenced legislative or regulatory reasons
 - The proposal generates sufficient income to cover capital financing costs with a sufficient degree of certainty. If the scheme does not cover financing costs immediately, it will need to generate a return for the general fund in later years in excess of financing costs
 - The proposal addresses a well-defined strategy to deliver an administration priority.

6. The draft Capital Programme report presented to Cabinet in December 2016 included a schedule of proposed additions to the Capital Programme between 2017/18 and 2019/20 which would be subject to further review and consideration during December and January, prior to inclusion in this Final Capital Programme report in February 2017. The proposals have been reviewed against the criteria above and a number of the original proposals which had a start date of 2018/19, have been removed where it was felt that they would benefit from more work being carried out and then be represented as part of the 2018/19 Capital Programme budget process.
7. A list of the new proposed projects within the programme is detailed in appendix 2 and summarised in Table 1 below:

Table 1

<i>New Capital Proposals 2017/18-2019/20</i>				
Service Area	2017/18	2018/19	2019/20	TOTAL
	£'000	£'000	£'000	£'000
Resources	1,700	1,700	1,700	5,100
Adults	5,350	0	0	5,350
Environmental Services	6,310	13,410	6,130	25,850
Cultural Services	1,470	377	1,053	2,900
Housing General Fund	9,230	6,746	0	15,976
Total General Fund	24,060	22,233	8,883	55,176

8. These provide for a very substantial net investment of £55.2m in infrastructure on the General Fund services over the next three years in line with the Medium Term Financial Strategy. The gross value of the proposed General Fund programme is £61.566m, with external funding of £6.390m and a net increase in the programme of £55.176m.

The new capital proposals are set out at Appendix 2.

Resources

9. Information Technology (IT) – an additional £1.7m per annum capital is being proposed for each year between 2017/18 and 2019/20. This is to cover the refresh of devolved applications, maintain external compliance and to support the deployment of new applications.

Adults

10. Sancroft care home - £5.1m is being proposed for 2017/18. This capital is being added into the Capital Programme, however, a separate future cabinet report will be required which sets out the business case to support the capital expenditure.

11. Mentis project - £250k is proposed in 2017/18 to support the Mentis Pilot project. Capital investment is required to convert and adapt a building. This £250k expenditure will not be released until a business case is provided to support the capital expenditure.

Community Directorate

12. Highways and Roads - £4.8m is proposed to improve the Highways infrastructure. This funding is split £2.4m in 2017/18 and £2.4m in 2018/19. The £4.8m will be funded from Community Infrastructure Levy (CIL) income and does not incur any additional capital financing costs. 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.
13. 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. The Council has already received approximately £4.2m CIL income to date for the years 2015/16 and 2016/17. It is anticipated that the further £0.6m CIL funding required to fund this Highways and Roads expenditure, will be received in 2017/18 to 2018/19.
14. Street Litter Bins - £300k pa is proposed for the 3 years 2017/18 to 2019/20 to provide an adequate number of street litter bins.
15. Depot redevelopment - £24.2m is proposed over the three year period 2017/18 to 2019/20 for the redevelopment of the Central depot. This proposal is subject to the business case being agreed by Cabinet in a separate future cabinet report. The business case will set out the proposal to consolidate and intensify the existing depot and make efficient use of the facility, improve office and welfare facilities for staff as well as maintaining revenue income and also generate additional revenue income for the Council. It is anticipated that the additional revenue income will cover the running costs of the depot and capital financing costs of the £24.2m capital expenditure. The current budget includes the Capital financing costs of the depot and also the anticipated revenue income to cover the costs, so it is cost neutral to the budget.
16. Vernon Lodge - £750k for roof works in 2017/18. There are alternative proposals being looked at for Vernon Lodge. If no other alternative use is proposed then there will be a requirement to replace the roof, but this will only be committed to once other alternatives have been ruled out.
17. Central Library refit - £1.3m is required in 2018/19 and 2019/20 for the library refit.
18. Harrow Arts Centre - £1.6m is required from 2017/18 for the roof at the Arts Centre.
19. Disabled Facilities Grants - £530k pa from 2017/18 to 2019/20 which is all externally funded.

20. Empty property grants and Empty property initiative – £976k grants and funding across 2017/18 to 2019/20 to help to get empty properties back into use.
21. Extension to the Property Purchase Initiative - £15m across 2017/18 to 2018/19. This is an extension to the previous 100 homes property initiative and provides funding for a further 50 properties to be purchased on the open market for the Council to use as Temporary accommodation, providing good quality temporary accommodation.

Capital Funding for the New Capital Additions

22. It is anticipated that the new capital additions to the General Fund programme will be financed from additional borrowing. The revenue implications of this new borrowing, in the context of the Council's treasury management activity, are set out in table 2 below. The revenue implications are factored in to the Final Revenue Budget report for 2017/18 to 2019/20 being considered by Cabinet elsewhere on this agenda. The table only includes the additional revenue effects of the programme that is proposed and excludes the revenue implications of previous years' capital programmes which are already accounted for in the current MTFs.

Table 2: Capital Financing Implications of New Additions

Capital Financing Costs	2017/18	2018/19	2019/20
	£000	£000	£000
Total MRP	0	1,014	1,879
Total Interest	295	862	1,238
Total Capital Financing Costs	295	1,876	3,117

23. The table above reflects the total cost in each year of financing the 2017/18 to 2019/20 additions to the programme. The incremental revenue budget increases included in the MTFs for each year is as follows: £295k 2017/18, £1.581m 2018/19 and £1.241m 2019/20.
24. There is no MRP impact in 2017/18 as MRP in relation to expenditure in 2017/18 does not commence until 2018/19.
25. It should be noted that the capital financing costs are based on a number of assumptions about the level of capital expenditure, timing of any borrowing, PWLB interest rates (current rates used at time of writing the report) and asset lives used in estimating of the minimum revenue provision. The revenue budget reflects the best estimate based on these assumptions.

The Capital programme 2017/18 to 2019/20

26. The final Capital programme report submitted to Cabinet and Council in February each year sets out spending plans for the period of the MTFs so usually 3 or 4 years. Once the Capital Programme is agreed by Cabinet and Council in February each year, the Capital programme is reviewed as part of the Annual Budget Setting process. This gives Directorates the opportunity to re-align the Capital Programme agreed in the previous February with their latest estimates of the spending profile of the projects.
27. The impact of re-profiling of spending between years is cost neutral across the 4 years and all capital financing costs are already included in the revenue budget. Table 3 sets out the movement between the financial years with the detailed Capital Programme provided in Appendix 1 which also includes the additions set out separately in Appendix 2:

Table 3: Capital Programme 2017/18 to 2019/20

	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000
Total Capital Programme approved in Feb 2016.	81,212	29,517	29,564	140,293
Amendments made during 2016/17	-722	1,110	-2,030	-1,642
Revised 2016 Capital Programme excluding Regeneration amendments	80,490	30,627	27,534	138,651
Amendment to Regeneration Capital Programme on 24th May 2016 Cabinet	59,445	114,200	110,220	283,865
Amendment to Regeneration Capital Programme - 19th January 2017 Cabinet	-37,640	83,420	-28,582	17,198
Total Regeneration Capital Programme amendment	21,805	197,620	81,638	301,063
New Capital Additions 2017/18 to 2019/20	24,060	22,233	8,883	55,176
Total Capital Programme 2017/18 to 2019/20	126,355	250,480	118,055	494,890

28. The total Capital Programme set out in Appendix 1, incorporates the Regeneration Programme (see paragraphs 29 to 33) and the new capital additions (see paragraphs 7 to 21). There were also some reductions made in 2016/17 which are a total net reduction of £1.642m across the period 2017/18 to 2019/20. The £1.642m relates to a reduction in the HRA Capital Programme which has no impact on the General Fund Budget. In addition, there has been a £6m reduction in 2018/19, which relates to Schools where the Basic Needs Funding allocation originally assumed in 2018/19 will now not be received and therefore the programme has been reduced accordingly. This is cost neutral to the budget as both the grant and expenditure have been reduced.

Regeneration Capital Programme

29. The Capital Programme for 2016/17 to 2019/20 agreed by Cabinet and Council in February 2016 included initial Capital Budgets for the Regeneration programme covering 2016/17 to 2017/18 of £43.6m. There was a subsequent report to Cabinet in May 2016, which increased the budget as set out below:

	2016/17	2017/18	2018/19	2019/20
Total expenditure	£16,655,000	£83,770,000	£114,450,000	£110,220,000

30. A further report was submitted to Cabinet in January 2017 setting out the revised Capital Programme required for the Regeneration programme and this will be the budget included within the Capital Programme for approval at this Cabinet meeting. The revised Expenditure profile is as follows:

	2017/18	2018/19	2019/20
Total Expenditure	£46,129,847	£197,870,141	£81,637,958
Previous budget	£83,770,000	£114,450,000	£110,220,000
Variation	-£37,640,153	+£83,420,141	-£28,582,042

31. The following Table below sets out the movement and amendments to the Regeneration Capital Programme between February 2016 and February 2017:

Table 4

	2016/17	2017/18	2018/19	2019/20	TOTAL
Regeneration	Net Value £000	Net Value £000	Net Value £000	Net Value £000	Net Bid Value £000
Regeneration Agreed Feb 2016	19,058	24,325	250	0	43,633
Amendments 24th May 2016 Cabinet	-2,403	59,445	114,200	110,220	281,462
Total Capital Budgets May 2016	16,655	83,770	114,450	110,220	325,095
Amendments 19th January 2017 Cabinet	0	-37,640	83,420	-28,582	17,198
Total Capital Budgets January 2017	16,655	46,130	197,870	81,638	342,293

32. Expenditure requirements over the financial years 2017/18 to 2019/20 are estimated at £325m, to be funded through a combination of land receipts and new borrowing. The total cost of the Regeneration programme is anticipated to be in the region of £349m over the period 2016/17 to 2021/22, with land receipts in the region of £108m being generated to help fund the cost of works.
33. The net retained debt at the end of the programme is estimated to be £241m. Aside from years 3 and 4 of the programme, the cost of servicing the debt is covered by the rental income from the programme which also yields a new financial return for the Council. The costs in years 3 and 4 will be covered by the MRP provision set aside for this purpose.

Capital Receipts

34. The Property Disposal Programme was submitted to Cabinet on 17th November 2016. The asset management strategy adopted for the review requires that surplus properties and those not meeting the Investment Strategy criteria are to be proposed for disposal to maximise capital receipts which can be used to fund service improvements across the Council. For the financial years that begin on 1 April 2016, 1 April 2017 and 1 April 2018, Local Authorities can use capital receipts to fund expenditure that is incurred to generate on going revenue savings in the delivery of public services and / or transform service delivery to reduce costs and / or transfer service delivery in a way that reduces costs or demand in future years. It is estimated that £3m will be received in 2016/17 and this can then either be applied as part of the capital receipts flexibility that the Government has provided or else applied to fund mainstream capital expenditure from 2016/17 onwards.

HOUSING REVENUE ACCOUNT (HRA)

35. The proposed HRA Capital Programme is detailed in a separate report to Cabinet elsewhere on this agenda. Any implications from the HRA Capital Programme are funded from the Housing Revenue Account and do not impact upon the General Fund Budget.

Options considered

36. A number of capital proposals are considered during the budget setting process.

Legal Implications

37. Under the Financial Regulations paragraph B2 full council is responsible for agreeing the Authorities policy framework which are proposed by the Cabinet and this includes the capital programme. Under B41 the Director of Finance is responsible for producing an annual capital strategy for Cabinet to recommend to Council.

Financial Implications

38. Financial matters are integral to the report. The capital financing costs of all capital proposals must be included in the revenue budget.

Performance Issues

39. 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.
40. Monitoring of the approved programme, is ongoing and is essential for good financial management.
41. It is proposed that a performance target is set at 90% of the approved budget to be spent in year. Having approved an investment

programme it is important that the programme is then substantially delivered in the planned timeframe, in line with Member priorities.

Risk Management Implications

42. 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

43. 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 separate Cabinet reports and full Equality Impact Assessments before they commence.
44. 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*

Council Priorities

The Council's vision is:

Working Together to Make a Difference for Harrow

This report deals with the use of financial resources which is key to delivering the priorities of the Harrow Ambition Plan:

- Build a Better Harrow
- Be More Business-Like and Business Friendly
- Protecting the most Vulnerable and Support Families.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 6 February 2017		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 2 February 2017		

Ward Councillors notified:	NO, as it impacts on all Wards
EqlA carried out:	NO
EqlA cleared by:	Any projects with potential impacts will separately be required to do an impact assessment.

Section 4 - Contact Details and Background Papers

Contact: Sharon Daniels, Head of Strategic and Technical Finance (Deputy S151)

Email: sharon.daniels@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>
--	---

Capital Programme 2017/18 to 2019/20

Appendix 1

Project Title	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 Bid Value	External Funding £000	Net Bid Value
Resources and Commercial 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		2,000	3,000		3,000	5,000		5,000	10,000		10,000
Transition and Transformation - Sopra Steria	999		999	193		193			0	1,192		1,192
Sub Total Transformation & Technology	2,999		2,999	3,193		3,193	5,000		5,000	11,192		11,192
Transforming Financial Management Enhanced reporting and system integration	250		250							250		250
Property Investment Portfolio Acquisition of properties to provide an investment income	5,000		5,000							5,000		5,000
Devolved Applications Refresh -In order to maintain external compliance and to support the deployment of new applications a roadmap has been agreed with Sopra Steria to keep the IT infrastructure up to date. This will result in the need to upgrade line of business applications (owned by the services) in order for them to remain compatible and maintain external compliance.	1,700		1,700	1,700		1,700	1,700		1,700	5,100		5,100
Total Resources and Commercial	9,949	0	9,949	4,893	0	4,893	6,700	0	6,700	21,542	0	21,542
People's 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	250	0	250	250	0	250
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 reprovion from Roxborough (£500k) - MCEP (PA_26) - commercialisation - OCEP (PA_27), Community Wrap (PA_28), TCeP (PA_29) - support for exploration of new commercialisation opportunities	2,000	0	2,000	1,000	0	1,000	0	0	0	3,000	0	3,000

Capital Programme 2017/18 to 2019/20

Appendix 1

Project Title	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 Bid Value	External Funding £000	Net Bid Value
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 re-provision proposals	100	0	100	0	0	0	0	0	0	100	0	100
Sancroft Care Home - This proposal is to enhance the provision of the Sancroft Care Home, which will secure the availability of beds to the Council and offer the flexibility to incorporate more beds. This will reduce the pressure on the purchasing budget. The Council has received £1.452m over the last three years for Community Capacity, which has not been utilised at present and which is being held in case the costs exceed £5.1m. If this is the case, the capital budget can be increased by the sum of £1.452m. If costs are contained at £5.1m the grant will still be applied to reduce borrowing costs.	5,100	0	5,100							5,100	0	5,100
Mentis Pilot – An Integrated & Holistic Approach to Dementia Care. This project is placeholder as this is subject to the development of a full business case (including confirmation of reconfiguration works to existing ASC premises) and is the subject of a bid for NWL STP Transformation Funding. Harrow will utilise an existing building (Milmans) to pilot the dementia hub. Capital investment is needed to convert and adapt the building to deliver the aspirations of the Mentis Project.	250		250							250	0	250
Total Adults	7,450	0	7,450	1,000	0	1,000	250	0	250	8,700	0	8,700
Schools									0			
SEN Expansion There is pressure for special educational needs (SEN) provision places, which will be alleviated 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.	1,560		1,560	2,520	2,520	0	0	0	0	4,080	2,520	1,560

Capital Programme 2017/18 to 2019/20

Appendix 1

Project Title	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 Bid Value	External Funding £000	Net Bid Value
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	150		150	150		150	450	0	450
Children's Capital Maintenance Programme Proactive and reactive programme of maintenance across the schools estate	1,350	1,350	0	1,350		1,350	1,350		1,350	4,050	1,350	2,700
Capital Maintenance funding estimate 2018-19 'Estimated allocation for Capital Maintenance to contribute to schools capital programme for 2018-19			0		2,000	-2,000			0	0	2,000	-2,000
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.	1,000	197	803	0		0			0	1,000	197	803
Primary Expansion Phase 3 - 5 schools Phase 3 will deliver 5 additional Reception forms of entry by September 2016 at expanded schools.	3,180	150	3,030			0			0	3,180	150	3,030
Secondary Expansion The 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.	2,625	-2,625	5,250	3,650		3,650	5,250	2,625	2,625	11,525	0	11,525
Total Schools	9,865	-928	10,793	7,670	4,520	3,150	6,750	2,625	4,125	24,285	6,217	18,068
Total People directorate	17,315	-928	18,243	8,670	4,520	4,150	7,000	2,625	4,375	32,985	6,217	26,768

Capital Programme 2017/18 to 2019/20

Appendix 1

Project Title	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 Bid Value	External Funding £000	Net Bid Value
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	900	0	900
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	600	0	600
Highway Programme Renewal and replacement of highways and footways.	6,900	2,400	4,500	7,100	2,400	4,700	4,400		4,400	18,400	4,800	13,600
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	600	0	600
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.	2,300	2,000	300	2,300	2,000	300	2,300	2,000	300	6,900	6,000	900
Parks Infrastructure Prioritise parks infrastructure which are most in need of repair in order to provide safe access and use of facilities for all.	875		875	675		675	675		675	2,225	0	2,225
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	1,000		1,000	5,500	0	5,500
Corporate Accommodation Improvements to corporate buildings to provide a safe and secure environment in which to operate its business.	255		255	155		155	55		55	465	0	465
High Priority Planned Maintenance Improvements to corporate properties (excluding schools) to ensure that they are in a safe condition for occupants.	400		400	600		600	600		600	1,600	0	1,600
Carbon Reduction Provision of retro-fit energy efficiency measures in corporate buildings.	300		300	100		100	100		100	500	0	500
Replacement of Parks litter bins	65		65	65		65	0		0	130	0	130

Capital Programme 2017/18 to 2019/20

Appendix 1

Project Title	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 Bid Value	External Funding £000	Net Bid Value
Green Grid Programme Improvements to Harrow's green infrastructure to provide a network of interlinked and multifunctional open spaces.	150	0	150	150	0	150	150	0	150	450	0	450
Harrow on the Hill Station Improvements to the station and surrounding area to create step free access	12,000	12,000	0	11,000	8,000	3,000			0	23,000	20,000	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	150	0	150
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	50		50	350	0	350
Purchase of Trade Waste Bins Purchase of bins to support expansion of business as part of Project Phoenix	200		200	100		100	100		100	400	0	400
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	60	0	60

Capital Programme 2017/18 to 2019/20

Appendix 1

Project Title	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 Bid Value	External Funding £000	Net Bid Value
<p>Street Litter Bins: This funding is to support the provision and replacement of adequate numbers of on street litter bins, creating an environment where there are adequate numbers of bins provided to meet demand. The project would ensure that:</p> <ul style="list-style-type: none"> • litter bins are of a consistent design • litter bins are fit for purpose and in an appropriate condition • the placement requirements for litter bins are reviewed so they are provided in the correct locations, particularly around <ol style="list-style-type: none"> i. Commercial & retail areas ii. Other areas of high footfall, such as transport hubs, and through routes iii. Main routes to schools iv. Secondary routes to schools v. Areas where people congregate, such as bus stops or on street benches <p>The project would also allow for consideration of provision of bins to support 'recycling on the go' where appropriate</p>	300		300	300		300	300		300	900	0	900
<p>Depot redevelopment - this proposal is to redevelop the Central depot to consolidate and intensify the existing site (This will be subject to a business case and separate Cabinet report).</p>	5,260		5,260	13,110		13,110	5,830		5,830	24,200	0	24,200
<p>Redevelopment of Vernon Lodge - roof works. The roof works will only be committed to once it has been agreed that there is no alternative use proposed for the site.</p>	750		750	0		0	0		0	750	0	750
Total Environmental Services	33,675	16,400	17,275	38,075	12,400	25,675	16,330	2,000	14,330	88,080	30,800	57,280
Community & Culture												

1090

Capital Programme 2017/18 to 2019/20

Appendix 1

Project Title	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 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	150		150	460		460	150		150	760		760
Central Library Refit & Library Refurbishments - As part of the town centre regeneration scheme on College Road, majority of funding will come from CIL.				500		500				500		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.	806	806	0	142	142	0				948	948	0
Bannister Sports Centre (S106)	50	50	0	904	904	0				954	954	0
Central Library Refit & Library Refurbishments - As part of the town centre regeneration scheme on College Road, majority of funding will come from CIL.				300		300	1,000		1,000	1,300		1,300
Harrow Arts Centre CB9 - roof repairs	1,470		1,470	77		77	53		53	1,600		1,600
Total Community & Culture	2,476	856	1,620	2,383	1,046	1,337	1,203	0	1,203	6,062	1,902	4,160
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	4,500	1,950	2,550
Improvement Grants - Grants to private landlords to improve the condition of their properties, generally in exchange for a lease agreement	70		70	70		70	70		70	210		210
Empty Properties Grants - Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	250		250	250		250	250		250	750		750

Capital Programme 2017/18 to 2019/20

Appendix 1

Project Title	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 Bid Value	External Funding £000	Net Bid Value
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.	7,500		7,500							7,500		7,500
Better Care Fund - Disabled Facilities Grant CB 10- Grants to fund adaptations to private properties to help enable residents to remain in their existing homes - Includes assumed use of additional DFG grant to fund additional works - no net cost to the Council as additional works grant funded. Linked to income generation proposal for Home Improvement Agency.	530	530	0	530	530	0	530	530	0	1,590	1,590	0
Empty Properties Grants - Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	200		200							200		200
Empty Property Initiative - to bring empty/vacant property into use which may require Compulsory Purchase Order. The intention being to purchase property and then re-sell.	30		30	746		746				776		776
New Bid - Extension to Property Purchase Initiative - funding for the purchase of an additional 50 properties on the open market for the council to use as Temporary accommodation; providing good quality temporary accommodation and reducing the overall net cost to the Council of B & B accommodation	9,000		9,000	6,000		6,000				15,000		15,000
Total Housing General Fund	19,080	1,180	17,900	9,096	1,180	7,916	2,350	1,180	1,170	30,526	3,540	26,986
Total Community Directorate	55,231	18,436	36,795	49,554	14,626	34,928	19,883	3,180	16,703	124,668	36,242	88,426
Regeneration												
Regeneration programme - feasibility work to develop options for taking forward regeneration sites.	250		250	250		250				500		500
Feasibility, design and land assembly for regeneration sites	24,075		24,075							24,075		24,075

Capital Programme 2017/18 to 2019/20

Appendix 1

Project Title	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 Bid Value	External Funding £000	Net Bid Value
Addition as Per Cabinet Report in May 2016 (May Council) and January 2017 (Feb Council)	21,805		21,805	197,620		197,620	81,638		81,638	301,063		301,063
Total Regeneration	46,130	0	46,130	197,870	0	197,870	81,638	0	81,638	325,638	0	325,638
Total General Fund	128,625	17,508	111,117	260,987	19,146	241,841	115,221	5,805	109,416	504,833	42,459	462,374
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	9,139		9,139	8,639		8,639	8,639		8,639	26,417		26,417
Homes For Harrow HRA infill development programme	6,099		6,099							6,099		6,099
Total HRA	15,238		15,238	8,639		8,639	8,639		8,639	32,516		32,516
Total General Fund + HRA	143,863	17,508	126,355	269,626	19,146	250,480	123,860	5,805	118,055	537,349	42,459	494,890

This page is intentionally left blank

New Capital Proposals 2017/18-2019/20

Appendix 2

Item no	Project Title	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 Bid Value	Grant Funding	Net Bid Value
	Resources and Commercial												
	Customer Services												
1	Devolved Apps Refresh -In order to maintain external compliance and to support the deployment of new applications a roadmap has been agreed with Sopra Steria to keep the IT infrastructure up to date. This will result in the need to upgrade line of business applications (owned by the services) in order for them to remain compatible and maintain external compliance.	1,700	0	1,700	1,700		1,700	1,700		1,700	5,100	0	5,100
	Total Resources and Commercial	1,700	0	1,700	1,700	0	1,700	1,700	0	1,700	5,100	0	5,100
	Adults												
2	Sancroft - This proposal is to enhance the provision of the Sancroft Care Home, which will secure the availability of beds to the Council and offer the flexibility to incorporate more beds. This will reduce the pressure on the purchasing budget. The Council has received £1.452m over the last three years for Community Capacity, which has not been utilised at present and which is being held in case the costs exceed £5.1m. If this is the case, the capital budget can be increased by the sum of £1.452m. If costs are contained at £5.1m the grant will still be applied to reduce borrowing costs.	5,100	0	5,100							5,100	0	5,100
3	Mentis Pilot – An Integrated & Holistic Approach to Dementia Care. This project is placeholder as this is subject to the development of a full business case (including confirmation of reconfiguration works to existing ASC premises) and is the subject of a bid for NWL STP Transformation Funding. Harrow will utilise an existing building (Milmans) to pilot the dementia hub. Capital investment is needed to convert and adapt the building to deliver the aspirations of the Mentis Project.	250		250							250	0	250
	Total Adults	5,350	0	5,350	0	0	0	0	0	0	5,350	0	5,350
	Total People's Directorate	5,350	0	5,350	0	0	0	0	0	0	5,350	0	5,350

Item no	Project Title	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 Bid Value	Grant Funding	Net Bid Value
	Community Directorate												
	Environmental Services												
4	Highways and roads - Funding to support further improvements to the highways infrastructure	2,400	2,400	0	2,400	2,400					4,800	4,800	0
5	<p>Street Litter Bins: This funding is to support the provision and replacement of adequate numbers of on street litter bins, creating an environment where there are adequate numbers of bins provided to meet demand. The project would ensure that:</p> <ul style="list-style-type: none"> • litter bins are of a consistent design • litter bins are fit for purpose and in an appropriate condition • the placement requirements for litter bins are reviewed so they are provided in the correct locations, particularly around <ul style="list-style-type: none"> i. Commercial & retail areas ii. Other areas of high footfall, such as transport hubs, and through routes iii. Main routes to schools iv. Secondary routes to schools v. Areas where people congregate, such as bus stops or on street benches <p>The project would also allow for consideration of provision of bins to support 'recycling on the go' where appropriate</p>	300		300	300		300	300		300	900	0	900
6	Depot redevelopment - this proposal is to redevelop the Central depot to consolidate and intensify the existing site (This will be subject to a business case and separate Cabinet report).	5,260		5,260	13,110		13,110	5,830		5,830	24,200	0	24,200
7	Redevelopment of Vernon Lodge - roof works. The roof works will only be committed to once it has been agreed that there is no alternative use proposed for the site.	750		750	0		0	0		0	750	0	750
	Total Environmental Services	8,710	2,400	6,310	15,810	2,400	13,410	6,130	0	6,130	30,650	4,800	25,850
	Cultural Services												
8	Central Library Refit & Library Refurbishments - As part of the town centre regeneration scheme on College Road, majority of funding will come from CIL.			0	300	0	300	1,000	0	1,000	1,300	0	1,300

Item no	Project Title	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 Bid Value	Grant Funding	Net Bid Value
9	Harrow Arts Centre - roof repairs	1,470	0	1,470	77	0	77	53	0	53	1,600	0	1,600
	Total Cultural Services	1,470	0	1,470	377	0	377	1,053	0	1,053	2,900	0	2,900
	Housing General Fund												
10	Better Care Fund - Disabled Facilities Grant - Grants to fund adaptations to private properties to help enable residents to remain in their existing homes - Includes assumed use of additional DFG grant to fund additional works - no net cost to the Council as additional works grant funded. Linked to income generation proposal for Home Improvement Agency.	530	530	0	530	530	0	530	530	0	1,590	1,590	0
11	Empty Properties Grants - Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	200		200	0		0	0		0	200	0	200
12	Empty Property Initiative - to bring empty/vacant property into use which may require Compulsory Purchase Order. The intention being to purchase property and then re-sell.	30		30	746		746	0		0	776		776
13	New Bid - Extension to Property Purchase Initiative - funding for the purchase of an additional 50 properties on the open market for the council to use as Temporary accommodation; providing good quality temporary accommodation and reducing the overall net cost to the Council of B & B accommodation	9,000		9,000	6,000		6,000				15,000	0	15,000
	Total Housing General Fund	9,760	530	9,230	7,276	530	6,746	530	530	0	17,566	1,590	15,976
	Total Community	19,940	2,930	17,010	23,463	2,930	20,533	7,713	530	7,183	51,116	6,390	44,726
	Total General Fund	26,990	2,930	24,060	25,163	2,930	22,233	9,413	530	8,883	61,566	6,390	55,176

This page is intentionally left blank

EMPLOYEES' CONSULTATIVE FORUM MINUTES

8 FEBRUARY 2017

Chair:	* Mr G Martin	
Councillors:	* Mrs Camilla Bath (2)	* Kiran Ramchandani
	* Graham Henson	* Aneka Shah-Levy
	* Ms Mina Parmar	* Sachin Shah
	* Pritesh Patel	
Teacher Representatives:	* Ms L Crimmins	- NUT
	* Ms A Lyons	- NAHT
Unison Representatives:	Mr D Butterfield	* Mr J Royle
	* Mr S Compton	* Mr D Searles
GMB Representative:	* Ms P Belgrave	

* Denotes Member present
(2) Denotes category of Reserve Member

RESOLVED ITEMS

45. Information Report: Draft Capital Programme 2017/18 to 2019/20

The Forum received a report of the Director of Finance which set out the new General Fund capital programmes which had been proposed as part of the 2017/18 budget process. The report, which had been considered by Cabinet in December, also set out budgets within the existing Capital Programme which had been re-profiled between 2016/17 and 2019/20 and where virements were proposed between projects.

The Forum did not make any comments on the proposals.

RESOLVED: That the report be noted.

This page is intentionally left blank



REPORT FOR: CABINET

Date of Meeting:	16 February 2017
Subject:	Housing Revenue Account Budget and Medium Term Financial Strategy 2017-18 to 2019-20
Key Decision:	Yes
Responsible Officer:	Dawn Calvert, Director of Finance Tom McCourt, Corporate Director of Community
Portfolio Holder:	Councillor Glen Hearnden, Portfolio Holder for Housing and Employment Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
Exempt:	No
Decision subject to Call-in:	Yes, except where the decision is reserved to Council
Wards affected:	All
Enclosures:	Appendix 1 – HRA Budget 2017-18 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 2017-18 and Medium Term Financial Strategy (“MTFS”) for 2018-19 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 of £112.99 per week for 2017-18, representing a decrease of 1% in average rent from the 2016-17 figure in line with the Welfare Reform and Work Act 2016;
 - c. an average tenant service charge of £3.01 per week, an increase of 2%, as set out in appendix 2;
 - d. that garage and car parking rents/charges be frozen for a further year pending finalisation of a usage and differential charging policy (Appendix 3);
 - e. an increase in energy [heating] charges of 4% from 1 April 2017 as detailed in Appendix 4;
 - f. an increase in annual water charges of 4% as detailed in Appendix 5;
 - g. increases in Community Centre hire charges of 4% as set out in Appendix 6;
 - h. The three year capital programme set out in Appendix 7
- 2) That Cabinet recommends Council approve:
 - a. The HRA Budget for 2017-18;
 - b. The HRA capital programme (as detailed in appendix 7)

Reason: (For recommendation)

To recommend the HRA budget for 2017-18 and MTFS

Section 2 – Report

Introduction

The Council has a statutory obligation to agree and publish the HRA budget for 2017-18. 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. The impact of some of the provisions contained within the Welfare Reform and Work Act 2016 and the Housing and Planning Act 2016, particularly in relation to the statutory rent reduction of 1% for each of the next three years, has meant the assumptions underlying the business plan have had to be significantly revised for the purposes of constructing the HRA budget and MTFS. A number of the proposals announced in 2015's Summer Budget are contained within the respective Acts, but no detail has yet been published in respect of how they will operate in practice and neither Act has been fully implemented at this time. Due to the lack of details, it has not been possible to quantify the potential financial impact of these proposals for the purposes of establishing the budget.

In response to the significantly reduced resources projected to be available within the HRA as a result of reduced rental income, the figures shown in last year's budget report reflected the start of a process to trim costs within the HRA, and by prudent forecasting it was possible to agree a sustainable budget over the MTFS period. Over the last year, a further process has been undertaken to try to identify savings in both capital and revenue budgets with a view to countering the effects of the government's statutory provisions, and as a result it has been possible to trim some areas of expenditure relatively easily, as well as identifying several areas where commercialisation propositions may be possible to help ensure a sustainable HRA. These are currently being investigated to determine whether they may be able to generate more significant savings and/or income generation towards the end of the MTFS period, though it is clear that further savings in some form will be required over the next few years.

Additionally, there are some new charges in the HRA as from this year which had not been anticipated, and these have increased the overall level of savings required to make the account sustainable. Work to identify further savings will carry on over the next year, but at this stage it is necessary to assume a level of savings within the modelling from 2018/19 onwards to maintain balances at a safe level. It is critical that these savings be identified and implemented as otherwise the HRA will be at significant risk of going into a deficit position, which is not legally permissible. Given that there are potential financial implications likely to arise from those areas of new policy for which no details are available, there is a real imperative to deliver on the savings targets.

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 became statutory when the Welfare Reform and Work Act 2016 passed into law, and this removed any discretion the Council previously had in respect of rent setting. For this reason, the two meetings of the TLRCF in November 2016 were used to raise awareness of the savings proposals to be incorporated into the budget, and to invite residents to become more involved in future decision-making.

Background

1. In February 2016, Cabinet approved what was badged as being a 'holding budget' in respect of the HRA. This was in response to the range of proposals introduced by the Government as part of the previous year's Summer Budget that were likely to 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
 - 1% rent cut for all social tenants in each of the next three years

Of these proposals, only the rent cut and the cut to the benefit cap have actually been implemented to date, with benefit cap reduction being so recent that it is not yet possible to assess the likely impact of this.

2. As indicated above, 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 1% rent reduction, however, has had a significant effect on the HRA, meaning that current programmes of new build and regeneration may now need alternative funding sources to be completed, and future programmes are not forecast to be possible. In addition, savings need to be made in respect of 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 would not be legally permissible.
3. The key principles of the "holding position" agreed last year remain in place for this year's budget, i.e. 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.

4. The HRA budget and MTFS detailed in Appendix 1, is based on these principles, but also takes account of the initial capital and revenue savings it has been possible to put in place over the past year. These are set out in the following sections. As indicated above, further savings will be required to ensure a sustainable HRA, and it may be possible to achieve these savings through the commercialisation proposals currently being developed. For the purposes of budget-setting, however, further unidentified savings have been included as a marker for what will be required to achieve a “safe” level of balances at the end of the MTFS period.
5. The key assumptions that continue to underpin the financial strategy are set out in the following sections.

Consultation

6. 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).
7. 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. The Welfare Reform and Work Act 2016 has removed any discretion for local authorities to set rents at an appropriate level, and because of this recent TLRCF meetings have been used to consult on savings proposals.
8. Further consultation in respect of the budget and the need to make additional savings in future years was undertaken at the TLRCF meeting held in early February 2017. Residents are keen to be more involved in future decision-making and this will be facilitated via the new resident engagement structures. 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 Welfare Reform and Work Act 2016.

Balances

9. HRA Balances are currently forecast to be £6.2m at the end of March 2017. The budget estimates that balances in the region of £4.8m will remain at the end of March 2018.
10. Over the period of the MTFS, balances are estimated to reduce to around £1.0m, or around 3.25% of gross annual income, which is below the level deemed prudent, but is felt to be a “safe” level at this point. It should be noted that this assumes £1.15m unidentified savings can be made over

the two years 2018/19 and 2019/20. 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

11. As indicated above, rents are assumed to reduce by 1% each year over the MTFS period, in line with the requirements of the Welfare Reform & Work Act 2016.
12. The average rent for the Council's housing stock for 2016-17 will therefore be £112.99 per week (the 2016-17 current average is £114.14). Average rents and service charges under the existing strategy are detailed in Appendix 2.
13. 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 from 1st April 2016, it seems prudent to model alternatives to ensure the HRA can remain viable should this position be changed again.

Right-to-Buy sales

14. There have been twenty-four sales under Right-to-Buy so far in 2016-17 (Q3) as a result of new discounts and a further eleven sales are anticipated by the year end. A stock level of 4,840 at the start of April 2017 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.
15. 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. 11 properties have now been purchased and the process continues.
16. There is a continuing demand for both permanent and temporary affordable housing within Harrow. Over the past year we have continued 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 risen significantly, although prevention activity is now producing results and Bed and Breakfast usage is finally beginning to reduce.

Service charges: Tenants & Leaseholders

17. 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 2% on average resulting in an average weekly charge of £3.01 (2016-17 current service charge £2.95), an increase of £0.06 on the current weekly charge.
18. 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 2017-18 (excluding s20 income in relation to capital schemes) is £613k and reflects the recovery of costs associated with estate based costs, communal lighting, repairs, ground maintenance, insurance premiums and administration charges.

Other income

19. 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 as garages are not in high demand and the Garage Strategy Review concluded that increasing rents would be counter-productive. Progress on implementing the review has been slow due to the limited funding available and poor condition of many of the garage stock. A pilot storage project is also underway targeted at making good use of some 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.
20. 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

21. The HRA budgets are based on the staffing establishment, and assume a pay, National Insurance & superannuation increase of 1.82% reflecting the overall increase expected for 2017-18, then 1.6% in each of 2017-18 and subsequent years.
22. There are no significant changes to staffing assumed within the projections.

Utility Costs

23. These budgets have been uplifted by 2% in 2017-18 and subsequent years.

Central Recharges

24. The costs of central recharges have currently been assumed to increase in line with pay inflation pending finalisation of the recharge figure.

Repairs

25. Increased provision for cyclical, response and void repairs to reflect enhanced standards and works required for temporary accommodation and compliance with mandatory health & safety and legislative requirements has been incorporated. Additional costs arising from use of HRA property as temporary accommodation are being recovered via enhanced service charges.

Charges for Capital

26. 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 £154.7m which includes additional borrowing of £5.2m following the successful bid to the Local Growth Fund for additional HRA borrowing capacity to help fund the development of new affordable housing.
27. 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 2015 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.

Capital Investment

28. The HRA general capital programmes for 2017-18 to 2019-20 have been reduced from those previously approved last February to reflect the capital savings requirement of £500k, 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.

29. 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

30. 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.

31. As indicated above, the proposals contained within the Housing & Planning Act 2016 have the potential to adversely affect the level of resources within the HRA, although some of the proposals appear to be on hold at present. Further savings may be required in future years should these be implemented.

Homes for Harrow

32. As a result of the additional resources retained within the HRA following the introduction of self-financing in April 2012, it was 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. Planning permission has been given for 49 units so far, and the first two sites are under construction, and will deliver 6 much needed family-sized homes. The approved programme was for 80 new rented homes, but indications are that the sites currently identified could deliver at least 100 homes.

33. Unfortunately there has been a significant increase in construction costs over recent years, and it is clear that the cost of building the approved

programme will be higher than the available resources. We are currently reviewing the programme to assess how many new homes can be provided within the approved HRA budget, and the options for completing the programme. General fund borrowing could be an option for completing an extended infill programme as well as extending the property purchase initiative.

34. In addition to starting to build new homes within the HRA, proposals are still 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 the proposed scheme makes best use of the available land to increase density and deliver the maximum amount of market sales to generate cross subsidy necessary to enable the scheme to proceed. The intention is to deliver a scheme with no net loss of affordable housing, and that the replacement affordable homes will be retained and managed within the HRA. Housing is working with its consultant team to deliver a viable proposal for Grange Farm taking into account the significant increase in build costs and our aspirations for a high quality scheme. The buy-back of leasehold properties continues with 11 now purchased and providing additional properties for use as temporary accommodation in the meantime, which helps to reduce the cost of homelessness in the General Fund.
35. We continue to decant existing tenants within the Grange Farm Estate to prepare a first phase for redevelopment. We have started by moving tenants who have already indicated that a permanent move off the estate would be their preference and are now working with tenants in the proposed Phase 1 of development. Tenants are made Home Loss and disturbance payments to compensate them for the cost of moving. Currently Home Loss payments are set nationally at £5,800, 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. Homes that are vacated are either being used as temporary accommodation or for decants within the estate pending the scheme being finalised and a developer being selected. Further separate reports will continue to be made in respect of Grange Farm.
36. The Phase 1 and Phase 2 new build programmes require a significant investment from Housing resources to complement the additional borrowing approval of £5.2m the Council has been awarded. As indicated above, however, rising build costs mean that even though this will use the majority of the capital resources available over the MTFS period, it will not now be possible to complete the programme from the resources available, and alternative delivery options are being considered.

Impairment Allowance

37. 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 on-going 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 £250k for 2017-18 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

38. £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

39. 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.

Savings

40. £165k savings have been included in the budgets comprising repairs and maintenance of £110k and £55k in administrative and support costs. In addition to this, unidentified savings have been included of £300k in 2018/19 and £850k in 2019/20 to act as a marker for the further savings required to deliver at least a “safe” level of balances, if not an ideal one. It is critical that these savings be achieved by the end of the MTFS period.

Variation to MTFS 2017-18

41. The MTFS approved by Cabinet and Council in March 2016 estimated an in year deficit of £1.251m for 2017-18. The proposed budget changes results in a deficit of £1.488m. The increase in deficit of £0.237m is explained below :

- +£0.547m – Repairs, increased expenditure for mandatory health & safety and legislative requirements
- +£0.245m – Income, reduced rents resulting mainly from diversion of resources from HRA Purchase & Repairs programme to Grange Farm Regeneration
- -£0.518m – Revenue Contribution to Capital Outlay (“RCCO”), reduction due to revised profile of Affordable Housing programme
- -£0.306k – Depreciation, reduced charge expected resulting from provisional review by Estates & Valuers
- +£0.269m – Estates & other, increased expenditure required for maintenance of estates and other expenditure

Summary

42. The HRA Budget and MTFS detailed in Appendix 1 reflects the continuing impact of the 1% per annum rent reduction set out in the Welfare Reform and Work Act 2016, and as such represents a worse position than has been the case over recent years, with in the region of £8m 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 it has been necessary to make savings in both capital and revenue budgets to balance the HRA. Further savings will be required in future years to ensure a sustainable HRA, and to meet the potential impact of the Housing & Planning Act proposals which have yet to be implemented.

Performance Issues

The in-year measurement of the Council is reported in the Strategic Performance Report. The Corporate Plan, which has been developed alongside the Budget Report, has measures within it which set out how Council delivery in 2017/18 will be measured, and this again will be reported through the Strategic Performance Report.

Environmental Implications

The HRA Budget 2017-18 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.

Amongst the new initiatives to improve energy efficiency we have installed external wall insulation in a number of homes, moved to energy efficient LED lighting in communal areas and transformed a former warden's house at John Lamb Court in Wealdstone, into two new accessible flats. The new homes are the first to be fitted with the latest renewable technologies – and will not only provide the new residents with hot water and heating but also provide solar electricity to the neighbouring sheltered scheme.

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 related to the need to make savings to ensure a viable and sustainable HRA over the medium term. The requirement to make rent reductions is significantly impacting on the HRA, and with the effect of the latest welfare benefit changes yet to be felt, and the potential impact of several Government proposals still to come, should they eventually be implemented, it is critical that savings be put in place over the period of the MTFS to ensure a sustainable position.

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.

The Welfare Reform and Work Act 2016 and Housing and Planning Act 2016 have been passed in to law, although at this time both Acts are only partially in force and so the full implications of the Acts are not known at this stage.

Section 23(1) of the Welfare Reform and Work Act 2016 has imposed a statutory requirement on registered providers of social housing to reduce social rent by at least 1% from the rent payable by the tenant in the preceding 12 months for the years beginning 1st April 2016, 1st April 2017, 1st April 2018 and 1st April 2019.

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 2016 and February 2017.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

43. 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: 31 January 2017		
Name: Baljeet Virdee	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 31 January 2017		

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 & Regeneration
 Tel: 0208 420 9678 (Ext 5678)

Background Papers: None.

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]</i>
--	---

HRA Budget 2017-18 and MTFS 2018-19 to 2019-20 – Expenditure

All figures in £s	Budget 2017-18	Budget 2018-19	Budget 2019-20
Operating Expenditure:			
Employee Costs	2,810,620	2,851,070	2,892,250
Supplies & Services	973,690	862,870	862,870
Utility cost	550,860	561,870	573,110
Estate & Sheltered Services	3,139,980	3,169,880	3,200,950
Central Recharges	3,700,270	3,767,610	3,836,180
Operating Expenditure	11,175,420	11,213,300	11,365,360
Repairs Expenditure:			
Repairs - Voids	1,375,990	1,375,990	1,375,990
Repairs - Responsive	3,611,060	3,620,420	3,629,980
Repairs – Other	2,433,020	2,451,390	2,470,100
Repairs Expenditure	7,420,070	7,447,800	7,476,070
Other Expenditure:			
Contingency - General	200,000	200,000	200,000
Investment in Services	200,000	200,000	200,000
Bad debt provision	250,000	250,000	250,000
RCCO	0	1,481,510	0
Affordable Housing	250,760	254,590	258,490
Grants to Move	164,610	162,870	162,870
Charges for Capital	6,469,410	6,515,550	6,515,550
Depreciation	7,313,600	7,320,920	7,291,620
Hardship Fund	100,000	100,000	100,000
Savings	0	(300,000)	(850,000)
Other Expenditure	14,948,380	16,185,440	14,128,530
Total Expenditure	33,543,870	34,846,540	32,969,960

HRA Budget 2017-18 and MTFS 2018-19 to 2019-20 – Income

All figures in £s	Budget 2017-18	Budget 2018-19	Budget 2019-20
Income			
Rent Income – Dwellings	(28,426,630)	(28,259,680)	(28,409,790)
Rent Income – Non Dwellings	(584,750)	(587,250)	(589,840)
Service Charges - Tenants	(1,499,530)	(1,515,200)	(1,543,790)
Service Charges – Leaseholders	(613,220)	(622,840)	(632,830)
Facility Charges	(656,800)	(683,070)	(710,400)
Interest	(3,100)	(2,600)	(2,100)
Other Income	(106,390)	(106,390)	(106,390)
Recharge to General Fund	(165,650)	(165,650)	(165,650)
Total Income	(32,056,070)	(31,942,680)	(32,160,790)
In Year Deficit / (Surplus)	1,487,800	2,903,860	809,170
BALANCE brought forward	(6,244,630)	(4,756,830)	(1,852,970)
BALANCE carried forward	(4,756,830)	(1,852,970)	(1,043,800)

Average Rent & Service Charges

Appendix 2

Description	No. units	2016-17 weekly charge	2017-18 rent	2017-18 service charge	2017-18 total	Decrease
Bedsit bungalow	20	£104.79	£101.18	£2.70	£103.88	-£0.91
1 Bed bungalow	114	£115.74	£112.45	£2.29	£114.74	-£1.00
2 Bed bungalow	25	£131.48	£128.34	£3.56	£131.90	£0.42
Bedsit flat	84	£90.86	£86.02	£4.07	£90.09	-£0.77
1 bed flat	1,199	£100.76	£96.43	£3.61	£100.04	-£0.72
2 bed flat	806	£114.78	£109.82	£4.13	£113.95	-£0.83
3 bed flat	42	£126.19	£120.46	£4.89	£125.35	-£0.84
1 bed Maisonette	6	£93.90	£92.56	£0.41	£92.97	-£0.93
2 bed Maisonette	52	£113.99	£109.38	£3.64	£113.02	-£0.97
3 bed Maisonette	46	£126.82	£121.53	£4.29	£125.82	-£1.00
4 bed Maisonette	1	£133.97	£132.63	£0.00	£132.63	-£1.34
2 bed Parlour House	34	£126.44	£123.96	£1.25	£125.21	-£1.23
3 bed Parlour House	531	£139.88	£136.86	£1.75	£138.61	-£1.27
4 bed Parlour House	55	£152.49	£148.70	£2.47	£151.17	-£1.32
5 & 6 bed Parlour House	9	£158.76	£155.88	£1.33	£157.21	-£1.55
2 bed Non Parlour House	511	£123.18	£120.01	£2.05	£122.06	-£1.12
3 bed Non Parlour House	720	£135.01	£131.67	£2.16	£133.83	-£1.18
4 bed Non Parlour House	31	£149.45	£145.40	£3.02	£148.42	-£1.03
5,6 & 7 bed Non Parlour House	6	£157.37	£158.80	£1.17	£159.97	£2.60
Sheltered bedsit	55	£92.82	£89.30	£2.69	£91.99	-£0.83
Sheltered – other units	500	£100.33	£96.11	£3.24	£99.35	-£0.98
Total	4,847	£116.99	£112.99	£3.01	£116.00	-£0.99

The average charge during 2016-17 was £117.09 per week comprising £114.14 rent and £2.95 service charge compared to the budgeted £114.05 and £2.94 per week respectively.

The rent reduction for 2017-18 is based on Government proposals put forward as part the 2015 Summer budget which required rents to reduce by 1% (as opposed to increasing by CPI plus 1% as was previously the case). This yields an average rent of £112.99 and an average service charge of £3.01 per week, representing an average decrease of 0.93%. 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
	2016-17	2017-18
	£	£
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) 2016-17	Proposed average weekly facility charge (Heating) 2017-18 4% increase
Alma Court	30	14.65	15.24
Belmont Lodge	30	14.62	15.20
Boothman House	30	14.62	15.20
Cornell House	30	14.68	15.27
Durrant Court	27	14.62	15.19
Edwin Ware Court	30	12.32	12.77
Goddard Court	30	14.68	15.23
Grahame White House	30	14.68	15.23
Grange Court	30	12.25	12.72
Harkett Court	30	14.62	15.20
Harrow Weald Park 0 Bed	12	9.94	10.31
Harrow Weald Park 1 Bed	19	13.35	13.90
John Lamb Court	32	15.40	15.98
Meadfield	30	14.68	15.26
Sinclair House	27	14.68	15.23
Tapley Court	26	14.62	15.17
Thomas Hewlett House	30	14.68	15.27
Watkins House	43	15.37	15.98
William Allen House	29	13.28	14.06
Resident Warden Accommodation	11	19.83	20.62
Other Non-Sheltered	95	12.93	13.45

Water Charges

Appendix 5

Sheltered Block	No.of flats	Current Range Water Charge 2016-2017		Proposed Range Charge at 4% increase for 2017-2018		Amount of increase	Average Charge 2017-2018	% Increase	Income per Week per Block 2017-2018
		Lower	Higher	Lower	Higher				
Alma Court	30	£5.64	£5.64	£5.87	£5.87	£0.23	£5.87	4.00%	£175.97
Belmont Lodge	30	£5.80	£5.80	£6.03	£6.03	£0.23	£6.03	4.00%	£180.96
Boothman House	30	£5.96	£5.96	£6.20	£6.20	£0.24	£6.20	4.00%	£185.95
Cornell House	30	£5.88	£5.88	£6.12	£6.12	£0.24	£6.12	4.00%	£183.46
Durrant Court	27	£5.64	£5.64	£5.87	£5.87	£0.23	£5.87	4.00%	£158.37
Edwin Ware Court	30	£4.80	£6.24	£4.99	£6.49	£0.22	£5.74	4.00%	£172.22
Goddard Court	30	£5.80	£5.80	£6.03	£6.03	£0.23	£6.03	4.00%	£180.96
Grahame White House	30	£5.96	£5.96	£6.20	£6.20	£0.24	£6.20	4.00%	£185.95
Grange Court	30	£4.80	£5.96	£4.99	£6.20	£0.22	£5.60	4.00%	£167.86
Harkett Court	30	£5.96	£5.96	£6.20	£6.20	£0.24	£6.20	4.00%	£185.95
Harrow Weald Park	31	£4.80	£5.96	£4.99	£6.20	£0.22	£5.60	4.00%	£173.45
John Lamb Court	32	£5.96	£5.96	£6.20	£6.20	£0.24	£6.20	4.00%	£198.35
Meadfield	30	£5.88	£5.88	£6.12	£6.12	£0.24	£6.12	4.00%	£183.46
Sinclair House	27	£5.64	£6.06	£5.87	£6.30	£0.23	£6.08	4.00%	£164.27
Tapley Court	26	£5.80	£5.96	£6.03	£6.20	£0.24	£6.12	4.00%	£159.00
Thomas Hewlett House	30	£5.88	£5.88	£6.12	£6.12	£0.24	£6.12	4.00%	£183.46
Watkins House	43	£4.80	£4.80	£4.99	£4.99	£0.19	£4.99	4.00%	£214.66
William Allen House	29	£4.80	£5.96	£4.99	£6.20	£0.22	£5.60	4.00%	£162.26
Total No.of Sheltered Flats	545								£3,216.54
Resident Warden Accommodation	11	£6.98	£6.98	£7.26	£7.26	£0.28	£7.26	4.00%	£79.85
Total Sheltered Flats incl Warden	556								£3,296.39
Other Non-Sheltered	95	£4.99	£4.99	£5.19	£5.19	£0.20	£5.19	4.00%	£493.01

Community Hall and Capacity	Current 2016-17			Proposed 2017-18		
	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]	23.40	11.70	35.10	24.34	12.17	36.50
Marsh Road Hall [max 30]	23.40	11.70	35.10	24.34	12.17	36.50
Brookside Hall [max 30]	23.40	11.70	35.10	24.34	12.17	36.50
Woodlands Hall [max 60]	35.10	17.54	47.91	36.50	18.24	49.83
Churchill Place [max 100]	46.79	21.04	58.49	48.66	21.88	60.83
Kenmore Park [max 100]	46.79	21.04	58.49	48.66	21.88	60.83
Pinner Hill Hall [max 100]	46.79	21.04	58.49	48.66	21.88	60.83
Northolt Road [max 100]	46.79	21.04	58.49	48.66	21.88	60.83

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 10 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:

- 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	2017/18	2018/19	2019/20
	£	£	£
Internal Works	3,000,000	3,000,000	3,000,000
External Works	5,701,120	3,028,120	3,028,120
M & E	920,000	920,000	920,000
Garages	61,500	61,500	61,500
Aids and Adaptations	615,000	615,000	615,000
Capitalisation Responsive Repairs	142,500	142,500	142,500
Capitalised Salaries	317,000	317,000	317,000
Develop Wider Housing Initiatives Pot	555,000	555,000	555,000
HRA Capital Investment	11,312,120	8,639,120	8,639,120
Grange Farm	6,748,000	-	-
Affordable Housing Phase 1	6,386,000	-	-
Affordable Housing Phase 2	3,724,130	2,374,000	-
Total Homes for Harrow	16,858,130	2,374,000	-
Total HRA Capital Programme	28,170,250	11,013,120	8,639,120

The 2017-18 budget for the main HRA Capital investment programme includes £2,173,000 re-phasing. The 2017-18 & 2018-19 budget for Homes-4-Harrow include re-phasing of £13,133,000 made up of £6,748,000 for Grange Farm regeneration scheme and £6,385,000 for the Infill programme.

This page is intentionally left blank

**REPORT FOR: Licensing and General
Purposes Committee
(NON-EXECUTIVE)**

Date of Meeting:	25 January 2017
Subject:	Revised Statement of Licensing Policy under the Licensing Act 2003
Responsible Officer:	Tom McCourt – Corporate Director Community
Exempt:	No
Wards affected:	All Wards
Enclosures:	Appendix 1 - Draft Statement of Licensing Policy under the Licensing Act 2003 Appendix 2 - Consultation responses Appendix 3 – Equality Impact Assessment

Section 1 – Summary and Recommendations

The Council in its capacity as the licensing authority for Harrow under the Licensing Act 2003 is required to publish and keep under a review a Statement of Licensing Policy (SLP). A proposed revised SLP is attached at appendix 1 for consideration.

Recommendations:

1. The Committee is requested to consider the draft SLP and consultation responses.
2. Subject to any comments or amendments, recommend the SLP to full Council for approval.

Section 2 – Report

- 2.1 As the licensing authority for Harrow under the Licensing Act 2003 (the Act) the council is responsible for licensing
- (a) the sale and supply of alcohol;
 - (b) regulated entertainment such as live and recorded music, performances of theatre, dance, cinema and indoor sports;
 - (c) the sale of hot food and drink between 11 pm and 5 am.
- 2.2 Members of the Licensing and General Purposes Committee form the Licensing Panels that hear applications under the Act. The Council acts as the full licensing authority in order to adopt the Statement of Licensing Policy (SLP) set out at appendix 1.
- 2.3 Under section 5 of the Act, a licensing authority must prepare a SLP which effectively sets out the principles they propose to apply in exercising their functions under the Act. It cannot be inconsistent with the provisions of the Act.
- 2.4 In exercising its' duties under the Act the licensing authority must act in accordance with the general principles of public administration, and is under a duty to promote the statutory objectives of preventing crime and disorder; preventing public nuisance; protecting public safety; and protecting children from harm.
- 2.5 It is a requirement that the authority reviews its SLP at least every five years. The current SLP was approved by full Council on 3 December 2015.
- 2.6 Officers have been able to review the Policy in more detail since the beginning of 2016, with the aim of producing a clearer, more consistent and concise Policy.
- 2.7 In drawing up the SLP the licensing authority must have regard to statutory guidance issued by the Secretary of State, and should indicate if the SLP departs from that guidance.
- 2.8 This edition of the SLP contains the following key changes from the current version:
- (1) greater detail of the context within which the SLP has been adopted
 - (2) measures the licensing authority may want to be considered in licensed premises in order to promote the licensing objectives
 - (3) an acknowledgement of the other duties the licensing authority is under including the Crime and Disorder Act 1998 and the Regulators' Code
 - (4) detail about the approach to be taken in specific circumstances such as

when licensing premises that might be attractive to children; commentary around the times that shops and supermarkets can sell alcohol alongside other goods; and when the licensing authority has to classify films for public viewing

(5) the approach to be taken when dealing with petitions and template (or “round robin”) letters about licence applications

(6) clarifying which licensing decisions are delegated to officers including classifying otherwise unclassified films;

(7) clarifying which decisions are delegated to Licensing Panels and officers including determining objections to new Community and Ancillary Sales Notices (when they are introduced) and whether community premises should be required to appoint a Designated Premises Supervisor for alcohol sales

(8) setting out the licensing authority’s indicative approach to contraventions under the Licensing Act 2003

(9) setting out guidelines for licensing panels to consider aggravating and mitigating factors when determining applications to review licences

Applying the SLP

- 2.9 The licensing authority receives approximately thirty applications for new premises licences, ten applications to vary licences, twenty applications to make minor variations, and two applications to review licences a year. The SLP will have the most direct impact on those applicants – most of whom are businesses – when (a) preparing their Operating Schedules that form part of their applications; (b) when responsible authorities or residents want to make representations about an application; (c) when developing appropriate conditions to be included in a licence; or (d) when a Licensing Panel is considering relevant representations as to whether or not a licence ought to be granted or varied.
- 2.10 In the majority of the cases referred to in the above paragraph the consideration of the factors set out at paragraph 6.3 of the policy will support members in considering applications before them but subject to ensuring the link to, and promoting, the licensing objectives. Any conditions or decisions arising from those factors must be reasonable, proportionate and appropriate to the licensing objectives and may be subject to appeal to the magistrates’ court.
- 2.11 Officers have developed a separate set of model conditions to ensure consistency when conditions are attached to licences, which is referred to in paragraph 9.1 of the SLP. The document setting out the conditions is not part of the SLP itself, allowing officers to update and amend it in light of changing circumstances and experience.
- 2.11 It is likely that the considerations in section 8 will only apply to very specific types of applications. Only paragraph 8.9 (child protection and safeguarding) seeks to impose additional and proportionate conditions in relation to risk

assessments at events for those under 18 and child protection policies in places where a premises is open after 11 pm or may be attractive to children.

Main Options

- 2.12 The options are limited as the requirement for such a policy is set out in the legislation, although there is considerable discretion as to the content of the statement.
- 2.13 The options (for the Licensing and General Purposes Committee) are to recommend the SLP to full Council as drafted or with amendments, or to not approve it. The latter is not recommended as the proposed Policy aims to bring greater simplicity and clarity to all to whom it will apply.

Consultation

- 2.14 In assisting to formulate the SLP, copies of the draft SLP were circulated to the police and the Public Health team. The draft revised SLP was publicly consulted on between 16 September 2016 and 3 October 2019, (which was subsequently extended to 9 December 2016) on the website and by way of written consultation with:
- (a) the “responsible authorities” under the Act – the Police, Fire Service, Public Health, Trading Standards, Local Planning Authority, Local Childrens’ Safeguarding Board and Environmental Health
 - (b) all premises in the Borough licensed under the Act
 - (c) licensed premises’ representatives such as solicitors and licensing agents
 - (c) residents’ and tenants’ associations.

Amendments to the draft policy

- 2.15 The results of the consultation and officers’ response are set out at appendix 2.
- 2.16 Officers believe the comments from Public Health relating to alcohol consumption add more to the policy context and should be included in an edited form as a new paragraph 3.3, and an additional factor should be added to the public safety objective in paragraph 6.3 to take into account:
- “Identifiable high levels of alcohol consumption in the vicinity of the premises that might be increased by the grant of an authorisation”
- 2.17 Two respondents commented on the proposed condition relating to planning permission at paragraph 7.6 Officers consider these comments have merit and as a result propose wording about issuing an informative to the premises licence holder as to the need to obtain appropriate planning permission.

- 2.19 The above amendments are highlighted in bold in the respective parts of the draft SLP.

Legal Implications

- 3.1 Section 5 of the Licensing Act 2003 requires a licensing authority in respect of each five year period to determine its licensing policy with respect to the exercise of its licensing functions and to publish this before the beginning of the period.
- 3.5 As noted earlier in this report, section 5(3) of the Act lists those persons that must be consulted by a licensing authority in relation to a proposed SLP. Section 5(4) of the Act requires an authority to keep its SLP under review and to make such revisions to it, at such times, as it considers appropriate, again subject to the same consultation requirements. The authority must publish a statement of the revisions (to the policy) or the revised SLP itself if revisions are made and approved.
- 3.6 The proposed SLP set out at appendix 1 will apply to applications made after the date it is adopted by the licensing authority, subject to any amendments.

4 Equalities Impact

- 4.1 Under section 149 of the Equality Act 2010, the Council (as a public authority) has a duty to have 'due regard' to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act,
 - advance equality of opportunity between persons with a protected characteristic and those without
 - foster good relations between persons with protected characteristics and those without.
- 4.2 The 'protected characteristics' are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation.
- 4.3 An initial Equalities Impact Assessment (EqIA), carried out in line with the Corporate Equalities Policy, established that there were no adverse impacts on any of the protected groups arising out of the proposed policy and a full (EqIA) is not required.
- 4.4 The EqIA did show the SLP may have positive impacts in terms of age, by proposing specific measures to prevent under-age sales and child protection measures.

5 Financial Implications

- 5.1 The costs of undertaking the statutory duties as a licensing authority are met within the budget of Public Protection.

6 Risk Management

- 6.1 The authority is required to publish a SLP at least every five years and to keep it under review. Where this is not achieved, the authority could face challenge by persons dissatisfied with decisions made in accordance with the existing policy.

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

The Licensing Act 2003 is built around the four licensing objectives which are: the prevention of crime and disorder, public safety, the prevention of public nuisance and the protection of children from harm.

Each objective is of equal importance and in promoting these objectives, it will make a difference to the most vulnerable, communities, families and businesses.

Section 3 - Statutory Officer Clearance

Name: Jessie Mann	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 4 January 2017		

Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 13 January 2017		

Ward Councillors notified:	No
-----------------------------------	-----------

Section 4 - Contact Details and Background Papers

Contact: Jeffrey Leib (Principal Licensing Officer) Ext 7667

Background Papers:

Equalities Impact Assessment (Sept 2016) – Statement of Licensing Policy

This page is intentionally left blank

Community Directorate

DRAFT

Statement of Licensing Policy

DRAFT

DRAFT

**Community Directorate
Harrow Council
Civic Centre
Station Road
Harrow
HA1 2XA**

Tel: 020 8863 5611

Contents

1	Introduction.....	4
2	Harrow Ambition.....	4
3	Context.....	4
4	Engagement.....	6
5	Partnership working.....	5
6	The licensing objectives.....	8
7	Other legislative responsibilities.....	11
8	Specific circumstances.....	13
9	Conditions and consultations.....	15
10	Representations.....	16
11	Administration, exercise and delegation of functions.....	17
12	Enforcement protocol.....	19
13	Monitoring and review.....	21
14	Amendments to this policy.....	21
	Appendix 1 – Licence review guidelines.....	22

1 Introduction

1.1 This policy sets out how Harrow Council approaches its role as the Licensing Authority under the Licensing Act 2003 ('the Act.'). It is responsible for premises licences, club premises certificates, temporary events notices, community and ancillary sale notices and personal licences in the Borough in respect of licensable activities:

- the sale and/or supply of alcohol
- the provision of regulated entertainment
- late night refreshment.

1.2 As the licensing authority the council is under a duty to promote the objectives of the Act, each of which is considered of equal importance:

- the prevention of crime and disorder
- public safety
- the prevention of public nuisance
- the protection of children from harm.

1.3 The council recognises that as a licensing authority it may only act within the powers granted under the Act. Where circumstances are appropriate to promote the licensing objectives the licensing authority will amongst other matters take into account:

- matters within the control of the premises licence holder/club premises certificate holders
- the specific premises and the places used
- the direct impact of the activity taking place at the licensed premises on people in the vicinity of the premises.

2 Harrow Ambition 2020

2.1 The council's Corporate Plan 2016-2019, entitled "Harrow Ambition Plan 2020" sets out the council's vision of "Working together to make a difference for the vulnerable, communities, families and businesses". The council's strategy (priorities) to deliver its vision, between now and 2020 is to:

- build a Better Harrow
- be more Business-Like and Business Friendly
- protect the Most Vulnerable and Support Families

The council's vision and the corporate priorities have been taken into account when developing the policy, particularly to "Be more Business-Like and Business Friendly".

2.2 In applying this policy the licensing authority will seek to implement the council's corporate values:

- Be Courageous
- Do it Together and
- Make it Happen

3 Context

3.1 Harrow has recorded a reduction of 23.7% change in crimes since the 2011/12 baseline year and also has recorded reductions against six of the Mayor's Office for Policing and Crime's seven priority crimes of burglary; criminal damage; robbery; theft from motor vehicles; theft from person; theft of motor vehicles with only a slight increase in violence with injury offences (see <https://www.london.gov.uk/What-we-do/mayors-office-policing-and-crime-mopac/data-and-research/crime%20/crime-dashboard>).

3.2 This policy is based on Harrow generally being better than most other English local authorities in terms of the indicators reported in the Local Alcohol Area Profiles published by Public Health England (June 2015 update) (see <http://fingertips.phe.org.uk/profile/local-alcohol-profiles/data#page/0>).

3.3 **Harrow's Health and Wellbeing Strategy 2016-20 makes a commitment to 'Start well, Live well, Work well, Age well' and responsible alcohol consumption and sales are relevant to all these objectives. Healthier high streets are a key component to making Harrow a healthier and happier borough.**

3.4 The table below shows the number of licensed premises in the Borough as of April 2016:

<i>Premises type</i>	<i>Number</i>
On-sales of alcohol only (mainly restaurants)	278
On and off-sales of alcohol (mainly pubs and restaurants)	136
Off-sales of alcohol only	293
On-sales of alcohol only (pubs)	56
Regulated entertainment only (no alcohol)	21
Late night refreshment only	34
Cinemas	2
Proprietary clubs	3
Club premises certificates	42

3.5 Licensing is not a mechanism for the general control of anti-social behaviour by individuals beyond the direct control of the licensee of the premises concerned. However the licensing authority considers that licensing legislation plays a key role in

seeking to ensure premises are managed well in order to promote the licensing objectives. There are several options available to the licensing authority to assist with this control in areas where licensed premises are contributing or considered responsible for anti-social behaviour and where informal resolution has failed:

- the power of responsible authorities including the licensing authority itself, Members (Councillors) of the licensing authority, residents or businesses to seek a review of the licence or certificate in question
- enforcement action (including prosecution) of any person responsible for providing unlicensed activities or allowing the breach of a condition on a premises licence or club premises certificate
- enforcement action (including prosecution, fixed penalty notices or closure notices) of any personal licence holder or member of staff at such premises who is selling alcohol to a person who is drunk or under age
- the use of closure and other statutory orders under the Licensing Act 2003 and related anti-social behaviour legislation
- Early Morning Alcohol Restriction Orders
- introduction of a Late Night Levy

3.6 Nothing in this policy shall override the right of an applicant to submit a valid application for consideration, or prevent any party from making valid representations about applications.

4 Engagement

4.1 Public engagement is an important element of the Licensing Act. Written representations about licence applications are welcome. Representations that are considered by the licensing authority's officers to be out of time; irrelevant (because they do not address the licensing objectives); vexatious (because they for example repeat matters that have been previously raised unsuccessfully by the same respondent); or frivolous (lacking in seriousness) may be rejected. (Please also see sections 5 and 6 of this policy).

4.2 The licensing authority aims to work with applicants and residents to help licensable activities contribute to the diverse and vibrant commercial and cultural life of the Borough without having an adverse impact on our residents or their amenity. The licensing authority strongly encourages pre-application discussions and will make representations as a licensing authority where it believes it would be appropriate to further the licensing objectives.

5 Partnership working

5.1 This policy relies on strong partnership working, and the licensing authority will work particularly with licence holders, residents, police, Trading Standards, Environmental

Health and Public Health in implementing it. The licensing authority strongly encourages and participates in schemes such as Pubwatch and Best Bar None.

- 5.2 The licensing authority will be mindful of the cost and regulatory burden that imposing conditions and other restrictions places on applicants and licensees. The licensing authority will work (with others where possible) to ensure conditions and restrictions are appropriate to only further the licensing objectives, are proportionate, clearly understandable and enforceable. To this end we have produced a separate non-binding pool of model conditions for reference that will be updated by the licensing authority's officers in the light of operational experience.
- 5.3 Where our discretion is engaged (because representations have been made about an application, the licensing authority will consider each application on its own individual merits including the impact of an application on the local area before making a determination.

6 The licensing objectives

- 6.1 An operating schedule is an important part of a premises licence or club premises certificate addressing how the applicant will promote the licensing objectives. The licensing authority encourages applicants to discuss their operating schedules with our officers before an application is submitted. Although applications may be submitted without completing an operating schedule it is more likely that representations will be made by responsible authorities or others.
- 6.2 The licensing authority may take into account the (non-exhaustive list of) factors below when considering applications, particularly when representations have been raised that are not otherwise withdrawn. The licensing authority's officers will consult with applicants about conditions during the consultation period and consider making representations about these matters where it is appropriate to do so.
- 6.3 These factors may also be taken into account by a Licensing Panel of councillors should representations be raised in relation to these matters.

Objective	Factors to consider
<i>Prevention of crime and disorder</i>	<ul style="list-style-type: none"> • degree of confidence in the management of the premises • location of premises • gang-related activity in the area • participation in local crime prevention schemes (such as Pubwatch or the Harrow Business Improvement District scheme) • commitment to reporting all crimes and anti-social behaviour associated with premises • crime prevention audit conducted by police/professional security organisation • staff training • responsible alcohol sales including provision of customer information and staff training • membership of the Brent and Harrow Trading Standards Responsible Trading Scheme • employment of licensed security staff and/or door supervisors

	<ul style="list-style-type: none"> • drug prevention and detection measures • search and detection of weapons • entry control measures (for example membership schemes, ticketing, electronic identity checking, queue controls etc) • suitable and sufficient security plan • effective wind-down and dispersal policies • use of CCTV • anti-theft provisions (eg time-locked safes, magnetic door locks, regular removal of cash from tills) • use of information to ban potential causes of alcohol-related crime and disorder, such as liaison with police about street drinkers, use of banning schemes • restrictions on sales of certain alcohol where appropriate (eg not selling high-strength alcohol where street drinkers may be prevalent) • position, display and promotion of alcohol • style, design and layout of the premises including provision for the safety of children • use of non-glass containers for alcohol where appropriate • measures to prevent or reduce anti-social behaviour arising from licensable activities • compliance with the Portman Group's Code of Practice on the naming, packaging and promotion of alcoholic drinks • trading hours • compliance with other business legislation with criminal penalties such as immigration offences; waste management; and smoking controls under the Health Act 2006
<p><i>Prevention of public nuisance</i></p>	<ul style="list-style-type: none"> • trading hours • noise reduction measures associated with licensable activities, particularly near to residential properties such as noise limiters, acoustic lobbies, double glazing, ventilation systems etc • noise mitigation measures associated with licensable activities, particularly near to residential properties • provision of litter bins and litter patrols • use of low-impact litter materials • measures to control smoking • extent of any external areas such as beer gardens, smoking areas and pavement cafes • effective wind-down and dispersal policies • noise from people arriving at or leaving from the premises and which is related to licensable activities • control of other nuisances relating to licensable activities such as light or odours • management of waste particularly preventing fly-tipping • arrangements in place for hiring licensed premises for private parties especially younger "anniversary birthday" parties

<p><i>Public safety</i></p>	<ul style="list-style-type: none"> • event management plans (and liaison with relevant agencies) for large-scale and/or high risk events • capacity limits other than those assessed purely for fire safety reasons • arrangements to prevent use of premises by extremist or other radical groups and to promote equality • the control of any hazards other than those controlled under the Health & Safety at Work etc Act 1974 • First Aid arrangements for customers above those required for workers under the Health & Safety at Work etc Act 1974 • identifiable high levels of alcohol consumption in the vicinity of the premises that might be increased by the grant of an authorisation
<p><i>Protection of children from harm</i></p>	<ul style="list-style-type: none"> • age verification policies over and above the mandatory minimum • measures to protect children from being exploited or coming to harm • procedures to deter and report under-age and proxy alcohol sales • membership of the Brent and Harrow Trading Standards Responsible Trading Scheme • measures to ensure children are not exposed to age-inappropriate products or activities (eg cigarettes, gaming machines, relevant entertainment or age-inappropriate films) • exclusion or designated areas and/or times for children with or without accompanying adults • measures to protect children as performers at any premises • arrangements in place at events solely aimed at those under 18 years old • procedures for dealing with lost and found children, particularly at open-air events

7 Other legislative responsibilities

7.1 Crime and disorder

The licensing authority is under a duty under section 17 of the Crime and Disorder Act 1998 to consider the crime and disorder implications of its' decisions, and to seek to reduce crime and disorder within the Borough.

7.2 Human Rights

The Human Rights Act 1998 incorporates the European Convention on Human Rights and makes it unlawful for a local authority to act in a way that is incompatible with a Convention Right. The licensing authority will have particular regard to the following provisions of the European Convention on Human Rights:

- Article 6 that in determination of civil rights and obligations everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law;
- Article 8 that everyone has the right of respect for their home and private life; and
- Article 1 of the First Protocol that every person is entitled to the peaceful enjoyment of their possessions, including for example the possession of a licence.

7.3 Better regulation

The licensing authority is under a duty to have regard to the statutory Regulators' Code when setting this policy to:

- help those the licensing authority regulates comply with the Act and to grow
- provide straightforward and simple ways to comment on the licensing authority's policy and how we enforce the Act
- base regulatory activities on risk
- share information about compliance and risk with other regulators where possible
- make clear information, guidance and advice available to help licensees meet their responsibilities to comply
- ensure our regulatory approach is transparent.

7.4 Equalities

Harrow's diversity is one of its strengths and the Equality Act 2010 aims to tackle potential discrimination against persons with "protected characteristics". Harrow Council has published its Equal Opportunities Policy that sets out how it aims to reduce inequality issues within the Borough and create a more inclusive community. An Equalities Impact Assessment has been prepared in relation to the statement of licensing policy and is available on request and on our website.

7.5 We aim to ensure that our Statement of Licensing Policy and associated practices do not discriminate against any people with protected characteristics within the community and will pursue any opportunity to promote equality of opportunity and good community relations. To this end we will:

- encourage applications for licences and certificates to be made from the widest range of ethnic and cultural groups
- provide information and documentation in other languages and formats on request so the licensing policy can be conveyed to all members of the community
- conduct an equalities impact assessment during the five year period of the policy to identify the effects the policy may have had for different groups within the community, take appropriate action to prevent direct and indirect discrimination which may have been the result of the policy statement
- conduct a health impact assessment during the first two years of the policy to identify the possible health impacts and so the positive impacts can be maximised and any negative impacts minimised and monitored.

7.6 **Planning permission**

Planning and licensing are distinct regimes and will be properly separated to avoid duplication and inefficiency. Where planning permission has not yet been granted, or there appears likely to be a clear conflict between licensing and planning permissions (eg a difference in permitted hours) an informative will be issued to the premises licence holder to remind them of the need to seek permission or to comply with the current permission as granted.

7.7 **Cultural strategies**

In its role of implementing local authority cultural strategies, the licensing authority recognises the need to encourage and promote live music, dance and theatre for the wider cultural benefit of the community. When considering applications for such events and any conditions on licences or certificates, the licensing authority will carefully balance the cultural needs with the necessity of promoting the licensing objectives and the protection of the vulnerable.

7.8 Consideration will be given to the particular characteristics of any event, including the type, scale and duration of the proposed entertainment, especially where only limited disturbance may be caused.

8 Specific circumstances

8.1 The licensing authority considers the following paragraphs to be appropriate to certain specific circumstances:

8.2 Good neighbour principle

The licensing authority expects all premises to promote the licensing objectives, regardless of whether any specific conditions are included on the authorisation. The licensing authority would encourage all premises to adopt the following Good Neighbour principles to:

- let neighbouring properties know about any changes to normal operations that might have an impact on them – such as temporary events notices that will end late at night or events likely to attract more customers than usual
- report to the council incidents of fly-tipping and excessive littering in the immediate vicinity, even if it does not directly affect the licensed premises
- report via the 101 non-emergency telephone line incidences of anti-social behaviour in the immediate vicinity, even if it does not directly affect the licensed premises
- provide a temporary haven for anyone in distress or need of immediate assistance (such as calling the police for someone who has been a victim of crime)
- maintain a litter-free and presentable area around their premises, even if it includes public highway
- help promote responsible alcohol consumption and local health initiatives such as health walks
- allow communal use of toilets where available

8.3 Opening times and shops

In accordance with the Secretary of State's guidance, the presumption will be that shops shall be licensed to sell alcohol during the same times as other goods in that shop, unless it is appropriate not to in order to further the licensing objectives. In some cases it may be appropriate to restrict alcohol sales to certain times and conditions imposed to ensure alcohol are segregated from other goods on sale.

8.4 Restaurants and take-aways

Applications received from premises ostensibly acting as a restaurant will be closely scrutinised. The licensing authority reserves the right to examine the operating emphasis of premises and to take such steps as appropriate to avoid misrepresentation. A restaurant or take-away will normally be expected to offer the condition that alcohol would be served as being ancillary to a meal.

8.5 External drinking areas

Sales of alcohol may only take place where the external area has been included on the plan for the premises. Where appropriate, conditions will be placed on external drinking areas, including beer gardens. The council has a separate policy for licensing furniture on the public highway, which is available on our website.

8.6 **Arrangements for films**

The licensing authority would expect premises where films are shown to have in place measures to prevent children from viewing age-inappropriate films as classified by the British Board of Film Classification (BBFC) or the requirements of the licensing authority.

8.7 The licensing authority reserves the right to classify or reclassify any film to promote the child protection objective. Any classification will be notified to the relevant premises licence holder for advertisement at the premises and where tickets are sold for the performance, and a notice placed on the Council's website.

8.8 Any representation to reclassify a film that has already been classified by the BBFC must be presented with clear and cogent reasons why the licensing authority ought to contradict the professional view of the BBFC.

8.9 **Child protection and safeguarding**

Many children go to see and/or take part in entertainment arranged especially for them, for example children's film shows and dance or drama productions. Additional arrangements are required to safeguard them while at licensed premises without an accompanying responsible adult. Where appropriate the licensing authority will expect the licensee to provide evidence of how they intend to provide for the supervision and welfare of children as customers and as performers. Where children are supervised, the licensing authority will expect the operating schedule to demonstrate that staff are appropriately vetted, including via the Disclosure and Barring Service if necessary.

8.10 Where events are taking place that are solely provided for children, for example an under 18s disco, premises licences should include a risk assessment to prevent consumption of alcohol at or near the event; appropriate means for safeguarding children whilst at the event; and adequate arrangements to ensure the safe dispersal of children from the event.

8.11 The licensing authority will generally expect premises applying to open after 11 pm or that may be attractive to children to have in place a policy such as engagement with the Metropolitan Police Service's Operation Makesafe to ensure that staff are aware of the signs of potential child exploitation and how to report concerns about safeguarding.

8.12 **Adult entertainment**

When no entry is made in the application box relating to 'adult entertainment' it will be taken that there is no application for such entertainment and that a condition will be made to this effect. The licensing authority is responsible for licensing premises as sex entertainment venues under the Local Government (Miscellaneous Provisions) Act 1982, as amended by section 27 of the Policing and Crime Act 2009. The licensing authority has published a policy on the control of sex entertainment venues.

9 Conditions and consultations

- 9.1 In order to achieve the best outcome for promoting the licensing objectives, the licensing authority will liaise with applicants for new or varied premises licences (and club premises certificates) during the consultation process about conditions to be ultimately included on their licence. Where appropriate, the licensing authority will draw the wording for proposed conditions from its pool of model conditions that is available separately, unless the proposed wording on the operating schedule is appropriate, proportionate, clearly understandably and capable of being enforced. This will allow any discrepancies to be addressed during the consultation process, and for the licensing authority to submit a formal representation in the event of unresolved disputes. In accordance with the Secretary of State's guidance the licensing authority would expect applicants to also take into account the impact that their application might have on the local area.

10 Representations

- 10.1 The Licensing Act places duties on persons and organisations to make relevant representations and often in a relatively short timescale. In this context a “relevant representation” has to positively link the issues to the premises (or person) in question and the issues must relate to the statutory objectives.
- 10.2 The licensing authority cannot accept representations that it considers frivolous or vexatious. Additionally, in the case of a review of a licence or certificate, repetitive representations are also invalid. Officers will also be aware of the possibility of review applications being submitted as a consequence of an unsuccessful or rejected representation.
- 10.3 Licensing authority officers will determine whether a representation is irrelevant, frivolous, vexatious or repetitive in accordance with the Licensing Act and Guidance. In cases of doubt the representation will be allowed to stand and to be considered by a Licensing Panel.
- 10.4 Where the licensing authority determines that a representation is invalid it will notify the person of the decision and the reason. Where time exists, the person will be invited to make a further valid representation.
- 10.5 When a representation is made which purports to be on behalf of a group, society or other association, the licensing authority will require reasonable proof to verify that a signatory is genuinely speaking on behalf of the members of that group. This could take the form of minutes to a meeting, a resolution passed or similar documentation. ‘Group’ has a wide meaning and can include a residents’ association or similar.
- 10.6 Petitions will be accepted by the licensing authority. The licensing authority’s approach will be to enquire how the petition was compiled, and whether each signatory signed in full knowledge of the facts of the application in order to assess how much weight to give the petition when determining the application. Names and addresses will be assessed to ensure they appear to be prima facie genuine, and that signatories have not also submitted their own representation independently of the petition.
- 10.7 In the absence of contrary evidence, the organiser(s) of the petition will be deemed to have been the person making the representation. Consequently they will be deemed to have the right to speak at and present evidence to any Licensing Panel and to exercise any right of appeal. They may invite other petitioners to speak and present evidence on their behalf but the other petitioners may not do so on their own behalf. The other petitioners will not be treated as parties to the hearing unless they have submitted their own independent and relevant representations.
- 10.8 The licensing authority will carefully scrutinise representations to ensure signatories have signed in full knowledge of the facts of the application. It is likely that more weight will be given to standard or ‘round robin’ letters than to petitions. Each signatory on a standard or ‘round robin’ letter will be deemed to be a party to the application with their own right to speak and present evidence to any Licensing Panel, and to exercise any right of appeal.

11 Administration, exercise and delegation of functions

11.1 The following table sets out the delegation of decisions and functions to Licensing and General Purposes Committee, the Licensing Panel (sub-committee) and to officers.

11.2 Delegations are without prejudice to officers referring an application to a Licensing Panel; or a Licensing Panel to the Licensing and General Purposes Committee, if considered appropriate in the circumstances of any particular case.

11.3 Officers have delegated authority to classify films in the absence of classifications by the British Board of Film Classification, or to refer films to a Licensing Panel in the case of doubt. Officers will liaise with the chair of the Licensing and General Purposes Committee as to the approach to be taken about films to be re-classified that have already been classified by the BBFC.

DECISION	FULL COMMITTEE	LICENSING PANEL	OFFICERS
Application for personal licence		If a police objection	If no objection is made
Application for premises licence/club premises certificate		If a relevant representation is made	If no relevant representation is made
Application for provisional statement		If a relevant representation is made	If no relevant representation is made
Application to vary premises licence/club registration certificate		If a relevant representation is made	If no relevant representation is made
Application for minor variation to premises licence/club registration certificate			All cases
Application to vary designated personal licence holder		If a police representation	All other cases

DECISION	FULL COMMITTEE	LICENSING PANEL	OFFICERS
Request to be removed as designated personal licence holder			All cases
Application for transfer of premises licence		If a police objection	All other cases
Application for Interim Authorities		If a police objection	All other cases
Application to review premises licence/club premises registration		All cases	
Decision on whether a representation is irrelevant, frivolous or vexatious			All cases
Making a representation as a responsible authority			All cases
Determination of an objection notice to a temporary event notice (and Community and Ancillary Sales Notices when introduced)		All cases	
Determination of objection to disapply requirement to have Designated Premises Supervisors in community premises		All cases	
Power to vary time limits under the Licensing Act 2003 (Hearings) Regulations 2005		All cases once a hearing has commenced	All cases before a hearing commences

12 Enforcement protocol

12.1 Licence reviews

To maintain a degree of consistency and transparency in decision-making, the Licensing Panel will be referred to the guidelines in appendix 1 when considering a review of a premises licence or club premises certificate. Each application for a review will be considered on its own merits and the Panel may depart from the guidelines should they have good reason to do so. The licensing authority reserves the right to amend and republish these guidelines in the light of operational experience.

12.2 Other enforcement powers

The licensing authority will work with other enforcement agencies and take a proportionate, risk-led approach to proactive and reactive enforcement.

12.3 Whilst we will investigate complaints about unlicensed activities or licensed premises, the licensing authority will also encourage self-resolution, mediation or referral to other agencies if that is more appropriate.

12.4 Complaints against licensed premises will be investigated promptly, having regard to feasibility. It must be noted that the licensing officers have limited statutory powers and that complete satisfaction to all parties may not be achieved. Regard will be given to all the events and wishes, and a resolution will be sought that is proportionate in the circumstances. The requirements of one individual cannot take precedence over others. Any decision taken on enforcement will be guided by our corporate enforcement policy and will not be driven by the wishes of any individual or group.

12.5 In most cases, advice or a written warning will be given for first and minor breaches. The table below is *indicative* of our approach to ensuring compliance and enforcing the Act in relation to first or single contraventions:

NATURE OF CONTRAVENTION	INDICATIVE RESPONSE(S)
Activities at premises likely to undermine the licensing objectives	<ul style="list-style-type: none"> Action Plan Notice under section 19, Criminal Justice & Police Act 2001 Request to submit minor variation and/or review application
First contravention of administrative issues eg failure to display summary of the licence, a "refusals" book or incident book in breach of a condition	<ul style="list-style-type: none"> Written warnings
Breach of other condition	<ul style="list-style-type: none"> Action Plan Notice under section 19, Criminal Justice & Police Act 2001 Caution/prosecution and/or review application
Conducting unlicensed activities	<ul style="list-style-type: none"> Notice under section 19, Criminal Justice & Police Act 2001 Caution/prosecution
Failure to maintain safety systems eg CCTV, panic buttons in breach of condition	<ul style="list-style-type: none"> Notice under section 19, Criminal Justice & Police Act 2001 Caution/prosecution

NATURE OF CONTRAVENTION	INDICATIVE RESPONSE(S)
Management failure leading to serious injury of any person	<ul style="list-style-type: none"> • Action Plan • Caution/prosecution and review application
Providing licensable activities in breach of licensable hours	<ul style="list-style-type: none"> • Notice under section 19, Criminal Justice & Police Act 2001 • Caution/prosecution
Sustained disturbance to neighbouring properties in breach of condition	<ul style="list-style-type: none"> • Informal mediation • Action Plan • Caution/prosecution and/or review application
Sustained disturbance to neighbouring properties not in breach of condition	<ul style="list-style-type: none"> • Informal mediation • Action Plan • Review application
Unauthorised alteration to premises layout	<ul style="list-style-type: none"> • Warning and/or request to submit variation application • Notice under section 19, Criminal Justice & Police Act 2001 • Caution/prosecution
Underage sales	<ul style="list-style-type: none"> • Warning and/or request to submit variation application to adopt Brent & Harrow Trading Standards' Responsible Trader Manual

NB: Enforcement of underage alcohol off-sales is the responsibility of Brent & Harrow Trading Standards Service who will utilise their own enforcement policy

13 Monitoring and review

- 13.1 In drawing up this policy the licensing authority had regard to the Secretary of State's guidance to licensing authorities (March 2015). We consulted on this policy between 16 September 2016 and 9 December 2016. Comments were invited from the statutory consultees set out in the Licensing Act
- 13.2 This policy was adopted by the licensing authority on xx 2017. The licensing authority will keep it under regular review and in any case review it again before December 2022.
- 13.3 Any comments about this policy can be addressed to licensing@harrow.gov.uk.

14 Amendments to this policy

- 14.1 The licensing authority will incorporate legislative changes to this policy as necessary, and consult as required by the Licensing Act on making other amendments to the policy.

APPENDIX 1

Licence review guidelines

1153

	Aggravating factors	Mitigating factors
Prevention of crime and disorder	<ul style="list-style-type: none"> • Failure to heed police or licensing authority advice • Encouraging or inciting criminal behaviour associated with licensed premises • Serious injury results from poor management • Previous track record • Deliberate or direct involvement in criminality 	<ul style="list-style-type: none"> • Minor breach of condition not justifying a prosecution • Confidence in management ability to rectify defects • Previous track record • Voluntary proposal/acceptance of additional conditions
Prevention of public nuisance	<ul style="list-style-type: none"> • Noise late at night in breach of condition or statutory abatement notice • Previous warnings ignored • Long and prolonged disturbances • Excessive noise during unsocial hours (relating to locality and activity concerned) 	<ul style="list-style-type: none"> • Noise limiting device installed • Licence-holder apologised to those disturbed by nuisance • Hotline complaints telephone available • Undertaking/commitment not to repeat activity leading to disturbance • Willingness to attend mediation • Voluntary proposal/acceptance of additional conditions
Public safety	<ul style="list-style-type: none"> • Death or serious injury occurred • Substantial risk in view of a responsible authority to public safety involved • Previous warnings ignored • Review arose out of wilful/deliberate disregard of licence conditions 	<ul style="list-style-type: none"> • Minor or technical breach of licence condition • Confidence in management to rectify defects • Confidence in management to avoid repetition of incident • Voluntary acceptance/proposal of additional condition
Protection of children from harm	<ul style="list-style-type: none"> • Age of children • Previous warnings ignored • Children exposed to physical harm/danger as opposed to other threats • Activity arose during normal school hours • Deliberate or wilful exploitation of children • Large number of children affected/involved • Children not allowed on premises as part of operating schedule/conditions 	<ul style="list-style-type: none"> • Conduct occurred with lawful consent of persons with parental responsibility for child • Short duration of event • No physical harm • Short-term disturbance • Undertaking/commitment not to repeat activity • Children permitted on the premises as part of operating schedule • Not involving under-age exposure to alcohol

	Aggravating factors	Mitigating factors
Application for review after other enforcement action taken by responsible authorities	<ul style="list-style-type: none"> • Penalty imposed by court • Previous warnings ignored • Previous review hearing held resulting in any corrective action • Premises licence holder previously convicted or cautioned for same or similar offences/contraventions • Offences over prolonged period of time • Offences resulted in significant danger or nuisance • Offences as a result of deliberate actions or reckless disregard for licensing requirements • Offence likely to be repeated 	<ul style="list-style-type: none"> • Compensation paid by offender or agreement towards mediation • Voluntary acceptance/proposal of additional conditions • Offence disposed of by way of simple caution or fixed penalty notice • First offence or warning • First review hearing • Single offence/breach • No danger to the public or nuisance • Offences merely administrative in nature • Offence unlikely to be repeated
Range of likely responses available to the Licensing Panel	<ul style="list-style-type: none"> • To take no action • To issue a written warning • To remove the designated premises supervisor (or require a designated premises supervisor in community premises without one) • Modify the conditions of a premises licence or club premises certificate, including adding new conditions or deleting old conditions • To exclude a licensable activity or qualifying club activity from the scope of the premises licence or club premises certificate • To suspend the licence for a period not exceeding three months • To revoke the premises licence or withdraw the club premises certificate 	

APPENDIX 2

Respondent	Does the policy promote the licensing objectives of preventing crime and disorder, preventing public nuisance, public safety and child protection arising from licensed premises?	Officer response
Councillor	Yes	<i>No response required</i>
Individual	Yes	<i>No response required</i>
Local Children Safeguarding Board	Thank you for sending your draft policy. I am delighted to see your inclusion in 8.11 of requirements in relation to sexual exploitation and linking to the Operation Makesafe activity. I will bring this helpful development to the attention of the Safeguarding Board and its dedicated CSE Sub-committee.	<i>No response required</i>

Respondent	If there is anything missing from the policy, please explain what it is and where possible provide evidence for your answer	Officer response
Councillor	There too many off licences opening up across the borough. This has resulted in street drinking in some areas particularly Wealdstone High Street	<p>This is a general comment and the licensing authority is aware that the “need” for more licensed premises is not a valid consideration to refuse to grant a licence.</p> <p>There is no current evidence in terms of alcohol-related crime, disorder and nuisance to support the introduction of a Cumulative Impact Policy within the SLP to limit the grant of premises licences, although the licensing authority will keep this position under close review.</p> <p>There are eight off-licences within High Street, Wealdstone, three of which are</p>

		national retailers such as ASDA and Sainsbury's. The licensing authority's officers will consider whether to develop informal schemes such as "Off-Watch" during the next financial year with businesses in the area to identify and manage identifiable problems.
Individual	Yes	<i>No response required</i>

NAME	Any further comments	OFFICER RESPONSE
Councillor	There also needs some policy regarding betting offices with limiting the number of fixed betting machines	<i>This is outside the scope of the Licensing Act 2003 as it is dealt with under the Gambling Act 2005</i>
Individual	<p>Feedback to people who have made complaints - currently, one makes a complaint and it seems to disappear into a void.</p> <p>The policy isn't credible - we make complaints about noise and nothing happens.</p> <p>I'm not sure that the policy supports British Values: please include an assessment condition about community integration.</p>	<p><i>This is not relevant to the statement of licensing policy, and the respondent will be contacted about their specific issue raised about the council's response to complaints. Dealing with noise from a licensed premises can be a complex issue, particularly if it involves statutory noise nuisance which is dealt with under other legislation. Residents always have the right to ask for a licence to be reviewed, and the approach to dealing with complaints is set out in section 12. Community integration is not a required consideration as such for the Statement of Licensing Policy but it is addressed in the accompanying Equalities Impact Assessment which found no negative impacts arose from the SLP.</i></p>
Public Health	<p>Insert after paragraph 2.2:</p> <p>Above recommended levels of intake, alcohol use is associated with various diseases including hypertension, haemorrhagic stroke, liver disease, epilepsy, mental health disorders and various cancers, as well as accidents, injuries and assaults.¹⁻³ 2013 Health Survey for England data suggest that 23% of men and 16% of women in the UK drink at levels associated with this risk,⁴ and 2010 UK Global Burden of Disease data indicate that 4.2% of total disability-adjusted life years (a measure of the number of years lost due to ill-health, disability or early death), are attributable to alcohol use.⁵ Numbers of alcohol-related hospital admissions continue to increase, and alcohol is</p>	<p><i>Whilst public health is not a specific licensing objective in its own right it is recognised that it falls at least within the remit of the public safety objective. Public Health is a statutory consultee (responsible authority) under the Licensing Act 2003 and see http://www.nta.nhs.uk/uploads/phe-licensing-guidance-2014.pdf. Officers agree that this information in an edited form specific to Harrow provides a</i></p>

	<p>associated with thousands of UK deaths per year.⁴ Costs to the NHS were estimated at £3.3-£3.5 billion per year between 2006-07 and 2009-10.^{6,7} In 2012, the government estimated an annual cost to society of £21 billion.⁸ In Harrow, it is estimated that approximately 50,000 residents drink at harmful or hazardous levels (= levels of non-dependent alcohol use above recommended limits, associated with harm or risk of harm, respectively). Rates of alcohol use are lower in some ethnic groups, but otherwise hazardous and harmful use is an issue relevant to a wide range of population subgroups based on age, sex and deprivation level.^{4,9}</p> <p>Harrow's Health and Wellbeing Strategy 2016-20 makes a commitment to 'Start well, Live well, Work well, Age well' and responsible alcohol consumption and sales are relevant to all these objectives. Healthier high streets are a key component to making Harrow a healthier and happier borough.</p>	<p><i>further useful context to the SLP and is included at paragraph 3.3.</i></p>
Public Health	<p>Add to the table on page 9 under "Public safety": "Identifiable high levels of alcohol consumption in the vicinity of the premises that might be increased by the grant of an authorisation"</p>	<p>This will allow other data available in the future that points to high levels of harm around a premises or that points to drinking at a premises or in an area (such as police data, or ambulance/hospital data) to be able to be considered and so would be included within the SLP.</p>
Licensing agent 1	<ol style="list-style-type: none"> 1. On 19th September 2016 LBH sent a letter explaining it is reviewing its policy. It gave just two weeks for consultation responses. 2. The letter set out 15 main changes. These included a proposal that where a licensee does not have prior planning permission, the authority would consider imposing a condition that the licence cannot be used in full until planning permission has been obtained. 3. The draft policy itself runs to 22 pages. There is a web consultation portal which basically allows general comments without asking about any particular changes. 	

	<p>4. The existing policy runs, with appendices, to 75 pages. In paragraph 1.12 it actually says that the policy is to cover the period 3rd December 2015 to 2nd December 2020. To all intents and purposes the draft policy is a new policy.</p> <p>5. On 20th September 2016, Compliance Direct wrote to the Council complaining about the change in policy regarding planning permission. The paragraph in question, which is in fact para 7.6 and not 2.6 as stated by LBH, reads:</p> <p style="padding-left: 40px;">“Planning and licensing are distinct regimes and will be properly separated to avoid duplication and inefficiency. Where planning permission has not yet been granted and there appears likely to be a clear conflict between licensing and planning permissions (eg a difference in permitted hours) a condition may be imposed prohibiting the use of the licence in full until appropriate planning permission has been obtained.”</p> <p>6. Compliance Direct Ltd stated that it considered the proposal to be for a disproportionate, standardised condition, that obtaining planning permission was not a licensing objective and in any case trying to control planning legislation by licensing conditions would be ultra vires.</p> <p>7. LBH’s reply to that was that there is a recognition that planning is a separate regime, but that the planning authority was a responsible authority and that if it made a representation about breach of a planning condition then a licence condition might be appropriate to restrain a criminal breach of a planning condition.</p> <p>8. With all due respect to the writer of the reply, this represents faulty analysis.</p> <p>9. The function of the Licensing Sub-Committee is to establish in licensing</p>	<p><u>Planning permission</u> The proposal to replace a condition with an informative to the premises licence holder has merit and officers recommend that this be included instead within paragraph 7.6 of the draft policy.</p>
--	--	---

terms what steps are appropriate for the promotion of the licensing objectives. These might be the same as, greater than or less than steps which have been or might yet be imposed on a planning permission. If the licensing conditions are more stringent than steps required by planning, then the licence conditions will be the main control on the operation. If they are less stringent, then it will fall to the applicant to procure a revision of the planning control on the operation before the licence can be fully utilised.

10. If the licensee operates in breach of planning control, **this is not a crime**. It would only become a crime if (which is not a given) the planning authority deems it appropriate to serve an enforcement notice and the notice remains unappealed or any appeal against that enforcement notice fails. Even at that point, the planning system is perfectly adequate to enforce the control. It certainly does not need the system of licensing to duplicate the control.
11. All of this is tolerably clear on the face of the section 182 Guidance, whose provisions have either been **ignored or misunderstood**:
12. First, paragraph 1.16 provides that licence conditions should not duplicate other statutory requirements or other duties or responsibilities placed on the employer by other legislation.
13. Second, paragraphs 13.57 and 13.58 provide as follows:
 - “Planning and building control
 - 13.57 The statement of licensing policy should indicate that planning permission, building control approval and licensing regimes will be properly separated to avoid duplication and inefficiency. The planning and licensing regimes involve consideration of different (albeit related) matters. Licensing committees are not bound by decisions made by a planning committee, and vice versa.
 - 13.58 There are circumstances when as a condition of planning permission, a terminal hour has been set for the use

of premises for commercial purposes. Where these hours are different to the licensing hours, the applicant must observe the earlier closing time. Premises operating in breach of their planning permission would be liable to prosecution under planning law. Proper integration should be assured by licensing committees, where appropriate, providing regular reports to the planning committee.”

13. The idea of licensing being used to enforce the planning regime is therefore **not supported by national guidance. Nor is it necessary.**
14. We also note that LBH have used an analogy of premises licences being used to restrain statutory nuisance. The analogy is not a true one. Licences are not used to replace the statutory nuisance regime under the Environmental Protection Act 1990 but to promote the licensing objective of the prevention of public nuisance. A closer analogy would be a licence condition requiring a licensee to comply with the terms of an abatement notice. Even that is not exact, because breach of such a notice is an offence. But in any case nobody would consider such a licence condition to be sensible or necessary.
16. In our view, therefore, the proposal is completely misguided and should not be carried forward into the new proposed policy.
17. What might properly be done is for a licensing authority granting a licence to cover it with a letter carrying an informative that the licence does not grant any consent required any other regime, so as to place the recipient on notice that the regulatory requirements are separate.
18. So far as the time permitted for the consultation is concerned, LBH have justified this on the basis that the Cabinet Office guidelines have no statutory binding force, and do not recommend a 12 week consultation in any event. The reason actually given for the two week consultation period was that any longer and it would not be possible for the policy to be introduced from 1st January 2017.

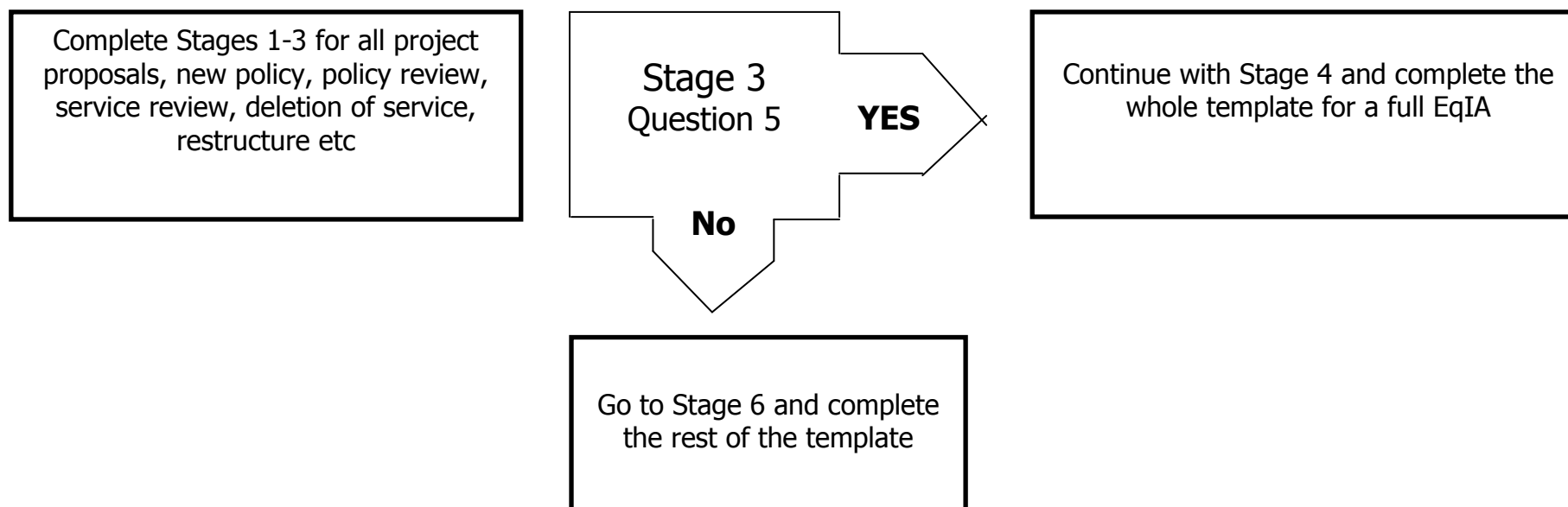
	<p>19. However, the principles governing a lawful consultation are now well understood. A lawful consultation must (a) take place at a time when proposals are still at a formative stage, (b) give reasons for any proposal so as to permit intelligent consideration and response, (c) give adequate time for consideration and response and (d) give the product of the consultation conscientious consideration: see <u>R v Brent London Borough Council, Ex p Gunning</u> (1985) 84 LGR 168.</p> <p>20. What is at stake here is the wholesale revision of a licensing policy, including a new set of guidelines for compliance with the licensing objective and a new enforcement protocol. It is absolutely obvious, in our view, that two weeks is a wholly insufficient time to permit proper consideration, and so the third principle is clearly breached. We do not in frankness think that there could be very much debate about that.</p> <p>21. Furthermore, we consider it to be an inadequate reason for an unlawfully short consultation period that the policy has to be adopted by x date. If that was the case, then the consultation should have been planned to start earlier to enable a proper period for consultation.</p> <p>22. Finally, LBH's statement that it is "not appropriate" that the new policy would not be adopted until 1st May 2017 is not a rational reason to afford less time than is necessary for consultation. The existing policy was only adopted 9 months ago and is valid on its face until 2020.</p> <p>It is in all parties' interest, that a reasonable period is provided for consultation replies and the Planning condition is removed from the final draft.</p>	<p><u>Consultation period</u> <i>The initial consultation period ran from 16 September 2016 to 9 October 2016 but in light of this comment the consultation was extended until 9 December 2016.</i></p>
--	---	---

<p>Licensing agent 2</p>	<p>Paragraph 9.2 – Please clarify what does non-binding comment mean when used in the context of on the veracity of the evidence presented to sub-committee?</p> <p>Paragraph 2.6 -. This proposal in part appears to go against generally accepted good practice. It is known that planning should not influence whether an application for a premises licence can be submitted to the licensing authority and vice versa. If planning has not been granted for a proposal then it is up to the planning legislation and council planning enforcement offices to deal with any breach of planning. Taking these comments into account our professional view is that the licensing authority should not seek to impose a condition that is likely to be ultra virus as it attempts to extend the licensing act to restrict the use of a premises licence on matters of planning which are outside the scope of the act. In the home office guidance Para 10.10 states. Licensing Authorities should ensure that any conditions they impose are only those which are appropriate for the promotion of the licensing objective. It is suggested that any planning issues could be placed as an informative on a premises licence that is granted but does not have planning in place.</p> <p>Paragraph 10.7 - Please clarify if a petition would have to be a “relevant representation” as defined by the Act?</p> <p>Paragraph 10.8 - Same comment as 10.7 above.</p> <p>Section 11 – Please clarify how the officer dealing with a licensing application will be demarcated and separated from the officer who may make a representation against an application. At present the wording of the draft policy in this section does not appear to follow the licensing act legislation or</p>	<p><i>It is for a Licensing Panel alone to determine an application, based on the evidence before it, for the promotion of the licensing objectives. In any event this paragraph has been removed.</i></p> <p><i>See above comments relating to paragraph 7.6</i></p> <p><i>A petition would still have to qualify as a relevant representation in order to be considered.</i></p> <p><i>As above.</i></p> <p><i>The authority has withdrawn this proposal and will ensure the separation of responsibilities is applied.</i></p>
--------------------------	--	---

	<p>Home Office guidance March 2015.</p> <p>Section 13 - Guidelines to ensure consistency on review. It is understood that each premises is an individual as is each case and should be determined on its own merits. Can the licensing authority clarify will guidelines be provided as advice to members or a requirement to follow this advice?</p>	<p><i>Each application would be considered on its own merits and the guidelines will be published to provide a degree of consistency when considering each application at the Panel's discretion.</i></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.



1165

- 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.
- Legal will NOT accept any report 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	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	<input type="checkbox"/>	Full Council
Date decision to be taken:	23 February 2017 (Full Council)							
Value of savings to be made (if applicable):	Not applicable							
Title of Project:	Review of Statement of Licensing Policy							
Directorate / Service responsible:	Public Protection							
Name and job title of Lead Officer:	Jeffrey Leib							
Name & contact details of the other persons involved in the assessment:								
Date of assessment (including review dates):	23.09.16							

Stage 1: Overview

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">1166</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>The council is required to have a Statement of Licensing Policy under the Licensing Act 2003 setting out its approach to licensing alcohol, certain forms of public entertainment and also the sale of hot food and drink (between 11 pm and 5 am). The current policy has been revised and publicly consulted on for consideration and adoption by full Council on 1 December 2016. The policy has to be consistent with the Act and accompanying regulations as well as statutory guidance published by the Secretary of State.</p> <p>The council cannot control who applies for licences or who raises objections to them. Application forms are set by statute and there is limited scope for gathering information from them relating to the protected characteristics.</p> <p>Whilst most premises-based licences are applied for by corporate bodies, officers have anecdotal evidence that personal licences are applied for by people from all backgrounds.</p> <p>Officers have the ability to influence some licence applications by recommending the inclusion of additional conditions where they meet certain tests such as appropriateness, clarity and proportionality. Those conditions are generic and commonly adopted throughout the licensed trade nationally, such as requirements for</p>
--	--

1167

staff training; record-keeping; opening hours; and provision of CCTV and therefore unlikely to have a disproportionate negative impact on equalities.

Councillors have a limited discretion to refuse applications (on grounds relating to the prevention of crime, disorder or public nuisance; public safety; or child protection) and so no disproportionate negative impact on equalities has been identified.

<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners		Stakeholders	
	Staff		Age	✓	Disability	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	Sexual Orientation		Other			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</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 council as licensing authority has overall responsibility for delivery of the policy through the Community Directorate. The practical application of it is shared through the responsible authorities named in the Licensing Act (the police, fire service, Local Childrens’ Safeguarding Board, Trading Standards, Environmental Health, the Local Planning Authority and Public Health).</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 should 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)	No-one can apply for a licence if they are under 18. Except in very limited circumstances it is an offence to sell, buy or supply alcohol to under 18s or for unaccompanied children to be on licensed premises.	The policy proposes specific measures to prevent under-age sales and child protection measures as a positive measure.
Disability (including carers of disabled people)	There are no restrictions on who can apply for or object to licences being granted.	
Gender Reassignment	There are no restrictions on who can apply for or object to licences being granted.	
Marriage / Civil Partnership	There are no restrictions on who can apply for or object to licences being granted.	
Pregnancy and Maternity	There are no restrictions on who can apply for or object to licences being granted.	
Race	There are no restrictions on who can apply for or object to licences being granted.	
Religion and Belief	There are no restrictions on who can apply for or object to licences being granted.	
Sex / Gender	There are no restrictions on who can apply for or object to licences being granted.	

Sexual Orientation	There are no restrictions on who can apply for or object to licences being granted.
--------------------	---

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, complete a FULL EqIA.

- **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

1169

1170

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)					
1171 Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					

Pregnancy and Maternity						
Race						
Religion or Belief						
Sex						
117 2 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?

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
None identified				

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) 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

Paragraph 3.5 states that nothing in the policy shall over-ride the right of any person to make a valid application for or make a valid representation about a licence application.

Paragraphs 7.4 and 7.5 of the policy reinforce the council's commitment to promoting equalities where possible through

the licensing regime.

Stage 8: Recommendation

11. 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 included in the Action Plan to be addressed.	
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

11 11 74 13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Jeffrey Leib	Signed: (Chair of DETG)	Dave Corby
Date:	28.09.16	Date:	12.01.17
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	