

**Council (Council Tax)**

**Thursday 22 February 2018**

**CONFIRMATION OF CABINET AND COMMITTEE RECOMMENDATIONS AND RELEVANT ORIGINATING BACKGROUND PAPERS**

<b>ITEM ON SUMMONS</b>	<b>CABINET / COMMITTEE RECOMMENDATION</b>	<b>ORIGINATING REPORT</b>
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Recommendation Cabinet  
l:  
(15 February  
2018)

7.	CORPORATE PLAN - 2018 UPDATE	Report of Interim Chief Executive (Pages 5 - 64)
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Recommendation Cabinet  
l:  
(15 February  
2018)

8.	FINAL REVENUE BUDGET 2018/19 AND MEDIUM TERM FINANCIAL STRATEGY 2018/19-2020/21	Report of Director of Finance (Pages 65 - 862)
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Recommendation Cabinet  
I:  
(15 February  
2018)

9. TREASURY MANAGEMENT STRATEGY STATEMENT INCLUDING PRUDENTIAL INDICATORS, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR 2018/19
- Report of Director of Finance  
(Pages 863 - 908)
- 

Recommendation Cabinet  
I:  
(15 February  
2018)

10. FINAL CAPITAL PROGRAMME 2018/19 TO 2020/21
- Report of Director of Finance  
(Pages 909 - 936)
- 

Recommendation Cabinet  
I:  
(15 February  
2018)

11. HOUSING REVENUE ACCOUNT BUDGET 2018-19 AND MEDIUM TERM FINANCIAL STRATEGY 2018-19 TO 2020-21
- Report of Corporate Director  
Community and Director of Finance  
(Pages 937 - 960)
- 

Recommendation I: Cabinet  
(7 December  
2017)

13. APPOINTMENT OF CABINET ADVISORY PANELS, CONSULTATIVE FORUMS AND APPOINTMENT OF CHAIRS
- Report of Director of Legal and  
Governance Services  
(Pages 961 - 970)
-

Recommendation Health and  
I: Wellbeing  
Board  
(11 January  
2018)

15. REQUEST FOR APPOINTMENT OF ADDITIONAL NON-VOTING BOARD MEMBER Report of Director of Legal and Governance Services (Pages 971 - 974)
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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	15 February 2018
<b>Subject:</b>	Corporate Plan – 2018 Update
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Tom Whiting, Interim Chief Executive
<b>Portfolio Holder:</b>	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
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No, as the decision is reserved to Council
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Corporate Plan 2018 update

**Section 1 – Summary and Recommendations**

This report sets out the 2018 annual update of the Corporate Plan. It sets out the key activities and targets that will evidence delivery of the plan over the next year and the progress that has been made against these in the past 12

months. Together with the Final Revenue Budget 2018-19, they outline what the Council intends to do and how those actions and services will be funded.

The Plan was considered by Overview and Scrutiny Committee at their annual draft budget question and answer session with the Leader and Interim Chief Executive on 23<sup>rd</sup> January 2018.

**Recommendations:**

Cabinet is requested to:

1. Note the annual update to the 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 year.

## **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 year and against which the Council is happy to be judged. Together with the Final Revenue Budget 2018-19, 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**

The budgetary and demand pressures on public services and local government in particular continue and present on-going significant challenges for Harrow and most other local authorities. 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 Harrow'. 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 22<sup>nd</sup> February 2018.

## **Financial Implications**

The financial implications of the Corporate Plan are set out in the Final Revenue Budget 2018-19. 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: Dawn Calvert	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 15 January 2018		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 17 January 2018		

<b>Ward Councillors notified:</b>	<b>YES, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>NO</b>
<b>EqIA cleared by:</b>	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:** None.

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

**2018 Update**

# Leader's Introduction

As part of my role as Leader of the Council, I have spent a lot of time talking to groups and residents from across Harrow, listening to the concerns that they have. They have included dealing with Harrow's housing crisis, making Harrow clean and ensuring Harrow is a safe and fair place to live in.

Despite large cuts in the council's budget, I am very proud of the work that Harrow Council staff have done since 2014. Since that time, we have helped over 500 young people into new jobs and apprenticeships. In 2017, we have secured a Good Ofsted rating for our children's services, placing us in the top 25% of Councils in the country, showing our dedication and care towards those who need us the most. We have supported numerous local businesses through mentoring schemes, new business associations and pop-up spaces. I am determined to ensure that Harrow becomes an even livelier and more business-friendly borough. We have improved numerous parks in Harrow such as Rayners Mead and more will be improved in the next few months, such as Kenton Rec and West Harrow Rec, helping make Harrow a better and healthier place to live.

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 and that we spread the benefits of regeneration. We will ensure Harrow residents get priority on any new housing developments on council land, building more Harrow Homes for Harrow residents. We will use our powers to make sure that not only do developers live up to their obligations in providing affordable homes, but that those homes are truly affordable to Harrow residents. We will expect the highest standards on any new builds in Harrow, especially on fire safety, as we should never see a repeat of Grenfell Tower.

We have built the first council houses in Harrow in over 30 years and we are aiming to build even more affordable housing, ensuring that more Harrow residents have better housing available for them.

This year's focus on 'little big things' - issues that seem small to the council, but are big for our residents - has been successful, with over 8,000 fines being given for littering, the continued roll out of LED lights in the borough and the installation of 2,000 new bins in order to reduce the amount of fly-tipping. But there is more work to be done. We need to ensure those who make Harrow dirty pay for the cost of cleaning up after them and making sure landlords who are not fulfilling their duties are fined. Despite Harrow being one of the safest boroughs in London, the fear of crime remains high among residents and our work to make Harrow even safer with the help of the police will continue.

Lastly, following the discovery of the chalk mine underneath the school car park at Pinner Wood School, all council departments have worked tirelessly together and I am proud to announce that the school has returned to its original site in time for the Spring Term.

Only together can we strive to make Harrow Council even better and only together can we build a better Harrow.

**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 alleyway 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 like the streetlight outside their house or the potholes in their road. Like removing fly-tips within one working day and taking action against those that break the rules or engage in anti-social behaviour.

We want all our residents to have the opportunity to get a good job, access good education, improve their skills and live in a property they are proud to call 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 the government grant to councils continues to reduce. 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 our work with 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 want to address this problem and carry 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 to develop a new relationship with our voluntary and community sector, so they are able to continue supporting our most vulnerable residents. We want to promote a model of community resilience that complements the adult social care pathway; transforming care from a model of need to one of strengths and empowering people to make meaningful community connections, utilising community assets including the voluntary and community sector.

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 our 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, almost a decade of ‘austerity’ has meant a real 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 across London more broadly, 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 2018/19 £000	Description of service
<b>Resources &amp; Commercial</b>		
Council contribution to freedom passes scheme	10,055	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	3,955	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	2,279	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	19,949	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.
<b>Community</b>		
Keeping Harrow clean & green	14,681	The council undertakes street cleaning, grounds maintenance, 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, maintaining highway verges, 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 Intelligence led street cleansing to ensure that those areas that require high frequency cleaning receive it; 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 efficient and cost effective ones, monitoring and maintaining all the road surfaces in the Borough and taking the initiative to reduce road accidents.
Promoting culture in the Borough	438	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	4,273	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.
<b>People - Adults and Public Health Services</b>		
Support for Adults and Children with a disability and older people.	48,306	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, as well as residential care for the most complex. Our support helps give our residents, dignity, independence and support for their carers and family.
Quality Assurance, commissioning & strategic management services	9,345	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, and commissioning and strategic management to ensure we have appropriate services in place to meet the needs of our residents.
<b>People - Public Health Services</b>		
Public Health	(1,841)	The Public Health grant support statutory duties such as NHS Health Checks, Health Visiting and Sexual Health, in addition to supporting non statutory duties such as drug misuse prevention and wider health improvement activities, to ensure the general health and wellbeing of the local population.
<b>People - Children's Services</b>		
Children & Young People's Services	25,759	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	6,216	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. We are keen to offer the appropriate support services for vulnerable children, such as education services for children in care or with special educational needs.
<b>Regeneration</b>		
Economic Development & Research	612	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	(2,149)	As a Planning Authority, the Service processes planning applications and enforces planning standards across the Borough.
<b>Total Service Budgets</b>	<b>141,878</b>	

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

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# 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 face. This is a summary of what we have achieved during the period 2014-2018.

## Build a Better Harrow

### *Regeneration*

In 2015 we started an ambitious regeneration programme for the borough focussed on three key Council owned sites: Poets' Corner (the existing Civic Centre site), Byron Quarter (leisure centre and neighbouring sites), and Wealdstone/Peel Road Car Park including a new Civic Centre. The aim is to create a thriving, modern, inclusive and vibrant borough that residents are proud to call home. This forms part of the wider £1.75bn of public and private investment in the Borough, which will deliver 5,500 new homes and around 3,000 new jobs over the period to 2026.

Over the past two years the key regeneration schemes have been taken through masterplanning and design stages and a number have been, or are about to be, submitted to Planning. This has included an extensive programme of community and stakeholder engagement on the regeneration schemes for the Poets' Corner, Byron Quarter and the new Civic Centre, as well as for the smaller schemes at Haslam House, Vaughan Road and Waxwell Lane. The Haslam House and Vaughan Road schemes have both received Planning approval and contractor procurement is in progress to enable them to start on site in 2018. Waxwell Lane and the new Civic Centre were submitted for Planning in December 2017. Byron Quarter and Poets Corner will be submitted early in 2018. There has also been a review of the financing, commercials and governance of the regeneration programme and refinement of scheme designs to ensure that they meet their commercial and financial objectives.

Work is also progressing on the potential for a shared district heating network to serve the major new developments in Wealdstone. Following on the earlier work to develop an energy masterplan and feasibility study, a business case is now being prepared.

We know that unemployment and low wages are key concerns for residents. Our successful employment projects have helped 936 residents into work, and we have supported over 500 young people into jobs and apprenticeships. Harrow's role engaging with businesses to address low skills was highlighted by the Learning and Work Institute in the evaluation of the Skills Escalator pilot (October 2017). This year Harrow's Xcite programme was the winner of best Employment Project, whilst the recent Ofsted inspection of Harrow's Adult Community Learning stated that "Learners continue to receive good-quality education. They raise their own expectations of what they can achieve, and are well supported to progress to further learning, volunteering or employment. Many develop their personal and social skills well, helping them into employment and improving their confidence and capacity within their families and local communities."



## **Housing**

Over the past four years housing supply and the affordability of housing has been one of the biggest issues we have faced as a country. Our response since 2014 has been to start building the first new council houses in a generation with a target of 500 new council homes built by 2020; to regenerate the Grange Farm estate and invest in building our own Private Rented housing.

To date we have completed 16 new council homes, with 91 more council homes in development and a further 30 for which we have secured planning permission. Plans have also been submitted for 241 new homes on the Grange Farm Estate.

We know that quality of housing has a big impact on people's health and well-being which is why we have been working to improve the standards of rented properties in Harrow by introducing licensing schemes in Edgware, Wealdstone and South Harrow and tackling unlicensed Houses of Multiple Occupation. We have also continued to improve our own housing stock, by investing £20m in a 5 year programme to upgrade the quality of our homes with new more efficient boilers, new kitchens and bathrooms, upgraded door entry systems and fire safety works and new doors and windows. The Warm Homes, Healthy People programme has helped over 1000 people over the past 3 years.

Harrow takes the issue of fire safety in all our housing stock seriously. We do not have any tower blocks in our housing stock but following the Grenfell fire tragedy we have increased the frequency of our programme of fire risk assessments, audits and inspections, and have also prioritised fire safety works on the capital programme. We ran a communication campaign with our tenants and leaseholders to increase awareness and reassurance of fire safety, including holding fire safety talks at our sheltered schemes.

## **School Places**

Harrow, along with the rest of London, has experienced an increasing demand for school places, due to higher birth rates and internal and international migration. Since 2008, 5 new schools have opened in Harrow, we have expanded 27 primary schools since September 2013, and an additional 150 Special Educational Needs places have been created. We have been able to offer every Harrow child a school place during this time of increasing demand .

## **Environment**

We know that the quality and cleanliness of the local environment is really important to residents. 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 over the last four years we have focussed on: improving street cleaning across the borough; introducing on the spot fines; ensuring fly-tips are removed within one working day of their being reported and driving up recycling rates, as we set out to make Harrow clean again.

In 2016 we introduced a green garden waste collection scheme. With over 28,000 residents signed up it is the largest scheme in London. Greenhouse gases from the council's operations have reduced by 6.4% and Harrow is part of the Transport for London funded 'Neighbourhoods of the Future' project which will see electric car charging points installed in Harrow town centre. We have also been developing and testing a phone reporting app to enable rapid and easy reporting of fly tips and other

issues. A growing number of our residents are now involved in looking after their streets and parks and daily litter picking volunteers have undertaken clean up days and cleared rivers.

### **Sports and Cultural Offer**

As part of our regeneration plans we also want to make sure that we deliver a thriving cultural offer that reflects the diversity of our communities. Sport and culture play an important role in bringing people together and creating a sense of community. But also have a huge impact on people's health and well-being by reducing obesity and social isolation and improving people's mental health.

In 2015 the Council invested almost £1m in the restoration of the Great Barn at Headstone Manor. In 2016 it was successfully opened as a wedding and function venue. We also secured Heritage Lottery funding to restore the Manor House and open it as a free public museum in November 2017. In 2015 Arc house – a community performance space, was opened next to Harrow on the Hill tube station. The Council took control of the venue in 2017 and will be running a programme of film screenings and music festival there.

To help attract more residents to our parks and improve people's health, we have invested in building cafés in three parks, installed green gyms and Green Flag status has been retained in five parks. We have encouraged schools to take up the Daily Mile and over 400 residents take regular walks with the Harrow Health Walks programme. The walks are led by trained volunteers and take place every day across the borough with some linked to GP surgeries; and the volunteer led Park Run has now become a regular feature at Harrow Rec and Canon's park.

In 2016/17 there were 799,856 library visits across all 6 libraries in Harrow, and 755,637 stock issues. Stanmore Library was refurbished in March 2016, and the refurbishment of Kenton Library will start in January 2018. Work has commenced on the new Town Centre Library as part of the development of the site at 51 College Road in Harrow Town Centre.

In 2016/17 the audience and attendance figure at Harrow Arts Centre was 158,183 generating an income of £433,500. Over 7,700 classes, workshops, community meetings and events were held.

### **Voluntary and Community Sector**

We want residents to be able to play a greater role in their communities. In 2017 we celebrated 10 years of our flagship community event – Harrow's Heroes, celebrating the hard work, and dedication of local people and teams who make Harrow a special place to live and work. The awards are an opportunity to say thank you to our tireless army of unsung heroes. More than 200 people attend the awards each year and hundreds of volunteers and members of the community have been congratulated and thanked for their hard work and efforts in making Harrow a great place to live and work.

To bring residents into the heart of decision making and problem solving, the number of Park User Groups has doubled over the past two years and they are now formally constituted organisations. More parks are developing five year visions and improvement plans and the range of volunteering activity has grown. The Community

Champions scheme – the Council’s largest volunteering scheme, continues to grow its membership and scope.

Over the course of the last 4 years the Council’s relationship with the Voluntary and Community Sector has changed significantly as a result of a reduction in funding available. In 2017 we launched the Council’s first ever Information, Advice and Advocacy Strategy, procured a new General Information and Advice provider in Citizen’s Advice Harrow and launched #Crowdfund Harrow, where the Council can pledge towards local community run projects that have attracted the support of the community. To date our £17,000 worth of pledges have resulted in over £60,000 worth of activity taking place in the community. We also launched a review into the relationship between the Council and the sector which will result in a new shared vision for how the two partners will work together going forwards by identifying shared objectives and ambitions in respect of social action, community resources, premises, service delivery, leadership and governance.

### **Community Safety**

Harrow is one of the safest boroughs in London but the safety of our residents remains a key priority. Through our Safer Harrow partnership we are working with the Police and a range of other statutory and voluntary and community based organisations to keep Harrow as one of the safest boroughs in London. The new Community Safety Strategy 2017 retains a clear commitment to tackle high volume crime such as burglary, but also now gives a greater focus to high harm crimes, including youth violence, domestic abuse and drug and alcohol misuse. Given this greater focus on high harm crimes, our Domestic and Sexual Violence Strategy has now been merged into a single overarching Community Safety and Violence, Vulnerability and Exploitation (VVE) Strategy.

Over the last 4 years we have received funding from the Mayor’s Office for Policing and Crime (MOPAC) via the London Crime Prevention Fund (LCPF) to address key priorities related to crime reduction. We have worked with our voluntary and community sector (VCS) partners to design a range of interventions, which include early intervention programmes around gang and youth violence, child sexual exploitation, and drug and alcohol abuse. By working with the VCS to deliver some of these programmes we have been in a better position to leverage in additional funding and resource to support this agenda in addition to what the Council can provide.

We continue to run 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 and have introduced a Public Space Protection Order so the Council and Police can robustly deal with Anti-Social Behaviour such as street drinking, driving across grass verges and pavements and not picking up dog mess.

### **Youth Offending**

Harrow Youth Offending Team continues to deliver and improve services despite a backdrop of complex issues affecting young people today. The Youth Offending Team continues to engage in a wide variety of work with young people who offend (those aged between 10-17 years) in order to: reduce the number of First Time

Entrants (FTEs) into the Youth Justice System; to reduce Re-offending and to reduce the Use of Custody.

The prevention of offending and re-offending and anti-social behaviour by children and young people is a priority for all partners in Harrow, we believe this is best achieved through effective collaborative working with other council services, the Safer Harrow Partnership and the Voluntary and Community Sector. The Youth offer within the newly redesigned Early Support is committed to further developing a robust preventative framework in which to reduce first time entrants and reoffending.

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

### ***What we are doing for businesses***

Harrow is a small business borough, therefore it is important that as a council we understand the needs of local businesses and support them to grow and be successful. In 2014 we introduced 20 minutes of free on-street parking to support businesses on our local high streets. We set up Harrow Deals in 2015, a platform for local businesses to be able to advertise promotions and offers to local residents.

Over the last four years we have supported 3,110 businesses. This has included business to business mentoring, the provision of pop up space for new entrepreneurs, workshops, and our popular Business Den which has provided opportunities for new businesses to compete and demonstrate they are the best in Harrow. The HA1 Business Improvement District was formed in 2014 and since then we have gone on to support business and community groups in our district centres. Vacancy levels in the district centres are 3% and in Harrow Town Centre are 5.4%, lower than the UK and London figures.

We have secured funding and implemented a number of schemes to support businesses, this has included public realm and shop front improvements on Station Road, and the creation of affordable artists' studios in Wealdstone. Our business start-up and survival rates compare favourably with the rest of London and last year over 100 businesses reported improved performance thanks to our support. Our work has been recognised by the Federation of Small Businesses that awarded Harrow "Best All-Round Small Business Friendly Borough" in 2016.

Harrow is cited as an example of best practice in the Future of London's report on "Making the Case for Place". The report outlines how the council uses social value clauses in its procurement of goods and services to deliver benefits for Harrow's residents and businesses, and how economic development support the council's suppliers to recruit local residents and apprentices.

### ***Commercialisation***

In 2015 we launched a commercialisation strategy as a major contribution to our medium-term budget planning. Commercialisation is a positive agenda for Harrow as it provides for the profits from a range of new services and ventures to be re-invested back into vital services and off-set some of the reduction in grant from Government that we are facing. It is inherently risky and this is considered alongside alternative options and risk mitigations in the budget planning cycle.

Project Phoenix aims for cost neutrality in Environmental services by 2020. So far eight new commercial ventures have been approved. Highlights include the launch of the Harrow & Brent transport hub, the Training Academy – Centre of Excellence,

Harrow Cookery School, MOT testing and the commercial food waste service. Trade waste, confidential waste and the gardening services are also expanding. Harrow Meals Service has been extended to deliver hot meals to our vulnerable and elderly residents and greater utilisation of our assets has seen Council buildings used for major film locations and commercial events offered in our parks.

We are also generating income from advertising on the Council's website and our magazine - Harrow People. External sponsorship has enabled flagship events such as Harrow's Heroes and Harrow Business Den to continue. Our Investment Property Strategy is investing in a commercial property portfolio with a gross yield of 7.5%. We set up a Lettings Agency in 2015 to manage a portfolio of properties including: 100 homes that the Council has acquired through the Property Purchase Initiative and new build Council houses and Private Rented Homes as part of the regeneration programme.

### **Customer service**

The experience residents have when they contact the Council is very important to us. Over the last four years we have moved to make more and more services available through self-service, making it easier for residents to contact or transact with the council at a time that suits them. Over 87% of Council transactions are now self-serve. In 2012 we launched the MyHarrow Account, and by December 2017 there were over 106,000 My Harrow Accounts open, producing nearly 40,000 logins per month.

### **Efficiencies and Productivity**

Given the financial circumstances the council faces, it is important that we ensure the council is as lean and efficient as it can be. 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. Despite challenging financial circumstances we have been able to set a balanced budget for each of the last four years.

To support these challenging times, it is of paramount importance that we collect local taxes from all appropriate properties in the borough. We have over the last three years brought an additional 2,800 new properties into local taxation increasing annual revenue by over £3m before inflation was added. We have also maintained collection rates in year at around 97.3% and over time at 99% which is an excellent achievement in these tough economic times.

Regarding Business Rates, we have seen the introduction of localised business rates retention in 2015/16 where Harrow kept 30% of all business rates generated locally and we are now working with all London Boroughs to implement 100% rate retention under the London Rate Retention Pool pilot which will commence in 2018/19. This could potentially see additional money coming into Harrow.

Since 2014 we have introduced a range of new and expanded shared service arrangements. A new HR Shared Service with Bucks County Council went live in August 2016. Work to expand the Legal Practice has continued and HB Public Law now covers the legal work of five councils: Harrow, Barnet, Hounslow, Aylesbury Vale District Council and Buckinghamshire County Council. Work is also being undertaken for Slough.

With regards to our staff, we have made sure that our staff are paid at least the London Living wage when working directly for the Council. We have introduced Mobile & Flexible working, new values and a new staff performance management and appraisal system.

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

### ***Homelessness***

Harrow has witnessed a rise in homelessness over the last five years due to a combination of lack of availability of affordable housing and Government welfare reforms. It has been a priority of the Council to reduce the levels of homelessness and bring down the length of time families have to stay in temporary bed and breakfast (B&B) accommodation. We have successfully brought down the number of households in emergency B&B accommodation by over 60% from a peak of 307 families in June 2016 to 116 families by the end of 2017. We have largely done this through our Property Purchase programme; actively working with private landlords to prevent homelessness so families don't have to move and offering longer term private rented accommodation in London and elsewhere to end the uncertainty of homelessness.

### ***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. In 2017, Harrow's Children's services were judged by Ofsted to be 'Good' - a great endorsement of the hard work and dedication of all the staff who work with children, young people and their families. The Ofsted follow-up visit was also very positive and as a result Harrow Council has been added to the Department for Education's Strategic Framework, which means we can be asked to support other authorities who are performing poorly.

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.

The new Early Support model is up and running. The Children's Centre Core Offer remains strong in Harrow and continues to be delivered under the umbrella of Early Support despite budget constraints. We continue to deliver a wide range of pre-school activities and programmes in partnership with our Health Visiting colleagues and continue to broaden participation of children and families at risk of social exclusion, those with Special Educational Needs and those at risk of under achieving. Through Early Support Hubs where specialist health colleagues are often based, we are building our capacity of providers to deliver on the changing Government initiatives, for example the 30 hours free funded childcare places and initiatives designed to improve outcomes for children with Special Educational Needs and or Disability.

The Firm continues to deliver high standards, and has achieved a 9<sup>th</sup> successive Ofsted grading of Outstanding.

### **Education**

Harrow 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 for education results. 96% of Harrow schools are judged by Ofsted to be 'Good' or 'Outstanding'. Our primary schools rank in the top 10% nationally for key stage 2 results in reading, writing and maths and our secondary schools rank 15<sup>th</sup> out of 150 local authorities for pupils achieving Grade 5 or above in English & maths and 22<sup>nd</sup> for the Attainment 8 score at KS4. Harrow has also been ranked joint 4<sup>th</sup> best performing area nationally in 2017 for pupils progress (progress 8 score) and in December 2016 a report by the Education Policy Institute ranked Harrow top nationally for the highest density of high performing schools in England by local authority between 2010 – 2015. 98.7% of 16-18 year olds are in education, employment or training.

### **Domestic Violence**

In 2014 the Council pledged to invest an additional £200k in Domestic Violence services, this enabled the council to secure services in the borough for victims of domestic violence up until 2019. This investment has meant that we could provide Independent Domestic Violence Advocate (IDVA) 1-1 support to over 600 victims of domestic abuse in Harrow a year. Of these, our IDVAs have referred over 160 high risk cases to the Multi Agency Risk Assessment Conference (MARAC), where safety plans are put in place for these victims. The investment has also enabled the continuation of refuge provision in the Borough and support and advice provided to the women placed here.

In 2016 the Council 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 concluded the project was worth continuing and scaling up and was successful in securing funding from the Department for Education to extend the pilot for a further 30 couples in 2017.

### **Welfare and Benefits**

Over the past four years the government has introduced a number of changes to welfare benefits which have impacted on the local authority and residents. To support residents impacted by these reforms the Council has invested in a new General Information and Advice service from August 2017 to give residents access to information and advice about their benefits, employment, housing and other issues.

To support homelessness, we have ensured our allocation of Discretionary Housing Payments (DHP) from the Department of Work and Pensions (DWP) has been fully spent annually. Whilst this has reduced from almost £2m to £892k in 2017/18, this has contributed positively to supporting families at key stages, ensuring that they did not have to move to alternative cheaper accommodation, until they were ready (for example when children finished key exam years).

We take very seriously Harrow's corporate parenting duties, and believe firmly in the underlying principle that every local authority should seek the same outcomes for children and young people in care that every good parent would want for their own children. We have therefore introduced a Care Leavers Discount Scheme which will ensure care leavers are eligible for council tax discounts. This will help to relieve some of the initial pressure that young care leavers feel when they begin to manage their own budget fully for the first time.

### **Adults**

We want people to be able to look after themselves and reduce their need for repeated professional interventions. Over the last four years we have strived to protect key services for the most vulnerable and re-design services to get the best outcomes for the resources available.

With people living longer we have seen increases in the number of people needing support especially those with dementia and increases in the number of people with disabilities. In response to these increasing demands, adult social care has developed a new vision that will transform the care offer and improve outcomes and satisfaction levels. We are working to help people to maintain their independence and stay healthy and well longer at home with the support of family and friends and accessing the wider community.

Central to this new vision is the principle of aiming to give the right level and type of support at the right time and in the right place to help prevent, reduce or delay the need for on-going support and to maximise people's well-being and independence.

The Care Act 2014 was the most significant change in social care law for 60 years. The legislation set out how people's care and support needs should be met and is now embedded in the way adult social care is delivered. The transformation from a model of need to one of strengths and empowering people to make meaningful community connections and utilising community assets, aims to confront the challenges facing health and social care.

Harrow continues to have a high proportion of its clients with learning disabilities who are supported to take up employment opportunities. At 18% the rate is the second highest in London and Harrow also had the third highest usage of direct payments among long term service users in London during 2016-17.

In a first in the Country Harrow is working with IBM, a global IT vendor to develop a new self-directed care solution that will benefit Harrow and other Local Authorities and Health partners. This new system will use cognitive technology to deliver better outcomes for service users and patients.

### **Health, Wellbeing and Equality**

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 over the last 4 years include: the adoption of a Child Poverty Strategy which looks at how all the teams in the council can reduce the impact of poverty on children and working with the CCG and the voluntary sector to raise awareness of tuberculosis (TB) and promote screening for latent TB for those who have lived in high prevalence countries around the world.



A new sexual health service was commissioned in 2017 which will ensure that residents in the borough receive prompt information, support and care at the right place. There will also be improved prevention in the community for groups with higher sexual health needs, including young people, gay and bisexual men and minority ethnic groups.

We continue to deliver services with partners to ensure adults, parents and young people with substance misuse issues and their children are supported and harm/risk is minimised. We continue to perform better than the national average for successful completions of treatment for alcohol dependency and are establishing a multi-agency local Drug and/or Alcohol-Related Death Review Panel to increase our understanding of the factors contributing to/ this and therefore how to reduce the risk of further related deaths occurring in the borough.

In September 2016, the Council unanimously agreed to sign up to the Centre for Mental Health's Local Authority Challenge to reduce the stigma of mental health in the workplace, and appointed two Mental Health Champions: Councillor Kareema Marikar and a senior officer Champion (Tom Whiting, Corporate Director of Resources and now Interim Chief Executive). We also launched Thrive Harrow, the first borough-level Thrive initiative in London and signed the Time 2 Change pledge. A range of activities have taken place to raise awareness and promote mental health issues within the workplace and community including Mental Health First Aider courses delivered to Council staff and 20 local schools.

In 2015 as part of our commitment to promote equality of opportunity and develop 'an inclusive workforce that feels valued, respected and reflects our community', we signed up to Stonewall's Diversity Champions Programme to enable the council to build on its work around Lesbian Gay Bisexual Transgender (LGBT) equality and ensure it supports staff and service users who identify as LGBT. In 2017 the Council was ranked 153 out of 439 organisations in the Stonewall Workplace Equality Index and was confirmed as the most improved organisation.

Finally, residents who are disabled or require mobility assistance continue to benefit from DisabledGo, an online access guide to over 1040 venues across the borough which provides a range of information from step-free access, to usable toilet facilities and hearing loops via a free App.

## Why this Strategy – our local context

**Population Growth:** 7.2% of the population are aged 0-4; 13.4% are aged 5-15; 64.2% are aged 16-64 and 15.2% are aged 65 plus<sup>1</sup>. As with most areas in the country, the borough has an aging population. It is expected that the number of residents aged 65 plus will increase by 42% and those aged 85 plus could increase by 62% by 2029<sup>2</sup>.

**Diversity:** 42.6% of the population identify as being Asian which ranks 2nd nationally. Since 2001 there has been a 59.4% increase in the number of residents who are Asian. Harrow has a higher proportion of residents whose main language is not English and who cannot speak English or cannot speak English well, compared to the national and London averages<sup>3</sup>.

**Housing:** At just 10% Harrow has the third lowest proportion of social housing of any of the London boroughs<sup>4</sup> and around 24% of households live in private rented accommodation. Several thousand households contact the Council for assistance each year, applications for social housing have doubled over the last 7 years and the number accepted as being eligible, unintentionally homeless and in priority need has risen tenfold (45 in 2009/10 to 449 in 2016/17), mostly due to loss of private rented accommodation. We continue to help families remain in their accommodation whenever possible and to find new housing solutions for those who need to move, working in partnership with private sector landlords. Despite the huge emphasis on homelessness prevention there has been a 50% increase in demand for temporary and emergency accommodation over the last three years. The majority of households are placed into temporary accommodation leased from a private landlord. Evictions in social housing are normally very low, around 7 per year for rent arrears. In 2016/17 this increased to 25 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 the census showed that 14.6% of residents in Harrow had a limiting long-term illness or disability. This was an increase of 13.2% (+4,000) since 2001. Harrow's rate is now higher than the average for London (14.2%)<sup>5</sup>. In 2016-17, 18.4%% of all 4-5 year olds are classified as having excess weight with 8.3% of them being considered obese. Obesity rates in the reception year for children are falling although overweight rates increased in 2016-17 compared to the previous year after falling for the previous three years. The rates for reception year children are lower than both the London and National averages. 36.5% of 10-11 year olds are classified as having excess weight with 20.6% being classified as obese. The rates are lower than the

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<sup>1</sup> 2016 Mid-Year Estimates, Office for National Statistics (ONS)

<sup>2</sup> 2014-2029, 2014-based Sub-National Population Projections, ONS

<sup>3</sup> 2011 Census, ONS

<sup>4</sup> 2016, Dwelling Stock Table 100, DCLG

<sup>5</sup> 2011 Census, ONS

London rates but higher than the National rate.

According to the most recent Public Health England data (PHE 2016) Harrow has a lower than national rate of newly diagnosed sexually transmitted infections (STIs) (664.0 per 100,000 residents compared to 750 per 100,000 in England). More specifically Harrow has the 70th highest rate (out of 326 local authorities in England) of new STIs (excluding chlamydia diagnoses in 15-24 year olds) with a rate of 773.5 per 100,000 residents (compared to 795 per 100,000 in England). 43% of diagnoses of new STIs in Harrow were in young people aged 15-24 years (compared to 51% in England). Harrow has also seen an increase in its opiate and/or crack cocaine using population from 898 individuals in 2011/12 to 1193 individuals in 2014/15. The most recent PHE estimates for alcohol dependency indicate that Harrow has 1,607 alcohol dependent adults in need of specialist assessment and treatment. The ONS similarly published its latest statistics on drug poisoning and Harrow has seen a rise in the number of drug related deaths which is reflective of the national picture.

Life expectancy in Harrow for both men and women is higher than the national and London rates and is increasing but the gap between those in affluent areas and those in deprived areas within the borough is also increasing. Men in the most affluent parts of Harrow can expect to live 6.6 years longer than those in the most deprived. Similarly women in the most affluent parts of Harrow live 4.3 years longer than their deprived counterparts. This difference is even more marked when we consider how much of their lives are spent in good health. On average men in Harrow live 69.2 years in good health but men in the most deprived parts of the borough live 8.5 years more in poor health. For women the picture is similar. Women can expect to live to 70 in good health on average but women in the most deprived parts of the borough live almost a decade more of their lives in poor health than those in the affluent parts. The impact of poverty and deprivation is to reduce the length of peoples' lives and to increase the proportion of their lives spent in poor health.

**Education:** There are 59 schools in the borough, of which 96% are judged as good or outstanding by Ofsted. Despite population growth every Harrow child has been offered a school place at a Harrow school, achieved through our successfully delivered school expansion programme.

**Crime:** Over the year to October 2017, crime levels rose by 2.51%. The most common crime in the borough was anti-social behaviour, followed by theft (in particular associated with motor vehicles), although relative to London rates are low.

Violence with injury is the most common high harm crime in Harrow, but remains the lowest rate in London.

Drug related crime has the seen the highest increase over the past year (11.51%), while robbery rates have fallen by nearly 20%.

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 45.5 offences per 1,000 population in April 2017, which is the 2<sup>nd</sup> lowest rate in London.

**Environment:** Over 20% of the area of the Borough is Green Belt. 42% of household waste is currently recycled or composted.

**Employment and Skills:** Unemployment in the year to September 2017 averaged 1.2%, below the London and national average of 1.9% and 1.8% respectively<sup>6</sup>. 45% of Harrow's residents (aged 16-64) have higher level qualifications (NVQ Level 4+), with 2.8% having no qualifications at all. The borough has a high percentage of residents with 'Other' qualifications (including foreign qualifications), at 11.5%, compared to London (8.2%) and England overall (6.7%)<sup>7</sup>. Wages paid in Harrow workplaces (average £575.00/week for full-time workers) are generally lower than in London (£692.20) and in most of the West London Boroughs (£575-£689). Earnings of Harrow residents (estimated average of £714.80/week for full-time workers) are the second highest of the West London Boroughs and a little over the London average (£701.40).<sup>8</sup> At 2.1%, the borough has the lowest level of 16-17 year old NEETs (not in education, employment or training) nationally<sup>9</sup>.

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<sup>6</sup> ONS Claimant Count data

<sup>7</sup> ONS Annual Population Survey, 2016

<sup>8</sup> Source: ONS Annual Survey of Hours and Earnings 2017 – Residents and Workplace analyses – using median of full-time workers' gross pay

<sup>9</sup> DFE, 2016 Figures. Isles of Scilly excluded, due to very low counts overall

# Harrow Ambition Plan 2020

**This is the third annual update of the 4 year 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:**

<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
Deliver the largest number of new homes in a decade	5,400 new homes by 2020/21	<p><b>Regeneration being led by others:</b> In 2016/17 we delivered over 650 new homes in the borough and are on track to exceed our target of 5,400 new dwellings completed in the borough by 2020/21. Over 60 houses were completed on the (former Kodak) Harrow View West site by the end of November 2017 and work continues. Reserved matters were approved on the Harrow View East site in December 2017 for Phase A, enabling work to soon get underway on the construction of 650 homes, as well as commercial uses, health centre, care home and green space. Construction has started on the site of the former Townsend and Eaton Houses, one of the three Origin Housing sites in the borough. The Palmerston Road/George Gange Way site planning permission is expected to be completed soon and a new planning application on the Cumberland Hotel site has been approved, subject to legal agreement. The College Road (Harrow Square), Gayton Road (Lexicon) and Lyon Road (Lyon Square) developments are all progressing well, with the release of over 80 units expected at Lyon Square before the end of FY 2017/18.</p> <p><b>Regeneration programme on Council owned sites:</b> Planning consents on the Haslam House/Chichester Court sites in Stanmore and the Vaughan Road car park have been secured and a start on site at Haslam House is imminent. Planning applications were submitted in December 2017 on the Waxwell</p>

What we will do	Ambition	Progress so far (as at Quarter 2, 2017/18)
		Lane car park in Pinner and for the new Civic Centre in Wealdstone. Planning applications on the Poets' Corner (current Civic Centre) and Byron Quarter (Leisure Centre/Byron Recreation Ground) sites are due to be submitted before the end of 2017/18
Deliver the biggest Council Estate Regeneration scheme in decades	500 new council houses by 2020	To date 16 new council homes have been completed, with a further 91 council homes in development (of which the first six new-build infill properties were completed in July 2017), planning permission has been secured for a further 30 units and plans have been submitted for 241 new council homes on 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	We have made huge advances with social value, continuing to deliver apprenticeships and encouraging local contractors to tender for works. We expect £400k investment in the local community from the Cowan Avenue scheme which is currently on site.
	Approved rolling 5 year Better Homes programme	A £20m rolling programme is in place and the advantages of this are now showing clear improvement in our delivery. The current year's programme is going well, we have been able to substitute delayed projects and procurement for the 2017/18 programme is already underway with delivery commenced. The programme has been reviewed in line with work being delivered on the HRA Business Plan. Compliance and revenue reduction schemes are being prioritised within our resource levels.
Continue to improve the appearance of our estates working closely with caretakers, tenants and	Improved service performance – measured by tenant and leaseholder	Following comments made in our tenant and leaseholder survey, the appearance of our estates was a concern, particularly the cleaning of the communal areas in our blocks. The Estate Services team started a communal cleaning pilot in July 2017

<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
leaseholders.	feedback surveys	using existing staff. 30 blocks have been targeted during this pilot and the response from tenants and leaseholders to date has been very positive.
Reduce housing fraud	<p>Complete 600 leasehold audits to confirm occupation and the protection of our freehold</p> <p>Recover 10 properties in 2016/17 where fraud is identified and allocate to those in genuine housing need</p>	<p>All leasehold properties have been visited for the purpose of auditing. A small number still need to be accessed. We are on track to complete 600 audits by the end of the financial year.</p> <p>The Housing Tenancy fraud recovery rate is also on target for 2017/18. Eight properties had been recovered by the end of quarter 2.</p>
Deliver a thriving cultural offer through regeneration and commercialisation projects (arts, libraries, heritage, sports & leisure and night-life)	Six libraries will have been refurbished or rebuilt, Headstone Manor Museum will be completely refurbished, Harrow Arts Centre will be delivering from improved buildings, an improved or new Harrow Leisure Centre will be at the centre of a new residential and leisure led quarter next to Byron Park	<p>Listed building consent planning application approved for Kenton Library refurbishment. Refurbishment to start in January 2018.</p> <p>Specification for the new Town Centre Library progressed with the developer Barratt Homes to ensure the optimal design and operational functionality. Issues relating to deliveries to the new library now resolved. Work on the shell and core of the library has started.</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. Leisure Centre Contract and Management Options appraisal being developed to inform the business case for the new Harrow Leisure Centre. Indicative illustrations for the new leisure centre and Byron Hall presented to the Design Review Panel.</p> <p>Headstone Manor Museum - The renovation has now been</p>



		<p>completed with the grand opening held on the 1<sup>st</sup> December 2017. The site opened to the public for the first time on the 9<sup>th</sup> December 2017.</p> <p>The development of an options appraisal for the redevelopment of the Harrow Arts Centre site was approved by Cabinet in September 2017, subject to the identification of funding.</p>
	In 2020 the annual Active Lives Survey will show 75.8% of the population aged 16+ as Active or Fairly Active	The Active People survey, referred to in the original Ambition, has been discontinued and the Active Lives survey now measures the proportion of those aged 16+ classed as Active or Fairly Active. For the period May 2016 to May 2017 Harrow's result was 72.5%, compared with an average of 74.4% nationally and 75.8% in London.
	By 2020, there will be at least 2.5 million visits per annum across our cultural offer, which would include Harrow libraries, Harrow leisure centres and Headstone Manor	<p>More than 2.28m visits occurred over the financial year 2016/17 and over 1.25m visits took place in the first half-year of 2017/18.</p> <p>The number of wedding functions in the Great Barn at Headstone Manor Museum exceeded targets – weddings are an important part of the Business Plan for the site.</p> <p>The Studio Café opened to the public at Harrow Arts Centre to improve the service offer and generate additional income.</p> <p>Other cross-directorate work includes the Arc House café and performance space, and cafés in parks.</p>
	Harrow will be seen as the place for creative industries/artists to locate and conduct business (e.g. Artisan Place)	Whitefriars studios have now been completed. This provides Harrow's first affordable artists studios and a new gallery. The bulk of the studios have already been let. The move on space at Stanmore Business Innovation Centre is now being let.
	Deliver S106 funded improvements to outdoor sports facilities as identified	Planning permission was granted for improvements to the playing pavilion at Harrow Weald Recreation Ground in September 2017.

	<p>in the Harrow Outdoor Sports Pitch Strategy 2013-2023 by 2019</p>	<p>Site surveys have been completed in relation to the installation of a 3G artificial pitch at Bannister Sports Centre prior to the submission of a planning application. The planning application is scheduled to be submitted in early 2018 subject to the results of a transport study which has been commissioned.</p> <p>Work commenced on Football Foundation funding applications for 50% of the cost of improvements to the playing pavilion at Harrow Weald Recreation Ground and the 3G pitch at Bannister Sports Centre. Heads of Terms and a Development Agreement for improvements to grass pitches at Bannister Sports Centre have been agreed with the contractor. Two full-sized pitches and two smaller pitches will be created. The pitch works are scheduled to start in summer 2018.</p>
	<p>Resident feedback: 90% of library users rate the Library Service as Very Good or Good</p>	<p>An overall 91.69% of users rated the service Excellent, Very Good or Good in the 2016/17 surveys. The next surveys are due in 2018/19.</p>
<p>Deliver a new Civic Centre in the heart of Wealdstone, providing the catalyst for total regeneration of that part of the Borough, and regenerate Harrow Town Centre</p>	<p>To have moved into a new civic centre by 2019</p> <p>Create over 500 new jobs</p> <p>Support 500 young people into apprenticeships and jobs</p> <p>Support over 5,000 adult community learners</p>	<p>There has been good progress in agreeing the design requirements for the new Civic Centre.</p> <p>The numbers reflecting the impact of the Council's initiatives will be published once data is released by the Office for National Statistics.</p> <p>We have supported over 500 young people into apprenticeships and jobs since 2014.</p> <p>Learn Harrow's Skills Funding Agency helped us support 4,221 learners in 2016/17.</p>

	Helped 300 unemployed residents back into work	We have helped 167 residents into work by November 2017, and 936 residents since 2014. .
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 breakfast accommodation longer than 6 weeks	We are continuing to prioritise 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. Maintaining this performance will depend upon homelessness pressures and it is difficult to forecast the impact of the Homelessness Reduction Act (April 2018) at this stage.
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)	We continue to promote accreditation through landlord forums and our contacts with landlords, who can attend any of the 100 or so sessions a year in London. We have planned and booked 5 sessions in 2018 to be held in Harrow, and we offer subsidised places to the landlords we work with.
Continue to be one of the safest boroughs in London	Crime rates continue to fall and are the best in London	Harrow has the lowest rate in London for violent crime and one of the lowest overall crime rates at October 2017, 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 an August 2017 survey, 77% of respondents thought people from different backgrounds got on well together in the local area, against a target of 70%.

	We will regularly review our Road Safety Plan	The road safety plan is reviewed at the same time as the Local Transport Implementation Plan (LIP) because the targets and objectives are aligned. The LIP will be rewritten during the next 12-18 months as a requirement of a new London Mayoral Transport Strategy. The Road Safety Plan will be reviewed as a part of preparing a new LIP. Performance targets in the road safety plan are monitored annually.
	Aim for a year on year reduction in people killed or seriously injured on our roads	The latest figures show that there were 44 people killed or seriously injured in 2016, Harrow is in the top 25% of safest Boroughs.
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	Harrow has a high proportion of funded children accessing good or outstanding early years provision. In January 2017, 98% of 2, 3, and 4 year olds received their funded early education in settings rated 'good' or outstanding' by Ofsted.
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	96% of Harrow schools are judged to be good or outstanding as at 31st March 2017  There has been an increase in the number of Harrow's Schools achieving Healthy Schools London Awards. Currently 16 have a silver award and 6, Gold. We hope to have more in coming years with a target of 10 Gold awards by the end of 2017-8 school year.
	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	<p>PROVISIONAL Key Stage 2:</p> <p>Percentage of pupils achieving the expected standard in Reading, Writing &amp; Maths in Harrow's schools in 2016-17 ranked in the top 10% nationally.</p> <p>PROVISIONAL Key Stage 4:</p> <p>Harrow's schools have ranked (1) 15th out of 150 local authorities for their 2016-17 percentage of pupils achieving Grade 5 or above English &amp; maths GCSEs result; and (2) 22nd for the Attainment 8<sup>10</sup> score at Key Stage 4.</p>
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	98.7% of 16-18 year olds were 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 6.6 years for men and 4.3 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.'</p>
	Deliver improvements against our Corporate Equality Objectives	Good progress is being made against the Corporate Equality Objectives Action Plan with 71% of staff having completed equalities matters training, being the most improved organisation in the Stonewall workplace equalities index and a range of

<sup>10</sup> Attainment 8 is the new way government calculates school achievement by comparing an individuals attainment 8 score (across 8 GCSE subjects) with the school average score

		diversity events and mental health first aid courses being run.
Promote and support volunteering and greater community action	Increase number of volunteers and volunteer hours across the borough	<p>We are working with the local VCS on the Big Lottery funded borough wide <i>Volunteering 4 Change</i> project which is being led by Harrow Community Action, involving eight other voluntary sector organisations in supporting and enabling disadvantaged people to volunteer on a wide range of projects. The project has engaged 439 new volunteers in a wide range of activities (exceeding outcomes targets for the first year of the project), accessed additional funding for events and provided additional value in establishing a youth volunteering plan.</p> <p>Preparations have begun for a new programme for mental health users and reducing social isolation for older people.</p> <p>The Council is also making sure all our own Council volunteering opportunities are advertised on the 'Do It' website.</p>
	Achieve a target of 1100 trained Community Champions by 2016/17	Target achieved as at quarter 4, 2016/17.
	To have established a Park User Group in every major park by the end of 2016/17	Achieved – 23 groups were active at the end of 2016/17, exceeding the target of 18.
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	<p>Fly-tips are removed within one working day of being reported.</p> <p>Work has taken place to identify fly tip hot spots, targeting problem areas such as Mollison Way, Rayners Lane and Wealdstone. The ASB, Crime and Policing Act powers have been used to target these areas, including use of Community</p>

	higher activity	Protection Notices served on landowners to take responsibility of their land, use of Public Spaces Protection Order on orphaned land to control it and working with TfL to improve areas around Rayners Lane station. The effectiveness of using these powers is being reviewed and the plan is then to roll out across other key areas. In addition the Communications team is working with Keep Britain Tidy to raise the profile of this area and educate people around fly tipping.
	Reduction in the total number of anti-social behaviour incidents per 1,000 residents	Numbers of ASB calls have reduced from 2.02 to 1.44 per 1,000 residents between September 2016 and September 2017 and this is the lowest rate amongst neighbouring London Boroughs.
To have a good quality, clean and sustainable environment	To maintain our position as one of the top recycling boroughs in London and develop a recycling strategy to meet our ambition to be the top performer in London achieving a target of 50% by 2020	The new Recycling and Waste Strategy Manager has been appointed and a key objective will be to develop a community engagement plan that will focus on improving recycling performance (in particular flats recycling and food waste) as well as looking at elements such as fly tipping.  Recycling and composting stood at 42% at quarter 1, 2017/18.
	To increase sustainable modes of transport in the borough to support improvements in air quality and public health by:	Schools and businesses are increasingly developing travel plans to minimise their impact on the environment and to address parking issues.
	Reducing the % of children travelling to school by car	Schools and businesses in Harrow can access free advice and support to develop their travel plans. School travel plans are in place for 40 of Harrow's schools so far.
	Increasing the % of trips by walking and	Data against these measures will be assembled at the year end.

	<p>cycling</p>	
	<p>Improve the cleanliness of the local environment and increase resident satisfaction</p>	<p>Intelligence led street cleansing will be implemented across the borough to ensure that those areas that require high frequency cleaning receive it, whilst still providing an efficient use of resources.</p> <p>We have continued with a programme of estate action events bringing together repairs, public realm, capital works and contractors to make improvements to Edwin Ware Court, Grange Court and Stuart Avenue. A successful communal cleaning pilot was started in July 2017 in response to concerns raised in the last tenants' survey and a rolling programme to enforce the clearance of communal areas was introduced at the end of August following Grenfell. We are working on a means of measuring resident satisfaction.</p>



## 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, 2017/18)
Generate new sources of income for the Council to pay for vital services	Bring in commercial contributions worth £15m by 2019/20	A Commercialisation Strategy was agreed in June 2015 and is contributing to our budget planning. Sources of income are being raised to invest in the local services that our residents value. Our pioneering deal with IBM for Project Infinity has been signed. However the draft budget is not relying on income from Infinity and the budget is purposely being de-risked in this respect. The delivery of the IBM product continues and will be available early in 2018 with a commitment to market the product and bring in income. 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.
	Deliver 2000+ new homes on council-owned land in the next decade and use any profit to support council services and become more	Planning submissions for the major schemes were approved in September 2017 and work will progress throughout Q3 to enable construction to take place in 2018. September Cabinet agreed redevelopment of the Waxwell Lane car park and detailed design work on a mews/townhouse scheme for this site, is now in

What we will do	Ambition	Progress so far (as at Quarter 2, 2017/18)
	<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>progress.</p> <p>A number of Phoenix Commercialisation Projects have been approved at the Commercial Board:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Trade Waste;</li> <li><input type="checkbox"/> Grounds Maintenance/Gardening Service;</li> <li><input type="checkbox"/> Pest Control;</li> <li><input type="checkbox"/> MOTs;</li> <li><input type="checkbox"/> Events/Filming;</li> <li><input type="checkbox"/> Training Academy;</li> <li><input type="checkbox"/> Catering</li> <li><input type="checkbox"/> Sancroft Care Company.</li> </ul>
Launch a new Private Lettings Agency	Have a portfolio of c.500 homes for letting and management	Smart Lettings was launched in 2016 as part of Concilium Business Services, one of the Council's new companies. There were 75 homes in the portfolio by 2017/18 Q2.
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. Whitefriars studios have now been completed. This provides Harrow's first affordable artists' studios and a new Gallery. The bulk of the studios have already been let. The ' <i>move on space</i> ' at Stanmore Business Innovation Centre is now being let.
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 16% and therefore already 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%	49% of residents are satisfied with the way Harrow Council runs things (August 2017). This is down from last year. Challenges also exist in improving whether people feel well informed by the Council and whether we act on their concerns.

<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
Have a reputation for being a good employer and an inclusive organisation, attracting and retaining the best staff	Maintain Investors in People (IIP) and Disability '2 tick' accreditation.	Corporate Strategic Board (CSB) has decided not to proceed with the organisation Investors in People accreditation for 2017/18 due to cost pressures. The Disability 2 tick scheme has been replaced by the Disability Confident Scheme. The Corporate Equalities Group are undertaking a review of current processes for access to work equipment and a gap analysis of what needs to be done to achieve accreditation.
	Improve our Stonewall Equality Index Score to achieve Top 100 employer status by 2020	At January 2018 the Council maintained its position, ranking 154 <sup>th</sup> out of 440 organisations.
	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. CSB decided not to undertake a staff survey in 2017 due to cost pressures. This will be reviewed in 2018.
	Achieve London Healthy Workplace Charter Excellence Award	We have achieved the <i>Commitment</i> level and are working towards <i>Achievement</i> and <i>Excellence</i> levels. Resources in Public Health next year will determine when this can be achieved. A strategy and action plan has been developed, in conjunction with Public Health, to address achievement of the Excellence Award. Public Health has run a series of wellbeing activities for staff that were well supported. The Council also engaged in the Dementia Friends programme and has committed to focusing on mental health and wellbeing in 2017.

<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
Have a reputation for being an innovative council	National reputation for being a commercial council	Active communication has started especially around <i>Project Infinity</i> with national articles on the deal with IBM Watson. We will communicate more about our other ventures when they start demonstrating strong commercial performance.
	Leader in West London for shared services	Activity around Legal services and Human Resources are good evidence of this. The arrangements with Bucks County Council are now embedded and further opportunities are being explored. Legal services are now also working with Slough Borough Council.
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. More than half of respondents in the latest Housing tenants survey (February 2017) "feel we listen and act on their views".
	Increase number of residents who feel able to influence local decisions	Although this went down to 21% in August 2017, with the number of engagements now active with the regeneration programme the Council expects this to rise.
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 85% from 89% in 2016/17. As more customers transact through self-service, enquiries handled through Access Harrow are increasingly more complex which can impact on first point resolution.
	Reduction in avoidable	Avoidable contact is now reducing, following improvements to the

What we will do	Ambition	Progress so far (as at Quarter 2, 2017/18)
	<p>contact</p> <p>Increased Customer Satisfaction</p> <p>Enhanced self-service offering</p>	<p>Garden Waste service.</p> <p>In August 2017, 49% of residents surveyed were satisfied with the way the Council runs things. This represents a reduction since last year.</p> <p>In the second quarter of 2017/18, 93% of My Harrow Account users and 92% of web form users were satisfied or very satisfied with the service.</p> <p>67% of tenants are satisfied with the overall service provided by the Housing Department. This is a result maintained since 2012, in spite of the overall external environment being more challenging.</p> <p>The percentage of customer contact by self-service (including web forms, kiosks, web visits) has increased to 87% from 85% last year</p>
<p>Become a truly digital Council with residents increasingly dealing with the Council online, enabling the remaining capacity to be used to deal only with the most complex cases on the phone or in person.</p>	<p>Reduce advisor appointments by 10%, advisor answered phone calls by 10% and email traffic by 20% by 2020</p> <p>Increase logins to MyHarrow accounts by 50,000 pa and integrated web form usage by 20%</p> <p>Reduce postage costs by £30,000 pa</p>	<p>We have already reduced our advisor appointments by 30%, and our advisor answered phones calls by 12.5% exceeding our 10% targets.</p> <p>We have already reduced our email traffic by 22.8% in 2016/17 and a further 28% already this year</p> <p>We are on target as achieving 40,000 logins to the MyHarrow account per month.</p> <p>The number of web forms being used has risen by over 26% in two years</p> <p>The Council spent over £300,000 on postage in 2016/17 and is on target to reduce this by £30,000 during the year.</p>

<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
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 have now been completed.
Embed effective standards for countering fraud and corruption in the organisation to minimise impact on service provision	Ensure that risks associated with fraud & corruption are managed effectively across all parts of the council by identifying fraud risks; developing a counter fraud strategy; providing resources to implement the strategy; and taking action in response to identified fraud & corruption	<p>Fraud risks – The fraud risk register is currently under development with an estimation of it being established by April 2018.</p> <p>Corporate Anti-Fraud &amp; Corruption Strategy – following consultation with a number of groups, the reviewed strategy went to Council in February 2017 for adoption into the constitution.</p> <p>Providing resources and taking action – Internal Audit &amp; the Corporate Anti-Fraud Team’s have reported to the GARMS Committee with a mid year update in December 2017.</p>
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	<i>Rocket Science</i> have been commissioned to undertake the review with a final report with recommendations expected by January 2018. The review is being overseen by a working group made up of the Council and voluntary sector representatives.

# 3. Protect the Most Vulnerable and Support Families

**Our aim is by 2020 to:**

<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
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	Work to counter abuse and exploitation is being co-ordinated through Local Safeguarding Children's Board (LSCB) and the Multi-Agency Sexual Exploitation panel (MASE). A co-ordinated programme on Violence, Vulnerability and Extremism has been developed with Police involving People Directorate, Community Safety Team and others across Council. The Council and Safer Harrow are developing their approach to the new modern slavery legislation.
	Reduce rate of first time entrants to the youth justice system	The most recent verified data available shows a reduction in the rate of first time offenders per 100,000 population from 83 (April 2015 - March 2016) to 72 (April 2016 to March 2017). Work continues to be co-ordinated with police and other local agencies to better understand and reduce violence, vulnerability and exploitation, including gang-related activity.
	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 2014-15, and shows both a reduction in the numbers of reoffenders, and a decrease in the rate of reoffending.

What we will do	Ambition	Progress so far (as at Quarter 2, 2017/18)
	The independent Local Safeguarding Adults Board (LSAB) judges that safeguarding adults work is person centred	Safeguarding Adults arrangement accredited Silver Level. 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 Safeguarding Adults 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 the Local Safeguarding Adults Board included the production of a new business plan to prioritise prevention of abuse.
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	Good progress is being made as a result of our interventions, with all individuals who use the services achieving at least 80% of their feeling more safe outcomes. In quarter 2, we also had one of the lowest unsuccessful referral rates across London.
	Deliver the 'Harrow Couples Domestic Violence Project' in 2016	The pilot has been completed and the evaluation has been drafted. Funding now received from the Department for Education to extend the pilot during 2017. We are working with the <i>Tavistock Centre for Relationships</i> to understand the future of the service and how funding can be guaranteed.
To improve the lives of vulnerable families with multiple problems through the transformation of local services	1360 families have measurably improved outcomes by 2020	At end of September 2017, we were able to claim for reward funding for 264 families with positive outcomes, following successful social care intervention.  We have worked with 1198 families in the year to date, with 447 families currently on this programme.
Deliver Project Infinity, an innovative programme to	Achieve outcomes and commercial ambitions for the	Watson Care Manager Self Directed Care was launched in the UK at the IBM Integrated Care Summit and National Children's



<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
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	Infinity programme	and Adults Social Care (NCAS) Conference in Bournemouth in October 2017. The system is on schedule to be implemented in Harrow from 31 <sup>st</sup> March 2018.
Integrate adult social care services and health services further	Partners agree Better Care Fund plans	Our 2017-19 Better Care Fund plan has been submitted and assured. Funding has been agreed for 2017-18 subject to review for 2018-19.
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	67.8% of clients reported having as much control over daily life as they would like, a slight increase over the previous year. 86.6% of people responded in the latest national survey (2017) that care and support services helped them in having more control over their daily life. This continues the year-on-year increase (85.6% 2016; 83.3% 2015) in this result.
	Increase the % of long term service users who report having choice over care and support services	63.5% of users surveyed said they had enough choice over care and support services. This is slightly down (64.9%) on 2016 when this question was first introduced. The new care pathways being developed as part of the new Adults vision should lead to improvements in this result.
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	We achieved 93% against a target of 90% at Q1 2016/17 increasing visits by 6% from the previous year.

<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
Continue to deliver effective intervention services through our Early Support Hubs	Increase reach of Early Support Hubs to Harrow's most vulnerable children and families	The new Early Support model up and running and being delivered via Early Support Hubs (formerly called Children's Centres) and youth centre hubs. We are keeping Early Support Hubs 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 investigated potential options for new or expanded respite provision. The current route to secure respite care is via a new special school. Three local special schools are submitting a bid to Department of Education funding for a new free school which will include respite provision. The Department of Education have yet to announce the details for the next round of submissions.
Continue our School Expansion Programme	Every Harrow child has a school place each year to 2020	<p>School place planning is in place to meet the demand for school places up to 2020 in accordance with current school roll projections as follows:</p> <p>Primary: 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>Secondary: there is sufficient capacity at high schools up to 2020. Currently, prior to increased primary pupils transferring to secondary, there is some surplus capacity.</p> <p>Special educational need: The need has been identified for a new special free school to meet future demand. Alternative options to increase capacity are also being explored in the short term.</p>

<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
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 (97.7% of new attendances vs target of 97%) and HIV tests accepted (91% vs target of 84%) at Q1 2017/18
Improve mental health and wellbeing and in particular pilot an integrated employment/ mental health support offer	Increase the percentage of adult social care users/adult carers who have as much social contact as they would like	Latest score of 41% was a slight improvement from last year. Social contact remained one of the key factors that improves clients' level of control. Benchmarking results show us as about average in London. Those with the best results have anecdotally told us this may be due to ensuring in-house day care opportunities remain available. 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.
	Residents with common mental health problems who are out of work are supported to return to employment	See next entry
	Increase the proportion of adults in contact with secondary mental health services in paid employment	Employment levels are above our target. The mental health indicator measures the average level of employment from monthly data. 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 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. We have provided sessions of Mental Wellness courses for staff which is run by Peer Educators from across the council who have been trained to deliver it.

What we will do	Ambition	Progress so far (as at Quarter 2, 2017/18)
	Improve the emotional wellbeing of children looked after	This is measured by the proportion of 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 the last 12 months by their carer. There has been a marked increase – the current proportion of children looked after was 93.4% (Q2 2017/18) improving from 74.8% (Q3 2016/17).
Develop community assets aimed at keeping people independent for longer	Improve Quality of Life measure in annual adult social care user survey	The Quality of Life score is based on a combination of key questions from the survey. There was no significant change year on year, but remains low when compared to other London boroughs. The reason for the decline appears to be adult social care 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 adult social care services who find it easy to find information about services	There has been a drop in the percentage of people reporting information was easy to find (though not statistically significant). The provision of Care Act information and advice in Harrow is via SWISH (Support and Wellbeing Information Service Harrow) and is reflected in this year's results. The result is in the third quartile among London councils. A new General Information & Advice Service was launched in August 2017 with a requirement to work closely with the Care Act Information and Advice service and establish an Information and Advice network for the borough to improve access and referrals for residents.
Increase accessibility and participation in sport and physical activity at the Council's leisure facilities, for all our residents.	An increased number of users of Harrow's leisure facilities from specific target groups including females, those with a disability, those	We have met our targets for female, BAME, disabled, 17-24 year old users of Harrow's leisure facilities. We fell slightly short of our target for 60 plus. However we have delivered recent campaigns aimed at older people such as a week of free activities for older adults held in September 2017, table tennis sessions for 60+ at

<b>What we will do</b>	<b>Ambition</b>	<b>Progress so far (as at Quarter 2, 2017/18)</b>
	aged 60+, and those who are Black, Asian, and Minority Ethnic (BAME)	Bannister Sports Centre and <i>Active Community Mondays</i> sessions.

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# **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***

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# 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 opportunities they have access to.

We will have shared service arrangements for many 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. Our commercial strategy will mean that trading companies will be a part of our delivery structure, to allow us to generate income. We will look to market services to other Councils, 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**

How it all fits together

**Harrow Council Vision and Priorities**

**Harrow Ambition Plan 2020**

**Culture & Staff Values**

**Directorate Plans**

**Divisional Plans**

**Team Plans and Individual Appraisals**



# 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 Interim Chief Executive Tom Whiting.

Who we are:

Interim Chief Executive:	Tom Whiting
Corporate Director Community:	Paul Walker
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	Visva Sathasivam
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

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# Harrow Ambition Plan 2020: Culture Change

Our aim is by 2020 to:

What we will do	Ambition	Progress so far (as at Q2 2017-18)
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)	<p>The values section of the new staff induction has received good feedback and is ensuring that new employees gain an understanding of how the values have been developed and why they are important to all council employees and that we all have a responsibility to live our values.</p> <p>Values based recruitment has been introduced to ensure that new starters are being recruited to behaviours as well as skills. New recruitment training is being rolled out to all hiring managers. The new digital staff appraisal process is in its first mid-year review stage where staff have been measured against performance and values behaviours. Compliance reporting is underway.</p>
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)	The Mobile and Flex programme is now complete following the roll-out of SharePoint. A range of staff engagement events have taken place during the year to consult with staff on ways of working in the new Civic Centre.
Develop and deliver a strategy to position Harrow Council as an employer of choice that attracts and retains commercially	Positions are filled at first time of asking Turnover (resignations) is better than London Boroughs' mean Staff feedback positively about being employed by Harrow (measured	The new recruitment and selection toolkit has been launched, allowing candidates to apply with a CV to improve the candidate experience and hiring managers to use values based recruitment questions.

<p>mindful, energetic people who enjoy working at pace in a fast changing environment</p>	<p>via the staff survey)</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>A coaching pool has been set up and we are now recruiting a second cohort. Feedback from the first cohort is 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>100 members of staff undertook the CMI management qualification last year and will graduate this March. The following have been introduced to the Corporate learning and development Programme:</p> <ul style="list-style-type: none"> <li>• MACE – workshop designed to help people manage ambiguity in complex environments and support a collaborative style of working.</li> <li>• 1 day and 2 day intermediate Project mgt course , 2 day course based on Prince 2</li> <li>• Commercial Awareness/insight</li> <li>• Higher level course on Applying Commercial Capacity and Strategic thinking</li> <li>• INlogov have developed a level 7 postgrad qualification Public Management and Leadership Executive Apprenticeship which we will be offering April 18 – this can</li> </ul>

		be fully financed from the Apprenticeship Levy.
Develop and deliver an Employee Wellbeing Strategy that promotes healthy living, the right work/life balance and builds a resilient and resourceful workforce.	Staff feed back positively about wellbeing at work (measured via the staff survey) Sickness absence is better than London Boroughs' mean	Public Health continues to support the Council to work towards 'excellence' on the GLA healthy workplace charter. As a result of this, we have now published a Wellbeing Strategy and a variety of campaigns are being run in the Council – particularly around mental health and physical activity.  The Health & Safety board has been joined with Wellbeing Board to create a joint committee to ensure greater efficiency.  Staff survey was not commissioned in 2017. This decision will be reviewed in 2018

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	15 February 2018
<b>Subject:</b>	Final Revenue Budget 2018/19 and Medium Term Financial Strategy 2018/19 to 2020/21
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Dawn Calvert, Director of Finance
<b>Portfolio Holder:</b>	Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes, except where the decision is reserved to Council and is for noting only
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1A – Proposed savings and growth 2018/19 to 2020/21 (New proposals) Appendix 1B – Proposed savings 2018/19 to 2020/21 to be agreed from 2016/17 and 2017/18 MTFS Appendix 1C - Growth from 2017/18 MTFS Appendix 2 - Medium Term Financial Plan 2018/19 to 2020/21 Appendix 3 – Revenue Budget Summary 2018/19 Appendix 4 – Levies, contributions and

subscriptions  
Appendix 5 – Policy on use of contingency  
Appendix 6 - Schools Budget 2018/19  
Appendix 7 - Public Health Budget 2018/19  
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 2018/19  
Appendix 13 - Annual Pay Policy Statement for 2018/19  
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 2018/19 and Medium Term Financial Strategy (MTFS) for 2018/19 to 2020/21. In December 2017, Cabinet approved draft versions of the revenue budget and MTFS for general consultation.

**Recommendations:**

Cabinet is requested to:

- 1) Recommend the 2018/19 budget to Council for approval, being mindful of the results of the various consultations and equality impact assessments, to enable the Council Tax for 2018/19 to be set (Appendix 2).
- 2) Approve the Medium Term Financial Strategy (MTFS) at Appendix 2 for referral to Council.
- 3) Note the remaining budget gaps of £17.636m 2019/20 and the remaining budget gap of £16.061m for 2020/21 (table 4)
- 4) Note the intention to increase Council Tax by 2.99% in 2018/19 (paragraph 1.18)
- 5) Note the intention to increase Council Tax by 0.5% in 2018/19 in respect of the Adult Social Care Precept (paragraph 1.18)

- 6) Approve the structure of the funding formula 2018/19 through the introduction of the National Funding Formula (Appendix 6)
- 7) Note the 2018/19 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 2018/19 (paragraph 1.48)
- 9) Recommend the 2018/19 Members' Allowance Scheme to Council for approval (Appendix 12).
- 10) Recommend the 2018/19 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 2018/19 Budget for any changes from the Final Local Government Announcement if necessary (paragraph 1.35)

**Reason: (For recommendations)**

To ensure that the Council sets a balanced budget for 2018/19.

## Section 2 – Report

### INTRODUCTION

- 1.1 The Government continues to reduce its funding to Local Government as part of its nationwide austerity programme. Since 2013/14, the Council has had to manage significant reductions in its Revenue Support Grant (RSG), which is its main source of funding from central government, alongside increases in demand for services and cost inflationary pressures. Table 1 below summarises the reductions in RSG:

**Table 1: Revenue Support Grant 2013/14 to 2019/20**

Year	RSG	Annual Reduction	Cumulative Reduction
	£'000	£'000	%
2013/14	52,100		
2014/15	42,628	9,472	18%
2015/16	32,034	10,594	39%
2016/17	21,935	10,099	58%
2017/18	13,019	8,916	75%
2018/19	7,332	5,687	86%
2019/20	1,566	5,766	97%

- 1.2 Therefore Harrow will see its main source of central government grant funding reduced by 97% over a 7 year period, reducing the Revenue Support Grant (RSG) to £1.566m by 2019/20. Over the four year period 2015/16 to 2018/19, it was estimated that the Council needed to fund an £83m budget gap in order to achieve a balanced budget. If this four year period is extended to the end of the current MTFS (2020/21) it is estimated Harrow Council has to fund £125m of pressures in order to achieve a balanced budget. In addition to the £40m reduction in RSG, further funding has been required to fund growth as a result of demand pressures, inflation, Capital Financing costs and other reductions in specific grants such as the Education Support Grant and this brings the total that the Council will need to fund to £125m in order to deliver balanced budgets to date and for 2019/20 and 2020/21.
- 1.3 To set this figure into context, Harrow Council does not have large cash reserves. Its general fund balances remain at £10m and remain within the lower quartile when benchmarked with other local authorities and spending them is not a responsible way to offset lost revenue. Harrow Council's gross budget for 2018/19 is £546m. 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 £168.9m in 2018/19 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 £144.5m (which excludes corporate items such as capital financing costs and contingencies) is set out in Table 2 below:

**Table 2: Planned Spend on Services in 2018/19**

Net Controllable Revenue Budget	Budget 2018/19 £000	Description of service
<b>Resources &amp; Commercial</b>		
Council contribution to freedom passes scheme	10,055	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	3,955	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	2,279	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	19,949	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.
<b>Community</b>		
Keeping Harrow clean & green	14,681	The council undertakes street cleaning, grounds maintenance, 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, maintaining highway verges, 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 Intelligence led street cleansing to ensure that those areas that require high frequency cleaning receive it; 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 efficient and cost effective ones, monitoring and maintaining all the road surfaces in the Borough and taking the initiative to reduce road accidents.
Promoting culture in the Borough	438	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	4,550	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.
<b>People - Adults and Public Health Services</b>		
Support for Adults and Children with a disability and older people.	48,306	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, as well as residential care for the most complex. Our support helps give our residents, dignity, independence and support for their carers and family.
Quality Assurance, commissioning & strategic management services	9,345	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, and commissioning and strategic management to ensure we have appropriate services in place to meet the needs of our residents.
<b>People - Public Health Services</b>		
Public Health	(1,841)	The Public Health grant support statutory duties such as NHS Health Checks, Health Visiting and Sexual Health, in addition to supporting non statutory duties such as drug misuse prevention and wider health improvement activities, to ensure the general health and wellbeing of the local population.
<b>People - Children's Services</b>		
Children & Young People's Services	25,759	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	6,216	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. We are keen to offer the appropriate support services for vulnerable children, such as education services for children in care or with special educational needs.
<b>Regeneration</b>		
Economic Development & Research	612	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	201	As a Planning Authority, the Service processes planning applications and enforces planning standards across the Borough.
<b>Total Service Budgets</b>	<b>144,505</b>	

- 1.4 The Final budget set out in this report shows a balanced budget position for 2018/19 and budgets gaps of £17.636m and £16.061m for 2019/20 and 2020/21 respectively. Whilst it is intended that Members will approve the MTFS up to 2020/21 within this report, this is subject to a number of assumptions in relation to grant settlements, council tax income, legislation and demographics. The Council will still be required to review the Council's budget on a yearly basis; however approval of the MTFS will allow officers to progress a number of important projects.
- 1.5 The Council has a statutory obligation to agree and publish the budget for 2018/19, and this report sets out the final budget for 2018/19 and the 3 year MTFS up to 2020/21.

### **BACKGROUND**

- 1.6 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

- 1.7 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 has continued to set a three year budget which is refreshed annually.

### **EXTERNAL FUNDING POSITION**

- 1.8 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 26<sup>th</sup> 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 105<sup>th</sup> out of 120 local authorities.
- 1.9 The Local Government Finance Settlement for 2016/17 (which set out figures for the 4 year period from 2016/17 to 2019/20), 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 £10m in Revenue Support Grant (RSG) between 2015/16 and 2016/17. Under the new methodology, Harrow was the sixth hardest hit amongst London Boroughs.

- 1.10 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).
- 1.11 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. There is no continuation of the transition grant beyond 2017/18.

#### **DELIVERY OF THE 2017/18 BUDGET**

- 1.12 Delivery of the 2017/18 budget is critical to maintaining the Council's financial standing and to do everything possible to protect front line services. The 2017/18 revenue budget includes a challenging savings target of £10.241m. At Quarter 3 (as at 31 December 2017) performance against the savings target is good in light of the challenging environment:
  - £6.5m of savings (63%) are already achieved or on course to be achieved.
  - £2.1m of savings (21%) are partially achieved or risks remain.
  - £1.6m of savings (16%) will not be achieved.

The Quarter 3 forecast, (subject to a separate report elsewhere on the agenda), forecasts an under spend of (£1.648m) after a draw down from reserves of £2.815m, the use of Corporate budgets of £3.310m, £834k of income received after the 2017/18 budget was set and £1.295m of spending controls.

#### **MULTI YEAR FINANCE SETTLEMENT AND EFFICIENCY PLAN**

- 1.13 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.

- 1.14 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.
- 1.15 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 along with 8 other Council's. The risk of being subject to the existing annual process for the financial settlement has to date not materialised and the Council has received its RSG settlement in line with the four year offer and its these numbers that the MTFs is based upon.

#### **BUDGET PROCESS 2018/19**

- 1.16 In February 2017 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 2018/19 the existing MTFs was refreshed and rolled on a year. The adjustments were reported to Cabinet in December 2017 and are shown in table 3 below:



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

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Budget gap at February 2017 Council Report</b>	<b>8,043</b>	<b>8,998</b>	<b>0</b>
	8,043	8,998	0
Implications of rolling forward the model to include 2020/21			
New Homes Bonus			940
Education Services Grant		144	0
2% pay award			2,000
Minimal Capital Investment of £10m			500
Estimated Directorate growth			4,000
Estimated growth in Freedom Pass take up			500
Estimated non pay inflation			500
1.99% Council Tax			-2,468
<b>Sub total</b>	<b>0</b>	<b>144</b>	<b>5,972</b>
Grant and Tax base adjustments			
Reversal of 2016/17 Collection Fund Surplus	3,500		
Collection Fund surplus 2017/18	-6,093	6,093	
Estimated increase in band D properties by 1,485		-2,064	
Increase CT by 1.99%	-2,140	-2,277	
Adult Social Care precept - 1.5% per annum	-1,707	-1,798	
<b>Sub Total</b>	<b>-6,440</b>	<b>-46</b>	<b>0</b>
<b>Budget Refresh, Growth &amp; Savings</b>			
<b>Growth</b>			
Resources and Commercial	110		
Children's Services	2,900		
Adult Services	5,825		-90
Public Health	275		
Culture - Library Contract Indexation	0	175	25
<b>Prior MTFS Savings to be reversed or re-phased</b>			
MTFS savings identified for refresh:			
Resources and Commercial	357		
Children's Services	2,309		
Adult Services	2,988	4,100	
Public Health	1,000		
Community Services	284	-75	-159
<b>Savings from 2018/19 Budget Process</b>			
Resources and Commercial	-228	-30	
Children's Services	-91		
Adult Services	-523		
Adult Services - Home In Harrow	-719	-1,251	
Community and Culture	-355	-1,120	-137
Housing	-100		
Regeneration - Planning & Development Control	-50		
<b>Sub Total</b>	<b>13,982</b>	<b>1,799</b>	<b>-361</b>
<b>Technical:</b>			
Corporate budgets - provided for in 17/18 and no longer required	-748	-108	
2016/17 and 2017/18 MRP underspends (one off)	-4,000	4,000	
2018/19 estimated MRP underspend (on going)	-2,000		
Capital financing - estimated 17/18 borrowing delayed into 2018/19	-350	350	
Capital Receipts flexibilities	-2,700	2,700	
25% reduction in 17/18 to 2019/20 Capital Programme	-1,144	-355	-45
Improved Better Care Fund 2018/19	-4,643	4,643	
Improved Better Care Fund 2019/20		-5,467	5,467
<b>Sub Total</b>	<b>-15,585</b>	<b>5,763</b>	<b>5,422</b>
<b>Revised Gap</b>	<b>0</b>	<b>16,658</b>	<b>11,033</b>

1.17 The Autumn Statement was announced on 22 November 2017 followed by the provisional Local Government Finance Settlement on 19 December 2017 by 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 2018/19 to 2020/21 (After the provisional Local Government Settlement)**

	2018/19	2019/20	2020/21
	£'000	£'000	£'000
<b>Budget gap prior to settlement</b>	0	16,658	11,033
<b>(As reported to December 2017 Cabinet)</b>			
<b>Council Tax:</b>			
Removal of CT increase by 1.99%		2,277	2,469
Additional 1% on Core Council Tax	-1,092		
<b>Adult Social Care Precept:</b>			
Rephase 1% of Adult Social Care precept from 2018/19 to 2019/20	1,092	-1,092	
<b>National Non Domestic Rates:</b>			
Increase in NNDR baseline	-1,004	-328	1,332
NNDR Multiplier Inflation - move from RPI to CPI	-795	-399	1,194
<b>New Homes Bonus</b>	-353	353	
<b>Improved Better Care Fund:</b>			
Grant changes	-57	24	33
<b>Freedom Passes:</b>			
Reduction in take up	-500		
<b>Additional Growth:</b>			
Legal Division		530	
Community Directorate	720	-255	
<b>Reversal of Prior Year MTFS Savings:</b>			
Property Acquisition Programme - 100 homes	736	21	
Property Acquisition Programme - 50 homes	528	-153	
Mitigated by not going ahead with Empty Homes Initiative (CPO) from Capital Programme	-160	0	
Regeneration – net income stream	2,350		
Regeneration – funded within existing budget provision	-2,350		
<b>Continuation of Existing MTFS Savings:</b>			
Income from expansion of Central Depot			-681
Capital Financing costs			681
<b>Additional 1% Pay Award</b>	885		
<b>Revised Gap</b>	<b>0</b>	<b>17,636</b>	<b>16,061</b>

1.18 **Council Tax and Adult Social Care Precept** - The 2017/18 budget included 3% for the Adult Social Care precept. As part of the grant settlement for 2017/18, Authorities were given increased flexibility in the use of the Social care precept, which enabled them to increase by up to 3% in 2017/18 or 2018/19, but that the increase could not exceed 6% over the 3 year period 2017/18 to 2019/20. The draft budget assumed that the remaining 3% would be levied at 1.5% in 2018/19 and a further 1.5% in 2019/20. The final budget amends this to 0.5% levied in 2018/19 and the remaining 2.5% levied in 2019/20. The impact of this change re-phases £1.092m of income generated from 2018/19 to 2019/20. This flexibility has remained in place as part of the provisional December 2017 settlement announcement but no continuation of the precept was announced beyond 2019/20.

However, as part of the announcement in December 2017, the Government has increased the core Council Tax Referendum to 3% in both 2018/19 and 2019/20. A referendum will be triggered for Harrow and other London Authorities where council tax is increased by 3% (excluding the Adult Social Care precept) or more above the authority's relevant basic amount of council tax for 2017/18.

As a result of this change, the final budget assumes a 2018/19 council tax increase of 2.99% and an adult social care precept of 0.5%, so the total increase remains at 3.49% as per the draft budget.

For 2019/20 and 2020/21, the budget assumes no increases in core Council Tax. However 2019/20 does include an increase of 2.5% in respect of the final year of the Adult Social Care precept which re-phases £1.092m of income from 2018/19 to 2019/20. Table 5 below shows the overall increase in Council Tax after factoring in the Greater London Authority:

**Table 5: 2018/19 Increase in Council Tax**

2018/19	% Increase	Overall Increase	%
Harrow Council general expenditure	+2.99%	+ 3.76%	
Adult Social Care Precept	+0.5%		
Greater London Authority	+5.07%		

1.19 **National Non Domestic Rates (NNDR)**. Currently (2017/18) Local Authorities retain 30% of the Business Rates income they collect, for Harrow this is £15.0m per annum. Business Rates are currently subject to reform with central government intending to allow local government, as a whole, to retain all or most of it's rates collected. Alongside this there will be a phasing out of a number of specific grants including RSG and the transfer of additional responsibilities to local government to ensure overall fiscal neutrality of the reforms.

- 1.20 As a first step towards 100% rates retention Harrow has agreed, in principle, to support a 100% business rates retention pilot proposal for 2018/19 covering London. This approach was collectively agreed by borough Leaders and the Mayor at the Congress of Leaders meeting on 10 October 2017. Following implementation, Harrow would receive a proportion of the collective growth in London arising from the pool and the no detriment clause agreed by central Government would guarantee that the Council could be no worse off than it would have been had the pilot not been put in place. Central government have committed to the pool for the period of 1 year only. Full implementation of 100% retention will require primary legislation.
- 1.21 The pool will be governed by a quasi – contractual approach involving a lead authority in consultation with participating authorities. This would be documented in a non legally binding Memorandum of Understanding with delegated authority to the City of London Corporation as the Lead Authority. It is proposed that a portion of the net gain from the pooling arrangement would be retained as a strategic investment pot (SIP) which could be used to fund projects that deliver economic growth and it is proposed that the lead Authority will take decisions on the allocation of the SIP in consultation with the other participating authorities. At the time of preparing the final budget, no indicative figures are available for potential growth from the pilot pool therefore, as a prudent measure, no benefit has been built into the final budget. Once the impact is notified, the impact on the budget will be assessed and reported in the quarterly budget monitoring update to Cabinet.
- 1.22 The draft budget reported to Cabinet in December 2017 was based on the current business rate arrangements. As part of the 2018/19 Revenue grant settlement, the changes in funding as a result of the one year pilot have been reflected in the figures provided as part of the settlement. The changes are set out in the following table:

**Table 6 – Changes in Funding as a result of the Business Rates Pool**

	2018/19	2019/20	2020/21
	£000	£000	£000
Assumed in the Draft Budget			
Revenue Support Grant	-7,332	-1,560	-1,560
Top Up	-21,684	-22,392	-22,392
Retained Non Domestic Rates	-15,000	-15,000	-15,000
<b>Total</b>	<b>-44,016</b>	<b>-38,952</b>	<b>-38,952</b>
Revised Figures 19th Dec			
Revenue Support Grant	0	-1,559	
Top Up	-10,582	-22,245	
Retained Non Domestic Rates		-16,480	-16,975
Business Rates baseline	-34,438	0	-21,977
<b>Total</b>	<b>-45,020</b>	<b>-40,284</b>	<b>-38,952</b>
Variance	-1,004	-1,332	0

- 1.23 Table 6 shows that due to an increase in the Business Rates baseline, there is an increase in Business Rates income of £1.004m in 2018/19. There is a further increase in 2019/20 of £328k, taking the increase over the 2 years to a total of £1.332m. Although the pool is only in place for one year, the retained Business Rates element that would remain with the Council has been increased to reflect an increased 30% share which is mainly as a result of CPI increases. Traditionally the retained Business Rates sum has been assumed without any inflation increase on the grounds of prudence.

As there are no indicative figures at this stage for 2020/21, the budget assumes that any benefit will disappear in 2020/21 and the budget shows a no change position in the income assumed for 2020/21.

- 1.24 **NNDR Multiplier Inflation** – it was the Government’s intention to change the basis of determining the annual increase to the business rates multiplier in 2020/21 from RPI to CPI inflation. In the 2017 budget it was announced that this change would come into effect earlier in 2018/19 instead. This change has the effect of reducing the amount of business rates income from what would have been increased by 3.9% (Sept RPI) but will now increase by 3% (Sept CPI). As a result of this change an allocation of new Section 31 grant has been included to compensate for lost income in 2018/19 and 2019/20 of £795k and £1.194m. As no assumptions had been built into the budget for inflation on Business rates, this is additional income for the 2 year period.

1.25 **New Homes Bonus (NHB)** – there were no changes made to the NHB scheme as part of the 2018/19 settlement. The allocation for 2018/19 reflects the previous changes to the scheme made in 2017/18 which were to:

- Reduce funding from 6 years to 5 years worth of payments for 2017/18
- Reduce funding in 2018/19 to 4 years worth for 2018/19 onwards
- Implement a deadweight (initially set for individual authorities at 0.4% growth) with growth only awarded above 0.4%.

As a result of these changes last year, the amount of NHB for 2018/19 was reduced in the MTFs last year by £940k in 2018/19 and a further £1m in 2019/20. As part of the draft budget (December 2017), a reduction of £940k was estimated for a further year in 2020/21.

As part of the provisional settlement Harrow received an allocation of £3.482m NHB for 2018/19 which was above the budgeted sum of £3.129m, an increase of £353k in 2018/19. The provisional allocation for 2019/20 shows a similar allocation of £3.464m which would be against the budget of £2.129m. However, this allocation is indicative and will be reliant on the current scheme remaining in place with no changes and growth exceeding 0.4%. Given the historic volatility on the NHB scheme, the 2019/20 indicative position is not reflected in the MTFs and will be picked up as part of the refresh process.

1.26 **Freedom Pass** - An allowance of £500k was included in the 2020/21 budget for an estimated increase in Freedom pass take up. This is based on the annual average increase in take up. The Budget for 2018/19 assumed an increase of £390k which would give a budget of £10.573m for 2018/19. The notification of the charge for 2018/19 is £10.071m, which gives a reduction of £500k for 2018/19.

1.27 **Additional Growth** - Due to significantly increased demand upon the legal service from the across the organisation caused by increased child protection, adult safeguarding, regeneration, commercialisation and environmental protection activities growth of £530k is required from 2018/19. This pressure can be contained within current resources for 2018/19 but has been built into the MTFs in 2019/20.

1.28 **Additional Growth – Community Directorate** – The growth in population and households in the borough over the last few years has placed additional pressures on Waste Services. The additional workload arising from the increasing number of new housing developments can no longer be absorbed within the existing number of waste rounds. As a result, extra collection rounds are deployed on Saturdays to ensure all bins are emptied however these are currently unbudgeted. In addition the Service experiences a high level of sickness absence including some on long term absence. A dedicated

HR resource is being used to address this. Meanwhile additional costs are incurred on agency to complete all waste collections.

- 1.29 **Reversal of Prior Years MTFs Savings** – The Council has previously agreed a property purchase initiative to buy 150 homes as part of its strategy to address the homelessness crisis. The first tranche of 100 homes is nearing completion and the second tranche of 50 homes is pending. The initiatives were included in the MTFs on the basis there would be a net saving against the B & B accommodation budget as a result of moving residents from B & B accommodation into the 150 homes. The savings against the B & B budget were originally intended to cover the capital financing costs incurred to purchase the properties and still make a positive contribution to the MTFs. However as a result of increased demand across the housing needs budget and the impact of the Homelessness Reduction Act, achieving a net saving against the B & B accommodation budget is no longer viable and the initiative will be better going forward as a cost avoidance scheme rather than one to achieve savings.

In terms of the 100 homes a gross saving of £1.192m is built into the MTFs. £435k of this can be achieved through additional rental income leaving £757k non achievable which is now being reversed out of the budget, £736k in 2018/19 and £21k in 2019/20.

In terms of the 50 homes, a gross saving of £948k is included in the MTFs. Capital financing costs are assumed at £573k leaving a net contribution to the MTFs of £375k. This net contribution is now being reversed out of the budget over 2018/19 and 2019/20. The £15m capital budget for the purchase of the 50 homes remains in the Capital Programme. The updated MTFs assumes that, when the 50 homes are purchased, all capital financing costs will be met within the Housing Division to ensure the second tranche of the property purchase initiative is cost neutral to the MTFs.

Following reappraisal, the Empty Property Initiative which is within the existing Capital Programme will no longer proceed as the initiative is no longer deemed viable. There will be a £776k saving in the Capital Programme with a saving in capital financing costs of £160k.

In respect of the Council's Regeneration Programme the current MTFs includes an income realisation stream of £2.350m by 2018/19. The Regeneration Programme is on going and key schemes are either in planning or about to be submitted but the income will not be realised by 2018/19 as originally anticipated. As a de-risking strategy to the MTFs, it is prudent to remove this income stream which will be re-instated into the budget as and when realised. The reversal will be funded within the current MTFs by applying a number of corporate budget provisions, made in prior years, that are now no longer required in full, for example non pay inflation which has been accommodated within growth provided.



1.30 **Continuation of Existing MTFS Savings** - The depot redevelopment is included in the Capital Programme. The budget strategy for the depot redevelopment is that all capital financing costs are covered by additional income generation to ensure cost neutrality on the MTFS. The 2020/21 budget is updated to reflect this position.

1.31 **Additional 1% Pay Award** - The current MTFS is based on the 4 year Local Government Pay Award of 1% per annum. Currently, pay negotiations have suggested 2%. For Harrow, an additional 1% pay award equates to an approximate cost of £900k. The additional 1% required in 2018/19 has been provided for in the final budget. The additional 1% required for 2019/20 can be accommodated within current resources set aside for the national minimum wage. National minimum way costs are picked up as part of calculating the impact of the annual pay award and the previously set aside separate provision will be vired to fund the additional pay award.

### **Capital Receipts Flexibility**

1.32 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 was initially being offered to the sector for the three financial years 2016/17 to 2018/19, but this has now been extended for a further 3 years as part of the provisional settlement announced on 19<sup>th</sup> December. 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.

1.33 The Council signified its intent to make use of this flexibility in its final budget report to Cabinet and Council in February 2016. A sum of £2.377m of eligible revenue expenditure funded from capital receipts in 2016/17, and the 2017/18 budget assumes £3.039m of eligible revenue expenditure will be funded from capital receipts. The 2018/19 budget assumes a further £2.7m will be funded from capital receipts flexibilities as reported in the draft budget in December 2017.

1.34 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**

1.35 The provisional settlement was announced on 19<sup>th</sup> December and the consultation period closed on 16 January 2018. The final Local

Government Finance Settlement is not expected until late February 2018 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 2018/19 Budget after the final settlement is announced if changes are required.

As part of the settlement, the Government published the consultation paper “Fair Funding review: a review of relative needs and resources” which is a technical consultation on relative need. The Secretary of State will introduce the results of the review in 2020/21. The consultation period is for 12 weeks and closes on 12 March 2018. The consultation focuses on measuring need, looking at common cost drivers for local government plus some service specific cost drivers. The current funding formula lacks transparency and is currently based on around 120 cost drivers so reducing the cost drivers down to a sensible number is paramount to simplifying the current funding formula.

### Analysis of Departmental Savings

- 1.36 This report includes departmental savings and growth proposed during the 2018/19 budget setting process and also savings identified as part of the 2017/18 and 2016/17 budget setting process. For ease of reference, the savings are set out at separate appendices. Appendix 1A, sets out savings identified as part of the 2018/19 budget setting process. They total £4.604m over the three years. It also shows that £10.215m of growth has been included in the budget over the same period as summarised in the table 6 below:

**Table 6: Savings and Growth from the 2018/19 Budget setting process**

Directorate	2018/19	2019/20	2020/21	Total
<b>Savings</b>	£'000	£'000	£'000	£'000
Resources	228	30	0	258
Adult	1,242	1251	0	2,493
Children and Family	91	0	0	91
Public Health	0	0	0	0
Community and Cultural services	355	1120	137	1,612
Housing	100	0	0	100
Regeneration	50	0	0	50
<b>Total</b>	<b>2,066</b>	<b>2,401</b>	<b>137</b>	<b>4,604</b>
<b>Growth</b>				0
Resources	-110	-530	0	-640
Adults	-5,825	0	90	-5,735
Children's and Family	-2,900	0	0	-2,900
Public Health	-275	0	0	-275
Community and Cultural services	-720	80	-25	-665
<b>Total</b>	<b>-9,830</b>	<b>-450</b>	<b>65</b>	<b>-10,215</b>
<b>Net Savings/Growth</b>	<b>-7,764</b>	<b>1,951</b>	<b>202</b>	<b>-5,611</b>

1.37 Table 7 below, shows savings of £7.167m net over the three year period and this is the net position after allowing for the savings removed as part of the budget refresh which total £14.184m. They are detailed in Appendix 1b and are the savings proposed as part of the previous year's budget setting process (2017/18 and 2016/17), which were included in the 2017/18 Budget report.

**Table 7: Savings from 2016/17 and 2017/18 MTFS**

Directorate	2018/19	2019/20	2020/21	Total
<b>Savings</b>	£'000	£'000	£'000	£'000
Resources	1,770	150	0	1,920
Adults	240	0	0	240
Children's Services	302	150	0	452
Public Health	1,264	0	0	1,264
Community and culture	2,527	321	840	3,688
Housing	(442)	395	0	(47)
Regeneration	(350)	0	0	(350)
<b>Total</b>	<b>5,311</b>	<b>1,016</b>	<b>840</b>	<b>7,167</b>

1.38 Table 8 below sets out the summary of all savings and growth in the current MTFS for the years 2018/19 to 2020/21. The net position shows net savings of £1.605m over the three years. (The detail is set out in appendix 1a, 1b, and 1c). Appendix 1c shows a net reversal of growth provided in previous years of £49k which is to be removed across 2018/19 and 2019/20, so when deducted from the growth of £10.215m set out in Appendix 1a, it shows the net growth of £10.166m. At this stage, it is estimated 22.5 full time equivalent posts will be impacted upon by the savings in the current MTFS.

**Table 8: Summary of Savings and Growth 2018/19 to 2020/21**

Directorate	2018/19	2019/20	2020/21	Total
<b>Savings</b>	£'000	£'000	£'000	£'000
Resources	1,998	180	0	2,178
Adult	1,482	1,251	0	2,733
Children's Services	393	150	0	543
Public Health	1,264	0	0	1,264
Community and culture	2,882	1,441	977	5,300
Housing	(342)	395	0	53
Regeneration	(300)	0	0	(300)
<b>Total Savings</b>	<b>7,377</b>	<b>3,417</b>	<b>977</b>	<b>11,771</b>
<b>Growth</b>				
Resources	-110	-530	0	-640
Adults	-5,729	90	90	-5,549
Children's and Family	-3,100	0	0	-3,100
Public Health	-275	0	0	-275
Community and Cultural services	-720	-20	-25	-765
Housing	163			163
<b>Total Growth</b>	<b>-9,771</b>	<b>-460</b>	<b>65</b>	<b>-10,166</b>
<b>Net Savings/Growth</b>	<b>-2,394</b>	<b>2,957</b>	<b>1,042</b>	<b>1,605</b>

**SCHOOLS BUDGET 2018/19**

- 1.39 There are significant changes to school funding in 2018/19. In March and December 2016 the Government issued a two phase consultation which proposed the introduction of a National Funding Formula (NFF) for schools and High Needs funding. The outcome of these consultations was announced in the summer.
- 1.40 The Government will introduce a National Funding Formula from 2018/19. This will be a 'soft' NFF in 2018/19 and 2019/20. This means that Local Authorities (LA) will be funded on the basis of the aggregate of the NFF for all schools, academies and free schools in its area but the final formula for distribution will be determined by each LA following consultation with schools and Schools Forums.
- 1.41 The LA carried out a consultation which opened on Friday 3<sup>rd</sup> November and closed on Friday 1<sup>st</sup> December 2017. The consultation sought views on whether the LA should continue to use the Harrow

Schools Funding Formula or introduce the National Funding Formula from 2018-19.

- 1.42 As a result of this consultation and the overwhelming majority of respondents being in favour of introducing the NFF **Cabinet is asked to approve the introduction of the National Funding Formula from introduced from 1<sup>st</sup> April 2018.** This means that school budgets will be prepared on the basis of the NFF in 2018-19 and 2019-20.
- 1.43 In 2020 the Government intends to implement the NFF 'hard' formula which means that school allocations will be determined by the DfE rather than LAs.

## **PUBLIC HEALTH FUNDING**

- 1.44 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.
- 1.45 The local government settlement confirmed the grant allocations for 2018/19 at £10.808m and provided indicative allocations for 2019/20 of £10.523m in line with the spending review 2015. It is expected that public health spending will, post consultation, be fully funded from retained business receipts as part of the move towards 100% business rate retention.
- 1.46 The shared public health service with Barnet will cease on 31<sup>st</sup> March 2018. The original term of 5 years will not be extended given the relationship with STP footprints which is expected to more appropriately align Barnet within the North Central London region rather than the North West London region where Harrow as the host provider is located. The draft Public Health commissioning intentions detailed in Appendix 7 of £10.8m represents the costs of a Harrow only service from 1<sup>st</sup> April 2018. This expenditure includes an increase in costs associated with health checks (to meet the national minimum requirement), the re-instatement of three posts resulting in an increase in the head count from 5 to 8 FTE , and a reduction in the savings associated with the ongoing drug and alcohol services.
- 1.47 The Council consider that this level of funding enables the Council's overarching statutory duties (including equality duties) to be maintained, taking account of the joint strategic needs assessment.

## **BETTER CARE FUND**

- 1.48 The 2015 Spending Review set out the Government's intention that, by 2020, health and social care will be more fully integrated across England. BCF plans must set out how CCGs and local authorities are working towards fuller integration and better co-ordinated care, both within the BCF and in wider services.

- 1.49 The Better Care Fund (BCF) provides a mechanism for joint health and social care planning and commissioning, bringing together ring-fenced budgets from Clinical Commissioning Group (CCG) allocations, the Disabled Facilities Grant (DFG) and funding paid directly to local government for adult social care services – the Improved Better Care Fund (IBCF). The Integration and Better Care Fund Plan is the principle vehicle in Harrow to deliver Whole Systems Integrated Care with partners to support the local health and care economy to define and deliver its Accountable Care model that will enable longer term system wide capacity to meet increasing need and demand for services. The Harrow-wide vision for whole systems integrated care is to improve the quality of health and social care for individuals, carers and families, empowering and supporting people to maintain independence and to lead full lives as active participants in their community by improving access to services in the “Right place at the Right time”
- 1.50 The aim for 2017/19 is to further reduce hospital admissions and overall cost of delivery by shifting investment in resource and provision of services into the community rather than acute settings in line with the CCG’s ‘Out of Hospital’ strategy and emerging ‘Local Service’ model. The CCG plan to have a local ASC – Accountable Care System Organisation operating in shadow form by April 2018. The 2017-19 BCF plan was approved by NHS England on 10<sup>th</sup> November.
- 1.51 The BCF in 2018-19 has national funding of £5.617billion and comprises £3.650billion from CCG allocations, £468mn Disabled Facilities Grant and £1.499 billion IBCF grant to local authorities. The agreed value of the Better Care Fund in Harrow is £22.115m, £1.406m of which reflects the capital funding in relation to Disabled Facility (the Community Capacity Grant having been discontinued). The balance of £20.709m allocated to revenue funding supporting the two agreed schemes – Protecting Social Care (£5.888m) and Whole Systems and Transforming Community Services (£10.142m) and the direct grant to local government in relation to the iBCF funding of £4.643m.
- 1.52 Over the duration of the plan the aim is to increase the proportion of resources that are pooled, and extend integrated working to new service areas including the development of an Accountable Care System.

### **COMMERCIALISATION**

- 1.53 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.

- 1.54 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
- 1.55 Based on the council's current pipeline of commercialisation opportunities, a number of benefits are already captured in the MTFS and further proposals in development will be built into the MTFS when income streams are realised.
- 1.56 My Community e purse (Project Infinity) and the Regeneration Programme both remain commercialisation targets. They have been removed from the MTFS as a de-risking measure as part of the budget refresh process. However work progress's with IBM on product development and marketing and the Regeneration Programme, in relation to the Wealdstone site, is progressing to the planning permission stage and income generated will be re-instated into the budget as and when realised.

#### **RESERVES AND CONTINGENCIES**

- 1.57 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. Many of the proposals are at an early stage and will be subject to further Cabinet decision and updated equality impact assessment. As at the time of writing this report (Quarter 3 2017/18) general non earmarked balances stand at £10m and those for specific purposes are detailed:
- Unforeseen contingency £1.248m (on going budget build into the Revenue Account)
  - Budget Planning contingency £1m
  - Rapid Response reserve £75k
  - Standing Up for Those in Need £800k
  - Business Risk Reserve £2.109m
  - MTFS Implementation Costs £2.058m
- 1.58 The report of the Director of Finance, which includes the adequacy of reserves and contingencies, is detailed in Appendix 10.

### **COUNCIL TAX MODEL RESOLUTION**

- 1.59 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 22 February 2018.

### **MEMBERS ALLOWANCE**

- 1.60 The proposed Members' Allowances scheme for 2018/19 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 remain unchanged from the previous year. In agreeing the scheme, Members are requested to agree the addition of a new paragraph 8 in relation to sickness, maternity and paternity.
- 1.61 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. Cabinet is requested to recommend the scheme to Council for approval.

### **ANNUAL PAY POLICY STATEMENT**

- 1.62 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

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

### **WORKFORCE IMPLICATIONS**

- 1.64 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 The budget consultation survey was published on the Council's consultation portal in relation to the Cabinet's draft budget proposals for 2018/19 after the budget was considered at its Cabinet meeting on 7 December 2017. The consultation was also advertised via the MyHarrow weekly email which is sent to 94,000 MyHarrow email accounts. The draft budget reported to December Cabinet has also been available to view on the Council's website.

The Council held a 4 week consultation to provide residents with the opportunity to comment on the draft revenue budget for 2018/19 and the MTFS for 2018/19 to 2019/20. The budget consultation closed on Friday 5<sup>th</sup> January 2018. There were 44 respondents to the general survey, with 16 agreeing with the proposed draft budget for 2018/19 and 28 saying they were not satisfied with the proposals.

- 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	December 2017
Health Partners (Minutes)	Health and Wellbeing Board	11 January 2018
Local Businesses (Minutes)	Harrow Business Consultative Panel	22 January 2018
Overview and Scrutiny	Special meeting of O & S to review the budget	23 January 2018
Unions / Employees (Minutes)	Employees Consultative Forum	17 January 2018

- 2.4 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 2018/19 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 2018/19 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 two significant financial risks currently included on the Corporate Risk Register:

Risk 2 – Failure to deliver a 3 year MTFs. This risk is currently rated at B2, high likelihood and critical impact.

Risk 26 – There are insufficient financial reserves. This risk is currently rated at D2, low likelihood and critical 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 2018 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 and managed with alternative budget savings.

## **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. A lot of proposals are in formative stages so the equality impacts will need to be updated as the projects are rolled out. Many of these proposals will need to be subject to separate decisions and at this stage the decision maker will need to be equipped with an updated equality impact assessment before they can make their decision. 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 2018/19 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 2018		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 February 2018		

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

## **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 \(Cabinet Feb 2016\)](#)
- [Final Revenue Budget 2017/18 and MTFS 2017/18 to 2019/20 \(Cabinet Feb 2017\)](#)
- [Draft Revenue Budget 2018/19 and Medium Term Financial Strategy 2018/19 to 2020/21 \(Cabinet 7<sup>th</sup> December 2017\)](#)
- Approval of Amended Business Rates Income Resource Base for 2018-19 in light of a London Pool pilot having been agreed (cabinet 15 February 2018)
- Final Capital Programme 2017/18 to 2019/20 ( 15 February 2018)
- 2017/18 Revenue and Capital Monitoring for Quarter 3 as at 31 December 2017 (15 February 2018)
- EQIAs for individual savings proposals (included with agenda papers)

<b>Call-In Waived by the Chairman of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b>  <i>[Call-in applies, except where the decision is reserved to Council or is for noting only]</i>
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<b>Directorate</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
<b>Savings</b>	£'000	£'000	£'000	£'000
Resources	228	30	0	258
Adult	1,242	1251	0	2,493
Children and Family	91	0	0	91
Public Health	0	0	0	0
Community and Cultural services	355	1120	137	1,612
Housing	100	0	0	100
Regeneration	50	0	0	50
<b>Total</b>	<b>2,066</b>	<b>2,401</b>	<b>137</b>	<b>4,604</b>
<b>Growth</b>				0
Resources	-110	-530	0	-640
Adults	-5,825	0	90	-5,735
Children's and Family	-2,900	0	0	-2,900
Public Health	-275	0	0	-275
Community and Cultural services	-720	80	-25	-665
<b>Total</b>	<b>-9,830</b>	<b>-450</b>	<b>65</b>	<b>-10,215</b>
<b>Net Savings/Growth</b>	<b>-7,764</b>	<b>1,951</b>	<b>202</b>	<b>-5,611</b>

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

**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	Ref	Specific Service Area	Headline Description re: saving / reduction <b>INTERNAL</b>	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
				£000	£000	£000	£000			
<b>Resources</b>							-			
1	Res 18.19 01	Customer Services	Review of Postal Process - the post room will sort inbound post but services will need to collect from the Post Room.  The post room will frank and send post out but services will be responsible for delivering mail to post room.	20	30		50	Y	Y	Y
2	Res 18.19 03	Finance	Reduced contribution to the Insurance Fund - Harrow Council primarily self insures and makes an annual contribution from the general fund to the Insurance Fund. The annual contribution currently stands at £1,132,143. Due to tighter management of insurance claims, it is estimated that the contribution can be reduced by a further £50k. No implementation costs.	50			50	N	N	N
3	Res 18.19 04	Finance	Insurance Tender Efficiencies. The following Insurance Policies were re-tendered and savings of £35k per annum will be realised from 01/04/17.	35			35	N	N	N
4	Res 18.19 05	Legal	Member meetings, member self service, change to standards regime	40			40	N	N	N

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**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	Ref	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
			Heading in BOLD - detail in normal font - please keep typing - Text will wrap	£000	£000	£000	£000			
5	Res 18.19 06	Strategic Commissioning	Special Responsibilities Allowance	58			58	N	N	N
6	Res 18.19 07	Strategic Commissioning	Restructure of the Policy team	25			25	Y	N	Y
			<b>Resources Total</b>	228	30	-	258			
<b>People Services</b>										
	<b>Adult</b>									
7	PA01	Adult Social Care	Restructure of Adult Social Care Management Deletion of up to 7 management posts within Adult social care, whilst maintaining the number of staff required to support the delivery of care and Resilient Communities.	233	-	-	233	Y	N	Y
8	PA02	Adult Social Care	Housing Provision with Floating Support A new modernised and flexible approach to supported living for vulnerable adults. Responding to the LGA Adults Finance Review which noted potential opportunities to be explored around housing options, given the numbe	50	-	-	50	Y	N	Y

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**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	Ref	Specific Service Area	Headline Description re: saving / reduction <b>INTERNAL</b>	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
			<b>Heading in BOLD</b> - detail in normal font - please keep typing - Text will wrap	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
9	PA03	Adult Social Care	Review of Floating Support Contracts Savings through supporting people in appropriate housing rather than high cost placements	200	-	-	200	Y	N	Y
10	PA04	Adult Social Care	Retendering of Care Act Contracts to deliver efficiencies in contract cost	40	-	-	40	Y	N	Y
11	PA05	Adult Social Care	Adult Services - Home In Harrow	719	1,251	-	1,970	Y	N	Y
			<b>Adult Total</b>	1,242	1,251	-	2,493			
	<b>Children</b>						-			

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**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	Ref	Specific Service Area	Headline Description re: saving / reduction <b>INTERNAL</b>	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
				£000	£000	£000	£000			
12	PC03	Commissioning & Strategy	<p>Delete Capital Team</p> <p>The majority of the capital schemes for the School Expansion Programme have been completed or are near completion. Beyond 2017-18 there will be small amounts of rolling maintenance programmes which could be managed by the CDU in Regen. Any specific schools projects beyond that can be commissioned from the CDU and funded by capital as a capital project fee. This savings proposal deletes the revenue budget associated with the administration &amp; project support. Project management has historically been capitalised. Estimated redundancy costs £40k unless staff can be transferred into CDU</p>	91			91	Y	N	Y
<b>Children's Total</b>				91	-	-	91			
<b>People Total</b>				1,333	1,251	-	2,584			
<b>Community</b>										
<b>Community and Culture</b>										

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**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	Ref	Specific Service Area	Headline Description re: saving / reduction <b>INTERNAL</b>	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
			<b>Heading in BOLD</b> - detail in normal font - please keep typing - Text will wrap	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
13	COM18.19_S01	Commissioning & Commercial Division - Parking	Parking review - General efficiency review. Changes include the proposed Virtual Permits system.	205			205	Y	N	Y
14	COM18.19_S03	Environment & Culture - Waste Services	Changes to the Household Recycle & Reuse Centre (HRRC) at Forward Drive 1. Restrict access for non residents to HRRC by introducing a charging regime for non residents. 2. Introduce charges for non household waste (e.g. building waste) deposited at HRRC by residents / non residents 3. Upgrade trade waste controls		20		20	Y	N	Y
15	COM18.19_S04	Environment & Culture - Harrow Arts Centre	Reduce subsidy to the arts centre	150	150	137	437	Y	N	Y

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**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	Ref	Specific Service Area	Headline Description re: saving / reduction <b>INTERNAL</b>	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
			<b>Heading in BOLD</b> - detail in normal font - please keep typing - Text will wrap	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
16	COM18.19_S05	Environment & Culture - Waste Services	Waste Services Review - implementing waste management strategy to include the following: 1. Introduction of food / dry recycling in Flats 2. Review collection regime and resources  Total target saving of £500k, subject to detailed proposals to be developed as part of Waste Review and requisite Cabinet approval. One-off implementation costs anticipated and estimated at £150k, leading to a net saving of £350k in 19/20 and £150k in 20/21.		500		500	Y	N	Y
17	COM18.19_S07	Commissioning & Commercial - Contracts Management	Savings from contract re-procurement		250		250	N	N	N
18	COM18.19_S10	Commissioning & Commercial Division	Phoenix projects - Indicative net saving from the commercialisation of CCTV operations, subject to a business case.		200		200	Y	N	Y
			<b>Total Community &amp; Culture</b>	355	1,120	137	1,612			
	<b>Housing</b>									
19	COM18.19_S08	Housing	Housing Related Support Procurement	100			100	Y	N	Y

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**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	ref	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
			<b>Heading in BOLD</b> - detail in normal font - please keep typing - Text will wrap	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
			<b>Total Housing</b>	100	-	-	100			
			<b>Community Total</b>	455	1,120	137	1,712			
	<b>Regeneration</b>									
20	REP18.19_S01	Development Control	Additional Planning/Development Management Income - Review of pre-application fees - Income from Proceeds of Crime work relating to planning enforcement	25			25	N	N	N
21	REP18.19_S02	Building Control	Additional Building Control Income by - working for development partners outside the Borough (such as for Redrow in Luton) - sales of specialist services (such as Fire Officer).	25			25	N	N	N
			<b>Regeneration Total</b>	50	-	-	50			
			<b>TOTAL SAVINGS</b>	<b>2,066</b>	<b>2,401</b>	<b>137</b>	<b>4,604</b>	<b>0.0</b>		<b>0.0</b>



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

**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	Ref	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
			<b>Heading in BOLD</b> - detail in normal font - please keep typing - Text will wrap	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
	<b>Growth</b>									
	<b>Resources</b>									
							-			
1	RESG01	Customer Services	HB Admin grant is reducing year on year by 10% (2017/18 reduced by £125k) and will reduce by £110k in 2018/19.	(110)	0	0	(110)	N	N	N
2		Legal Services	Due to significantly increased demand upon the legal service from the across the organisation caused by increased child protection, adult safeguarding, regeneration, commercialisation and environmental protection activities growth of £530k is required from 2018/19. This pressure can be contained within current resources for 2018/19 but has been built into the MTFs in 2019/20	0	(530)	0	(530)	N	N	N
			<b>Resources Total</b>	<b>(110)</b>	<b>(530)</b>	<b>-</b>	<b>(640)</b>			
<b>People Services</b>										
	<b>Adults</b>									

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

**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	Ref	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
				£000	£000	£000	£000			
3	PA01	Adult Services	Growth to reflect existing demands in Adult Social Care and to reflect anticipated demographic pressures in 2018/19	(5,825)		90	(5,735)	N	N	N
<b>Total Adult</b>				<b>(5,825)</b>	<b>-</b>	<b>90</b>	<b>(5,735)</b>			
<b>Children</b>										
4	PCG01	CYP Services	Children's Services Inherent Pressures Growth to reflect the existing demands in children's social care	(2,900)			(2,900)	N	N	N
<b>Total Childrens Services</b>				<b>(2,900)</b>	<b>-</b>	<b>-</b>	<b>(2,900)</b>			
<b>Public Health</b>										
5	PH01	Health Checks	Increase in funding to enable 81% of eligible population to be invited to receive a health check over 5 years	(100)			(100)	N	N	N
6	PH02	Health Checks	Reinstate three posts to continue to improve health and reduce health inequalities	(175)			(175)	N	N	N
<b>Total Childrens Services</b>				<b>(275)</b>	<b>-</b>	<b>-</b>	<b>(275)</b>			
<b>People Total</b>				<b>(9,000)</b>	<b>-</b>	<b>90</b>	<b>(8,910)</b>			

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**Total Savings & Growth - 2018/19 Budget Process**

Directorate				Savings				Consultation/EQIA		
Item No	Ref	Specific Service Area	Headline Description re: saving / reduction <b>INTERNAL</b>	2018-19	2019-20	2020-21	Total	EQIA required Yes/No	Does this proposal impact on another directorate Y/N	Consultation Required Yes/No
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)			
Heading in BOLD - detail in normal font - please keep typing - Text will wrap				£000	£000	£000	£000			
<b>Community</b>							-			
7	COM18.19_G01	Libraries Service	Provision for Library Service' The contract with Carillion has terminated and this growth will be held in the event of any additional costs of re-provision from 2019/20. Any costs in 2018/19 can be managed from the existing reserve for library services.		(175)	(25)	(200)	N	N	N
8		Environmental Services	The growth in population and households in the borough over the last few years has placed additional pressures on Waste Services. The additional workload arising from the increasing number of new housing developments can no longer be absorbed within the existing number of waste rounds	(720)	255		(465)	N	N	N
<b>Total Community</b>				<b>(720)</b>	<b>80</b>	<b>(25)</b>	<b>(665)</b>			
<b>Total Growth</b>				<b>(9,830)</b>	<b>(450)</b>	<b>65</b>	<b>(10,215)</b>			
<b>Net Savings/Growth</b>				<b>(7,764)</b>	<b>1,951</b>	<b>202</b>	<b>(5,611)</b>			

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**Savings Proposed from 2016/17 and 2017/18 Budget Setting Process Appendix 1B**

<b>Directorate</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
<b>Savings</b>	£'000	£'000	£'000	£'000
Resources	1,770	150	0	1,920
Adults	240	0	0	240
Children's Services	302	150	0	452
Public Health	1,264	0	0	1,264
Community and culture	2,527	321	840	3,688
Housing	(442)	395	0	(47)
Regeneration	(350)	0	0	(350)
<b>Total</b>	<b>5,311</b>	<b>1,016</b>	<b>840</b>	<b>7,167</b>

Savings Proposed from 2016/17 and 2017/18 Budget Setting				Appendix 1B							
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018/19	2019/20	2020/21	Total	EQIA Required and in file Y/N	EQIA already submitted Y/N	Does this proposal impact on another directorate Y/N	Key Stakeholders to consult 'Yes/No Completed
				£000	£000		£000				
<b>Resources</b>											
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.	100	100		200	N	Not required	Y	N
2	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.	300			300	N	Not required		N
3	RES_CS06	Customer Services and IT	This £300k is unachievable as it is linked to UC which will not be fully in place until 2022. Although UC has started in Harrow in 2017/18, there have been only a handful of cases to date. JCP have advised us that UC Full Service will be rolled out in the Harrow JCP in two phases a month apart. Some postcodes will go live in April and some in May 2018. However they can not confirm numbers as they don't know these for sure, although as it is only new cases these are likely to be small in number. Additionally the full migration of the existing caseload (18,500) will not actually happen until around 2022	(300)			(300)	N	Not required old savings		N
4	RES_HR01	HR	Shared HR Service with Buckinghamshire County Council - Business Case Under Development	110			110	Y	Not required as submitted as a separate Cabinet report in Feb 2016.		Consultation already done.
5	RES_CP01	Commercial, Contracts & Procurement	Selling services through shared procurement arrangements.	29	0		29	Y	Not required old savings		N
6	RES15	Procurement	Restructuring of the Commercial, Contracts and Procurement Division's function.	151			151	Y	Not required old savings		N

Savings Proposed from 2016/17 and 2017/18 Budget Setting				Appendix 1B							
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				£000	£000		£000				
7	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.	57	50		107	Y	Not required old savings		Y- separate report to December 2016 Cabinet
8	RES_SC01	Strategic Commissioning	Income from Communications Through Gain Share Model	13			13	Y	Not required old savings		N
9	RES_SC03	Strategic Commissioning	Alternative Funding of domestic violence budget	61			61	Y	Not required old savings		N
10	RES_SC04	Strategic Commissioning	Proposed savings in Health watch Funding	50			50	N	Not required old savings	N	N
11	RES_SC02	Strategic Commissioning	Additional Income from Communications Provider and Further Savings	107			107	Y	Required and attached		N
12	RES_SC02	Strategic Commissioning	The previous tender of the Communications Service aimed to deliver a programme of reductions in spend phased over a number of financial years. With the service recently being brought back in house, it requires all available funding to keep up with demand.	(57)			(57)	N	Saving reversal not required		N
13	RES_SC05	Strategic Commissioning	SIMS Team Contribution to Overheads and Additional Income	20			20	N	Not required		N
14	RES_SC06	Strategic Commissioning	Commissioning Capacity in the Council	50			50	Y	Not required old savings		N
15	RES_LG04	Legal & Governance	Expansion of the Legal Practice	210			210	Y	Not required as submitted Feb 2016 Cabinet.		N

Savings Proposed from 2016/17 and 2017/18 Budget Setting				Appendix 1B							
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				£000	£000		£000				
16	RES12	Legal & Dem Services	Reduction in Legal cost, in the initial instance by growing the business	144			144	Y	Not required old savings		N
17	RES_F02	Finance & Assurance	Improved Treasury investment return from increased Risk appetite (Primarily lending for longer and to institutions with lower credit ratings)	625			625	N	Not required		N
18	RES_F04	Finance & Assurance	Investment Portfolio	350			350	N	Not required		N
			<b>sub - Resources Total</b>	<b>2,020</b>	<b>150</b>	<b>-</b>	<b>2,170</b>				
19	RES_LG05	Legal & Governance	Delayed implementation of land charges transfer of service	(250)			(250)	N	Not required growth		N
			<b>Resources Total</b>	<b>1770</b>	<b>150</b>	<b>0</b>	<b>1920</b>				
<b>People Service</b>											
<b>Adult</b>											
20	PA_3	Adults	Wiseworks - commercialisation opportunities and to be self financing by end of MTFs period	56			56	Y	Not required as submitted Feb 2016 Cabinet.		Completed
21	PA_4	Adults	Milmans Community tender	184			184	Y	Not required submitted as part of 17.18 savings		Completed
22	PA_10A	Adults	Transport - review transport provision	350			350	Y	Not required Savings reversed		Completed
23	PA_10A	Adult	Transport - Review transport Provision	(350)				N	Savings reversed		N
24	PA_26	Adult	My Community ePurse - commercialisation of My Community ePurse	1,000	600		1600	Y	Not required Savings reversed		N
25	PA_26	Adult	My Community ePurse - commercialisation of My Community ePurse	(1,000)	-600		-1600	N	Savings reversed in future year		N



Savings Proposed from 2016/17 and 2017/18 Budget Setting				Appendix 1B							
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				£000	£000		£000				
26	PA_27	Adults	Re-phasing - add in new phasing	998	1250		2248	Y	Required and attached		N
27	PA_28	Adult	Community Wrap - explore new commercialisation opportunities	(998)	-1250		-2248	N	Savings reversed in future year		N
28	PA_28	Adults	Community Wrap - explore new commercialisation opportunities	640			640	Y	Required and attached		N
29	PA_28	Adult	Community Wrap - explore new commercialisation opportunities	(640)			-640	N	Savings reversed in future year		N
30	PA_29B	Adults	Total Community ePurse - explore new commercialisation opportunities		2250		2250	Y	Not required future year savings		N
31	PA_29B	Adult	Total Community ePurse - explore new commercialisation opportunities		-2250		-2250	N	Savings reversed in future year		N
			<b>Total Adult</b>	<b>240</b>	<b>-</b>	<b>-</b>	<b>240</b>				
<b>Children</b>											
32	PC12	Children & Young People	Review of posts in Quality Assurance & Improvement Service	223			223	N	Not required savings already achieved through vacant post in 17.18.		N
33	PC12	Children & Young People	These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable. The post affected is vacaant. was deleted in 17.18	(185)			(185)	N	Partial reversal		N
34	PC14	Children & Young People	Review of Adoption Contract	86			86	N	Not required savings reversed		N

Savings Proposed from 2016/17 and 2017/18 Budget Setting				Appendix 1B							
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018/19	2019/20	2020/21	Total	EQIA Required and in file Y/N	EQIA already submitted Y/N	Does this proposal impact on another directorate Y/N	Key Stakeholders to consult 'Yes/No Completed
				£000	£000		£000				
35	PC14	Children & Young People	These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable	(86)			(86)	N	Saving reversal not required		N
36	PC15	Children & Young People	Review of posts in MASH	100			100	N	Not required savings already achieved in 18.19 through		N
37	PC15	Children & Young People	These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable	(86)			(86)	N	Saving reversal not required		N
38	PC16	Children & Young People	Review of posts in Family Information Service	61			61	N	Not required savings reversed		N
39	PC16	Children & Young People	Review of posts in Family Information Service	(61)			(61)	N	Saving reversal not required		N
40	PC17	Children & Young People	Review of posts in Access to Resources	57			57	N	Not required savings reversed		N
41	PC17	Children & Young People	These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable	(57)			(57)	N	Saving reversal not required		N
42	PC19	Children & Young People	Review of Leaving Care, Children Looked After & Unaccompanied Asylum Seeking Children Teams	173			173	N	Not required savings reversed		N

Savings Proposed from 2016/17 and 2017/18 Budget Setting				Appendix 1B							
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018/19	2019/20	2020/21	Total	EQIA Required and in file Y/N	EQIA already submitted Y/N	Does this proposal impact on another directorate Y/N	Key Stakeholders to consult 'Yes/No Completed
				£000	£000		£000				
43	PC19	Children & Young People	These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable	(173)			(173)	N	Saving reversal not required		N
44	PC28	Cross Service	Non-pay inflation	150	150		300	N	Not required		N
45	PC36	Children & Young People	Review of posts in Quality Assurance & Service Improvement.	248			248	N	Not required savings reversed		N
46	PC36	Children & Young People	These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable	(248)			(248)	N	Reversal		N
47	PC38	Children & Young People	Review of Children Looked After & Placements Service.	1,000			1,000	N	Not required savings reversed		N
48	PC38	Children & Young People	These savings were based on a reduction in the number of Looked After Children, Children in Need and Child Protection cases compared with 2015-16. However demand has increased since 2015-16 meaning these savings, in order to maintain a safe service, are now not achievable	(1,000)			(1,000)	N	Reversal		N
49	PC42	Special Needs Service	Review of Special Needs Service £1,164m ('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 £651k)	513			513	N	Not needed the £100k savings is achieved through increase in charges to schools.		N

Savings Proposed from 2016/17 and 2017/18 Budget Setting				Appendix 1B							
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018/19	2019/20	2020/21	Total	EQIA Required and in file Y/N	EQIA already submitted Y/N	Does this proposal impact on another directorate Y/N	Key Stakeholders to consult 'Yes/No Completed
				£000	£000		£000				
50	PC42	Special Needs Service	Demand has continued to rise in the number of young people with Special Educational Needs, in particular for post 16 provision up to age 25, as well as an increase in complexity of growth.	(413)			(413)	N	Partial reversal		N
			<b>Total Childrens Services</b>	<b>302</b>	<b>150</b>	<b>-</b>	<b>452</b>				
				<b>302</b>	<b>150</b>		<b>452</b>				
<b>Public service</b>											
51	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.	(96)			(96)	N	Not required one-off savings reversed		N
52	PH_02	PH	Wider Health Improvement - breast feeding - saving scheduled for 2018/19 to allow service to develop alternative model.	65			65	Y	Required and attached		Consultation will be done in accordance with HR policies
53	PH_11	PH	Drug and Alcohol - reduction in service (contract related costs. Employee costs included in PH_12)	1,500			1,500	Y	Required and attached		Consultation will be done in accordance with HR policies
54	PH_11	PH	Drug and Alcohol - reduction in saving	(1,000)			(1,000)	N	Partial reversal		N
55	PH_12	PH	Reduction to service - staffing reductions	795			795	Y	Required and attached		Consultation will be done in accordance with HR policies
			<b>Total Public Health</b>	<b>1,264</b>	<b>-</b>		<b>1,264</b>				
			<b>People Total</b>	<b>1,806</b>	<b>150</b>	<b>-</b>	<b>1,956</b>				

Savings Proposed from 2016/17 and 2017/18 Budget Setting				Appendix 1B							
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				£000	£000		£000				
<b>Community</b>											
<b>Community and Culture</b>											
56	COM	Commissioning & Commercial	Income from expansion of Central Depot	239	246	681	1,166	Y	Not required old savings		N
57	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.	200			200	Y	Required and attached		Consultation will be done in accordance with HR policies
58	COM_S12	Environment & Culture	Route Optimisation on food waste collection	150			150	Y	Required and attached		N
59	COM_S12	Environment & Culture	Route Optimisation on food waste collection This saving is predicated on the availability of a food waste transfer facility in a closer proximity. The latest update from West London Waste Authority is that the new facility is unlikely to be ready and in operation until Oct 2018, which means route optimisation is delayed to achieve cost efficiencies.	(75)	75		-	N	Partial reversal and reprofile		N
60	CE_5	Directorate Wide	Reduction of supplies & services budget	50			50	N	Not required		N
61	CE_8	ESD - Technical Services	Staff efficiency once Towards Excellence fully embedded - Deletion of 2 posts.	34			34	Y	Not required old savings		Consultation will be done in accordance with HR policies

Savings Proposed from 2016/17 and 2017/18 Budget Setting				Appendix 1B							
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				£000	£000		£000				
62	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.	50			50	Y	Not required old savings		N
63	CE_12	Commissioning Services	Project Phoenix - Commercialisation projects	1,525			1,525	Y	Required and attached		N
64	CE_15	Commissioning Services	Highways Services - Reduction in revenue budget for reactive maintenance due to accelerated capital investment from 2014/15.	20			20	Y	Not required old savings		N
65	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.	20			20	Y	Not required old savings		Consultation completed in June 2015.
66	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.	80			80	Y	Not required old savings		N
67	CE_18	Commissioning Services	Income Generation - Facilities Management Service Level Agreements (SLAs) and Energy SLAs to schools.	20			20	N	Not required old savings		N

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				£000	£000		£000				
68	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.	22			22	Y	Not required old savings		N
69	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	Y	Not required old savings		N
70	E&E_10	Commissioning Services - Highways	Review salary capitalisation of highway programme & TfL funded projects	50			50	N	Not required		N
71	E&E_12	Commissioning Services - Street Lighting	Changes in Street Lighting Policy to include variable lighting solutions.	12			12	Y	Not required old savings		N
72	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	10			10	Y	Required and attached		N

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				£000	£000		£000				
73	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			210	Y	Required and attached		N
74	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)	N	Not Required one off saving reversed		N
75	CC_2	C&C	Library Strategy Phase 2 - delivery of network of libraries and library regeneration	209			209	Y	Not required old savings		Consultation will be done in accordance with HR policies
76	CC_2	Environment & Culture	Library Strategy Phase 2 - delivery of network of libraries and library regeneration The original saving relates to the relocation of Gayton Library and Wealdstone Library. The new town centre library that replaces Gayton Library will be built by the developer as part of the redevelopment of 51 College Road. The latest timescale suggests that the new library will become operational no later than March 2020. Therefore the saving relating to Gayton Library (£159k) needs to be re-profiled to 2020/21 at the earliest. Wealdstone Library is likely to remain in Wealdstone Centre, and therefore the saving of £50k will not be achieved.	(209)		159	(50)	N	Reversal and reprofile		N
			<b>Total Community &amp; Culture</b>	2,527	321	840	3,688				



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				£000	£000		£000				
							-				
<b>Housing</b>							-				
							-				
77	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.	469	225		694	N	Not required		N
78	COM_G05.3	Housing	Reversal - 'Homelessness - Extension of Property Purchase Initiative (Additional 50 homes) -The initiatives were included in the MTFS on the basis there would be a net saving against the B & B accommodation budget as a result of moving residents from B & B accommodation into the 150 homes. The savings against the B & B budget were originally intended to cover the capital financing costs incurred to purchase the properties and still make a positive contribution to the MTFS. However as a result of increased demand across the housing needs budget and the impact of the Homelessness Reduction Act, achieving a net saving against the B & B accommodation budget is no longer viable. In terms of the 50 homes, a gross saving of £948k is included in the MTFS. Capital financing costs are assumed at £573k leaving a net contribution to the MTFS of £375k	(528)	153		(375)	N	Not required		N
79	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.	(2)	42		40	N	Not required		N

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				£000	£000		£000				
80	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.	355	(4)		351	N	Not required		N
81	CH_9	HGF	Reversal - 'Property purchase initiative - proposal to purchase 100 homes. - The initiatives were included in the MTFS on the basis there would be a net saving against the B & B accommodation budget as a result of moving residents from B & B accommodation into the 150 homes. The savings against the B & B budget were originally intended to cover the capital financing costs incurred to purchase the properties and still make a positive contribution to the MTFS. However as a result of increased demand across the housing needs budget and the impact of the Homelessness Reduction Act, achieving a net saving against the B & B accommodation budget is no longer viable. In terms of the 100 homes a gross saving of £1.192m is built into the MTFS. £435k of this can be achieved through additional rental income leaving £757k non achievable which is now being reversed out of the budget, £736k in 2018/19 and £21k in 2019/20.	(736)	(21)		(757)	N	Not required		N
			<b>Total Housing</b>	(442)	395	-	(47)				
			<b>Community Total</b>	2,085	716	840	3,641				
80	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.	2,000	0		2,000	N	Not required		N

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				£000	£000		£000				
80	PO 03	Pan Organisation	Reversal - Regeneration Indicative net income realised from a long term regeneration strategy for the borough. . The Regeneration Programme is on going and key schemes are either in planning or about to be submitted but the income will not be realised by 2018/19 as originally anticipated. As a de-risking strategy to the MTFS, it is prudent to remove this income stream which will be re-instated into the budget as and when realised.	(2,350)	0		(2,350)	N	Not required		N
			<b>Net Savings Pan Organisatin</b>	(350)	-	-	(350)				
			<b>Total Net Savings</b>	5,311	1,016	840	7,167				

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**2018/19 - 2020/21 Growth Summary**

<b>Directorate</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	£'000	£'000	£'000
Resources	0	0	0
Adult	96	90	186
Children and Family	(200)	0	(200)
Community and Cultural services	0	(100)	(100)
Housing	163	0	163
Total	59	(10)	49
<b>Net Savings/Growth</b>	<b>59</b>	<b>(10)</b>	<b>49</b>

Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction INTERNAL	2018/19	2019/20	Total	EQIA Required Yes/NO
(1)	(2)	(3)	(4)	(9)	(10)	(11)	
				£000	£000	£000	
<b>People Services</b>							
1	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.	96	90	186	N
			Total Adults	96	90	186	
<b>Childrens</b>							
2	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.	(200)		(200)	N
			Total Children and Family	(200)	-	(200)	
			People's Total Growth	(104)	90	(14)	
<b>Community &amp; Culture</b>							
<b>Community and Culture</b>							
3	COM_G01	Environment & Culture	West London Waste Authority (WLWA) - increase in disposal levy arising from waste growth and population growth		(100)	(100)	N
			Total Environment	-	(100)	(100)	
<b>Housing</b>							
4	COM	HGF	Homelessness growth - growth required to build the ongoing homelessness pressure into the base budget.	163	-	163	N
			Total Community	163	(100)	63	
			Total Growth	59	(10)	49	

## MEDIUM TERM FINANCIAL STRATEGY 2018/19 to 2020/21

	2018/19	2019/20	2020/21
	£000	£000	£000
<b>Budget Requirement Brought Forward</b>	164,804	168,917	163,150
Corporate & Technical	1,719	14,826	15,770
People	5,965	-1,491	-90
Community	-1,983	-1,816	-952
Resources & Commercial	-1,888	350	0
Regeneration	300	0	0
Pan Organisation			
<b>Capital In Investment reversed</b>	<b>4,113</b>	<b>11,869</b>	<b>14,728</b>
<b>FUNDING GAP</b>	<b>0</b>	<b>-17,636</b>	<b>-16,061</b>
<b>Total Change in Budget Requirement</b>	<b>4,113</b>	<b>-5,767</b>	<b>-1,333</b>
<b>Revised Budget Requirement</b>	<b>168,917</b>	<b>163,150</b>	<b>161,817</b>
Collection Fund Deficit/-surplus	-6,093		
Revenue Support Grant	0	-1,560	0
Top Up	-10,582	-22,245	-21,977
Retained Non Domestic Rates	-34,438	-16,480	-16,975
<b>Amount to be raised from Council Tax</b>	<b>117,804</b>	<b>122,865</b>	<b>122,865</b>
<b>Council Tax at Band D</b>	<b>£1,394.69</b>	<b>£1,429.56</b>	<b>£1,429.56</b>
<b>Increase in Council Tax (%)</b>	<b>3.49%</b>	<b>2.50%</b>	<b>0.00%</b>
Tax Base	84,466	85,946	85,946
Collection rate	98.00%	98.00%	98.00%
Gross Tax Base	86,190	87,700	87,700

**MTFS 2018/19 to 2020/21 – Proposed investments / savings**

<b>TECHNICAL BUDGET CHANGES</b>			
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Capital and Investment</b>			
<b>Capital financing costs and investment income</b>			
Increased Minimum Revenue Provision costs of the capital programme and interest on balances changes	7,994	4856	
<b>One off MRP underspend</b>	-4,000	4000	
<b>On going MRP underspend</b>	-2,000		
<b>25%reduction</b>	-1,144	-355	-45
<b>Reductions following review of capital bids in December</b>	-51	-816	
<b>Application of Capital Receipts to reduce borrowing costs</b>	-350	350	
<b>Capital In Investment reversed</b>	-160		500
<b>Capital Financing costs increasing 2020/21 for depot</b>			681
One of use of MRP capacity	500		
<b>Total Capital and Investment Changes</b>	<b>789</b>	<b>8,035</b>	<b>1,136</b>
<b>Grant Changes</b>			
<b>New Homes Bonus</b>			
<b>Estimated Grant changes</b>	940	1000	940
<b>Additional New Homes Bonus - December 2017 Settlement</b>			
New Adult Social Care Grant 2017.18	974		
<i>Total New Homes Bonus</i>	<i>1,561</i>	<i>1,353</i>	
<b>Better Care Fund</b>			
<i>Estimated additional grant announced Dec 2017</i>	<i>-57</i>	<i>24</i>	<i>33</i>
<b>Education Support Grant.</b>			
Projected reduction in grant received	751	144	0
<b>New NNDR Multiplier Inflation compensation grant</b>	-795	-399	1194
<i>Total ESG</i>	<i>-44</i>	<i>-255</i>	
<b>Transition grant</b>	699		
<b>Public Health Grant Reduction</b>	697	487	
<b>Total Grant Changes</b>	<b>2,856</b>	<b>1,609</b>	<b>2,167</b>
<b>Other Technical Changes</b>			
<b>Freedom Pass Levy increase. Cost of Freedom passes charged to Harrow by Transport for London</b>			
Amendment 2016/17 review - extension to 2019/20	390		500
<i>Total Freedom Pass Levy change</i>	<i>390</i>	<i>414</i>	<i>500</i>
<i>Reduction in Freedom Pass Levy</i>	<i>-500</i>		
<i>Increase energy contingency</i>	<i>-64</i>		
<b>Budget planning contingency.</b>	370	0	
One off use from 2016/17	1,000	0	
<i>Total Budget planning contingency.</i>	<i>1,370</i>	<i>0</i>	
<i>corporate adjustment</i>	<i>-748</i>	<i>-108</i>	
<b>Total Other Technical Changes</b>	<b>448</b>	<b>414</b>	<b>500</b>
<b>Pay and Inflation</b>			
<b>Pay Award @ 1% pa</b>	1,000	1,000	
<b>Pay Award @ 2% pa</b>			2,000
<b>Pay inflation total</b>	<b>1,000</b>	<b>1,000</b>	



**MTFS 2018/19 to 2020/21 – Proposed investments / savings**

<b>TECHNICAL BUDGET CHANGES</b>			
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Additional pay award</b>	885		
<b>National Minimum Wage</b>		1,300	
<b>Employer's Pension Contributions lump sum increases agreed with actuary</b> Required to reduce the pension deficit	664	700	
<b>Further Contribution of Lump sum in accordance with actuarial triennial valuation</b>			
<b>Reduction of inflation provision and corp budgets from 2017/18</b>	-2,350		
<b>Inflation on goods and services @ 1.3% p.a.</b>	1,270	0	500
Reduction in inflation provision	0	TBC	
<i>Inflation Provision total</i>	1,270	0	
<b>Total Pay and Price Inflation</b>	<b>1,469</b>	<b>3,000</b>	<b>2,500</b>
<b>OTHER</b>			
<b>Reversal 17.18 Income</b>	3,500		
<b>Estimated Directorate Growth</b>			4000
<b>Improved Better Care Fund 2018/19</b>	-4,643	4643	1367
<b>Improved Better Care Fund 2018/19</b>		-5467	4100
<b>Capital Receipts Flexibility</b>	-2,700	2700	
<b>Total Corporate &amp; Technical</b>	<b>1,719</b>	<b>14,826</b>	<b>15,770</b>

**MTFS 2018/19 to 2020/21 – Proposed investments / savings**

<b>PEOPLE DIRECTORATE</b>			
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Children &amp; Families</b>			
Proposed Savings - see appendix 1a	-91	0	0
Proposed Growth - see appendix 1a	2,900	0	0
Proposed Savings - see appendix 1b	-302	-150	0
Proposed Growth - see appendix 1c	200		
<b>Sub total Children &amp; Families</b>	<b>2,707</b>	<b>-150</b>	<b>0</b>
<b>Adults</b>			
<b>Capital In Investment reversed</b>			
Proposed Savings - see appendix 1a	-1,242	-1,251	0
Proposed Growth - see appendix 1a	5,825	0	-90
Proposed Savings - see appendix 1b	-240	0	0
	-96	-90	0
<b>Sub total Adults</b>	<b>4,247</b>	<b>-1,341</b>	<b>-90</b>
<b>Public Health</b>			
Proposed Savings - see appendix 1a	0	0	0
Proposed Growth - see appendix 1a	275		
Proposed Savings - see appendix 1b	-1,264	0	0
<b>Sub total Public Health</b>	<b>-989</b>	<b>0</b>	<b>0</b>
<b>Total People Directorate</b>	<b>5,965</b>	<b>-1,491</b>	<b>-90</b>

**MTFS 2018/19 to 2020/21 – Proposed investments / savings**

<b>COMMUNITY</b>			
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Environmental Services</b>			
Proposed Savings - see appendix 1a	-355	-1,120	-137
Proposed Growth - see appendix 1a	720	-80	25
Proposed Savings - see appendix 1b	-2,527	-321	-840
Proposed Growth - see appendix 1c		100	0
<b>Sub total Environmental Services</b>	<b>-2,162</b>	<b>-1,421</b>	<b>-952</b>
<b>Cultural Services</b>			
Capital In Investment reversed	0	0	0
Proposed Growth - see appendix 1a		0	0
Proposed Savings - see appendix 1b			
<b>Sub total Community &amp; Culture</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing - General Fund</b>			
Proposed Savings - see appendix 1a	-100	0	0
Proposed Growth - see appendix 1a			
Proposed Savings - see appendix 1b	442	-395	0
Proposed Growth - see appendix 1c	-163	0	0
<b>Sub total Housing General Fund</b>	<b>179</b>	<b>-395</b>	<b>0</b>
<b>Total Community</b>	<b>-1,983</b>	<b>-1,816</b>	<b>-952</b>

**MTFS 2018/19 to 2020/21 – Proposed investments / savings**

<b>RESOURCES &amp; COMMERCIAL</b>			
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Resources &amp; Commercial</b>			
Proposed Savings - see appendix 1a	-228	-30	0
Proposed Growth - see appendix 1a	110	530	0
Proposed Savings - see appendix 1b	-1,770	-150	0
<b>Total Resources &amp; Commercial</b>	<b>-1,888</b>	<b>350</b>	<b>0</b>

**MTFS 2018/19 to 2020/21 – Proposed investments / savings**

<b>REGENERATION</b>			
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Proposed Savings - see appendix 1a	-50		
Proposed Savings - see appendix 1b	350		
<b>Total Regeneration</b>	<b>300</b>	<b>0</b>	<b>0</b>

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REVENUE BUDGET SUMMARY 2018-19		Appendix 3				
	2017-18	Revenue Budget 2018-19				
	2017-18 Budget	Gross Controllable Expenditure	Gross Income	Net Controllable Expenditure	Uncontrollable Expenditure	Net Budget
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Local Demand - Borough Services</b>						
<b>Resources &amp; Commercial</b>	<b>22,964</b>	<b>218,176</b>	<b>-181,938</b>	<b>36,238</b>	<b>-15,066</b>	<b>21,172</b>
Environment & Commissioning	28,419	46,306	-31,186	15,120	13,243	28,363
Housing General Fund	7,743	11,900	-7,332	4,568	3,566	8,134
<b>Sub-total Community</b>	<b>36,162</b>	<b>58,206</b>	<b>-38,518</b>	<b>19,688</b>	<b>16,809</b>	<b>36,497</b>
Adult Services	64,449	78,166	-20,322	57,844	6,701	64,545
Public Health	-466	23,177	-24,991	-1,814	766	-1,048
Adults & Public Health	63,983	101,343	-45,313	56,030	7,467	63,497
Children & Families	37,820	168,655	-136,718	31,937	9,577	41,514
<b>Sub-total People</b>	<b>101,803</b>	<b>269,998</b>	<b>-182,031</b>	<b>87,967</b>	<b>17,044</b>	<b>105,011</b>
Regeneration	1,597	4,208	-3,391	817	1,102	1,919
<b>Total Directorate Budgets</b>	<b>162,526</b>	<b>550,588</b>	<b>-405,878</b>	<b>144,710</b>	<b>19,889</b>	<b>164,599</b>
<b>Corporate And Technical Adjustment</b>						
Corporate Budgets	4,829					3,280
Pay Inflation	731					2,616
Pension Contribution	0					664
Goods And Service Inflation	904					1,587
Treasury Management	2,071					2,071
Capital financing cost	24,465					24,629
Capital Financing adjustments	-21,510					-24,736
<b>Grant</b>						
Sec.31 Grant Business Rate Reliefs and others	-871					-871
Education Services Grant	-895					-144
New Homes Bonus	-4,069					-3,482
Adult Social Care Grant 2017/18	-974					0
Others Grant	13					249
NNDR multiplier inflation						-795
<b>Other Budget Adjustments</b>						
Budget Planning Contingency	-1,000					370
Contingency - General	1,248					1,248
Provisions for debt/litigation	375					375
Use of Capital Receipt Flexibility	-3,039					-2,743
<b>Sub Total Corporate and Technical Adjustment</b>	<b>2,278</b>					<b>4,318</b>
<b>TOTAL BUDGET REQUIREMENT</b>	<b>164,804</b>					<b>168,917</b>
<b>BUDGET REQUIRMENT FUNDED BY</b>						
Contribution re Collection Fund						
Deficit/Surplus(-) b/f	-3,760					-6,093
Revenue Support Grant	-13,019					0
Business Rates Top-up Grant	-21,049					-10,582
Retained Business Rates	-14,446					-34,438
Council Tax Income	-112,530					-117,804
<b>Total Funding</b>	<b>-164,804</b>					<b>-168,917</b>
<b>Council Tax for Band D Equivalent</b>						
General (£)	1,309.15					1354.84
ACS(£)	38.51					39.85
Harrow Increase (£)	1,347.66					1394.69
GLA (£)	280.02					294.23
<b>Total Increase (£)</b>	<b>1,627.68</b>					<b>1,688.92</b>
Increase						
General (%)	1.99%					2.99%
ASC (%)	3.00%					0.50%
GLA (%)	1.45%					5.07%
<b>Total Increase (%)</b>	<b>4.36%</b>					<b>3.76%</b>
<b>Taxbase</b>	<b>83,500</b>					<b>84,466</b>
<b>Collection Rate</b>	<b>98.0%</b>					<b>98.0%</b>
<b>Funds / Balances</b>						
Balances Brought Forward	10,009					10,009
<b>Balances Carried Forward</b>	<b>10,009</b>					<b>10,009</b>

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### Levies, Contribution and Subscriptions

The table below shows the main levies, contributions to other bodies, and subscriptions that the Council will pay in 2018/19. 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.

	2017-18	2018-19	Changes	Changes	Comments
	£'000	£'000	£'000	%	
West London Waste Authority Levy	1,895	1,849	- 46	-2.43%	Based on Notification
Lee Valley Levy	232	237	5	1.99%	Based on Notification
London Council Subscription	137	129	- 8	-5.84%	Based on Notification
London Borough Grant	219	189	- 30	-13.70%	Based on Notification
Freedom Pass Levy	10,199	10,071	- 128	-1.26%	Based on Notification
Environment Agency Levy	189	193	4	1.99%	Based on Notification
Coroners Court Levy	179	179	-	0.00%	Estimated
Traffic Control Levy	300	325	25	8.33%	Based on Notification
Local Government Association Subscription	38	38	-	0.00%	Estimated
London Pension Fund Authority Levy	307	307	-	0.00%	Estimated
Joint Committee Subscription	161	161	-	0.00%	Based on Notification
Apprentice Levy	400	400	-	0.00%	Estimate

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## Policy on Use of Contingency

### General Principles

1. As a general principle, directorate budgets should be structured to cover business as usual, investment and efficiency programmes that have been agreed as part of the budget and service planning round and administration priorities. 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 and 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 Portfolio Holder with responsibility for finance 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 as well as provision for 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 2018-19

2. The 2018-19 DSG settlement is based on the number of pupils on the October 2017 schools census for schools, as well as a lump sum for some historical items, the January 2017 Early Years census for early years and a combination of a historical lump sum and pupil . The total indicative DSG for 2018-19 is £210.9m.

**Table 1 – 2018-19 DSG allocation**

Block	Per Pupil Funding		Pupil No.s		Total
	Primary	Secondary	Primary	Secondary	
Schools Block – per pupil	£4,164.56	£5,833.91	21,343	11,265	£154,603,200
Schools Block – lump sum					£7,342,648
<b>Total Schools Block</b>					<b>£161,945,848</b>
Central Schools Block	£36.67		32,608		£1,195,735
High Needs Block					£30,598,585
Early Years Block					£17,180,458
<b>Total DSG Allocation 2018-19</b>					<b>£210,920,627</b>

## Schools Block

3. The Schools Block is funded on two different methodologies. Firstly there is a per pupil funding rate for both primary and secondary pupils which have been derived using the total of all schools and academies 2017-18 issued budgets by the LA and dividing by the adjusted number of pupils on roll on the October 2016 census. These funding rates are then multiplied by the October 2017 numbers on roll on the October 2017 census.
4. Secondly there is a lump sum which is based on the actual values distributed in 2017-18 for business rates, pupil mobility (those starting school outside of the normal August or September (or January for reception pupils)) admission periods, and growth funding for new and expanding schools.

5. The Government will introduce a new National Funding Formula (NFF) from 2018-19. This will be a 'soft' NFF in 2018-19 and 2019-20. This means that LAs will be funded on the basis of the aggregate of the national funding formula for all schools, academies and free schools in its area but the final formula for distribution will be determined by each Council following consultation with schools and Schools Forums.
6. The LA carried out a consultation which opened on Friday 3<sup>rd</sup> November and closed on Friday 1<sup>st</sup> December 2017. The consultation sought views on whether the LA should continue to use the Harrow Schools Funding Formula or introduce the National Funding Formula from 2018-19.
7. There were a total of 45 (76%) responses received as shown in Table 1

**Table 2 – summary of consultation responses**

Phase	Number of Schools	Responses Received	%
All Through	1	1	100%
Primary	42	32	76%
Secondary	12	8	67%
Special	4	4	100%
<b>Total</b>	<b>59</b>	<b>45</b>	<b>76%</b>

8. Question 1 asked: which formula do you support to distribute funding to Harrow schools for 2018-20? A summary of the responses is shown at Table 2 where:

- Option A is a preference to continue with Harrow Funding Formula
- Option B is a preference to introduce the National Funding Formula

**Table 3 – consultation question 1 summary of responses**

Phase	Number of responses	Option a) Harrow		Option b) NFF	
		Number	%	Number	%
All Through	1	0	0%	1	100%
Primary	32	5	16%	27	84%
Secondary	8	0	0%	8	100%
Special	4	0	0%	4	100%
<b>Total</b>	<b>45</b>	<b>5</b>	<b>11%</b>	<b>40</b>	<b>89%</b>

9. As shown in Table 3 89% of respondents support the introduction of the National Funding Formula in 2018-19. The consultation also provided schools with an opportunity to make any comments. Most schools provided additional comments. The main theme of the comments:

- Those in favour expressed the need to move to a National Funding Formula in the next two years as this would help financial planning for the future.
- Those in favour of the Harrow Funding Formula expressed the need for transitional years whereby they could plan for the impact of the NFF over a longer period.
- a number of respondents requested an MFG set at -1.5%
- a number of respondents noted the importance of transitional protection over the next two years

10. As a result of this consultation and the overwhelming majority of respondents being in favour of introducing the NFF **Cabinet is asked to approve the introduction of the National Funding Formula from 1<sup>st</sup> April 2018 as set out at Table 4 below.** This means that school budgets will be prepared on the basis of the NFF in 2018-19 and 2019-20.

**Table 4 – proposed funding formula rates 2018-19**

Category	Description	Amount per pupil	
		Primary	Secondary
Basic entitlement	Primary	£3,016.28	
	KS3		£4,241.31
	KS4		£4,815.75
Deprivation	Free School Meals	£483.13	£483.13
	FSM 6	£592.94	£861.95
	IDACI Band F	£219.61	£318.43
	IDACI Band E	£263.53	£428.23
	IDACI Band D	£395.29	£565.49
	IDACI Band C	£428.23	£614.90
	IDACI Band B	£461.17	£658.82
	IDACI Band A	£631.37	£889.40
EAL	English as an Additional Language	£565.49	£1,520.77
Mobility	Pupils starting outside of normal entry dates	£2,980.90	£2,668.82
Prior attainment	Low prior attainment	£1,152.93	£1,701.95
Lump Sum	Lump Sum per school	£132,783.30	

### Minimum Funding Guarantee

11. In 2018-19 the Minimum Funding Guarantee (MFG) will continue to protect schools from per pupil losses between years. It is proposed to set an MFG of -1.5% in line with previous years and in response to a number of comments from the consultation. This means that schools which are at the MFG will be protected from losing more than -1.5% per pupil compared with the previous

year's budget. This is to ensure that schools move as near to the NFF as possible in advance of the introduction of the hard NFF in 2020-21.

12. In addition to the MFG protection from losses, it is possible for LAs to allow overall gains for individual schools to be capped. However it is not proposed to set a cap on gains, since it is affordable within the overall formula, and therefore schools who are due to benefit from the hard NFF and whose gains have been capped in previous years to fund MFG protection for schools facing losses, will gain fully.

13. These approaches to caps and MFG protection were approved by Schools Forum on 16<sup>th</sup> January 2018.

### Additional Funding

14. In 2018-19, as a one-off only, there is an additional £3m of funding in the ring-fenced Schools Block due to the introduction of the NFF and the methodology used to calculate primary and secondary units of funding. As it is a one-off it has been allocated to schools via the schools funding formula but adjusted so that it does not impact on MFG baselines in future years.

### High Needs Block

15. In 2018-19 the Government will also introduce a NFF for High Needs. The breakdown of the High Needs Block allocation is shown in Table 5.

**Table 5 – 2018-19 High Needs Block**

<b>Factor</b>	<b>Pupil No.s</b>	<b>Rate/proportion</b>	<b>Value £</b>
Basic entitlement	525	£4,446	£2,334,388
Historic spend factor			£14,670,609
Population factor	61,693	(0.53% of national total)	£7,212,483
FSM factor	3,847	(0.34% of national total)	£911,567
IDACI factor	17,507	(0.29% of national total)	£785,769
Bad health factor	367	(0.55% of national total)	£1,112,854
Disability factor	1,434	(0.38% of national total)	£760,604
KS2 low attainment factor	535	(0.42% of national total)	£849,704
KS4 low attainment factor	488	(0.29% of national total)	£642,760
Funding floor factor	54,726	£53	£2,957,815
Hospital education			£92,460
Import/export adjustment	-12	-£6,000	-£72,000
Other			£35,572
<b>High Needs NFF 2018-19 Allocation</b>			<b>£32,294,585</b>
Less: recoupment for academies			-£1,696,000
<b>Net High Needs Block 2018-19</b>			<b>£30,598,585</b>



16. The NFF contains the following factors:

- Basic entitlement factor for each pupil in a special school or special post 16 institution
- Historic lump sum equal to 50% of each LAs current spend
- Proxy factors for population, deprivation, health and disability, and low attainment.

17. In addition there is a funding floor to protect LAs from reductions in high needs funding through formula. Harrow's funding floor in 2018-19 is £539 per 2-18yo recorded on the 2017 ONS population but the NFF only generates £486 so the LA is protected at £53 per child.

### **Funding shortfall for High Needs**

18. As reported to Cabinet in December 2017 there is a risk to the LA through the introduction of the High Needs NFF for 2018-19. This is because there is an overall shortfall in the DSG in 2017-18 which is being funded by the use of a schools brought forward contingency which will be fully spent by the end of this financial year. This means that the funding baseline on which 50% of the allocation in 2018-19 will be based is lower than the budget in 2017-18.

19. The 2018-19 High Needs Block funding allocation is approx. £380k lower than the budget in 2017-18. In previous years, funding could be transferred from the Schools Block without limit, subject to Schools Forum agreement, to fund known and anticipated commitments in high needs expenditure. However, from 2018-19 the transfer from the Schools Block is limited to 0.5% of the total Schools Block. In 2018-19 this equates to approx. £810k.

20. As part of the consultation with schools in the Autumn Term, the consultation also sought views on whether Schools Forum should agree a transfer of 0.5% of the Schools Block into the High Needs Block to support an anticipated shortfall in funding and increase in demand. The outcome of the consultation is shown at Table 6.

**Table 6 – consultation question 2 summary of responses**

Phase	Number of responses	Yes		No		Not answered	
		Number	%	Number	%	Number	%
All Through	1	1	100	0	0%	0	0%
Primary	32	28	88%	3	9%	1	3%
Secondary	8	6	75%	2	25%	0	0%
Special	4	4	100	0	0%	0	0%
<b>Total</b>	<b>45</b>	<b>39</b>	<b>87%</b>	<b>5</b>	<b>11%</b>	<b>1</b>	<b>2%</b>

21. As shown in Table 6 87% of responses support the transfer of 0.5% of the schools block into the High Needs block in 2018-19. The consultation also provided schools with an opportunity to make any comments. The main theme of the comments:

- This decision should be limited to one financial year
- LA review of high needs spend must be undertaken/continued – this was expressed as a concern regarding both lack of progress and the need to plan for the future
- The need to support vulnerable children

22. As a result of the consultation, at its meeting on 12<sup>th</sup> December 2017, Schools Forum approved the transfer of 0.5% the schools block allocation into the High Needs Block in 2018-19.

23. In order to mitigate any pressures, the LA is employing specialist capacity to undertake a series of tasks that will inform the future development of SEND provision in Harrow. The first phase will be a review of the High Needs' Block expenditure. This will be followed by reviewing pupil cohorts and needs, including early years and post 16.

24. These reviews will then inform a series of short, medium and long term activities. In the short term there is an immediate need to secure sufficient places in September 2018. In the medium term there will be a need to plan for sufficient capacity and reshape in-borough provision. Long term plans will include new provision. In summary the scope of this work is as follows:

- Reviewing areas of high needs spend and volumes
- Map current in-borough provision including vacant places and gaps
- Identify cohorts of children with similar need who are currently out of borough
- Review FE and post 16 provision
- Reviewing tribunal outcomes
- Developing proposals for extended and new in-borough provision.

### **Early Years Block**

25. The Government introduced a new National Funding Formula for Early Years from April 2017. In October 2016 and December 2016 the LA consulted on the proposed formula for 2017-18 for Harrow providers and the new Early Years Single Funding Formula (EYSFF) was approved by Cabinet in January 2017 and was introduced on 1<sup>st</sup> April 2017.

26. In 2018-19 the hourly rate per part time pupil on the January Early Years census that the LA receives will change. This means that the LA was required to conduct a consultation on the proposed change to the EYSFF for 2018-19. The consultation opened on 15<sup>th</sup> December 2017 and closed on 12<sup>th</sup> January 2018.

27. In December 2017 the Government announced the new hourly funding rates for 2018-19. The indicative total hourly funding rate available to providers in Harrow is £5.30 compared with £4.76 in 2017-18. However an SEN Inclusion Fund needs to be established from within this allocation and therefore the hourly funding rate through the formula will be lower than this.

28. The 2017-18 current EYSFF and the proposed 2018-19 EYSFF set out in the consultation is shown at Table 7.

**Table 7 – current and proposed EYSFF**

Description	Current	Proposed
	2017-18	2018-19
	Hourly £	Hourly £*
Funding available to providers	£4.76	£5.30
Top-slice SEN inclusion fund 5%		
<b>Funding available to providers through formula</b>	<b>£4.52</b>	<b>£5.04</b>
Base rate minimum 90%	£4.07	£4.53
Supplements 10%	£0.45	£0.51
<b>Funding available to providers through formula</b>	<b>£4.52</b>	<b>£5.04</b>
Breakdown of supplements		
- Deprivation (IDACI) 10%	£0.05	£0.05
- Flexibility 45%	£0.20	£0.23
- Quality 45%	£0.20	£0.23
<b>Total Supplements at 10% of overall allocation</b>	<b>£0.45</b>	<b>£0.51</b>
Annual maximum sum per child (15h/wk over 38wks)	£2,578.41	£2,872.80

*\*hourly rates will not automatically calculate as figures have been adjusted for rounding*

29. The consultation proposed to retain the structure of the current EYSFF but to increase each of the factor values proportionately to reflect the increase in funding to the LA.

30. There were 11 responses received in the consultation all of which supported the proposals in the consultation. Therefore for 2018-19 the LA will retain the

same EYSFF structure and increase the values as set out in the final column of Table 7 above.

## Other School Budgets

### Capital

31. The DfE have yet to confirm the 2018-19 capital allocation. This is expected later in January and any Devolved Formula Capital will be included in the final school budgets.

### Pupil Premium

32. Schools will continue to receive the Pupil Premium. Eligibility and funding rates are shown at Table 8.

**Table 8 – Pupil Premium rates 2018-19**

Category	Per pupil value
Pupils in year groups reception to year 6 recorded as Ever 6 FSM	£1,320
Pupils in years 7 to 11 recorded as Ever 6 FSM	£935
Looked-after children (LAC) defined in the Children Act 1989 as one who is in the care of, or provided with accommodation by, an English LA	£2,300
Children who have ceased to be looked after by a local authority in England and Wales because of adoption, a special guardianship order, a child arrangements order or a residence order	£2,300
Pupils in year groups reception to year 11 recorded as Ever 6 service child or in receipt of a child pension from the Ministry of Defence	£300

### Universal Infants Free School Meals (UIFSM)

33. It is anticipated that the grant for universal infant free school meals (UIFSM) will continue at a meal rate of £2.30 for the 2018 to 2019 academic year although no further details have been announced to date.

### Year 7 Catch Up

34. There have been no announcements in respect of these beyond the 2017 to 2018 academic year.

### Primary PE and Sports Premium

35. There have been no announcements in respect of these beyond the 2017 to 2018 academic year

**Draft Public Health Funding 2018-19****Appendix 7****Mandatory Services**

Sexual Health (incl Family Planning)	2,642	
Health Visiting	2,898	
Health Checks	175	
Supporting Child Health	655	
	<u>655</u>	6,370

**Discretionary Services**

Tobacco Control	0	
Drug & Alcohol Misuse	1,946	
Physical Activity	0	
	<u>0</u>	1,946

**Staffing & Support Costs**

Staffing	556	
Non-Staffing	66	
Overheads	218	
	<u>218</u>	840

Health Improvement	0	
Wider Determinants of Health	1,642	
	<u>1,642</u>	1,642

**Total Expenditure** 10,798

**Funded by**

Department of Health Grant	<u>-10,798</u>	
		<u><u>-10,798</u></u>
		0

**Total Income** -10,798

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## 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 2018/19 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 2018/19 net revenue budget of £168.9m.

As at 31 March 2017 the level of General Fund Reserves was £10m, which represents 6% of the Council's budget requirement for 2018/19 (£168.9m), 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.



## Reserve Forecast 2018/19

## Appendix 9

Earmark Reserves	Reserves as at year end	Estimated use in 2017/18	Estimated Reserves at start of year	Planned Contributions included in MTFS	Estimated Use of reserves in 2018/19	Estimated Reserves at year end
	31-Mar-17		01-Apr-18			31-Mar-19
	£'000	£'000	£'000	£'000	£'000	£'000
Transformation & Priority Initiatives Fund	2534	2049	485	0	361	124
Business Risk	2109		2109	0	0	2109
MTFS Implementation	2857	799	2058	0	1000	1058
Rapid Response	75		75	0	0	75
IT Implementation	678		678	0	678	0
Standing Up For Those In Need	800		800	0	0	800
Public Health	1123	170	953	0	150	803
Budget Planning	2000	1000	1000	0	0	1000
Total	12176	4018	8158	0	2189	5969

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## Report of the Chief Finance Officer

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

### Robustness of the Budget

The current budget climate and timeframe continues to be the most volatile in the Borough's history. The economic climate and the 2018/19 Local Government Financial Settlement have only increased the challenges around setting a balanced budget for 2018/19. 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 and 2018/19 was in line with that included in the Settlement Offer, the Council remains at risk of an annual financial settlement for 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.

The Council set a three year Medium Term Financial Strategy (2017/18 to 2019/20) 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 2018/19 the existing MTFs has been 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 2018/19 and 2019/20 to assess whether they were robust enough to remain within the budget or needed to be reversed out and replaced. A number of significant savings have been reversed out of the MTFs as a de-risking strategy and the MTFs clearly shows the remaining budget gaps of £17.636m and £16.061m for 2019/20 and 2020/21 respectively.

The advice of the S151 Officer is that the budget for 2018/19 is sufficiently robust but there are budget gaps for 2019/20 and 2020/21 which will require robust proposals in development to address. 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 2019/20 and 2020/21 will be subject to further scrutiny before final approval in their respective budget years
- Growth of £9m has been provided for within the 2018/19 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 2018/19 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 2018/19 (£169m). This balance of £10m does place Harrow Council in the lower quartile of general fund balances. No draw down on the general fund balance is forecast for 2017/18 and the three year MTFs (2018/19 to 2020/21) 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 £8.1m at the end of 2017/18 and a reduced balance of £5.9m by the end of 2018/19.

The 2018/19 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 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.



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## Model Council Tax Resolution

## Harrow Council

## Council Tax Resolution 2018/2019

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 2018/2019 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 7 December 2017 the Council calculated the amount of 84,466 as its Council Tax Base for the year 2018/2019 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 2018/2019, 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)** £582,580,886
  - (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)** £464,777,000
  - (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.** £117,803,886
  - (iv) Being the amount at (iii) divided by the Council Tax Base, calculated by the Council at its meeting on 7 December 2017 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 )** £1,394.69

(v) Valuation Bands

	A	B	C	D	E	F	G	H
£	929.80	1,084.76	1,239.72	1,394.69	1,704.62	2,014.55	2,324.48	2,789.38

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 2018/2019 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
£	196.15	228.85	261.54	294.23	359.61	425.00	490.38	588.46

- (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 2018/2019 for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	1125.95	1313.61	1501.26	1688.92	2064.23	2439.55	2814.86	3377.84

- (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 2018/19 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 2018/2019.



## **Members' Allowances Scheme**

1. This scheme shall have effect until 31st March 2019. 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 Governance, Audit, Risk Management and Standards Committee at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

## Carers' Allowance

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

## Co-optees' Allowance

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

## Sickness, maternity and paternity leave

- 8.1 All Members shall continue to receive their Basic Allowance in full in the case of pregnancy, maternity, paternity and sickness leave.
- 8.2 Members entitled to a Special Responsibility Allowance shall continue to receive their allowance in the case of pregnancy, maternity, paternity and sickness leave in the same way that the Council's employees receive such benefits.
- 8.3 Where a Member's pregnancy renders her unable to attend a meeting of the Council for a period of 6 months, a dispensation will be granted in accordance with Section 85 Local Government Act 1972.
- 8.4 If a replacement to cover the period of absence is appointed by Council or the Leader of the Executive (or in the case of party group position, the party group) the replacement will be entitled to claim an SRA.

## Claims and Payments

9. (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

10. Any changes made to this scheme during the year may be backdated to 1<sup>st</sup> April 2018 by resolution of the Council when approving the amendment.

## **Pensions**

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

## **Renunciation**

12. 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.

## Appendix A

### 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:

<b>Band</b>	<b>Post</b>	<b>SRA - £/annum</b>
<b>1</b>	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	<b>£2,100</b>
<b>2</b>	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	<b>£4,700</b>
<b>3</b>	Nominated Member of the largest party not holding the Chair of the Overview and Scrutiny Committee Non Executive Members of Cabinet	<b>£6,780</b>
<b>4</b>	Chair of the Overview and Scrutiny Committee Leader of the Second Largest Group	<b>£8,860</b>
<b>5</b>	Cabinet Members	<b>£20,100</b>
<b>6</b>	Leader of the Council	<b>£31,400</b>

### 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.



## HARROW COUNCIL PAY POLICY STATEMENT 2018/19

Harrow Council supports openness and accountability and is pleased to publish its Pay Policy Statement for 2018/19. In compliance with the Localism Act 2011 this statement outlines the Council's policy on pay and benefits for Council employees (excluding Schools)<sup>1</sup> and specifically for its senior management for 2018/19.

### Update January 2018:

The pay policy statement for 2018/19 was agreed by Cabinet in February 2018. The changes reflected in this 2018/19 pay policy statement are listed below:

- The London Living Wage has increased to £10.20ph and will be implemented in April 2018
- 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.

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<sup>1</sup> 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 locally<sup>2</sup> 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](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.
- 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. A provisional pay settlement has been agreed on the 2017 figures. The final figures will be updated once the pay settlement for April 2018 has been finalised. The pay scales will be revised and are published at:

[http://www.harrow.gov.uk/download/downloads/id/9354/salary\\_scales\\_april\\_2016](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.

The senior management structure is published at:

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

[http://www.harrow.gov.uk/download/downloads/id/9355/senior\\_management\\_structure](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](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](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 schemes<sup>3</sup> 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.

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<sup>3</sup> The Greater London Provincial Council (GLPC) Scheme is used for all Harrow grade jobs and the Hay Scheme for senior professional and managerial jobs.

## **Pay on Appointment**

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

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

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

## **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 1<sup>st</sup> 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/NJC<sup>4</sup> 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 2017; an increase of 1% was awarded.

The most recent pay agreement increasing pay scales for other non-teaching employees was implemented in April 2017; 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](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](http://www.harrow.gov.uk/download/downloads/id/5338/discretionary_policy_statement-pensions_2014) and

[http://www.harrow.gov.uk/download/downloads/id/7063/pension\\_fund\\_final\\_account\\_2014 - 2015](http://www.harrow.gov.uk/download/downloads/id/7063/pension_fund_final_account_2014_-_2015)

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

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<sup>4</sup> Joint Negotiating Committee / National Joint Council

## **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](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](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](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](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 **insert contact**

**CABINET - 15 FEBRUARY 2018****MINUTE FROM HEALTH AND WELLBEING BOARD – 11 JANUARY 2018****254. INFORMATION REPORT - Draft Revenue Budget 2017/18 - 2019/20**

The Board received a report which detailed Harrow Council's Draft Revenue Budget 2018/19 to 2020/21 and Medium Term Financial Strategy 2018/19 to 2020/21 as reported to the Council's Cabinet on 7 December 2017. It was noted that the budget and MFTS would return to Cabinet in February 2018 for final approval and recommendation to Council.

An officer introduced the report and drew particular attention to the key points relevant to the Health and Wellbeing Board including the continued financial challenges to the health and social care sector. Whilst a balanced budget was forecast, significant challenge was anticipated in the next few years with a budget gap of approximately £27m over the two years 2019/20 and 2020/21. As detailed in the report, the government grant had reduced from £52.1m in 2013/14 to £1.5m in 2019.20 which, together with demographic pressures, underpinned the budget process. The budget process refresh process identified further savings of £2m were planned for 2018/19 including £1,242,000 in adult services and £91,000 in Children and Family Services. The draft budget assumed a 1.99% Council Tax increase and 1.5% social care precept.

Members were informed of relevant growth of £2m in Children's Services, £5.8m in adult care and £275,000 in the public health budget. The draft Public Health commissioning intention expenditure (detailed in the appendix) included an increase in costs associated with health checks, the re-instatement of three posts and a reduction in the savings associated with the ongoing drug and alcohol services. The savings for Project Infinity had been proposed for reversal and income generated would be re-instated into the budget as and when realised. The Better Care Fund arrangements had been built into the budget.

In response to a question, the Board was advised that a two year Better Care Fund programme had been agreed between the Council and CCG and would be reviewed mid year and that the additional Improved BCF (IBCF) resources to the Council had been used to manage social care cost pressures and growth.

The CCG welcomed the reduction in the savings for drug and alcohol services and health checks.

**RESOLVED:** That the report be noted.

**CABINET - 15 FEBRUARY 2018****MINUTE FROM HARROW BUSINESS CONSULTATIVE PANEL - 22 JANUARY 2018****RESOLVED ITEMS****25. Draft Revenue Budget 2018/19 and Medium Term Financial Strategy 2018/19 to 2020/21 & Draft Capital Programme 2018/19 to 2020/21**

The Panel received a report of the Director of Finance which set out the draft revenue budget for 2018/19 and draft Medium Term Financial Strategy (MTFS) for 2018/19 to 2020/21 and a second report which set out the new draft General Fund capital programmes which had been proposed as part of the 2018/19 budget process and also set out budgets within the existing Capital Programme which had been amended/reduced between 2017/18 and 2019/20.

The Director gave a presentation regarding the reports. Following questions from Members of the Panel, the Director of Finance advised that:

Since 2013/14, the Council had had to manage significant reductions in its Revenue Support Grant (RSG). Currently Local Authorities retained 30% of the Business Rates income they collected, for Harrow this equated to £15m per annum. Business Rates were subject to reform with central government intending to allow local government, as a whole, to retain all its rates collected. Alongside this there would be a phasing out of a number of specific grants including RSG and the transfer of additional responsibilities to local government to ensure overall fiscal neutrality of the reforms. The retained Business Rates income had remained at between £14m/£15m pa over the last few years and officers were not predicting a fall but rather were anticipating a slight increase. In April 2018 the government would give an indication of what Harrow's estimated growth would be. However, this would not be built into the budget and would be treated as a cash windfall.

A Member commented on the low rate of participation in the meeting by business representatives. He asked whether the event had been publicised to Harrow businesses and what incentives there were for businesses to start-up in Harrow. Officers advised that the event had been widely publicised to local business representatives, and that businesses had just occupied the Committee Room to attend a business event, but had chosen not to stay for this meeting. The Officer proposed that the following year, the Forum could be held earlier and be sandwiched between two business support events (which were usually well attended).

The officer added that Harrow was attractive to businesses for a number of reasons as it had a highly skilled workforce, thriving town and district centres, good infrastructure and good transport links in place. Harrow also had one of the highest new business start-up and business survival rates in the country. Officers regularly facilitated business networking events and business to business mentoring schemes, which were both well attended and popular.

**RESOLVED:** That the report be noted.



**CABINET - 15 FEBRUARY 2018****MINUTE FROM EMPLOYEES' CONSULTATIVE FORUM – 17 JANUARY 2018****RESOLVED ITEMS****60. Draft Revenue Budget 2018/19 and Medium Term Financial Strategy 2018/19 to 2020/21**

The Forum received a report of the Director of Finance which set out the draft revenue budget for 2018/19 and draft Medium Term Financial Strategy (MTFS) for 2018/19 to 2020/21.

Following questions and comments from members of the Forum, the Director of Finance advised that:

- The challenges involved in setting a 3-year budget meant that inevitably some items may need to be removed. This could be due to changes in legislation, the lead in time or consultation. The Infinity project had been reversed from the budget, however, work on the development and marketing of Project Infinity would continue and any income generated would be re-instated into the budget as and when realised. Any shortfall would be covered from a number of other sources, for example, collections fund resources, savings on capital financing and additional grant monies;
- the overspend in Adults was being mitigated through the receipt of additional income received after budget setting and the remaining shortfall would be offset through some technical entries and centrally held corporate budgets. The 'Home in Harrow' project had been developed following an evaluation of adult social care delivery in Harrow and was aimed at reducing the number of people requiring residential care packages. A very large proportion of the adult social care budget was spent on residential care packages. She undertook to find out if the Home in Harrow project was part of the Supported Living scheme and would circulate this information to Forum members after the meeting;
- the Council, in conjunction with other West London Authorities had entered into a contract with West London Waste (WLW). The return on the investment income from this was reflected in the investment income budget. These items were reported in the Treasury Management Budget reports. She undertook to circulate more detailed information regarding this to Forum members after the meeting;
- the Portfolio Holder for Community advised that Harrow was in the 'pay as you throw' scheme. The Council received a rebate from WLW, which was allocated to the central budget. He pointed out that costs and returns for waste could vary due to fluctuations in the recycling market. He undertook to look into the figures and share this information with Forum members after the meeting;
- Directorates had been requested to ensure that any savings listed in the budget should be achievable. In cases where a Directorate struggled to achieve savings, it would in the first instance be expected to cover this from within the Directorate and failing that, the shortfall would be achieved across the Council as a whole. She added that the budget monitoring process would begin early, as in previous years, so shortfalls could be identified early and appropriate mitigating measures put in place;
- with regard to the impact of the saving proposals on FTE's, she did not have the exact figures and undertook to provide this information to the Corporate Joint Committee meeting scheduled to take place at the end of January 2018;

- the £8.4m figure related to the cost of borrowing money to fund the Council's Capital Programme, which included essential building and maintenance projects such as schools, roads etc. The Council received investment returns of £1.3m which included returns on the WLWA contract. The investment income from the Council's commercial ventures amounted to approximately £700k and the Council currently had £50m cash balances

**RESOLVED:** That the report be noted.

CABINET – 15 FEBRUARY 2018

REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) –  
23 JANUARY 2018

QUESTION AND ANSWER SESSION WITH THE LEADER OF THE COUNCIL  
AND INTERIM CHIEF EXECUTIVE ON THE BUDGET 2018/19

250. **Question and Answer Session with the Leader of the Council and Interim Chief Executive on the Budget 2018/19**

The Chair welcomed the Leader of the Council, the Portfolio Holder for Finance and Commercialisation, the interim Chief Executive and the Director of Finance to the meeting. The Leader of the Council gave an introduction, underlining the severe pressures on the Council's finances as a result of 8 years of austerity; Harrow had the third lowest Government grant among all the London Borough councils. He referred to the draft Corporate Plan which had been circulated as background for the discussion; it largely reflected priorities carried forward from the previous year.

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

*Would the holders of "Blue Badge" parking permits be entitled to the Freedom Pass for public transport as well?*

The Leader explained that central Government had indicated it would compensate local authorities for the financial impact of "new burdens" arising from national policy changes; further detail was awaited from them on how this would be implemented.

*What were the likely implications of the changes to the structure of the Metropolitan Police Service (MPS)?*

The Leader confirmed that he had some concerns over the move to Police Commanders having responsibilities across three boroughs and he would prefer a model more closely focused on individual authorities. However, he recognised the severe budget pressures on the MPS, with a third of their budget having been cut. He looked forward to the introduction of a dedicated officer in each ward as he considered local neighbourhood policing to be vital to community safety.

The Corporate Director, Community added that officers continued to work closely with the Borough Commander to try to protect resources allocated to the Borough.

*What was being done to address the implications of the £3m overspend on the children's services budget?*

The Leader pointed to the enormous pressures arising from the increased number of children requiring care services and confirmed that he and the Portfolio Holder were focused on the resource requirements of this most important of service areas. The

Corporate Director, People reported that there was increasing demand in respect of child protection, care plans and the needs of Looked After children. The Council's funding per child in care was lower than the average for comparable authorities, so the service had to achieve greater efficiency than in many other boroughs. He emphasised that this was a complex service area with frequent decisions about serious, challenging family circumstances, and in this sense, it was qualitatively different to other Council responsibilities. Budgets could be volatile as a result of demands which were very difficult to predict, yet the department had applied a rigorous approach to ensure that savings were delivered where this was possible; one example of this had been the response to young people without recourse to public funds. The Corporate Director advised that care placements were closely scrutinised so that costs could be controlled; this was always very difficult given the significant risks associated with making the wrong decisions in this area.

*What was the approach to supporting young people without recourse to public funds? How did the Council ensure that they were not put at risk, eg. when there were issues related to age assessment?*

The Corporate Director, People reported that the Council worked closely with the UK Border Agency to check the ages of those young people presenting in this category. While the Council would ideally wish to extend support to these young people, its funding position made it important to ensure that they were referred to other agencies as appropriate. These cases were often complicated by issues related to immigration status which could cause these young people to wish to stay "below the radar". The Portfolio Holder for Finance and Commercialisation confirmed that the Council applied an appropriate "toughness" to protect its financial position, but staff were always aware of the risks of young people getting lost in the system.

The Leader stated that he had always supported local authorities taking on services for unaccompanied asylum-seeking children on the basis of a fair allocation across local authorities. The Corporate Director paid tribute to the superb team of staff working with children and young people requiring support; they had been successful in two funding bids for this area of work. He confirmed that, should any individual present as a child, then the Council was under an obligation to treat them as such unless and until an age assessment had been carried out. The Council had even challenged some headteachers about this in the case of the exclusion of children from schools.

In response to Councillor Fitzpatrick's request, it was agreed that information on these cases would be sent to members of the Committee.

*Why had the Administration proposed to allocate only £2.9m additional funding for services to children and young people when the overspend had been at a higher level and there was clear evidence of further need in this area? How could this be justified when the Council was funding a senior management structure consisting of a Chief Executive and three Corporate Directors? Why did the Council not save money by dispensing with the Chief Executive post?*

The Leader confirmed that he would invest more heavily in these services, but the reality was that the Council's finances were severely constrained and was under a

duty to achieve a balanced and sustainable budget. The proposed investment demonstrated that the Council recognised the overspend as reflecting the genuine demands on the service arising from children's needs. With respect to the senior management structure, the Leader reported that the Council had significantly reduced its management tiers and the associated costs. Good senior managers were required to run a large and complex organisation such as the Council, and the Administration were convinced that there was value in having a Chief Executive to coordinate and steer the authority effectively; this was still by far the most common model among the country's councils.

*In the light of the recent Cabinet discussion surrounding the collapse of Carillion, was the Council confident that its Members and officers had the necessary skills and knowledge to develop and manage large contracts?*

The Leader confirmed that the Council would learn from the Carillion experience as it had done from previous cases of having to take services back in-house following the struggles of a private contractor; he referred to the Sancroft PFI as an example. The Council was developing its skills and knowledge in this field as was evidenced in initiatives such as Project Minerva and the growth of the shared services in legal work, HR and occupational health. The Leader's own preference was to provide services in-house, but the financial climate in local government made it necessary to consider other options. He acknowledged that councillors could bring their own professional skills and experience to improve the Council's effectiveness in this area, for example through the scrutiny of proposals and performance; a skills audit of councillors could take place following the election to promote better use of this resource.

While recognising that there had been some problematic cases, the Interim Chief Executive considered that the Council had a strong set of skills in contract specification and management; where necessary, the work of officers and councillors was supplemented by specialist consultants where necessary; for example, both HB Law and Bevan Brittan were advising on the Carillion issues, and Eversheds had advised on the IT contract. He considered that, in some instances, the Council had displayed more effective contract management skills and knowledge than some of the private companies it dealt with. The Corporate Director, People gave the example of the Keepmoat contract for school expansion projects in which there had been problems with the first two phases of the specification, provided by consultants, while the third phase specified by the his department's staff with assistance from the Procurement Team, had been delivered on time and on budget. The Interim Chief Executive added that the standard form contracts had moved on from those in use around 2005 and had evolved based on experience.

*Did the Council recognise the risks of becoming involved in large, long-term contracts in terms of the possible implications for costs, service quality and resident satisfaction? What was being done to share learning about contract specification and management across the authority?*

The Interim Chief Executive suggested that there should be cross-party discussions about long-term contracts as these could straddle different Administrations. The Council prepared "gateway plans" for such contracts and these could be looked at

alongside the electoral cycle. He agreed that the Council could to more share relevant learning, though there was considerable strength in the in-house legal team, supported by Bevan Brittan, and the Procurement Team.

*Given the Harrow Ambition Plan's reference to the engagement of residents, how many schools and youth centres had been visited to discuss the Council's regeneration plans?*

The Corporate Director, Community reported that while there had not been visits to particular schools and youth centres, the intensive consultation programme had attracted good turnouts to meetings based around the key development sites. It was typical for there to be 5 to 7 such events before the submission of a planning application.

*Was the Council prepared to commit to consultation with young people about the plans for Poet's Corner and the new Civic Centre, as it appeared that there was no proposal to include a new youth centre in the development?*

The Corporate Director, Community confirmed that the arrangements for this consultation process were being made and he would be pleased to involve representatives of the Harrow Youth Parliament in the discussions.

*To what extent had the Council avoided the clawback of Right-to-Buy receipts in Quarters 2 and 3 of 2017-18, and what would be the impact on the budget? Why had the Council not yet brought forward savings proposals to address impact on the Housing Revenue Account and could its viability be in jeopardy?*

The Director of Finance would check the exact figures in respect of Quarters 2 and 3 and inform the members of the Committee; she confirmed that the Council continued to lobby the Department for Communities and Local Government on the issue. The Leader expressed his wish to see cross-party lobbying for the benefit of the Borough. The Corporate Director, Community reported that service reviews were in hand and efficiency options were being examined; the aim was to secure savings amounting to £1.9m. The impact cap on Housing Revenue Account borrowing and the 1% rent reduction had to be built into the business plan, and he was hopeful that the Grange Farm project would help address the budget position. The Corporate Director would write to members of the Committee on the viability of individual schemes.

*Was the Council trying to secure funding for the Harrow Arts Centre? Why did the Council not dispense with its Chief Executive post and use the money saved to fund the Arts Centre?*

The Corporate Director, Community reported that Council was working closely with the passionate and energetic staff of the Arts Centre to identify opportunities for savings and income-generation. As it was not a large theatre and the Council was new to this market, this was quite a challenging exercise, but progress was being made, as evidenced by a successful Christmas season pantomime. A feasibility study would take place over the next few months to explore other options, including a possible development scheme. The Corporate Director recognised the value of cultural activity both to the quality of life in the Borough and to economic

regeneration. The Leader underlined that the previous experiment to run the Council without a Chief executive had not been a success. The organisation was massive and complex, with many diverse services provided to over 250,000 over an area of 20 square miles; it also owned more than 5,000 properties. In his view, such an organisation required appropriate senior management arrangements, including a Chief Executive.

*Was the Council carefully assessing the performance and profitability of its commercial services to determine whether it would be wise not to proceed with some of them?*

The Portfolio Holder for Finance and Commercialisation stated that the Council had been appropriately transparent about costs and revenues from these services and had decided in some instances not to invest in certain projects. A scrutiny review of commercialisation had taken place in the Autumn and this was the best source of relevant information for Members. He considered that it might prejudice the market position of these services to provide great detail.

*Was the Council satisfied with progress to date on the regeneration programme? As a report to Cabinet in December 2017 had referred to a development of a lobbying strategy, why had this option not been pursued before as it could have unlocked greater value for the Council?*

The Interim Chief Executive referred to the review which had commenced in the Spring of 2017, an important exercise carried out at the right stage of the life cycle of the regeneration programme. There was now a greater focus on the profiling and viability of schemes and this is required before entering into the planning process and major contracts; an officer board had been created charged with assessing progress against key milestones. As a consequence of these mechanisms, the headline borrowing figure for the regeneration programme as a whole had now been reduced.

**RESOLVED:** That comments made at the meeting be forwarded to Cabinet for consideration.

## **FOR CONSIDERATION**

### Background Documents:

Minutes of the Overview and Scrutiny Committee (Special Q&A Session on the Budget 2018-19) – 23 January 2018

### Contact Officer:

Frankie Belloli, Senior Democratic Services Officer

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CABINET – 15 FEBRUARY 2018

REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) –  
23 JANUARY 2018

PEER REVIEW ACTION PLAN

**254. Local Government Association Peer Review - Action Plan Update**

The Interim Chief Executive introduced the report, briefly outlining the background to the Council's response to the Peer Review report and highlighting the key aspects of its recommendations and the action plan to address them. He confirmed that, beyond the tasks identified in the action plan, there were insufficient resources to undertake additional work.

The Chair had prepared a number of questions on the review and action; these were tabled at the meeting. The Chair put his questions to the Leader, Councillor Swersky and the senior officers present, and received responses as follows:

*Para 2.4.1 (of the covering report): What mechanisms exist to ensure the Leader of the Opposition, Shadow Portfolio Holders and Scrutiny Leads are briefed on major issues? How many times have such mechanisms been activated?*

The Interim Chief Executive reported that he met with the Leader of the Opposition on a fortnightly basis and the Corporate Directors also typically held regular meetings with relevant Opposition lead members. The Corporate Directors present confirmed that this was the case.

*Para 2.4.7(of the covering report): What mechanisms exist that provide space for more effective cross-party policy development? Are their plans to introduce more?*

The Interim Chief Executive reported that a meeting had been held the previous week involving the Chair and Vice-Chair of the Overview and Scrutiny Committee and the Leaders of the political groups, to discuss the development of cross-party mechanisms to steer and monitor scrutiny work in future. There was a shared appetite for more cross-party work on prioritising the scrutiny programme and establishing a coordinated mechanism for the future. The Chair added that the group would be meeting again before the election.

*Para 2.4.9 (of the covering report): Do we have capacity to keep focused on "The Day Job"?*

The Leader of the Council pointed out that, given that this was the eighth or ninth year of austerity in local government budgets, there was much reduced capacity across the organisation. While the Council would be positive about finding ways to develop scrutiny work, the financial and operation constraints had to be recognised.

A Member asked about the recent collapse of Carillion and suggested that there had been insufficient cross-party liaison about the implications. The Leader of the Council disagreed with this, pointing out that he had spoken to the Leader of the Opposition on the very day the liquidation of the company had been announced and that email exchanges between them had followed. He had given assurances to the Leader of the Opposition about the issuing of future contracts of such scale.

The Member referred to the meeting of the Cabinet the previous week, arguing that the option in respect of Carillion proposed by the Administration at the meeting could have been shared with the Opposition in advance since its substance had already been placed in the public domain by Ealing Council. He said this approach flew in the face of the undertakings in the Peer Review action plan about closer joint working across political groups.

The Leader of the Council responded by saying he understood that work was being done on the document right up to the start of the meeting and that the Leader of the Opposition had been involved to the extent that was possible. The Leader would check on the circumstances and advise the Member accordingly. The Corporate Director, Community added that, following the Carillion announcement, both Leaders had been updated on a daily basis. The paper tabled at Cabinet had simply been a position statement at that stage, a position which had changed as quickly as the following day as a result of discussions with the liquidator. Efforts were being made to keep leading Members informed across the political groups. The Corporate Director, People reported that, in the context of commercial initiatives in his area of service such as the Infinity and Life Chances projects, there was improved cross-party working.

Councillor Mote acknowledged that cross-party work had generally improved since the publication of the Peer Review report. The Chair agreed that this had demonstrated the value of the review and he looked forward to the improvements continuing.

*Recommendation 2 (of the action plan):*

*How frequent would be the informal cross-party discussions?*

The Chair noted that this question had been addressed in a previous answer.

*Recommendation 5:*

*Has the capital spend been reduced and will it be going forward?*

The Director of Finance referred to the proposals made available to Members in the draft budget report; a consistent approach was planned over the next two to three years, including efforts to achieve revenue benefits in certain areas such as street lighting.

*Recommendation 7:*

*How many times has Major Development Panel met in 2017?*

It was reported that the Panel had met twice in 2017; one meeting had been cancelled due to lack of business and the next meeting was due in a month's time.

A Member considered that the current arrangements failed to assess adequately the cumulative impact of developments across the Borough and instead focussed on individual pre-application discussions about particular sites. The Peer Review had exposed this gap and an improved mechanism should be developed to address these deficiencies, providing a better flow of information and business for the Major Development Panel. Another Member stated that meetings of the Panel tended to be a “box-ticking” exercise with no real decisions being taken; he supported the proposal to make these mechanisms more effective.

The Leader of the Council acknowledged the points and suggested that the improvements be discussed at his next quarterly meeting with the Leader of the Opposition.

Recommendations 16 and 22:

*Is there is a budget for new Member induction?*

*Apart from the role of the Scrutiny Leadership Group, how will other ways of allowing greater engagement of all members in the decision making process? Will there on going Member development not just at induction?*

The Interim Chief Executive confirmed that there was a budget for Member induction and development, but it had been reduced in the last round of budget savings; the main expenditure tended to be in the first year of an Administration. The induction programme for May 2018 was being developed and ways of controlling the costs were being explored.

A Member referred to the mandatory status of some training, suggesting that the question of sanctions for failing to attend should be addressed.

The Interim Chief Executive accepted that the general Member development programme could benefit from a refresh and he would take this up with Group Leaders, including the issue of mandatory training.

Recommendation 19

*When will the information sharing protocol be published to Members?*

The Interim Chief Executive expected that it would be published in mid-March in time for discussion at the next quarterly meeting between the political group Leaders.

Recommendation 20

*Will a new style Forward Plan be considered to cover all new policies other than key decisions?*

The Interim Chief Executive advised that there was no intention to vary the current arrangements for publishing the Key Decision Schedule; however, it might be feasible to identify 10 or 12 topical items for particular consideration by Overview and Scrutiny councillors. The Leader of the Council added that he would discuss with Cabinet Members the options for closer liaison with Opposition leads, not just in respect of particular agenda items, but also about issues which might arise in future.

He anticipated that there would be consensus on the vast majority of issues and therefore suggested that attention be focussed on those issues where there was less agreement. The Chair agreed that there was a need to engage Members more broadly in project development opportunities.

Recommendation 27

*Please give examples of how the skills and experience of ALL Councillors have been better utilised?*

The Interim Chief Executive advised that, while there had been no specific decision to conduct a skills audit following the May 2018 elections, this could be discussed with the political group Leaders. He reported that Members were, and had been, contributed to various projects on a cross-party basis, including Project Infinity, Life Chances and the voluntary sector review.

Recommendation 34

*Who are the members of this new corporate regeneration programme board and how do they report back to ALL Members?*

The Interim Chief Executive reported that the new board had arisen from a review of the Council Strategy Board, following which it had been agreed that there would be monthly Corporate Regeneration Programme Board meetings chaired by the Corporate Director, Community. Councillors would be updated through the quarterly reports to Cabinet, relevant items at Overview and Scrutiny Committee and Scrutiny Leadership Group meetings, and Major Development Panel meetings as required.

A Member asked a further question concerning Recommendations 15 and 38 of the Peer Review report (Financing of the Regeneration Strategy and Contingency Planning for the Commercialisation Initiatives and Regeneration Programme). He was concerned that there had been no full financial modelling of the possible impacts and the effect on the Council's revenue budget was uncertain. In practice, these issues had been pushed "into the long grass", meaning that Members could not rely on the sustainability of these strategies.

The Interim Chief Executive explained that many of these projects were structured around a three-year budget timeline; rather than setting specific and detailed funding arrangements, the approach was more directional, indicating how the Council foresaw balancing the budget. Progress was carefully monitored and adjustments made in the budget as necessary in the next following year. The Director of Finance added that this was regularly reviewed by the external auditors and their assessment was that the Council was tracking the impact satisfactorily.

The Member argued that the Peer Review report had identified the need to improve contingency planning and risk assessment of commercial projects and large-scale development schemes. He gave the example of Project Infinity which should have been generated income for the Council by this stage rather than being treated as a budget-balancing item for future financial projections. He also referred to question's

at the previous week's Cabinet meeting about income anticipated from properties which had not yet even been built and the absence of a transport lobbying strategy.

The Interim Chief Executive replied by referring to the fact that the relevant recommendation from the Peer Review had been taken on board in the budget refresh exercise in January/February 2017. The Director of Finance added that a £2.3m saving was projected as a result of the regeneration programme and there had been open regular reports to Cabinet on progress, projections and implications; in the first three or four years of the programme, the Council was having to allocate funds with savings to follow later. The Interim Chief Executive confirmed that this way of managing the programme had been known, and communicated to Members at meetings, for some time now.

A Member wished to know who had written the action plan, whether it was in the public domain and who was responsible for its implementation. The Interim Chief Executive advised that he was responsible for implementation of the plan to which various senior officers had made contributions. The member pointed to the reference in respect of Recommendation 27 to the "Labour Group" taking the action on board and considered that this wording was unprofessional and embarrassing to the Council. The Interim Chief Executive accepted that the wording was inappropriate in naming the Labour Group and that the issue would actually be taken up on a cross-party basis with the Leaders of the political groups.

The Chair put to the meeting the following recommendations:

- a) That the Cabinet be recommended to support more frequent meetings of a cross-party nature to discuss major projects such Building a Better Harrow; and
- b) That the Cabinet be recommended to support reinstatement of the reduction in the Member improvement budget and a refresh of the Member development programme.

The Vice-Chair seconded these recommendations and also proposed the following additional recommendation which was seconded by the Chair:

That the Cabinet be recommended to support an appropriate level of resources for the Council's scrutiny function.

**RESOLVED:**

- a) That the Cabinet be recommended to support more frequent meetings of a cross-party nature to discuss major projects such Building a Better Harrow;
- b) That the Cabinet be recommended to support reinstatement of the Member improvement budget and a refresh of the Member development programme; and
- c) That the Cabinet be recommended to support an appropriate level of resources for the Council's scrutiny function.

## **FOR CONSIDERATION**

### Background Documents:

Minutes of the Overview and Scrutiny Committee (Special Meeting on the Peer Review Action Plan) – 23 January 2018

### Contact Officer:

Frankie Belloli, Senior Democratic Services Officer

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## INTRODUCTION

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 was initially being offered to the sector for the three financial years 2016/17 to 2018/19, but this has now been extended for a further 3 years as part of the provisional settlement announced on 19<sup>th</sup> December. 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.

Local authorities are 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); and

## 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.

Any revenue expenditure, which falls within the criteria, for savings detailed in Appendices 1A and 1B of the Final Revenue Budget 2018/19 and Medium Term Financial Strategy 2018/19 to 2020/21, will be considered for treatment under the capital flexibilities. The 2018/19 Budget assumes capital flexibilities of £2.7m.



Summary of Position on EQIAs on Savings Proposals 2018/19														
Savings Reference	Description of Proposal	Initial EQIA	Impact before mitigation										Appendix 16	
			Is an EQIA required (Y/N)	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation	Is Impact after mitigation (Negative/positive or none)	Is the neagative/positive impact major or minor
Res 18.19 4a and 4b	<p>Review of Postal Process - The post room will sort inbound post but services will need to collect post from the Post Room.</p> <p>The post room will frank and send post out but services will be responsible for delivering mail to post room.</p>	Yes	Y	N	N	N	N	N	N	N	N	N	None	None
PA01	Restructure of Adult Social Care Management Deletion of up to 7 management posts within Adult social care, whilst maintaining the number of staff required to support the delivery of care and Resilient Communities.	Yes	Y	Y	Y	N	N	N	N	N	N	N	Negative Impact	Minor

Summary of Position on EQIAs on Savings Proposals 2018/19														
Savings Reference	Description of Proposal	Initial EQIA	Impact before mitigation										Appendix 16	
			Is an EQIA required (Y/N)	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation	Is Impact after mitigation (Negative/positive or none)	Is the neagative/positive impact major or minor
PA02	Housing Provision with Floating Support A new modernised and flexible approach to supported living for vulnerable adults. Responding to the LGA Adults Finance Review which noted potential opportunities to be explored Review of Floating Support	Yes	Y	Y	Y	N	N	N	N	N	N	N	Yes Positive	Major
PA03	Contracts Savings through supporting people in appropriate housing	Yes	Y	Y	Y	N	N	N	N	N	N	N	Positive impact	major
PA04	Retendering of Care Act Contracts to deliver efficiencies in contract cost	Yes	Y	Y	N	N	N	N	Y	N	N	N	None	None
PA05	Adult Services - Home In Harrow	Yes	Y	N	N	N	N	N	N	N	N	N	Positive impact	Major
COM18.19_S01	Parking review - General efficiency review. Changes include the proposed Virtual Permits system.	Yes	Y	N	N	N	N	N	N	N	N	N	None	None
COM18.19_S04	Reduce subsidy to the arts centre	Yes	Y	Y	N	N	N	N	N	N	N	N	None	None
COM18.19_S08	Housing Related Support Procurement	Yes	Y	Y	Y	N	N	N	N	N	N	N	Negative Impact	Minor

Summary of Position on EQIAs on Savings Proposals 2018/19														
Savings Reference	Description of Proposal	Initial EQIA	Impact before mitigation										Appendix 16	
			Is an EQIA required (Y/N)	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation	Is Impact after mitigation (Negative/positive or none)	Is the neagative/positive impact major or minor
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	N	N	N	N	N	N	N	N	N	None	None
COM_S12	Route Optimisation on food waste collection	Yes	Y	N	N	N	N	N	N	N	N	N	None	None
	<b>YES</b>			<b>6</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	<b>NO</b>			<b>5</b>	<b>7</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>		
	<b>Total</b>			<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>		
<b>Budget that decsions already taken that have a year on year impact and are part of the 18/19 proposal</b>														



Summary of Position on EQIAs on Savings Proposals 2018/19														
Savings Reference	Description of Proposal	Initial EQIA	Impact before mitigation										Appendix 16	
			Is an EQIA required (Y/N)	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation	Is Impact after mitigation (Negative/positive or none)	Is the neagative/positive impact major or minor
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	Yes	Y - separate report to December 2016 Cabinet	Yes	Y	Y	Y	Y	Y	Y	Y	Y		
RES_SC02	Additional Income from Communications Provider and Further Savings	Yes	Y - separate report to February 2016 Cabinet	None	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		
PA_3	wiseworks - commercialisation opportunities and to be self financing by end of MTFS period	Yes	Y- Report to September 2015 Cabinet	None	N	N	N	N	N	N	N	N		
PA_4	Milmans Community tender	Yes	Y - separate report to February 2017 Cabinet	Yes	Y	Y	N	N	N	Y	N	Y		









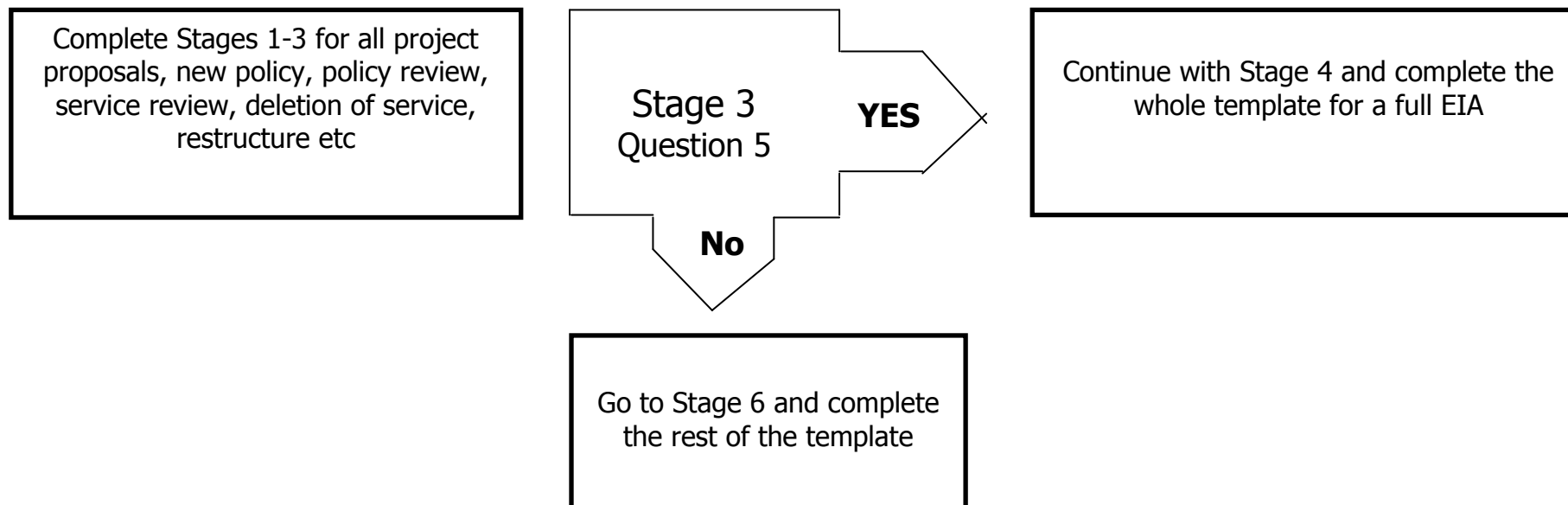


Summary of Position on EQIAs on Savings Proposals 2018/19														
			Impact before mitigation										Appendix 16	
Savings Reference	Description of Proposal	Initial EQIA	Is an EQIA required (Y/N)	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation	Is Impact after mitigation (Negative/positive or none)	Is the neagative/positive impact major or minor
E&E_14	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	Yes	Y - Separate report to Feb 2016 Cabinet	None	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.



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- 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

<b>Type of Decision: Tick ✓</b>	<input checked="" type="checkbox"/> Cabinet <input type="checkbox"/> Portfolio Holder <input type="checkbox"/> Other (explain)
Date decision to be taken:	18 <sup>th</sup> February 2018
Value of savings to be made (if applicable):	The savings relating to the 2018/19 Revenue Budget total £11m.
Title of Project:	Revenue Budget 2018/19 and the Medium Term Financial Strategy 2018/19 to 2020/21
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):	1 <sup>th</sup> February 2018

## Stage 1: Overview

<p>204 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 2018/19 and the Medium Term Financial Strategy (MTFS) for 2018/19 to 2020/21.</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 2018/19 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. 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.</p> <p>A package of savings which produce a net £11m reduction in the Council's forecast expenditure for 2018/19 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>
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	This overall EIA seeks to identify any cumulative equality impact of the proposals considered together which might not be discernible from consideration of the EIAs for each of the individual proposals.					
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"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	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)	<b>Harrow profile</b> (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	There are 34 individual EIAs supporting proposals in this budget of which 23 have already had decision made on them which will have impact year on year. Of the 11 EIAs that have not had decision made on them, 6 highlight potential disadvantages to people who share the protected

	<p>working age bracket (16 to 64), below the London level of 68.1 per cent, but just above England's level of 63.3 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 26<sup>th</sup> out of the 33 London Authorities, where 1<sup>st</sup> is the youngest average age.</p>	<p>characteristic related to age, 2 of these EIAs are showing negative impact after mitigations.</p> <p>The two EIAs relate to changes in services or the impact on services of staffing, these are the Housing related support procurement and Adult social care management restructure proposals.</p> <p>Members are recommended to pay particular attention to these EIAs.</p>
<p>206</p> <p>Disability (including carers of disabled people)</p>	<p><b>Harrow profile*</b>: 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 34 individual EIAs supporting proposals in this budget of which 23 have already had decision made on them which will have impact year on year. Of the 11 EIAs that have not had decision made on them, 4 highlight potential disadvantages to people who share the protected characteristic related to disability, 2 of these EIAs are showing minor negative impact after mitigation.</p> <p>The two EIAs relate to changes in services or the impact on services of staffing, these are the Housing related support procurement and Adult social care management restructure proposals.</p> <p>Members are recommended to pay particular attention to these EIAs.</p>

Gender Reassignment		There are 34 individual EIAs supporting proposals in this budget of which 23 have already had decision made on them which will have impact year on year. Of the reaming 11 EIAs that have not had decision made on them none has been highlighted has having potential disadvantage to people who share the protected characteristic related to gender related.
Marriage/Civil Partnership	No Information collected	There are 34 individual EIAs supporting proposals in this budget of which 23 have already had decision made on them which will have impact year on year. Of the reaming 11 EIAs that have not had decision made on them none has been highlighted has having potential disadvantage to people who share the protected characteristic related to marriage and civil partnership.
Pregnancy and Maternity	No Information collected	There are 34 individual EIAs supporting proposals in this budget of which 23 have already had decision made on them which will have impact year on year. Of the reaming 11 EIAs that have not had decision made on them none has been highlighted has having potential disadvantage to people who share the protected characteristic related to pregnancy and maternity.
Race	<b>Harrow profile</b> (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 classified as White British. 2011 figures reveal that the White British category now includes only 30.9 per cent	There are 34 individual EIAs supporting proposals in this budget of which 23 have already had decision made on them which will have impact year on year. Of the reaming 11 EIAs that have not had decision made on them, 1 has been highlight has having potential disadvantage to people

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 1<sup>st</sup> 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 7<sup>th</sup> in 2011. Whilst Black/African/Caribbean/Black British is not particularly dominant, Harrow has the highest number of Kenyan born residents (this can be attributed

who share the protected characteristic related to race. This eia relate to the retendering of care act contract to deliver efficiencies in contract cost. The negative impact on this characteristic has been eliminated after mitigation.

Members are recommended to pay particular attention to these EIAs.



	to a number of migrants from Kenya who are of Asian descent).	
209 Religion and Belief	<p><b>Harrow profile:</b> 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 1<sup>st</sup> for persons of Hindu religion, Jain and Unification Church, 2<sup>nd</sup> for Zoroastrian and 6<sup>th</sup> for Jewish. Out of 348 areas in England and Wales Harrow has the 2<sup>nd</sup> lowest ranking of residents with no religion and 5<sup>th</sup> lowest for Christians (37.3%). Harrow is ranked 24<sup>th</sup> 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 34 individual EIAs supporting proposals in this budget of which 23 have already had decision made on them which will have impact year on year. Of the reaming 11 EIAs that have not had decision made on them none has been highlighted as having potential disadvantage to people who share the protected characteristic related to religion and belief.</p>
Sex/Gender	<p><b>Harrow profile:</b> 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 34 individual EIAs supporting proposals in this budget of which 23 have already had decision made on them which will have impact year on year. Of the reaming 11 EIAs that have not had decision made on them none has been highlighted as having potential disadvantage to people who share the protected characteristic related to sexual orientation.</p>

		In these circumstances, it is too early to be able to judge the actual impact.
Sexual Orientation	<b>Harrow profile:</b> 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 34 individual EIAs supporting proposals in this budget of which 23 have already had decision made on them which will have impact year on year. Of the reaming 11 EIAs that have not had decision made on them none has been highlighted has having potential disadvantage to people who share the protected characteristic related to sexual orientation

### Stage 3: Assessing Potential Disproportionate Impact

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

The numbers input below set out the numbers of eia's that show where disproportionate impact has been assessed to exist in the budget proposals. Box 7 shows the degree of impact. 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	6	4	0	0	0	1	0	0	0
No	5	7	11	11	11	10	11	11	11

**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.**

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Who was consulted? What consultation methods were used?	What do the results show about the impact on different groups/Protected Characteristics?	What actions have you taken to address the findings of the consultation? E.g. revising your proposals
The budget consultation survey was published on the Council's consultation portal in relation to the Cabinet's draft budget proposals for 2018-19 after the budget was considered at its Cabinet meeting on 7 December 2017. The consultation was also advertised via the MyHarrow weekly email which is sent to 94,000 MyHarrow email accounts. The draft budget reported to December Cabinet has also been available to view on the Council's website. The Council held a 4 week consultation to provide residents with the opportunity to comment on the draft revenue	There were only 44 respondents to the general survey, with 16 agreeing with the proposed draft budget for 2018-19 and 28 saying they were not satisfied with the proposals .	N/A

budget for 2018/19 and the MTFS for 2018/19 to 2019/20. The budget consultation closed on Friday 5<sup>th</sup> January 2018.

The following stakeholder consultation meetings have taken place:

Stakeholder	Meeting	Date
Unions	Corporate Joint Committee	
Local Businesses minutes	Harrow Business Consultative Panel	22-Jan-18
Unions minutes	Employees Consultative Forum	17-Jan-18
Overview and Scrutiny	Special meeting of O & S to review the budget	23-Jan-18
Tenants and Leaseholders no minutes	Tenants and Leaseholders Consultative Forum	

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 2018/19 savings.		
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**Stage 5: Assessing Impact**

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

Protected Characteristic	Positive Impact	Adverse Impact		Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor	Major		
Age (including carers of young/older people)			✓	<p>The cumulative impact on this protected characteristic is mostly major with 3 out of the 6 identified disproportion characteristic been identified as having positive major impact while 2 were identified as having minor negative impact after mitigation.</p> <p>The 2 EIAs that were identified has having minor negative impact after mitigation are the management restructure Adult service and the Housing support procurement proposal in community.</p> <p>The above conclusion is based on the 11 EIAs that decision has not yet been made on.</p> <p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule.</p>	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.
			✓	The cumulative impact on this protected	The detail of mitigation proposals can be

Disability (including carers of disabled people)			<p>characteristic is mostly major with 2 out of the 4 identified disproportion characteristic identified as having positive major impact while 2 were identified as having minor negative impact after mitigation.</p> <p>The 2 EIAs that were identified has having minor negative impact after mitigation are the management restructure in Adult social care and the Housing support procurement proposal in community.</p> <p>The above conclusion is based on the 11 EIAs that decision has not yet been made on.</p> <p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule.</p>	found in the individual EIAs as highlighted in the attached schedule
214 Gender reassignment			<p>There is no cumulative impact after mitigations on this protected characteristic.</p> <p>The above conclusion is based on the 11 EIAs that decision has not yet been made on.</p> <p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule.</p>	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.
Marriage and Civil Partnership			<p>There is no cumulative impact after mitigations on this protected characteristic.</p> <p>The above conclusion is based on the 11 EIAs that decision has not yet been made on.</p> <p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule.</p>	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.

Pregnancy and Maternity				<p>There is no cumulative impact after mitigations on this protected characteristic.</p> <p>The above conclusion is based on the 11 EIAs that decision has not yet been made on.</p> <p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule.</p>	<p>The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.</p>
Race		✓		<p>There is no cumulative impact after mitigation on this protected characteristic.</p> <p>The rendering of Care act contract EIA identified 1 disproportion on this characteristic; however after mitigation the disproportion was eliminated.</p> <p>The above conclusion is based on the 11 EIAs that decision has not yet been made on.</p> <p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule.</p>	<p>The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule</p>
Religion or Belief				<p>There is no cumulative impact after mitigations on this protected characteristic.</p> <p>The above conclusion is based on the 11 EIAs that decision has not yet been made on.</p> <p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule.</p>	<p>The detail of mitigation proposals can be found in the individual EIA as highlighted in the attached schedule</p>
Sex				<p>There is no cumulative impact after mitigations on this protected characteristic.</p> <p>The above conclusion is based on the 11 EIAs that decision has not yet been made on.</p>	<p>The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule</p>

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				he detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule			
Sexual orientation				<p>There is no cumulative impact after mitigations on this protected characteristic.</p> <p>The above conclusion is based on the 11 EIAs that decision has not yet been made on.</p> <p>The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule.</p>	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule.		
<b>8. Cumulative Impact</b> – Considering what else is happening				Yes	<input checked="" 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?

Of the lines that make up the budget 23 decisions have already been made and the EIA's reviewed.

The cumulative budget equalities assessment has taken account of 11 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.

2 out of the 11 assessments, or 18%, are highlighting a minor negative impact on one or more of the protected groups, with age, disability, race being the most impacted upon groups. There are also 3 major positive impact on one or more of the protected groups, the proposals, these relates mostly to the flexible approach to supported living for vulnerable adult and the Home in Harrow initiative.

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 mitigations that is been proposed include full stakeholders consultation, redeployment of staffs to other suitable roles and redundancy, 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 and consultation before the proposal can be implemented.

Providing each individual full EIA on the proposals that affect staff does not identify a

<p><b>9. Any Other Impact</b> – 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>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.</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?

A number of the eia's have been completed on projects that are in formative stages so the eia's will need to be updated and the proposal will be subject to a separate decision taking in to account the updated eia. For example com COM18.19\_S01, COM18.19 \_S04, COM18.19\_S08, COM\_S12, COM\_S08.

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				

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### Stage 7: Public Sector Equality Duty

<p><b>10.</b> How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol>	<p>All proposals seek to minimise detrimental equality impacts</p>
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### Stage 8: Recommendation

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

<p><b>Outcome 1</b> – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.</p>	<p style="text-align: center;">✓</p>
<p><b>Outcome 2</b> – 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.</p>	
<p><b>Outcome 3</b> – 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 NED 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. <b>(Explain this in Q12 below)</b></p>	

<p><b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.</p>	
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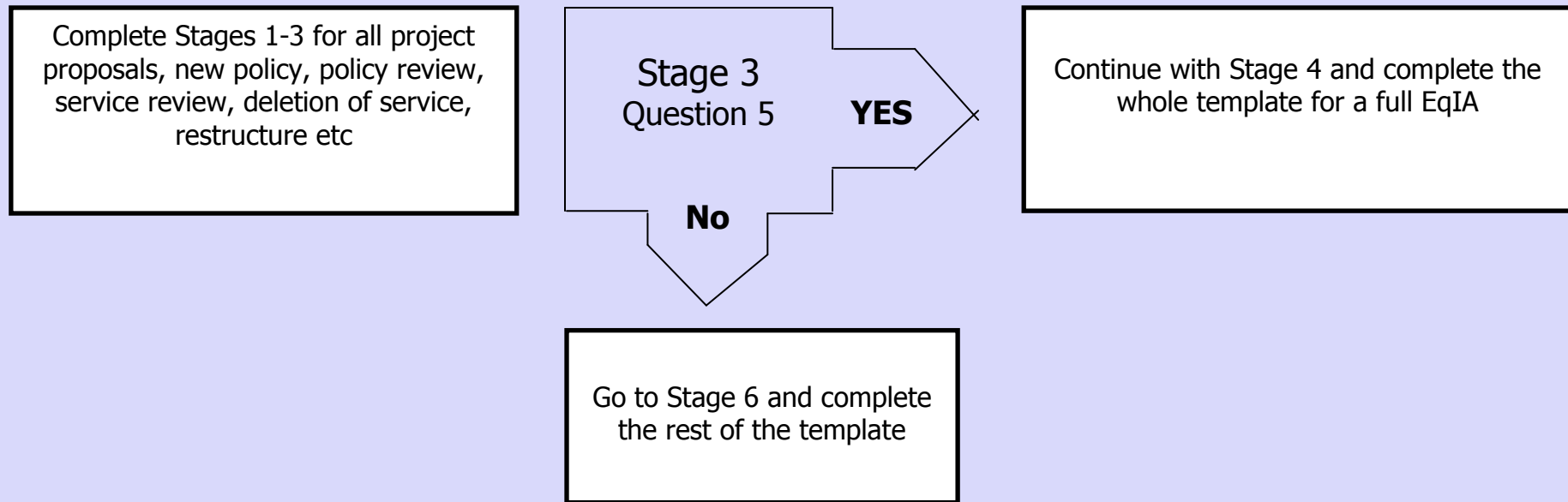
### Stage 9 - Organisational sign Off

<p><b>13.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EIA)</p>		<p>Signed: (Chair of DETG)</p>	

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.



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

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

# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>		Cabinet		Portfolio Holder	X	Other (explain)	Staff Consultation
Date decision to be taken:							
Value of savings to be made (if applicable):	£20,000 in 2018/19; £30,000 in 2019/20						
Title of Project:	Review of Postage						
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><b>1. What are you trying to do?</b></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>Stage I is to delete a vacant post saving £20,000 revenue</p> <p>Stage II is to reduce the cost of postage by moving to a hybrid mail solution</p>						
<p><b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b></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><b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b></p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> </ul>						

## 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)	Not Applicable	
Disability (including carers of disabled people)	Not Applicable	
Gender Reassignment	Not Applicable	
Marriage / Civil Partnership	Not Applicable	
Pregnancy and Maternity	Not Applicable	
Race	Not Applicable	
Religion and Belief	Not Applicable	
Sex / Gender	Not Applicable	
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 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

224 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. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
225 Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					

Religion or Belief					
Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	<b>X</b>

<b>9. Any Other Impact</b> – 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	<b>X</b>

**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:

- 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)

<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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.	
<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	

<p><b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.</p>	
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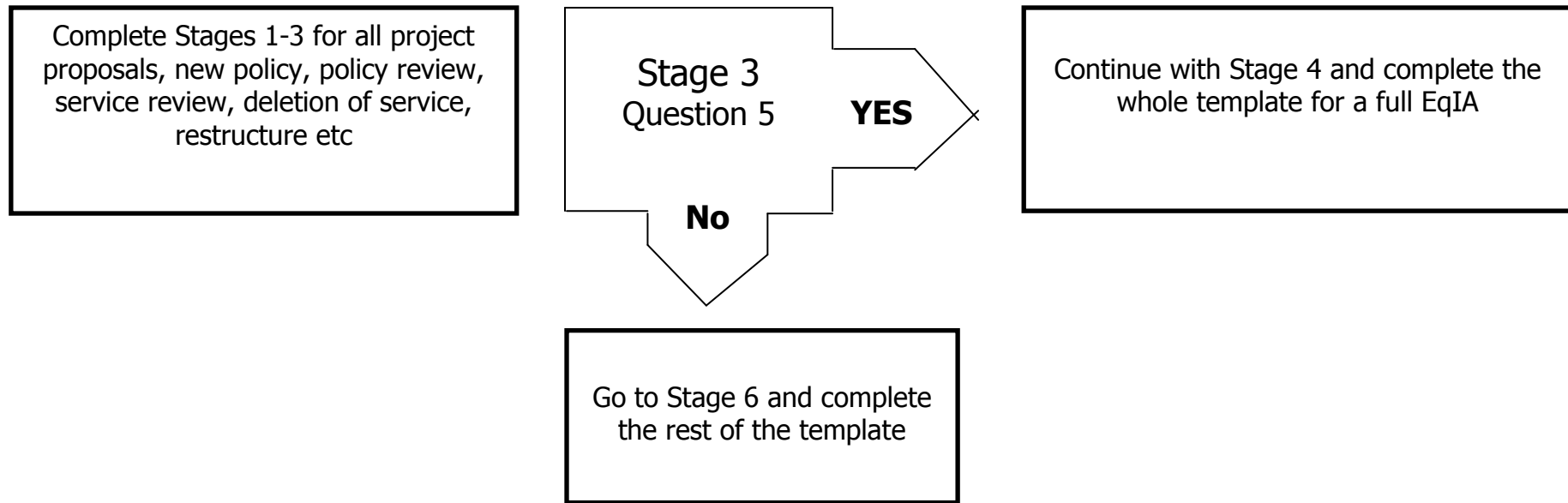
**Stage 9 - Organisational sign Off**

<p><b>13.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>	<p>Jonathan Milbourn</p>	<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>	<p>15<sup>th</sup> December 2017</p>	<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>	

2018

# 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.



229

- 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

<b>Type of Decision: Tick ✓</b>	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£40k						
Title of Project:	PA_04 Care Act Retender Savings						
Directorate / Service responsible:	People Directorate/ Adult Social Care						
Name and job title of Lead Officer:	Bernie Flaherty – Director of Adult Social Care Chris Greenway – Head of Safeguarding Assurance and Quality Services						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):	August 2017						

## Stage 1: Overview

<p><b>1. What are you trying to do?</b></p> <p>230 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 contracts commissioned in line with the Care Act 2014 will be retendered with an expectation that services can be re-procured at lower cost, to make a saving of £75k.</p> <p>In addition, the Independent Mental Capacity Act Advocacy and the Independent Care Act Advocacy will be combined into a single contract to make service improvements in line with national best practice; this is expected to make a small saving of £8k. The total saving for this proposal, subject to the procurement process, is therefore £83k.</p>						
<p><b>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b></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><b>3. Is the responsibility shared with another directorate,</b></p>							

authority or organisation? If so: <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	The responsibility is not shared with any other directorate, authority or organisation.
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**Stage 2: Evidence & Data Analysis**

4. What evidence is available to assess the potential impact of your proposals? This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you 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 services all include Older People as a client group they support. Data regarding each of these services is being collected as part of the re-procurement, but it is likely that many older people will access the services; for example the Information and Advice service supported at least 317 people in the last quarter of the 2016/17 monitoring report.	At this stage, the service is being retendered it will still perform similar functions.
Disability (including carers of disabled people)	The services all include People with a disability as a client group they support. Data regarding each of these services is being collected as part of the re-procurement, but it is likely that the majority of people accessing the services will have disabilities as they all relate to care and support.	At this stage, the service is being retendered it will still perform similar functions.
Gender Reassignment	It is unlikely that there will be any adverse impacts on this protected characteristic	
Marriage / Civil	It is unlikely that there will be any adverse impacts on	

Partnership	this protected characteristic	
Pregnancy and Maternity	It is unlikely that there will be any adverse impacts on this protected characteristic	
Race	This proposal relates to the provision of information and advice and advocacy services who all provide support to those from different ethnic backgrounds particularly those with communication issues, a reduction in this service is likely to have a disproportionate impact on this group	At this stage, the service is being retendered it will still perform similar functions.
Religion and Belief	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sex / Gender	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sexual Orientation	It is unlikely that there will be any adverse impacts on this protected characteristic	

**Stage 3: Assessing Potential Disproportionate Impact**

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

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	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**?

233	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
	Impacted organisations will be consulted, to understand better the impacts on the people they 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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
234 Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					

Religion or Belief					
Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	<b>x</b>	No	
	<b>The Service Providers impacted by this proposal have been subject to a number of other funding reductions and changes, as a result the people they support are likely to experience a cumulative impact.</b>			

<b>9. Any Other Impact</b> – 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	<b>x</b>	No	
	<b>There is a risk of challenge with the group of service providers impacted by these proposals. They have already faced significant funding reductions (£420k in 2016/17) as a result there is significant risk of challenge and the cumulative impact mentioned above.</b>			

## 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 organisations impacted by the proposal will be identified, and those staff will be consulted accordingly		Bernie Flaherty/ 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 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. <b>(Explain this in Q12 below)</b>	
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	

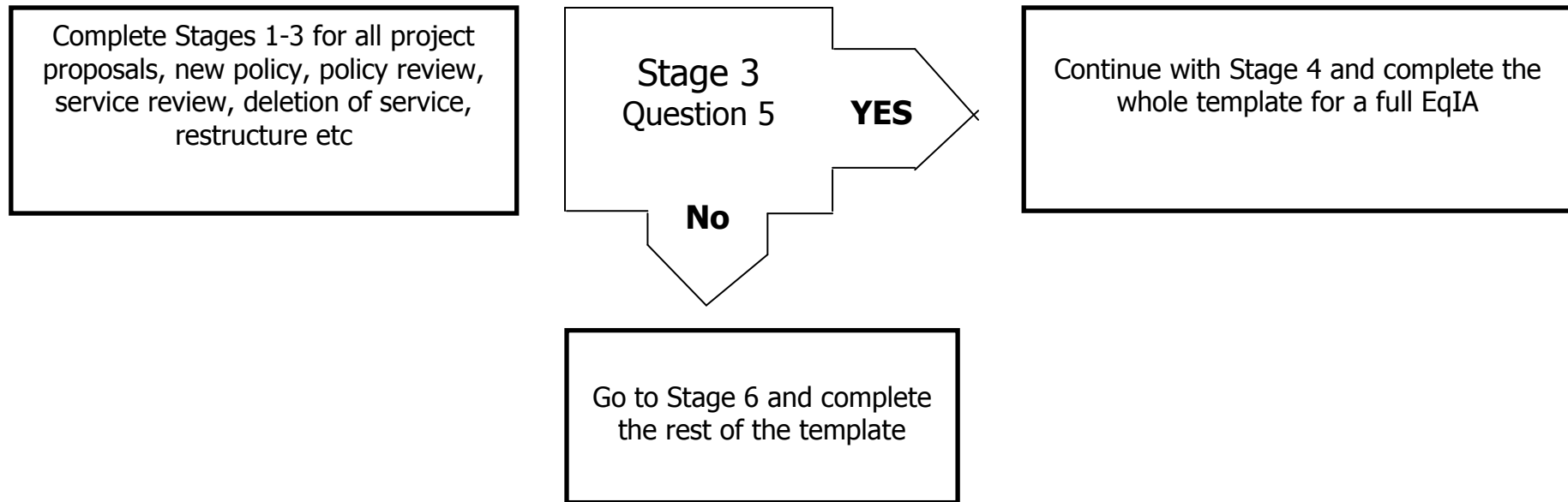
**Stage 9 - Organisational sign Off**

<b>13.</b> 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)	

237

# Equality Impact Assessment Template

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



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- SIGN OFF: All EqIAs need to be signed off by your Directorate Equality Task Groups.
- 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

<b>Type of Decision: Tick ✓</b>	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£200k						
Title of Project:	PA_03 Review of Floating Support Contracts						
Directorate / Service responsible:	People Directorate/ Adult Social Care						
Name and job title of Lead Officer:	Bernie Flaherty – Director of Adult Social Care Chris Greenway – Head of Safeguarding Assurance and Quality Services						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):	August 2017						

## Stage 1: Overview

<p><b>1. What are you trying to do?</b>                  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 OP (Hestia), EMI and Mental Health (non-accommodation) based floating Support schemes will be combined into one contract and the proposal will be to move to an intensive short term support model instead of the current long term (up to 2 years) regular floating support. This should deliver a 50% saving on these contracts.</p> <p>The accommodation based services will be combined into one contract but the model of delivery will remain the same so may achieve a 10% efficiency on those contracts. The sensory service will remain the same and is unlikely to yield a saving but is already supporting up to 200 people instead of the commissioned 10 units. Overall this proposal should deliver around £200,000 saving.</p>																														
<p><b>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Residents / Service Users</td> <td style="width: 5%; text-align: center;">✓</td> <td style="width: 25%;">Partners</td> <td style="width: 5%;"></td> <td style="width: 20%;">Stakeholders</td> <td style="width: 20%;"></td> </tr> <tr> <td>Staff</td> <td></td> <td>Age</td> <td></td> <td>Disability</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Gender Reassignment</td> <td></td> <td>Marriage and Civil Partnership</td> <td></td> <td>Pregnancy and Maternity</td> <td></td> </tr> <tr> <td>Race</td> <td></td> <td>Religion or Belief</td> <td></td> <td>Sex</td> <td></td> </tr> <tr> <td>Sexual Orientation</td> <td></td> <td>Other</td> <td></td> <td></td> <td></td> </tr> </table>	Residents / Service Users	✓	Partners		Stakeholders		Staff		Age		Disability	✓	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity		Race		Religion or Belief		Sex		Sexual Orientation		Other			
Residents / Service Users	✓	Partners		Stakeholders																											
Staff		Age		Disability	✓																										
Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity																											
Race		Religion or Belief		Sex																											
Sexual Orientation		Other																													
<p><b>3. Is the responsibility shared with another directorate,</b></p>																															

<p>authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	<p>The responsibility is shared with the Housing Directorate, as a joint procurement exercise will be carried out to deliver these savings, although we could tender independently, the contract is following the same model as Housing.</p>
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## Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

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

Protected Characteristic	Evidence	Analysis & Impact
<p>240 Age (including carers of young/older people)</p>	<p>As part of the analysis of the existing contracts we asked the Providers to complete a template requiring details about the clients they support including their protected characteristics, these are coming back at the moment and will be updated as they come through.</p> <p>There are 2 contracts currently focusing on older people, these two contracts will be retendered as one, covering older people and Elderly Mentally Infirm as one.</p>	<p>The delivery model is shorter more intensive support more in line with national best practice. The service users impacted by the proposal have been sent a questionnaire about their service and any suggestions they have to build into the tender. It is intended that more older people will be supported by the new model, but with all vulnerable people change must be adequately managed and carefully discussed.</p>
<p>Disability (including carers of disabled people)</p>	<p>As part of the analysis of the existing contracts we asked the Providers to complete a template requiring details about the clients they support including their protected characteristics, these are coming back at the moment and will be updated as they come through.</p> <p>The services in question all provide support to disabled people, the reconfiguration will have an impact on</p>	<p>The delivery model is shorter more intensive support more in line with national best practice. The service users impacted by the proposal have been sent a questionnaire about their service and any suggestions they have to build into the tender. It is intended that more people will be supported by the new model, but with all vulnerable people change must be adequately managed and carefully discussed.</p>



	people with disabilities.	
Gender Reassignment	It is unlikely that there will be any adverse impacts on this protected characteristic	
Marriage / Civil Partnership	It is unlikely that there will be any adverse impacts on this protected characteristic	
Pregnancy and Maternity	It is unlikely that there will be any adverse impacts on this protected characteristic	
Race	It is unlikely that there will be any adverse impacts on this protected characteristic	
Religion and Belief	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sex / Gender	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sexual Orientation	It is unlikely that there will be any adverse impacts on this protected characteristic	



**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**?

242	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
	Impacted Service users and their carers will be consulted if this proposal is accepted		

### 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. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					

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Religion or Belief					
Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	<input checked="" type="checkbox"/>	No	
	<b>This proposal will have an impact on Voluntary Sector organisations provide support to older people and people with disabilities. There is a risk that other decisions, namely VCS reductions that will have a disproportionate impact on these characteristics.</b>			
<b>9. Any Other Impact</b> – 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	Service users and their carers will be consulted about changes, as well as consultation with providers if necessary.		Bernie Flaherty/ Chris Greenway	

### Stage 7: Public Sector Equality Duty

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

(SED) 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 is intended to improve service delivery for the current clients of these services and those with these 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.

**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

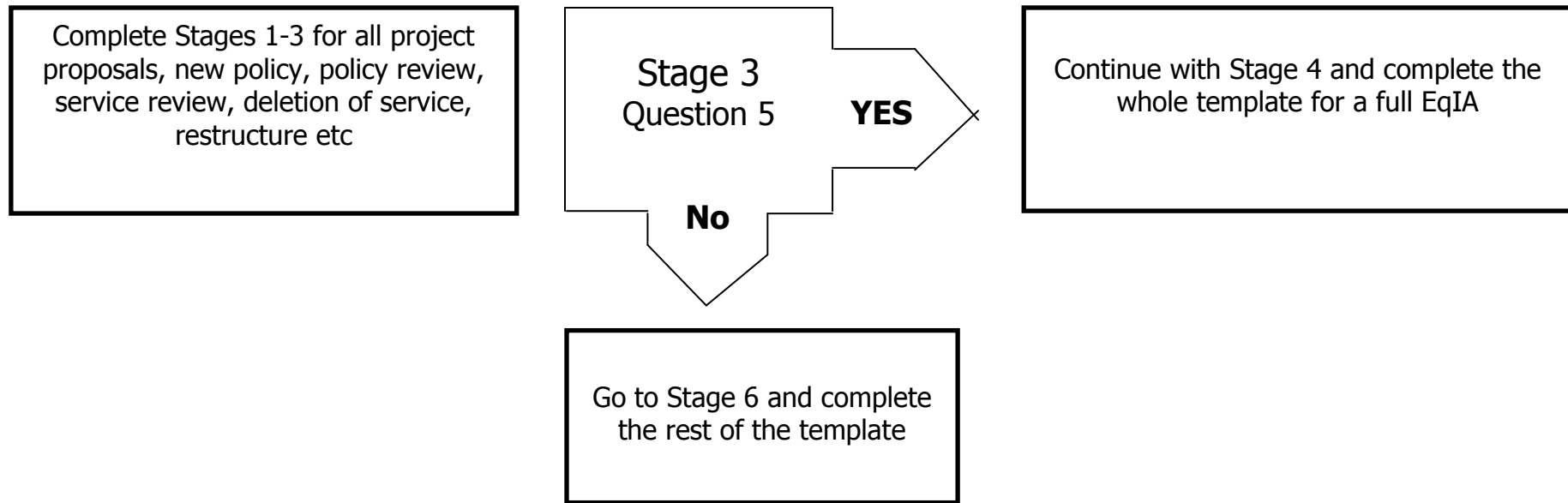
sufficient plans to reduce the adverse impact and/or plans to monitor the impact. <b>(Explain this in Q12 below)</b>	
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	

**Stage 9 - Organisational sign Off**

<b>13.</b> 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:	
246 Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

# Equality Impact Assessment Template

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247

- 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

<b>Type of Decision: Tick ✓</b>	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£50						
Title of Project:	PA_02 Housing Provision with Floating Support						
Directorate / Service responsible:	People Directorate/ Adult Social Care						
Name and job title of Lead Officer:	Bernie Flaherty – Director of Adult Social Care Chris Greenway – Head of Safeguarding Assurance and Quality Services						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):	August 2017						

## Stage 1: Overview

<p>248</p> <p><b>1. What are you trying to do?</b></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 savings proposal is to move or place 45 existing clients in Residential or Supported Accommodation into Community self-contained accommodation with floating support and additional personal care packages to maintain their independence.</p> <p>This proposal would be working with housing colleagues to initially create a floor in a sheltered block and medium term a complete block to allow two cohorts of service users (learning disability and mental health) to be accommodated in the Community.</p> <p>This savings proposal is based on review of people with a learning disability and mental health noting that the achievement of the savings is dependent on individual assessments with service users and their families/ advocates, and suitable lower cost alternatives being available to meet assessed needs. Savings are therefore subject to change.</p> <p>This proposal will also require a piece of joint strategic commissioning work between Housing and Adults to ascertain if this is an effective way forward and if there is scope to build more of this specialised accommodation as part of the Councils regeneration plans. It is essential that Housing and Adults work very closely together on this initiative.</p> <p>This project is a longer term solution to provide alternative community based support. Further exploration of the options will confirm the savings potential, both in terms of the phasing of the savings and the total savings that could be delivered.</p>					
<b>2. Who are the main groups / Protected Characteristics</b>	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			
<b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	The responsibility is shared with the Housing Directorate, as a strategic commissioning exercise will need to be carried out to deliver these savings.					

## 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>There is a risk that reducing the capacity for other groups of older persons that would normally be placed in sheltered accommodation could lead to additional homeless pressure (although in the over 55 age group there is a lower risk of homelessness)</p> <p>Reducing the availability of sheltered schemes to older people may lead to further Adult Social Care pressures as these housing options in the Community are not available to frail and elderly older people.</p>	<p>If this proposal is accepted, work will be carried out to understand the full impact including where older people may be disproportionately impacted by the risks outlined in the evidence column.</p>

Disability (including carers of disabled people)	Due to the nature of this proposal and the likely impacted service users there is a possibility that people disabilities will be impacted by this proposal.	If this proposal is accepted, work will be carried out to understand the full impact including where disabled people may be disproportionately impacted by the risks outlined in the evidence column.
Gender Reassignment	It is unlikely that there will be any adverse impacts on this protected characteristic	
Marriage / Civil Partnership	It is unlikely that there will be any adverse impacts on this protected characteristic	
Pregnancy and Maternity	It is unlikely that there will be any adverse impacts on this protected characteristic	
Race	It is unlikely that there will be any adverse impacts on this protected characteristic	
250 Religion and Belief	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sex / Gender	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sexual Orientation	It is unlikely that there will be any adverse impacts on this protected characteristic	

**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
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**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**?

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Who was consulted? What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? E.g. revising your proposals
Impacted Service users and their carers will be consulted if this proposal is accepted		

**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. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
252 Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					

Religion or Belief					
Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	
	<b>It is intended that this will be a positive impact for those people impacted by the proposal. These will be people with disabilities. That may be disadvantaged by other projects and reductions cross Council.</b>			

<b>9. Any Other Impact</b> – 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	Service users and their carers will be consulted about changes, as well as consultation with providers if necessary.		Bernie Flaherty/ 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 groups
3. Foster good relations between people from different groups

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**Stage 8: Recommendation**

**11.** Which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)

<b>Outcome 1</b> – 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.	
<b>Outcome 2</b> – 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.	
<b>Outcome 3</b> – 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	

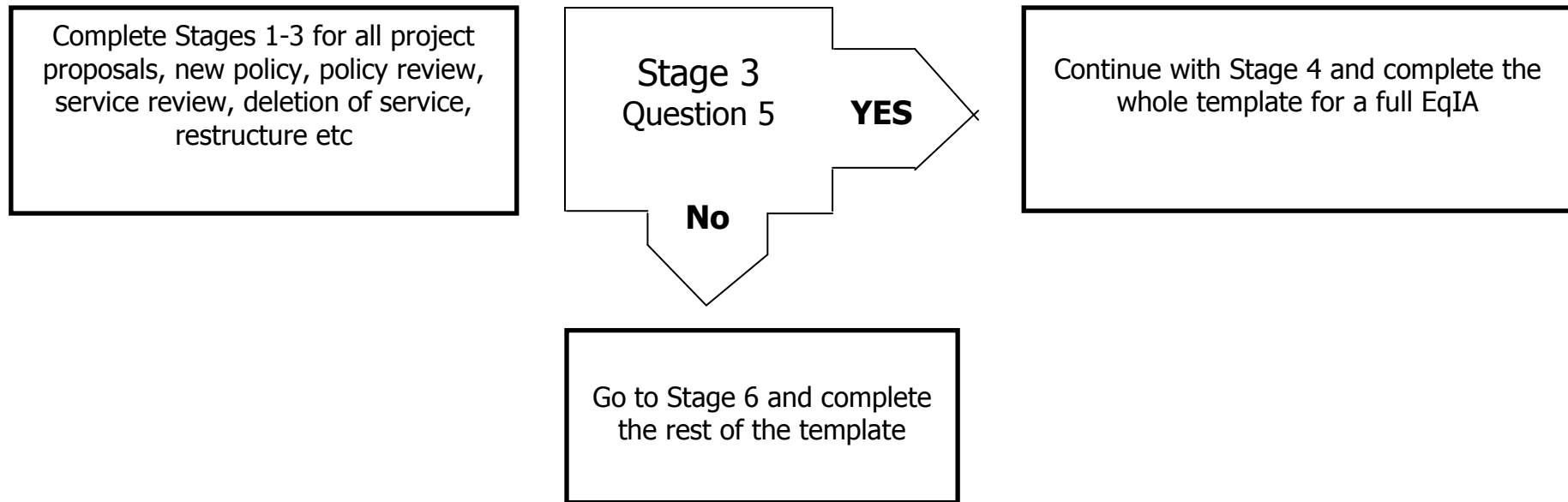
sufficient plans to reduce the adverse impact and/or plans to monitor the impact. <b>(Explain this in Q12 below)</b>	
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	

### Stage 9 - Organisational sign Off

<b>13.</b> 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:	
2015 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.



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- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- SIGN OFF: All EqIAs need to be signed off by your Directorate Equality Task Groups.
- 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

<b>Type of Decision: Tick ✓</b>	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£2.360m						
Title of Project:	PA_05 Harrow is Home						
Directorate / Service responsible:	People Directorate/ Adult Social Care						
Name and job title of Lead Officer:	Seth Mills – Service Manager, Long Term Care Management & All Age Disabilities Shaun Riley – Service Manager, Personalisation Anne Mosley – Service Manager, Personalisation						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):	December 2017						

## Stage 1: Overview

<p style="text-align: right; margin-right: 10px;">257</p> <p><b>1. What are you trying to do?</b></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>Adult social care provides support in a variety of ways to those people living in Harrow who have the highest level of care and support needs, for example those with a disability and long term illness, older people and unpaid carers. Social care helps people to do everyday things and protects people from harm who are unable to keep themselves safe. The numbers of people who might need care and support in the future is expected to rise significantly. The numbers of people living with (for example) dementia, learning disability or poor mental health will all increase and the associated rise in demand for health and social care services comes at a time when funding is decreasing. Therefore, prioritising an emphasis on keeping people independent or regaining their independence after injury or illness takes on even greater significance.</p> <p>The aim of this project is to promote, maintain and enhance people's independence in their family and community so that they are stronger, healthier, more resilient and less reliant on formal social care services. There will be a number of work streams under pinning this project to help residents to help themselves, to provide help when it is needed and to help residents live their lives.</p> <p>For most people, long-term support from the Council will be the exception rather than the rule and we will need to manage people's expectation, ensuring people have accurate and timely information. For the majority, we will provide 'fit-for-purpose' support that helps people to build on their current strengths and develop their abilities to look after themselves, rather than be dependent on Council support</p>
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	This approach represents a considerable cultural shift for staff, citizens and partners - away from a model which looks at problems rather than strengths and towards the promotion of social (family and friends) and individual responsibility; resilient communities and ensuring that the Council focuses on its priority: to support the most vulnerable citizens with the right support at the right time. Where people do need longer-term services, the Council will share the care responsibility with the person, their family and their community.				
<b>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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		
<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> </ul> <b>258</b> 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 Promoting Independence Team will work with a group of people who have been recently discharged from hospital to help them to regain confidence and skills, using aids and adaptations in their own homes	

	<p>and tailor-made rehabilitation programmes. The project will also support employment, explore volunteering and social inclusion activities by maximising community assets.</p> <p>Evidence suggests that:</p> <ol style="list-style-type: none"> <li>1) Those discharged from hospital within ten weeks - most people discharged from hospital are expected to make some or full recovery within that period</li> <li>2) Those in receipt of care for over three years – working 18-75 year olds with a variety of disabilities to re-establish their resilience and independence .</li> </ol>	
259 ability (including carers of disabled people)	<ul style="list-style-type: none"> <li>• Core Cluster - An approach to the delivery of care to younger adults with disabilities.</li> </ul> <p>This approach consists of a network or ‘cluster’ of homes which are linked to a ‘hub’ or ‘core’ of skilled care and support staff, enabling service users to have their own homes (supported by a tenancy). This approach helps promote and support independent living and empowers these young adults under the banner of ‘resilient communities’.</p>	
Gender Reassignment	It is unlikely that there will be any adverse impacts on this protected characteristic	
Marriage / Civil Partnership	It is unlikely that there will be any adverse impacts on this protected characteristic	
Pregnancy and Maternity	It is unlikely that there will be any adverse impacts on this protected characteristic	
Race	It is unlikely that there will be any adverse impacts on	

	this protected characteristic	
Religion and Belief	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sex / Gender	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sexual Orientation	It is unlikely that there will be any adverse impacts on this protected characteristic	

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

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

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**IS** - 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 <b>Stage 3</b> ?		
Who was consulted? What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? E.g. revising your proposals
Staff Consultation around the likely pathways required to support this model of service delivery		

### 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?

201 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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		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							
<b>8. Cumulative Impact</b> – Considering what else is happening within the					Yes	<b>x</b>	No

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<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><b>9. Any Other Impact</b> – 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
All	Service users and their carers will be consulted about changes, as well as consultation with providers if necessary.		Visva Sathasivam	

### Stage 7: Public Sector Equality Duty

<p><b>10.</b> How do your proposals meet the Public Sector Equality Duty (PSED) to:</p> <ol style="list-style-type: none"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol>	<p>The proposal is intended to improve service delivery for the current clients of these services and those with these protected characteristics</p>
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**Stage 8: Recommendation**

**11.** Which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)

<p><b>Outcome 1</b> – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.</p>	
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<p><b>Outcome 2</b> – 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>	
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<p><b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b></p>	
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<p><b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.</p>	
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**Stage 9 - Organisational sign Off**

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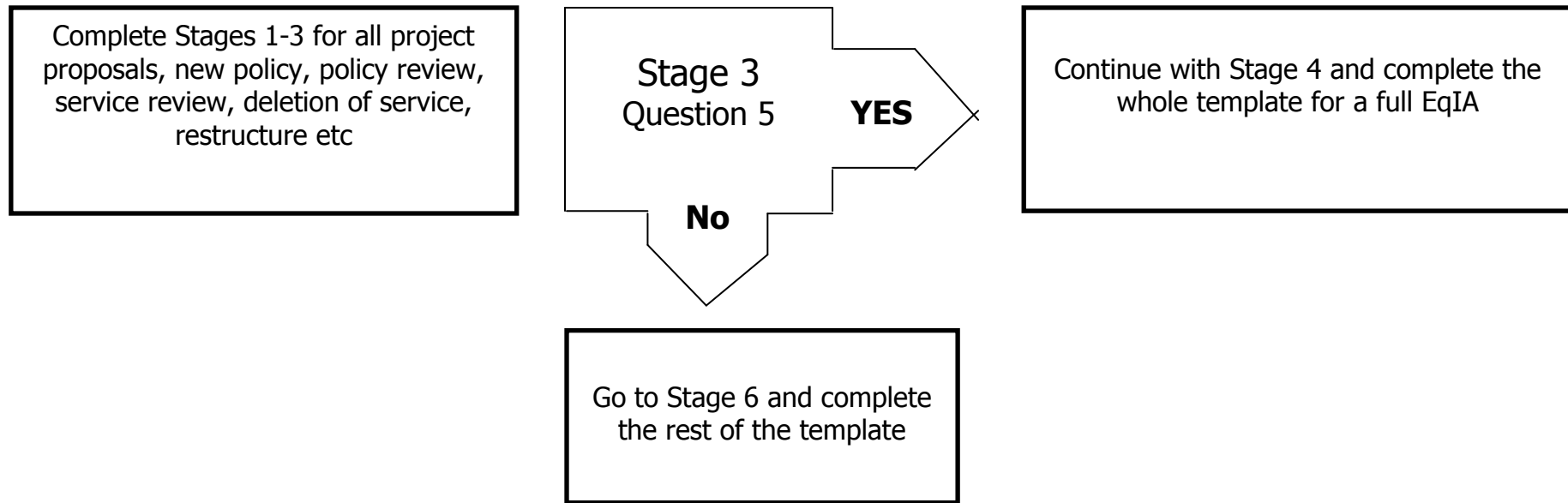
<p>Signed: (Lead officer completing EqIA)</p>		<p>Signed: (Chair of DETG)</p>	
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Date:		Date:	
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

# 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.



- 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

<b>Type of Decision: Tick ✓</b>	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	TBC						
Value of savings to be made (if applicable):	£205,000						
Title of Project:	Parking Review						
<b>Directorate / Service responsible:</b>	Community Directorate						
<b>Name and job title of Lead Officer:</b>	Ian Slaney						
<b>Name &amp; contact details of the other persons involved in the assessment:</b>	Ian Slaney						
<b>Date of assessment (including review dates):</b>	14/08/2017						

## Stage 1: Overview

<p><b>267 What are you trying to do?</b></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>General efficiency review to reduce the costs of running Parking Services. Changes include:</p> <ul style="list-style-type: none"> <li>The introduction of Virtual Permits system and a review of general parking operations which will reduce administrative costs.</li> </ul> <p><b>Outcomes Impact</b></p> <p>Efficient and Effective Organisation. With the introduction of virtual permits, the operation becomes more business-like.</p> <p><b>Risks</b></p> <p><b>Virtual Permits:</b> Purchase of new operational equipment and back office systems to be agreed between Parking and Revenues and Benefits.</p>
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<b>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	Residents / Service Users	x	Partners	x	Stakeholders	x
	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?

N/A  
Where the proposed service changes will impact on other services, consultation will be undertaken.

## 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 data available to demonstrate that this group would be disproportionately affected.  Further preparatory work is required.  If agreed, wider consultation would need to be undertaken.
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 data available to demonstrate that this group would be disproportionately affected.  Further preparatory work is required.  If agreed, wider consultation would need to be undertaken.
Gender Reassignment	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected.

		<p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
Marriage / Civil Partnership	No data available to demonstrate that this group would be disproportionately affected.	<p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
Pregnancy and Maternity	No data available to demonstrate that this group would be disproportionately affected.	<p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
269 Race	<p>The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7<sup>th</sup> 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>	<p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
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%.	<p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	No data available to demonstrate that this group would be disproportionately affected.

		Further preparatory work is required. If agreed, wider consultation would need to be undertaken.
Sexual Orientation	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is required. If agreed, wider consultation would need to be undertaken.

### 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, 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 <b>Stage 3</b> ?		
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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
Disability (including carers of disabled people)					

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Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
272 Religion or Belief					
Sex					
Sexual orientation					
<b>8. Cumulative Impact</b> – 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><b>9. Any Other Impact</b> – 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
None identified at this stage	If agreed, further work will be undertaken to mitigate any risks	Consultation undertaken and results used to shape future service delivery	Ian Slaney	Ongoing

**Stage 7: Public Sector Equality Duty**

<b>10.</b> How do your proposals meet the Public Sector Equality Duty	Future work will include the development of an implementation framework
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(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	supported by clear objectives.
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**Stage 8: Recommendation**

**11.** Which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)

<b>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.</b>	X
<b>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.</b>	
<b>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)</b>	

<b>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</b>	
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**Stage 9 - Organisational sign Off**

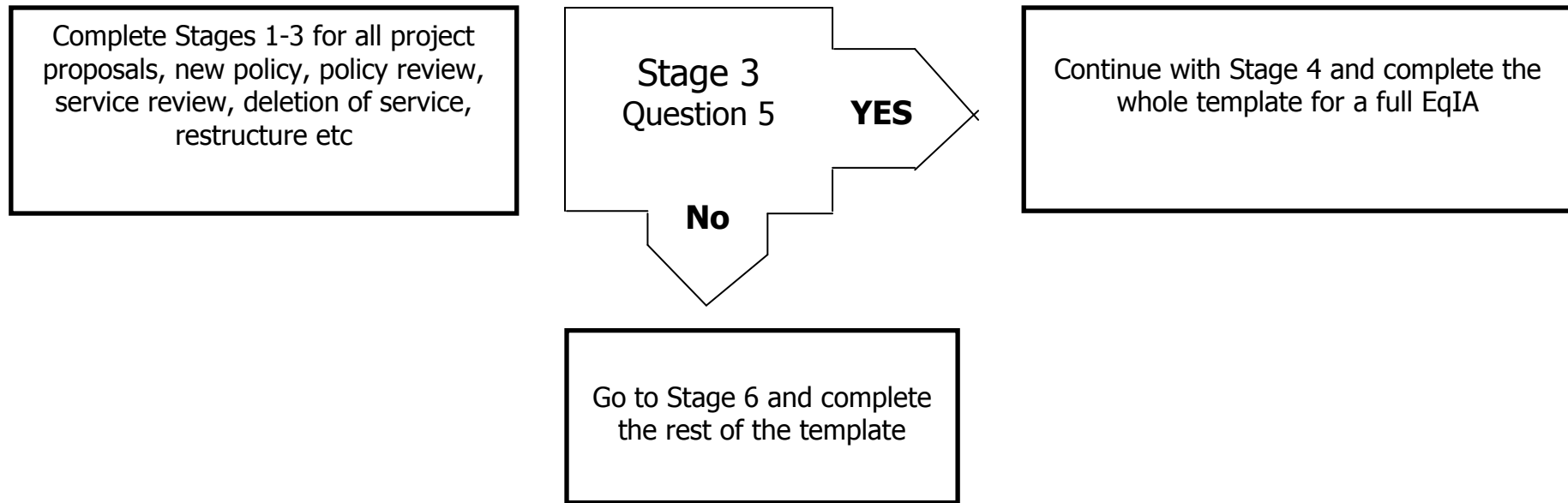
<b>13.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.
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Signed: (Lead officer completing EqIA)	Ian Slaney	Signed: (Chair of DETG)	Dave Corby
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Date:	14/08/2017	Date:	17/08/2017
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.



- 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

<b>Type of Decision: Tick ✓</b>	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	TBC 13/7/17						
Value of savings to be made (if applicable):	£20,500 (2019/20)						
Title of Project:	<b>Changes to the Household Reuse Recycling Centre at Forward Drive</b>						
<b>Directorate / Service responsible:</b>	Community Directorate						
<b>Name and job title of Lead Officer:</b>	Rebecca Johnson						
<b>Name &amp; contact details of the other persons involved in the assessment:</b>	Simon Baxter						
<b>Date of assessment (including review dates):</b>	11/08/2017						

## Stage 1: Overview

<p style="text-align: right; margin-right: 10px;">277</p> <p><b>1. What are you trying to do?</b></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>Cabinet approved the following changes to the HRRC at Forward Drive at its meeting in July 17.</p> <ul style="list-style-type: none"> <li>- Restrict access for non-residents to HRRC by introducing a charging regime for non residents these were introduced in November 2017</li> <li>- Introduce charges for non household waste (e.g. building waste) deposited at HRRC by residents / non residents proposed to be introduced in June/ July 2018</li> <li>- Upgrade trade waste controls proposed to be introduced in June/ July 2018</li> </ul> <p>Implementation of the proposed changes will be split into three phases, with phase 1 (restricting access for non-residents) being implemented from 13/11/2017. The further two phases are intended to be rolled out towards the later end of 2018/19 reporting period.</p> <p>Implementation costs to be met from anticipated saving in year 1, with net saving to be generated from year 2 onwards (i.e. 2019/20)</p> <p><b>Outcomes Impact</b></p> <p>The proposed savings will make a difference for communities by providing a better quality of service due to reduced queuing times at the site. Reducing the number of visitors to the site will allow for residents to have better control over their service and will also create a more efficient and effective service both for the customer and operationally.</p>
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## Risks

The key risks associated with the proposed changes are that by preventing out of borough residents from entering the site, despite it being their closest CA Site geographically, that there may lead to an increase in fly tipping in the surrounding area around Forward Drive. To address this risk significant promotion will take place in the two months lead up to the implementation date along with a pre implementation review of the potential fly tipping hotspots in the immediate area around the site. Once the change has been implemented there will be monitoring of any increase in fly tipping and targeted action will take place if found to be an issue.

There is further risk associated with public perception of the change as borough residents may initially see the change as an encroachment on their privacy, however this will be addressed via significant promotion during the two months lead up to the implementation in order to advise residents that the changes will make the site easier to use and access.

There may be a health and safety risk for staff members in regards to a potential increase in violence and aggression from visitors to the site that are out of the borough and prevented from accessing the site. This will be addressed by ensuring that the neighbouring boroughs are contacted prior to the changes to advise them of the potential impact on their residents. There will also be signage around the site advising visitors before they get to the meet and greet member of staff that they will not be allowed access.

## Key Milestones:

Phase 1 – Borough residency checks

- Promotion start date – 11/09/2017
- Implementation start date – 13/11/2017

Phase 2 – Increased trade waste controls

- Proposed implementation date – June 2018

Phase 3 – Chargeable DIY waste

- Proposed promotion start date – Sept 2018
- Proposed implementation start date – Nov 2018

<b>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	Residents / Service Users	x	Partners	x	Stakeholders	x
	Staff	x	Age		Disability	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	Sexual Orientation		Other			
<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	N/A					

## 279 Page 2: Evidence & Data Analysis

69 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</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>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is needed.</p>

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 data available to demonstrate that this group would be disproportionately affected.  Further preparatory work is needed.  .
Gender Reassignment	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected.  Further preparatory work is needed.
Marriage / Civil Partnership	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected.  Further preparatory work is needed.  .
Pregnancy and Maternity	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected.  Further preparatory work is needed.
Race	<p>The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7<sup>th</sup> 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 data available to demonstrate that this group would be disproportionately affected.  Further preparatory work is needed.  .
Religion and Belief	The 2011 Census showed the following religions in Harrow:	No data available to demonstrate that this group would be

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	Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish 4.41%; Muslim 12.5%; Sikh 1.15%; other religions 2.49%.	disproportionately affected. Further preparatory work is needed.
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is needed.
Sexual Orientation	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is needed.

### 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	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**?

282	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. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					

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Religion or Belief					
Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	

<b>9. Any Other Impact</b> – 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
None identified at this stage	If agreed, further work will be undertaken to mitigate any risks	Consultation undertaken and results used to shape future service delivery.	Rebecca Johnson	Ongoing

### 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

Future work will include the development of an implementation framework supported by clear objectives.

### Stage 8: Recommendation

**11.** Which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)

<b>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.</b>	x
<b>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.</b>	
<b>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</b>	

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

**Stage 9 - Organisational sign Off**

<b>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</b>	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.		
Signed: (Lead officer completing EqIA)	Rebecca Johnson	Signed: (Chair of DETG)	Dave Corby
Date:	11/08/2017	Date:	17/08/2017
Note EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

## Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	✓	Cabinet		Portfolio Holder		Other (explain)
Date decision to be taken:	12 October 2017					
Value of savings to be made (if applicable):	Est £100k p.a.					
Title of Project:	Housing Related Support Services (S1- housing only)					
Directorate / Service responsible:	Community- Housing Services					
Name and job title of Lead Officer:	Jane Fernley Head of Business Development and Transformation Housing Services Community Directorate <a href="mailto:Jane.Fernley@harrow.gov.uk">Jane.Fernley@harrow.gov.uk</a> Internal: 2283 External: 020 8424 1283					
Name & contact details of the other persons involved in the assessment:	Meghan Zinkewich-Peotti Housing Strategy Project Manager Housing Services Community Directorate <a href="mailto:Meghan.Zinkewich-Peotti@harrow.gov.uk">Meghan.Zinkewich-Peotti@harrow.gov.uk</a> Internal: 2346 External: 020 8424 1346					
Date of assessment (including review dates):	16 Aug. 17 ( reviewed 9 Jan 2018)					
<b>Stage 1: Overview</b>						
<b>1. What are you trying to do?</b>  (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)	There are currently several housing related support and prevention services which originated under the former Supporting People programme. They provide housing related support to vulnerable people living in all tenures, to enable them to continue to live independently.  The contracts for these services end in March 2018 and no further extensions are contractually possible. The services are not in line with current practice or Care Act provisions, and as such we are proposing to retender the services and bring them in line with current statutory and preventative practice.					

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The Housing contracts are as follows:

- **Floating Support**
  - Generic- Look Ahead
  - Substance Misuse and Ex-offenders - Look Ahead
- **Accommodation Based Support**
  - Substance Misuse and Ex-offenders Supported Housing- Look Ahead

People (Adults) also commission services under this programme.

The recommended option is to commission new remodelled services under new contracts commencing in April 2018. The remodelled service will provide a more cost effective, flexible approach to meeting the immediate needs of our clients.

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

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Residents / Service Users	✓	Partners	✓	Stakeholders	✓
Staff	✓	Age	✓	Disability	✓
Gender Reassignment	✓	Marriage and Civil Partnership		Pregnancy and Maternity	✓
Race	✓	Religion or Belief	✓	Sex	✓
Sexual Orientation	✓	Other			

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?

This exercise is cross directorate, with Officers working together on the procurement from both Housing and Adult Services. The lots will be separated and contracts will be managed within the relevant department.

Providers were approached jointly to provide data in the same format to ensure they are involved in this assessment.

The overall responsibility is shared across both 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)	<p>Profile of Harrow residents at 2011 Census: In 2011 Harrow had a usual resident population of 239,056. 48,060 (20.1%) were aged 0-15, 157,330 (65.8%) were aged 16-64 and 33,670 (14.1%) were aged 65+. 18% of Harrow's households are comprised solely of residents aged 65 and over.</p> <p><b>Generic Floating Support</b></p> <p>This service is for adults. The profile of the current service users (July 2017) is as follows:</p> <table border="1" data-bbox="488 810 1288 927"> <tr> <td>Under 16</td> <td>0 %</td> <td>16-24</td> <td>5%</td> </tr> <tr> <td>25-44</td> <td>37%</td> <td>45-64</td> <td>57%</td> </tr> <tr> <td>65 and over</td> <td>1%</td> <td></td> <td></td> </tr> </table> <p><b>Substance Misuse and Ex-offenders Floating Support</b></p> <p>This service is for adults. The profile of the current service users (July 2017) is as follows:</p> <table border="1" data-bbox="488 1190 1288 1307"> <tr> <td>Under 16</td> <td>0 %</td> <td>16-24</td> <td>8%</td> </tr> <tr> <td>25-44</td> <td>51%</td> <td>45-64</td> <td>41%</td> </tr> <tr> <td>65 and over</td> <td>0%</td> <td></td> <td></td> </tr> </table> <p><b>Supported Housing for Substance Misuse and Ex-</b></p>	Under 16	0 %	16-24	5%	25-44	37%	45-64	57%	65 and over	1%			Under 16	0 %	16-24	8%	25-44	51%	45-64	41%	65 and over	0%			<p>Generic Floating Support- The majority (57%) of the users of the generic floating support service are aged 45-64 years, followed by 25-44 years (37%).</p> <p>Substance Misuse and Ex-offenders Floating Support- The majority (51%) of the users of the substance misuse and ex-offenders floating support service are aged 25-44 years, followed by 45-64 years (41%).</p> <p>Supported Housing for Substance Misuse and Ex-offenders- Half of the users of the supported housing for substance misuse and ex-offenders service are aged 45-64 years.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have a major adverse impact on any of the protected characteristics and will provide additional support to all age groups, how this is provided to best meet the needs of people of all ages will be decided as part of the engagement with providers and service users in advance of the tender process.</p>
Under 16	0 %	16-24	5%																							
25-44	37%	45-64	57%																							
65 and over	1%																									
Under 16	0 %	16-24	8%																							
25-44	51%	45-64	41%																							
65 and over	0%																									

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	<p><b>offenders</b></p> <p>This service is for adults. The profile of the current service users (July 2017) is as follows:</p> <table border="1" data-bbox="488 264 1285 379"> <tr> <td>Under 16</td> <td>0 %</td> <td>16-24</td> <td>17%</td> </tr> <tr> <td>25-44</td> <td>33%</td> <td>45-64</td> <td>50%</td> </tr> <tr> <td>65 and over</td> <td>0 %</td> <td></td> <td></td> </tr> </table>	Under 16	0 %	16-24	17%	25-44	33%	45-64	50%	65 and over	0 %			
Under 16	0 %	16-24	17%											
25-44	33%	45-64	50%											
65 and over	0 %													
Disability (including carers of disabled people)	<p>Profile of Harrow residents at 2011 Census:</p> <p>In 2011 Harrow had a usual resident population of 239,056. 34,850 (14.6%) of residents had a limiting long-term illness or disability which limited their day-to-day activities.</p> <p><b>Generic Floating Support</b></p> <p>The profile of the current service users (July 2017) shows that 73% current service users identify as having a disability and 27% service users do not identify as having a disability.</p> <p><b>Substance Misuse and Ex-offenders Floating Support</b></p> <p>The profile of the current service users (July 2017) shows that 22% current service users identify as having a disability and 78% service users do not identify as having a disability.</p> <p><b>Supported Housing for Substance Misuse and Ex-offenders</b></p>	<p>Generic Floating Support- The majority (73%) of the users of the generic floating support service identify as having a disability.</p> <p>Substance Misuse and Ex-offenders Floating Support- The majority (78%) of the users of the substance misuse and ex-offenders floating support service do not identify as having a disability.</p> <p>Supported Housing for Substance Misuse and Ex-offenders- 33% of users of the supported housing for substance misuse and ex-offenders service identify as having a disability.</p> <p>The majority of the floating support service users do not identify as having a disability.</p> <p>Changes to these services will have impacts on disabled people, though this is to be expected with services provided to vulnerable clients. The new provision will need to provide support to clients will all different needs and disabilities.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a</p>												

	<p>The profile of the current service users (July 2017) shows that 33% current service users identify as having a disability and 67% service users do not identify as having a disability.</p>	<p>more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have a major adverse impact on any of the protected characteristics and will provide additional support to people with disabilities and mental health needs. How this is provided to best meet the needs of people of people with disabilities and mental health needs will be decided following engagement with providers and service users in advance of the tender process. Some of the feedback around the existing provision has highlighted the points of the service that people would like to see preserved, and this detailed feedback will form the service specification.</p>
<p>Gender Reassignment</p>	<p>Profile of Harrow residents: There is limited data held about this protected characteristic for the population and in relation to these groups and services. The England/Wales Census and Scottish Census have not asked if people identify as transgender. The charity GIRES estimated in their Home Office funded study in 2009 the number of transgender people in the UK to be between 300,000 and 500,000.</p> <p><b>Generic Floating Support</b></p> <p>No data available though it appears that there may be service users who identify as transgender.</p> <p><b>Substance Misuse and Ex-offenders Floating Support</b></p> <p>The profile of the current service users (July 2017) shows that all service users indicated that they have not undergone gender reassignment. There is no data</p>	<p>The data available for this protected characteristic is limited. This is a nationally recognised issue when commissioning services, The Transgender Equality Report produced by the House of Commons Select Committee published that the Office for National Statistics (ONS) anticipate “some 650,000 people are likely to be gender incongruent to some degree”. Any service commissioned must be prepared to work with people who have undergone gender reassignment as this figure is expected to rise in coming years.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people a variety of needs, including taking account of those who may have undergone, or may be considering gender reassignment.</p>

	<p>available for the other service users.</p> <p><b>Supported Housing for Substance Misuse and Ex-offenders</b></p> <p>No data available.</p>	
<p>Marriage / Civil Partnership</p>	<p>Profile of Harrow residents at 2011 Census: In 2011 Harrow had a usual resident population of 239,056. Harrow had a very high percentage of married couples. 53.7 per cent of residents (aged 16+) were in a marriage. The borough had lower levels of people with other marital and civil partnership status.</p> <p><b>Generic Floating Support</b></p> <p>The profile of the current service users (July 2017) shows that 90% current service users are single, 8% are married and for 2% the information is unknown.</p> <p><b>Substance Misuse and Ex-offenders Floating Support</b></p> <p>The profile of the current service users (July 2017) shows that 89% current service users are single, 3% is married and for 8% the information is unknown.</p> <p><b>Supported Housing for Substance Misuse and Ex-offenders</b></p> <p>The profile of the current service users (July 2017) shows that all current service users are single.</p>	<p>The majority of the users of the generic floating support service and of the substance misuse and ex-offenders floating support service are single. All users of the supported housing for substance misuse and ex-offenders service are single.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people a variety of needs, including taking account of marital/ civil partnership issues that may arise as part of the support required throughout this contract.</p>

Pregnancy and Maternity	<p>Profile of Harrow residents: ONS births figures show Harrow as having 3,585 live births in 2012. There is limited data held about this protected characteristic for the population and in relation to these groups and services.</p> <p><b>Generic Floating Support</b></p> <p>No data available.</p> <p><b>Substance Misuse and Ex-offenders Floating Support</b></p> <p>No data available.</p> <p><b>Supported Housing for Substance Misuse and Ex-offenders</b></p> <p>No data available.</p>	<p>The data available for this protected characteristic is limited.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people a variety of needs, including taking account of any needs which might arise in relation to pregnancy and maternity. This may have particular relevance in terms of the floating support contract with support potentially provided to mothers experiencing post-natal depression and other concerns during or following pregnancy.</p>
Race	<p>Profile of Harrow residents at 2011 Census: In 2011 Harrow had a usual resident population of 239,056. In 2011 44% of residents were Asian. Harrow's Indian group was the borough's largest minority ethnic group, with a population of 63,050 (26.4%). Other Asian groups accounted for 11.3% of Harrow's residents. Sri Lankans were the largest population group in this category in Harrow. 42.2% of residents were White, including 30.9% (73,830) White British. 8.2% of Harrow's residents were categorised in the Other White group, which comprised people from a large variety of backgrounds (mainly from other parts of Europe). 9.7% (23,105) of residents were Black, including Black African (3.6%) Black Caribbean</p>	<p>Generic Floating Support- The majority (53%) of the users of the generic floating support service are White/White British, followed by Asian/Asian British (16%) and Black/Black British (15%). When compared to the overall population of Harrow White and Black service users are overrepresented in this client group and Asian service users are underrepresented. It is not clear at this stage why this might be the case but there may be low awareness of these support services amongst residents from these specific groups and/or referral agencies. There may be also other sources of support available through family, friends or community or faith groups.</p>

(2.8%) and Other Black (1.8%). 4.1% of residents were included in the Arab and Other grouping.

### **Generic Floating Support**

Profile of current service users at July 2017

Asian or Asian British 16%  
 Black or Black British 15%  
 Other ethnic background 10%  
 White or White British 53%  
 Refused (0)  
 Information not held 6%

### **Substance Misuse and Ex-offenders Floating Support**

Profile of current service users at July 2017

Asian or Asian British 16%  
 Black or Black British 33%  
 Other ethnic background 5%  
 White or White British 46%  
 Refused (0)  
 Information not held (0)

### **Supported Housing for Substance Misuse and Ex-offenders**

Profile of current service users at July 2017

Black or Black British 33%  
 White or White British 66%  
 Refused (0)  
 Information not held (0)

Substance Misuse and Ex-offenders Floating Support- A large proportion (46%) of the substance misuse and ex-offenders floating support service users are White, followed by Black (33%) and Asian (16%). When compared to the overall population of Harrow Black service users are overrepresented in this client group and Asian service users are underrepresented. However this client group is small (37).

Supported Housing for Substance Misuse and Ex-offenders- 66% of the service users of the supported housing for substance misuse and ex-offenders service are White and 33% are Asian.

There is a mix of different backgrounds receiving support from these services, which reflects the diverse make up of residents in Harrow. One of the key themes from the survey was that users were grateful to have support and information provided in their own languages, this will be included within future service specifications to ensure this part of the provision is not lost.

The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people with a variety of needs, The services currently support a mix of ethnicities and any new service procured going forward must continue to do this, and to make sure they are equipped to deal with diverse client groups in a culturally appropriate way.

<p>Religion and Belief</p>	<p>Profile of Harrow residents at 2011 Census: In 2011 Harrow had a usual resident population of 239,056. Religious affiliation is very high in Harrow. In 2011 37.3% (89,168) of residents were Christians, 25.3% (60,410) were Hindus, 4.4% (10,530) were Jewish and 12.5% (29,880) were Muslims 2.5% (5,945) people were followers of Other Religions, including Sikhs, Buddhists, Jains and Zoroastrians 9.6% (22,870) of residents stated that they had no religion 6.2% didn't answer this question.</p> <p><b>Generic Floating Support</b></p> <p>Profile of current service users at July 2017: Buddhist 0% Christian 56% Hindu 9% Jain 0% Jewish 1% Muslim 16% Sikh 0% Zoroastrian 0% No religion/Atheist 2% Other 14% Refused 0% Information not held 2%</p> <p><b>Substance Misuse and Ex-offenders Floating Support</b></p> <p>Profile of current service users at July 2017: Buddhist 0% Christian 46% Hinduism 8% Jainism 0%</p>	<p>Generic Floating Support- The majority (56%) of the users of the generic floating support service are Christian, followed by Muslim (16%). When compared to the overall population of Harrow Christian service users are overrepresented in this client group and Hindu and Jewish service users are underrepresented. It is not clear at this stage why this might be the case but there may be low awareness of these support services amongst residents from these specific groups and/or referral agencies. There may be also other sources of support available through family, friends or community or faith groups.</p> <p>Substance Misuse and Ex-offenders Floating Support- A large proportion (46%) of the substance misuse and ex-offenders floating support service users are Christian, followed by No Religion/Atheist (27%). When compared to the overall population of Harrow Christian service users are overrepresented in this client group and Hindu and Jewish service users are underrepresented. However this client group is small.</p> <p>Supported Housing for Substance Misuse and Ex-offenders- 46% of service users of the supported housing for substance misuse and ex-offenders service are Christian. Christian service users are overrepresented and service users from other faiths are underrepresented.</p> <p>It is not expected that this proposal will have an adverse impact on any of the protected characteristics and will provide additional support to people with a variety of needs continuing to support people of all religions and beliefs in an appropriate way that takes account of the requirements associated with different religious</p>
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	<p>Judaism 0% Muslim 8% Sikh 0% Zoroastrian 0% No religion/Atheist 27% Other 11% Refused 0% Information not held 0%</p> <p><b>Supported Housing for Substance Misuse and Ex-offenders</b></p> <p>Profile of current service users at July 2017:</p> <ul style="list-style-type: none"> <li>• 83% Christian</li> <li>• 17% Other religion</li> </ul>	backgrounds.
Sex / Gender	<p>Profile of Harrow residents at 2011: Harrow had a usual resident population of 239,056. 49.4 per cent of residents were males and 50.6 per cent were females.</p> <p><b>Generic Floating Support</b></p> <p>This service is for adult men and adult women. The profile of the current service users (July 2017) shows that 54 59% service users are women and 40% are men. 1% service user identifies as transgender (no further details available).</p> <p><b>Substance Misuse and Ex-offenders Floating Support</b></p> <p>This service is for adult men and adult women. The profile of the current service users (July 2017) shows that of the current service users 73% are men and 27% are women.</p>	<p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users.</p> <p>It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people with a variety of needs continuing to support people of both gender.</p>



	<p><b>Supported Housing for Substance Misuse and Ex-offenders</b></p> <p>All current service users are men, as at July 2017.</p>	
Sexual Orientation	<p>The ONS advises that in 2015, 1.7% of the UK population identified themselves as lesbian, gay or bisexual (LGB). In 2015, the population of London had the largest percentage who identified themselves as lesbian, gay or bisexual (LGB) at 2.6%.</p> <p>Profile of Harrow residents: There is limited data held about this protected characteristic for the population and in relation to these groups and services.</p> <p>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.</p> <p><b>Generic Floating Support</b></p> <p>Profile of current service users at July 2017 96% heterosexual 3% did not wish to disclose 1% bisexual</p> <p><b>Substance Misuse and Ex-offenders Floating</b></p>	<p>The majority of the users of the generic floating support service are heterosexual. All users of the substance misuse and ex-offenders floating support service and of the supported housing for substance misuse and ex-offenders service are heterosexual.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people with a variety of needs.</p> <p>The new service will need to be respectful of the needs of the LGBT community and be aware of specific support provided to this group, especially in relation to the mental health services.</p>

**Support**

Profile of current service users at July 2017  
100% heterosexual

**Supported Housing for Substance Misuse and Ex-offenders**

All current service users are heterosexual, as at July 2017.

**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			✓	✓	✓	✓	✓	✓	✓

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**ES** - 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 <b>Stage 3</b> ?		
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
Postal survey of current service users August/Sept 2017	<p>The results from the survey are in line with the data in the table above. The survey highlighted some concerns about potential impacts on mental health and older people and requested additional support/ information.</p> <p>One of the key messages from the service users in the postal survey was support provided in their own language.</p>	<p>Further consultation with service users to understand the impacts of changing this service, took place on 19<sup>th</sup> October 2017. The results of this survey feed into the comments and actions detailed above, and provide considerations for the new service specification. One of the clear highlights was a need to ensure material is available in different languages and the availability of translator/ interpreter support.</p> <p>The new service will need to ensure they have access to translators and interpreters and are able to provide support in the client's language – this will form one of the requirements of the service specification.</p>
Market Engagement Event with providers and the Voluntary Community Sector on 12 October (Face to Face)	<p>Providers highlighted the need to ensure service users were not adversely impacted by the proposal and wanted to make sure that the transition takes account of the needs of service users, in relation to care and support and their protected characteristics.</p> <p>Providers expressed concerns about limiting the hours (as the current contracts do) and instead welcomed room for creative ways to deliver support.</p>	<p>Further consultation with service users to understand the impacts of changing this service, on 19<sup>th</sup> October 2017 Service users during this consultation discussed the impacts on vulnerable people and stressed the need for the process to be managed in a sensitive way that takes account of the needs of individuals in terms of their vulnerability and their protected characteristics. One of the clear highlights was a need to ensure material is available in different languages and the availability of translator/ interpreter support.</p>
Service User consultation event on 19 October	Service users highlighted the things that	Officers have recorded all concerns,

(Face to Face)		mattered most to them about the service and in particular the parts of the service they would be afraid to lose.		suggestions and ideas and will factor these into the new service specification.	
<p><b>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?</b></p>					
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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
Age (including carers of young/older people)		✓		While this proposal is a positive change, it is impacting on people who do not always respond to change easily.	As a result any change will need to be sensitively delivered and carefully managed and monitored post implementation.
Disability (including carers of disabled people)		✓		While this proposal is a positive change, it is impacting on people who do not always respond to change easily.	As a result any change will need to be sensitively delivered and carefully managed and monitored post implementation.
Gender Reassignment					
Marriage and					

000

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

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<p><b>8. Cumulative Impact</b> – 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	<b>x</b>	No	
	<p>The service provision in the Borough will change as a result of this proposal. This is in addition to changes and reductions in finances to VCS organisations and may have a cumulative impact on the ability to access support for service users primarily from the Age and Disability related characteristics.</p>			
<p><b>9. Any Other Impact</b> – 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</p>	Yes	<b>x</b>	No	
	<p>There are lots of changes proposed that impact on vulnerable people, including changes to benefits allowances, support provision</p>			

users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is it to happen?	in the community and other changes. While this proposal is a positive change, it is impacting on people who do not always respond to change easily. As a result any change will need to be sensitively delivered and carefully managed.
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## Stage 6 – Improvement

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
202 All areas	A method statement question will be included in the procurement process to ascertain how the provider will make their service accessible and will provide an inclusive service. This should include regard to language and culture.	Procurement process	Procurement	December
All areas	Diversity data will be requested as part of the quarterly monitoring of the new contracts. These will be reviewed and any trends will be identified and discussed.	Quarterly monitoring records	Housing (BDT- Housing Strategy) and Adults	Quarterly
Gender Reassignment / Pregnancy and Maternity	Clarity will be sought on this data during the quarterly monitoring of the new contracts to understand whether any service users identify as having undergone gender reassignment as there is limited data.	Quarterly monitoring records	Housing (BDT- Housing Strategy) and Adults	Quarterly

Age / Disability	Post implementation monitoring will be conducted to identify any potential impact.	Quarterly monitoring records	Housing (BDT- Housing Strategy) and Adults	September 2018
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### 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 provision of housing related support services tailored to the needs of service users assists vulnerable people to live independently and therefore contributes to equality of opportunity. We propose to continue to support vulnerable residents but the proposal out for consultation is that the service is remodelled and re-provided on an intensive basis, shorter term and to more service 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?

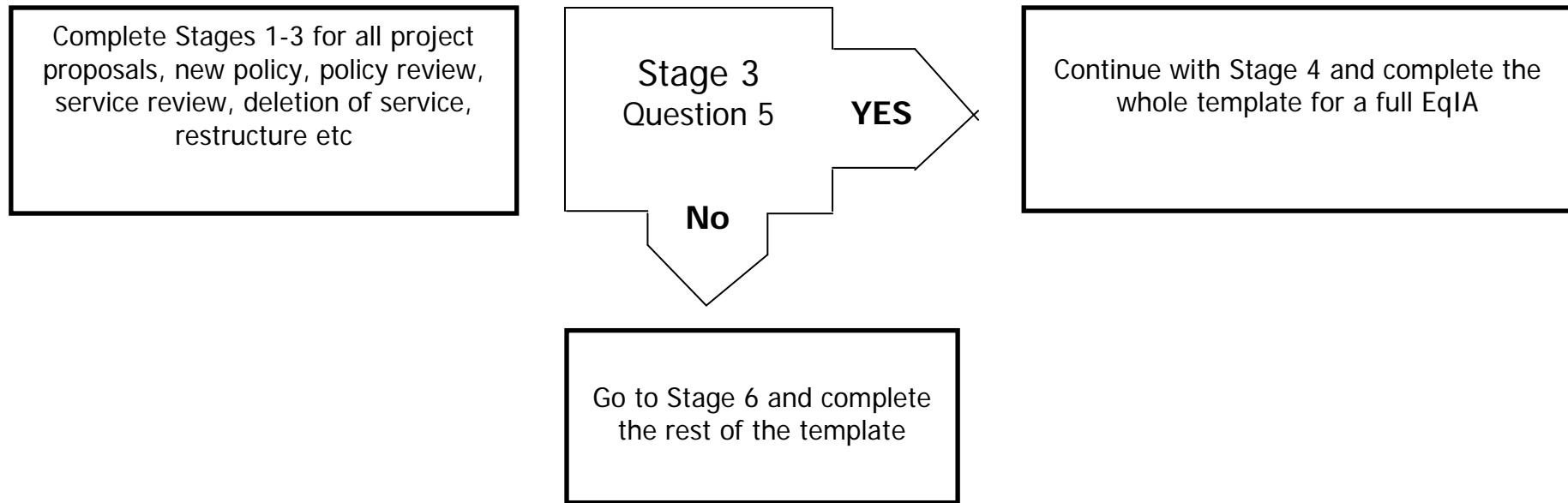
Chair of Community DETG

Signed: (Lead officer completing EqIA)	Jane Fernley	Signed: (Chair of DETG)	Dave Corby
Date:		Date:	10/01/18
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.



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- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- SIGN OFF: All EqIAs need to be signed off by your Directorate Equality Task Groups.
- 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

<b>Type of Decision: Tick ✓</b>	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:	<b>Phase 2 Environment &amp; Culture review – Regulatory Services</b> 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 style="writing-mode: vertical-rl; transform: rotate(180deg);">306</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><b>Review of Enforcement and Technical Support functions across the Division and the Council.</b></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><b>Risks</b></p>
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	<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>					
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<b>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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			

<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <b>307</b> Who are the partners? <ul style="list-style-type: none"> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	No					
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**Stage 2: Evidence & Data Analysis**

4. What evidence is available to assess the potential impact of your proposals? This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you 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.
308 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 7<sup>th</sup> 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>
309 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

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#### Stage 4: Further Consultation / Additional Evidence

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

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

#### Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential

for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?					
Protected Characteristic	Positive Impact ✓	Adverse Impact		Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
311 Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and					

Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	
<b>9. Any Other Impact</b> – 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 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**

<p><b>10.</b> How do your proposals meet the Public Sector Equality Duty (PSED) to:</p> <ol style="list-style-type: none"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol>	<p>Once the preparatory work is complete mitigations will be identified to reduce the potential negative impacts.</p>
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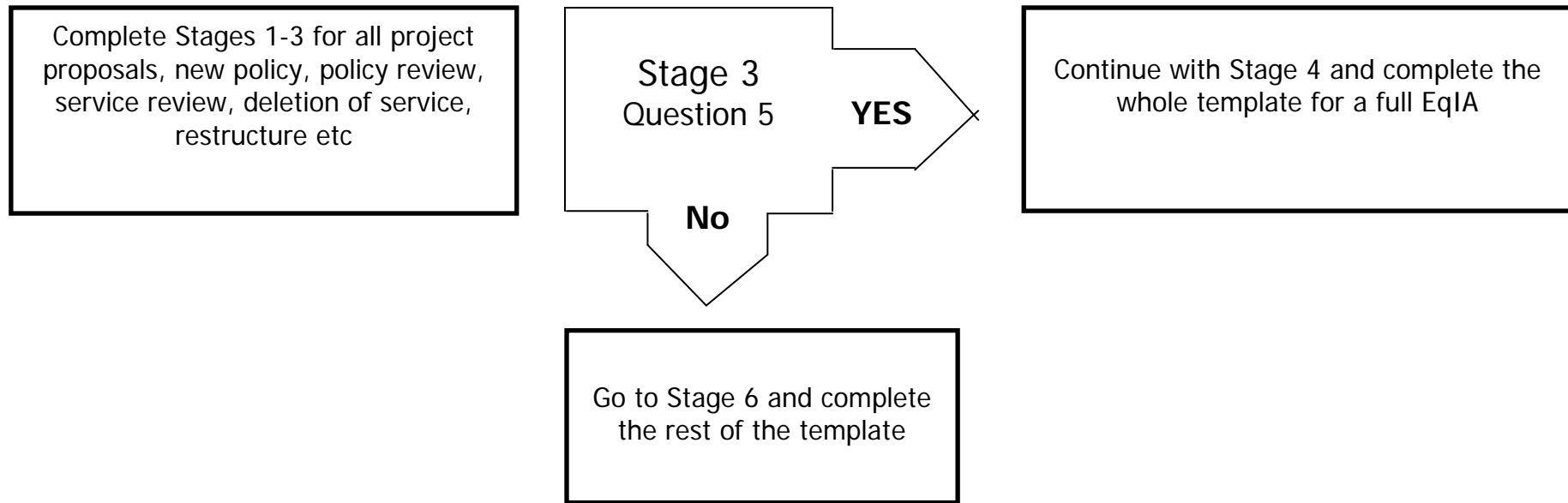
**Stage 8: Recommendation**

<b>11. Which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)</b>	
<b>Outcome 1</b> – 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
<b>Outcome 2</b> – 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.	
<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	
<b>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</b>	

Stage 9 - Organisational sign Off			
<b>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</b>	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.



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- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- SIGN OFF: All EqIAs need to be signed off by your Directorate Equality Task Groups.
- 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

<b>Type of Decision: Tick ✓</b>	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:	<b>Route optimisation on food waste</b>						
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 style="writing-mode: vertical-rl; transform: rotate(180deg);">316</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 &amp; 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>
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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.

**Risks**

Delay in the construction of food waste facility at Victoria Road and/or availability of the site.

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			

3.17 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 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.
318 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 <sup>th</sup> 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
319	Yes								
	No	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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
Disability (including carers of disabled people)					

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Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					
<b>8. Cumulative Impact – Considering what else is happening within the</b>				Yes	No

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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?				
<b>9. Any Other Impact</b> – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?	Yes		No	
If yes, what is the potential impact and how likely is it to happen?				

### Stage 6 – Improvement Action Plan

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

- 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

<b>Stage 7: Public Sector Equality Duty</b>					
<b>10.</b> How do your proposals meet the Public Sector Equality Duty (PSED) to: <ol style="list-style-type: none"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol>			Future work will include the development of a clear implementation framework supported by clear objectives.		
<b>Stage 8: Recommendation</b>					
<b>11.</b> Which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)					
<b>Outcome 1</b> – 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	
<b>Outcome 2</b> – 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.					
<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>					
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.					

<b>Stage 9 - Organisational sign Off</b>	
<b>13.</b> 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

## 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 ✓
<b>Transformation</b>		✓	<b>Cabinet</b>	✓
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 <sup>st</sup> October 2015		
Stage 1: Overview				
<b>1. What are you trying to do?</b>  (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		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.  Background: The Council implemented a transformation of its internal HR and OD Service in		

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.

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

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<b>Maternity</b>	<b>Count</b>	<b>Percentage</b>
Maternity Leave	1	3.45
Not on maternity leave	28	96.55
Grand Total	29	100.00

<b>Ethnicity</b>	<b>Count</b>	<b>Percentage</b>
Asian	6	20.69
Black	4	13.79
Mixed	1	3.45
White	18	62.07
Grand Total	29	100.00

<b>Religious Denomination Key</b>	<b>Count</b>	<b>Percentage</b>
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

<b>Gender</b>	<b>Count</b>	<b>Percentage</b>
Female	24	82.76

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	Male	5	17.24															
	Grand Total	29	100.00															
Sexual Orientation	<table border="1"> <thead> <tr> <th>Sexual Orientation</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Heterosexual</td> <td>11</td> <td>37.93</td> </tr> <tr> <td>Not Declared</td> <td>17</td> <td>58.62</td> </tr> <tr> <td>Prefer not to say</td> <td>1</td> <td>3.45</td> </tr> <tr> <td>Grand Total</td> <td>29</td> <td>100.00</td> </tr> </tbody> </table>			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
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																	

330 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><b>6.</b> 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		

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### Stage 3: Assessing Potential Disproportionate Impact

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

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
332 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?  
  
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.

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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	
334 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.
335 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)					
<b>11. Cumulative Impact</b> – 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.
<b>11a. Any Other Impact</b> – 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.

33. 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. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

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

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

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✓

**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
<p>Service</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&amp;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>

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

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<p>340</p> <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&amp;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&amp;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>

		Project Board and Equalities Task Group (ETG) and any recommendations implemented				
341	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><b>16.</b> 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><b>17.</b> 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.</p> <p>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.

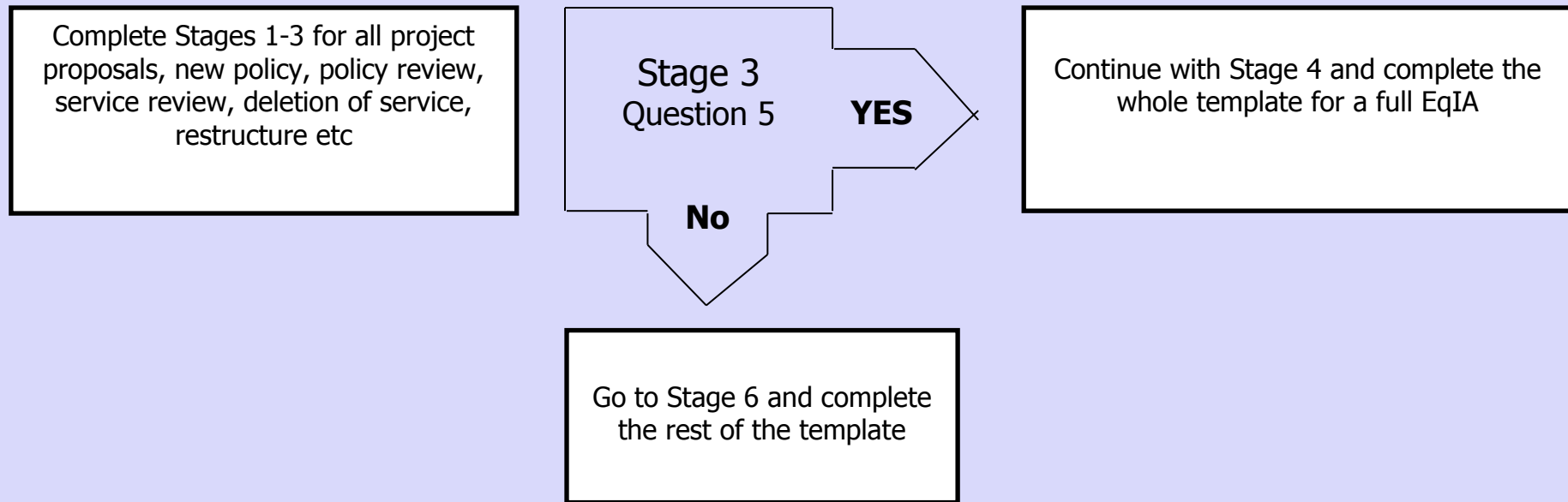
Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

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 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.	
<b>Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)</b>		
<b>The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</b>		
<b>19.</b> 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:
343 Site EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair

# Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process (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.



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

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



# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>		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 – <a href="mailto:rob.bonneywell@harrow.gov.uk">rob.bonneywell@harrow.gov.uk</a>						
Date of assessment (including review dates):	16/11/15						

## Stage 1: Overview

<p><b>1.</b> 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>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><b>2.</b> 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><b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>Who are the partners?</li> </ul>	<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.

		<b>Resources Directorate 468 employees</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>346 Ethnicity</b>	BAME	40.60%	36.08%	57.75%
	White	46.37%	52.08%	42.25%
	Unknown	13.03%	11.84%	0.00%
<b>Sex</b>	Male	25.85%	22.36%	49.40%
	Female	74.15%	77.64%	50.60%
<b>Disability</b>	Yes	2.14%	1.81%	16.40%
	No	97.44%	93.66%	83.60%
	Unknown	0.43%	4.53%	0.00%
<b>Age</b>	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%

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		<b>Resources Directorate 468 employees</b>	<b>Whole Council Workforce 5,125 employees</b>	<b>Harrow Community Data 2011 Census</b>
<b>Religion or Belief</b>	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%
<b>Sexual Orientation</b>	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%	
<b>Pregnancy/ maternity in last 2 years?</b>	Yes	6.62%	4.02%	No category
	No	93.38%	95.98%	
<b>Same gender assigned at birth?</b>	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.
348 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.
349 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**?

<p>350</p> <p>Who was consulted? What consultation methods were used?</p>	<p>What do the results show about the impact on different groups / Protected Characteristics?</p>	<p>What actions have you taken to address the findings of the consultation? E.g. revising your proposals</p>

**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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		

Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					
351 Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					

Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	

<b>9. Any Other Impact</b> – 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	Monitoring the impact of the proposals/changes once they have been implemented	As proposals are further refined and in particular business cases drafted for CSB and/or Cabinet, this EQIA should be reviewed to ensure the answers provided are still valid.	Terry Brewer, Divisional Director, Commercial, Contracts & Procurement	Ongoing

### Stage 7: Public Sector Equality Duty

**10.** How do your proposals meet the Public Sector Equality Duty

(SED) which requires the Council to:

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><b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.</p>	
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**Stage 9 - Organisational sign Off**

<p><b>13.</b> 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>	

CS4

# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>		Cabinet	✓	Portfolio Holder	✓	Other (explain)	Procurement Gateway
Date decision to be taken:	Dec 2016 <span style="color: red;">RES 15</span>						
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

<div style="position: absolute; left: -40px; top: 50%; transform: translateY(-50%); font-weight: bold;">355</div> <p><b>1. What are you trying to do?</b></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. <span style="color: red;"><u>There should be no change to the service as a result of this procurement.</u></span></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>
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<b>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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"/>
<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	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					
<b>Stage 2: Evidence &amp; Data Analysis</b>						
<b>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</b>						

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

**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

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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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
359 Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and					

Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	✓
<b>9. Any Other Impact</b> – 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
361	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><b>10.</b> 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>
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<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>
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**Stage 8: Recommendation**

**11.** Which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)

<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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.	
<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	

<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	
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**Stage 9 - Organisational sign Off**

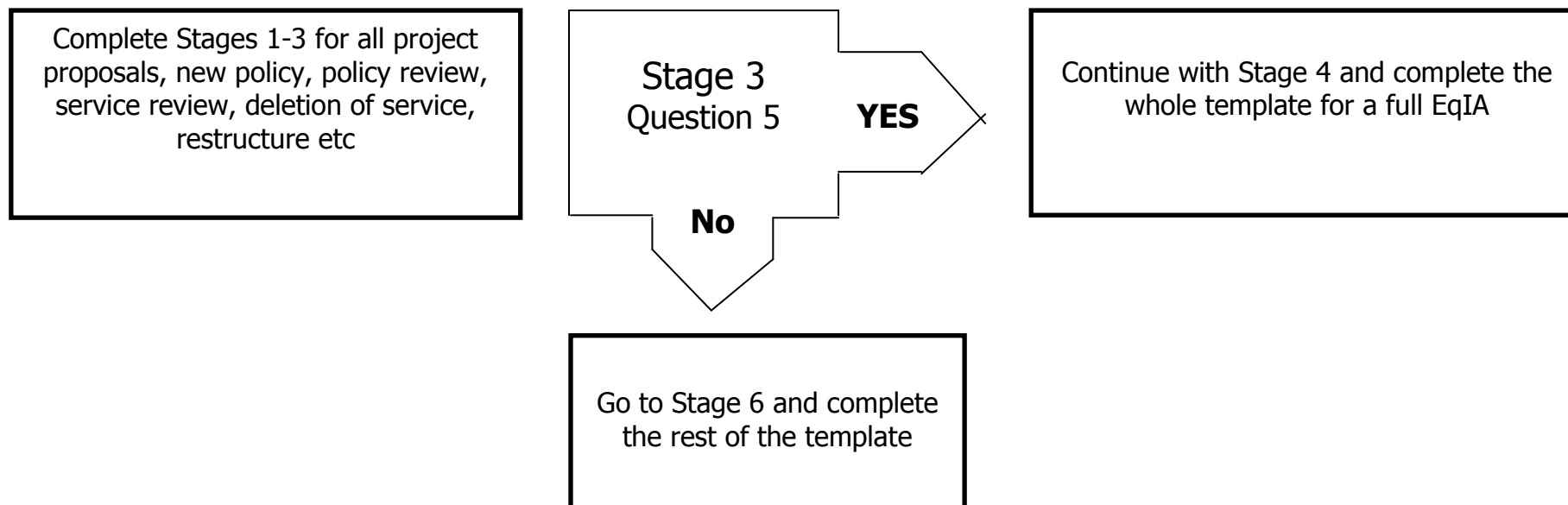
<b>13.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Munira Kachwala	Signed: (Chair of DETG)	
Date:	24.11.16	Date:	

Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	
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## Equality Impact Assessment Template

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



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- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- SIGN OFF: All EqIAs need to be signed off by your Directorate Equality Task Groups.
- 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

<b>Type of Decision: Tick ✓</b>	✓	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						

VCS

### Stage 1: Overview

<p><b>1. What are you trying to do?</b></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 &amp; 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>
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(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.

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

<sup>1</sup>Mind 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 Service<sup>2</sup> (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

<sup>1</sup> Mind in Harrow evidence submission in relation to impact of Council proposed funding cut to all VCS funding 2015-16 (January 2015)

<sup>2</sup> 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 69,989<sup>3</sup>.

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 a 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 2015-16<sup>4</sup> 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:

<sup>3</sup> 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

<sup>4</sup> 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

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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
	<b>TOTAL</b>	<b>15741</b>

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
	<b>TOTAL</b>	<b>14803</b>

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
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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>372 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 people<sup>5</sup>. 8,370 individuals, 3.4% of the population, receive Disability Living Allowance.<sup>6</sup></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)
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<sup>5</sup> In 2011/2012, ONS, Annual Population Survey

<sup>6</sup> In February 2014, Rate is calculated using the ONS 2013 Mid-Year Estimates

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:		
	<b>OBGs</b>		
	<b>Organisation</b>	<b>Project description</b>	<b>Number of beneficiaries (actual)</b>
	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	
	<b>TOTAL</b>	<b>18743</b>	
<b>Small grants</b>			
<b>Organisation</b>	<b>Project description</b>	<b>Number of beneficiaries (actual)</b>	
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
	<b>TOTAL</b>	<b>11683</b>

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);">376</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><b>OBGs</b></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"><b>TOTAL</b></td> <td><b>3126</b></td> </tr> </tbody> </table> <p><b>Small grants</b></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"><b>TOTAL</b></td> <td><b>60</b></td> </tr> </tbody> </table>			Organisation	Project description	Number of beneficiaries (actual)	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	<b>TOTAL</b>		<b>3126</b>	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	<b>TOTAL</b>		<b>60</b>
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returns

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OBGs

Organisation	Project description	Number of beneficiaries (actual)
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126
<b>TOTAL</b>		<b>3126</b>

Small grants

Organisation	Project description	Number of beneficiaries (actual)
Russian Immigrants Association (RIA)	Drop in Centre	222
<b>TOTAL</b>		<b>222</b>

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.											
379 Pregnancy and Maternity	Community Grants Scheme 2014/15 returns	Census data is not currently available for this group.											
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	Community Grants Scheme 2014/15 returns	<table border="1" data-bbox="752 384 1948 874"> <thead> <tr> <th data-bbox="752 384 1151 459">Ethnic Group</th> <th data-bbox="1151 384 1550 459">Total</th> <th data-bbox="1550 384 1948 459">Percentage</th> </tr> </thead> <tbody> <tr> <td data-bbox="752 459 1151 534">White British</td> <td data-bbox="1151 459 1550 534">73,826</td> <td data-bbox="1550 459 1948 534">31%</td> </tr> <tr> <td data-bbox="752 534 1151 609">White Other</td> <td data-bbox="1151 534 1550 609">27,165</td> <td data-bbox="1550 534 1948 609">11%</td> </tr> <tr> <td data-bbox="752 609 1151 684">Mixed</td> <td data-bbox="1151 609 1550 684">9,499</td> <td data-bbox="1550 609 1948 684">4%</td> </tr> <tr> <td data-bbox="752 684 1151 759">Asian or Asian British</td> <td data-bbox="1151 684 1550 759">101,808</td> <td data-bbox="1550 684 1948 759">43%</td> </tr> <tr> <td data-bbox="752 759 1151 834">Black or Black British</td> <td data-bbox="1151 759 1550 834">19,708</td> <td data-bbox="1550 759 1948 834">8%</td> </tr> <tr> <td data-bbox="752 834 1151 874">Arab and Other Group</td> <td data-bbox="1151 834 1550 874">7,050</td> <td data-bbox="1550 834 1948 874">3%</td> </tr> </tbody> </table> <p data-bbox="752 948 2132 1018">Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:</p> <p data-bbox="752 1056 833 1088">OBGs</p> <table border="1" data-bbox="752 1091 2136 1385"> <thead> <tr> <th data-bbox="752 1091 1214 1166">Organisation</th> <th data-bbox="1214 1091 1675 1166">Project description</th> <th data-bbox="1675 1091 2136 1166">Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td data-bbox="752 1166 1214 1241">EACH Counselling and Support</td> <td data-bbox="1214 1166 1675 1241">Trauma, Violence and Abuse Counselling and Support</td> <td data-bbox="1675 1166 2136 1241">0</td> </tr> <tr> <td data-bbox="752 1241 1214 1281">Harrow Citizens Advice Bureau</td> <td data-bbox="1214 1241 1675 1281">AdviceLine for Harrow</td> <td data-bbox="1675 1241 2136 1281">3126</td> </tr> <tr> <td data-bbox="752 1281 1214 1347">Mind in Harrow</td> <td data-bbox="1214 1281 1675 1347">Harrow Mental Health Information Service</td> <td data-bbox="1675 1281 2136 1347">9949</td> </tr> <tr> <td colspan="2" data-bbox="752 1347 1675 1385"><b>TOTAL</b></td> <td data-bbox="1675 1347 2136 1385"><b>13075</b></td> </tr> </tbody> </table>			Ethnic Group	Total	Percentage	White British	73,826	31%	White Other	27,165	11%	Mixed	9,499	4%	Asian or Asian British	101,808	43%	Black or Black British	19,708	8%	Arab and Other Group	7,050	3%	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	<b>TOTAL</b>	
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<b>TOTAL</b>		<b>13075</b>																																					

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
<b>TOTAL</b>		<b>2865</b>

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.		
382 Religion and Belief	Census 2011	Census data (2011) shows the religious breakdown for Harrow:		
		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:			
	OBGs			
Organisation	Project description	Number of beneficiaries (actual)		
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126		
	<b>TOTAL</b>	<b>3126</b>		

383		<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;"><b>TOTAL</b></td> <td><b>302</b></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	<b>TOTAL</b>		<b>302</b>						
	Organisation	Project description	Number of beneficiaries (actual)														
Harrow Anti-Racist Alliance	Community Support Service (CSS)	302															
<b>TOTAL</b>		<b>302</b>															
Sex / Gender	<p>Census 2011</p> <p>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;"><b>TOTAL</b></td> <td><b>7449</b></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	<b>TOTAL</b>		<b>7449</b>
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<b>TOTAL</b>		<b>7449</b>															

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
	<b>TOTAL</b>	<b>240</b>

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 <sup>7</sup> 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.

<sup>7</sup> [www.nat.org.uk/we-inform/HIVStatistics](http://www.nat.org.uk/we-inform/HIVStatistics)



Sexual Orientation 385	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. <sup>8</sup>  Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:														
	Community Grants Scheme 2014/15 returns	OBGs <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;"><b>TOTAL</b></td> <td style="text-align: right;"><b>3126</b></td> </tr> </tbody> </table> Small grants <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.	Organisation	Project description	Number of beneficiaries (actual)	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	<b>TOTAL</b>		<b>3126</b>	Organisation	Project description	Number of beneficiaries (actual)	None	
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<sup>8</sup> Equality Matters – Reducing Inequality in Harrow, August 2016

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 Ealing<sup>9</sup>. 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 crime<sup>10</sup> 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									

<sup>9</sup> West London LGBT Forum

<sup>10</sup> <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?

387 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"> <li>• With service providers – questionnaires, telephone surveys, workshops (facilitated by New Local Government Network), co-production event,</li> </ul>	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:  <b>Access</b> 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"> <li>• With service users – questionnaires, meetings with user groups, face to face meetings with service users to develop case studies</li> </ul>	<p><b>Training and quality assurance</b></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>

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<p>Information, Advice and Advocacy strategy between Council and VCS: (Event on 17 October 2016)<sup>11</sup></p> <ul style="list-style-type: none"> <li>• Workshop style – about 20 attendees</li> </ul>	<p>Information, Advice &amp; 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><b>Vulnerable groups</b> 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><b>Social isolation</b> 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><b>Signposting/referrals</b> 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>
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<sup>11</sup> 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.

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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><b>Timeframe for changes</b> 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><b>The 'value add' of VCS organisations</b> 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>
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	<p><b>Staff/Volunteers</b> 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"> <li>• Online and paper consultation<sup>12</sup> - 25 responses from 19 organisations were received. In addition, 8 written submissions covering 21 organisations were also received</li> <li>• 2 open discussion meetings (26 September attended by 4 organisations, 6 October attended by 8 organisations)</li> </ul>	<p>Issues emerging from consultation responses (additional to the above) are:</p> <p><b>Volunteering</b> 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><b>Holistic approach to information/advice services</b> 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><b>Specific clientele</b> 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>

<sup>12</sup> Consultation documents available at: <https://consult.harrow.gov.uk/consult/ti/VCSfund/consultationHome%20%20>



<ul style="list-style-type: none"> <li>4 consultation events were held in the Council over 3 days from the 10<sup>th</sup> – 13<sup>th</sup> 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).</li> </ul> <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><b>Impact of closure of large information/advice organisations due to loss of core funding</b></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"> <li>The loss of the face to face service (over 11,000 clients contact in 2015-16)</li> <li>The loss of the telephone advice service (AdviceLine calls in excess of 10,000 in 2015-16)</li> <li>The loss of the email enquiry service</li> <li>9 locally based outreach services, supporting some of the most vulnerable families, would cease to take place</li> <li>All the preventative work, financial capability and energy switching education would stop</li> <li>The entire skilled workforce would be made redundant and 58 skilled volunteers would be lost, many of them speaking community languages.</li> </ul> <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>	
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<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"> <li>• 59% of service users were women</li> <li>• 65% BME</li> <li>• 33% disabled</li> <li>• 26% had long-term health conditions</li> </ul> <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>	
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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);">396</p>	<p>'protected characteristics' under the Care Act 2010. Demographic profile of users of MiH's Core Services:</p> <p><b>Demographic profile of respondents</b></p> <ul style="list-style-type: none"> <li>• <b>Gender:</b> 55% Female, 45% Male</li> <li>• <b>Age ranges:</b> 0% (20 and under), 12% (21 – 35), 35% (36 – 50), 43% (51 – 65), 9% (66+)</li> <li>• <b>Ethnicity:</b> 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</li> <li>• <b>Disability:</b> 100% mental health problems</li> </ul> <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 response<sup>13</sup> 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>	

<sup>13</sup> 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><b>Paying for services</b> 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><b>Strategic development of meeting the needs of disadvantaged people in the borough</b> 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><b>Service user voice and engagement</b> 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>
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In terms of the Adult SLAs, the consultation process involved:

- Informal meetings, such as a Disability Day Service meeting, Mental Health User Group meeting and Learning Disability group.
- Four formal meetings from 21<sup>st</sup> October – 27<sup>th</sup> October, each of

<p>398</p> <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"> <li>• A meeting open to all 13 organisations in receipt of Adult SLAs which would be directly impacted by the Council’s proposals.</li> </ul>	<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>
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**Stage 5: Assessing Impact**

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

Protected Characteristic	Positive Impact ✓	Adverse Impact		Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		

VCS report appendix 1 - EQIA

<p>Age (including carers of young/older people)</p> <p>399</p>			<p>✓</p>	<p>See above (Stage 4) comments relating to:</p> <ul style="list-style-type: none"> <li>• Social isolation</li> <li>• Attracting alternative funding</li> <li>• Specific clientele</li> <li>• Paying for services</li> </ul>	<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>
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400					<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>			<ul style="list-style-type: none"> <li>• Social isolation</li> <li>• Signposting</li> <li>• The value add of the VCS</li> <li>• Vulnerable groups</li> <li>• The closure of organisations due to loss of core funding</li> </ul>	<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>
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VCS report appendix 1 - EQIA

					carers.
402	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>
403 Race			✓	<p>See above (Stage 4) comments relating to:</p> <ul style="list-style-type: none"> <li>• Vulnerable groups</li> <li>• The closure of organisations due to loss of core funding</li> </ul>	<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		✓		<p>See above (Stage 4) comments relating to:</p> <ul style="list-style-type: none"> <li>The closure of organisations due to loss of core funding</li> </ul>	<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>

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					<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>			
<p><b>8. Cumulative Impact</b> – 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><b>9. Any Other Impact</b> – 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>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>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>			
<p><b>Stage 6 – Improvement Action Plan</b></p>								

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"> <li>Proposals to mitigate any adverse impact identified</li> <li>Positive action to advance equality of opportunity</li> <li>Monitoring the impact of the proposals/changes once they have been implemented</li> <li>Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?</li> </ul>				
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"> <li>Age</li> <li>Disability</li> <li>Race</li> </ul> <p>Minor adverse impact may impact on the following protected characteristics:</p> <ul style="list-style-type: none"> <li>Religion and belief</li> <li>Gender reassignment</li> <li>Marriage/civil partnership</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>Explore Hackney giving scheme which informs local philanthropists about local needs and encourages</li> </ul>	<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>	<p>Rachel Gapp / Policy Team</p>	<p>1<sup>st</sup> July 2018.</p>

VCS report appendix 1 - EQIA

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">407</p> <ul style="list-style-type: none"> <li>• Pregnancy/ maternity</li> <li>• Sex / gender</li> <li>• Sexual orientation</li> </ul>	<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"> <li>• Encourage services to amalgamate/merge where possible to better enjoy economies of scale and maximise income across a larger geographical area.</li> <li>• 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.</li> <li>• 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.</li> </ul>			
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408	<ul style="list-style-type: none"> <li>• 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.</li>   <li>• 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.</li>   <li>• Include volunteering will be part of the service specification for the new generalist information and advice service.</li>   <li>• In its Information, Advice &amp; 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</li>   <li>• Help the VCS explore avenues to exploit local philanthropy and tap into local businesses for donations.</li>   <li>• Extend the SWISH service, providing information and advice in line with the Care Act requirements and the Independent Care Act Contracts.</li> </ul>			
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	<ul style="list-style-type: none"> <li>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.</li> </ul>			
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**Stage 7: Public Sector Equality Duty**

<p><b>10.</b> How do your proposals meet the Public Sector Equality Duty (PSED) to:</p> <ol style="list-style-type: none"> <li>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>Advance equality of opportunity between people from different groups</li> <li>Foster good relations between people from different groups</li> </ol>	<p>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.</p> <p>Services funded by the tapered fund will also be expected to meet to comply with the Public Sector Equality Duty.</p> <p>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.</p>
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**Stage 8: Recommendation**

<p><b>11.</b> Which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)</p>	
<p><b>Outcome 1</b> – 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><b>Outcome 2</b> – 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><b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b></p>	
<p><b>Q12.</b> If your EqIA is assessed as <b>outcome 3</b> 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"> <li>• 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.</li> <li>• 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.</li> <li>• Providing a crowdfunding platform to support VCS organisations to lever in alternative funds.</li> </ul> <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.
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### Stage 9 - Organisational sign Off

<b>13.</b> 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"> <li>Resources Making a Difference Group – 25 October 2016</li> <li>Information and Advice Strategy Officers Group – 3 November 2016</li> </ul>		
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)	

# Equality Impact Assessment (EqIA) Template

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

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

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

## Stage 1: Overview

<p><b>1. What are you trying to do?</b></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>In 2008 Harrow Council made a decision to restructure, develop and outsource its Communication Services to the City of Westminster Council (the WCC). The contract commencement date was 1st May 2008 and expires on 31st March 2015 without the option to extend. A decision was taken in 2012 not to exercise the break clause which could have come into effect on 31st March 2013, on the basis of satisfaction with the current provider.</p> <p>A competitive tendering procedure has been carried out initiating with an invitation for organisations to show an interest in bidding for the contract. Having subsequently viewed the full scope of the Services and the Council's specification for the Services, 5 organisations confirmed they did wish to bid. Those 5 were taken through a qualification procedure, 3 passed through as capable of providing the Councils requirements.</p>
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	<p>The 3 successful organisations were subsequently invited to submit a full tender (offer) to the Council for the Contract to provide the Services for an initial period of 3 years 10 months (to align with the Political cycle) with, at the Council's absolute option, extension for further periods up to an additional 4 years.</p>					
<p><b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b></p>	Residents / Service Users	x	Partners	x	Stakeholders	x
	Staff	x	Age	x	Disability	x
	Gender Reassignment	x	Marriage and Civil Partnership	x	Pregnancy and Maternity	x
	Race	x	Religion or Belief	x	Sex	x
	Sexual Orientation	x	Other			
<p><b>4.13</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	<p>The Communications service is ran on behalf of the Council so all other Directorates are impacted by the choice of provider the Council makes. The Housing Service currently contract each year to use the current provider of the service. The OJEU has formally mentioned other public sector partners so there is scope to use the successful organisation to provide communications support for other partners such as the police or Clinical Commissioning Group.</p> <p>There is one member of Harrow staff in the Communications service and they will be subject to TUPE under this proposal.</p>					

**Stage 2: Evidence / Data Collation**

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

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

Plan at Stage 7)

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

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

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

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



### Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

417 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)
418 Age (including carers of young/older people)				
Disability (including carers of disabled people)				

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

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?

<p><b>11a. Any Other Impact</b> – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>	Yes		No	

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

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
420 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)

<b>Outcome 1</b> – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and	X
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all opportunities to advance equality are being addressed.	
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , explain your justification with full reasoning to continue with your proposals.	

<b>Stage 7: Improvement Action Plan</b>						
<b>14.</b> List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.						
<b>421</b>	Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
	None identified. Campaign activity will be considered for its equality impacts, but this is separate to the relet of the service.					

## Stage 8 - Monitoring

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

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

## Stage 9: Public Sector Equality Duty

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

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

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
The Councils' communications follows the governmental code of best practice and as such will uphold this duty. The successful provider will be expected to act in this light.	The Councils' communications follows the governmental code of best practice and as such the annual Communications Plan if effectively delivered, will support the advancement of equality of opportunity. The successful provider will be expected to act in this light.	The Councils' communications follows the governmental code of best practice and as such the annual Communications Plan if effectively delivered, will support the fostering of good relations between different groups. The successful provider will be expected to act in this light.

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

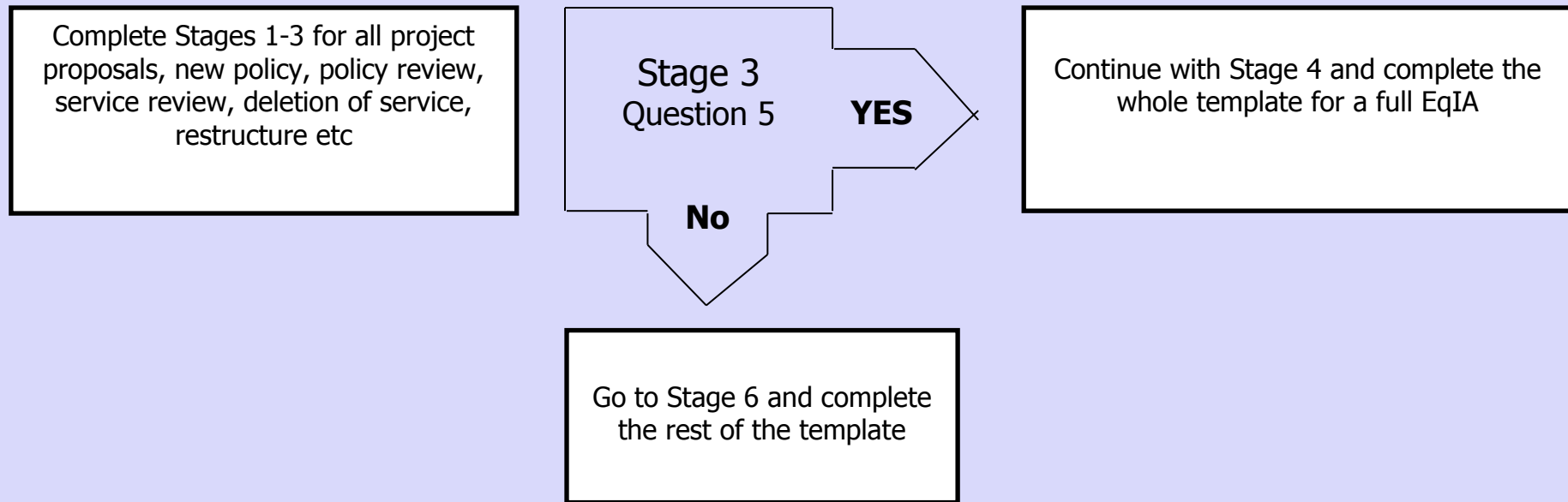
**The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.**

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

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# Equality Impact Assessment Template

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



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

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



# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	<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="background-color: white; padding: 2px; margin-bottom: 5px;">425</div> <p><b>1. What are you trying to do?</b></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"> <li>- to fully integrate the staff and the work, so that any lawyer can work for either Council and in future for any new clients;</li> <li>- eliminate duplication of functions and roles;</li> <li>- ensure all staff are consistently and appropriately managed, supported and developed;</li> <li>- make it clear to clients who to contact for support;</li> <li>- reduce operating costs to meet agreed funding from all Councils, and to be able to secure new work;</li> <li>- be client focussed and work flexibly to retain existing clients and attract new ones;</li> <li>- comply with the Inter Authority Agreement between Harrow, Barnet and Hounslow Councils and meet Lexcel &amp; IIP standards;</li> </ul>
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- 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.

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

**4.26** 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
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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.
427 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**
- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 6

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#### Stage 4: Further Consultation / Additional Evidence

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

Who was consulted? What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? E.g. revising your proposals
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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
429 Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					

Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					

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<b>8. Cumulative Impact</b> – 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	
<b>9. Any Other Impact</b> – 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**

<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"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol>	
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**Stage 8: Recommendation**

<p>11. Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)</p>	
<p><b>Outcome 1</b> – 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><b>Outcome 2</b> – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>	
<p><b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	

**Stage 9 - Organisational sign Off**

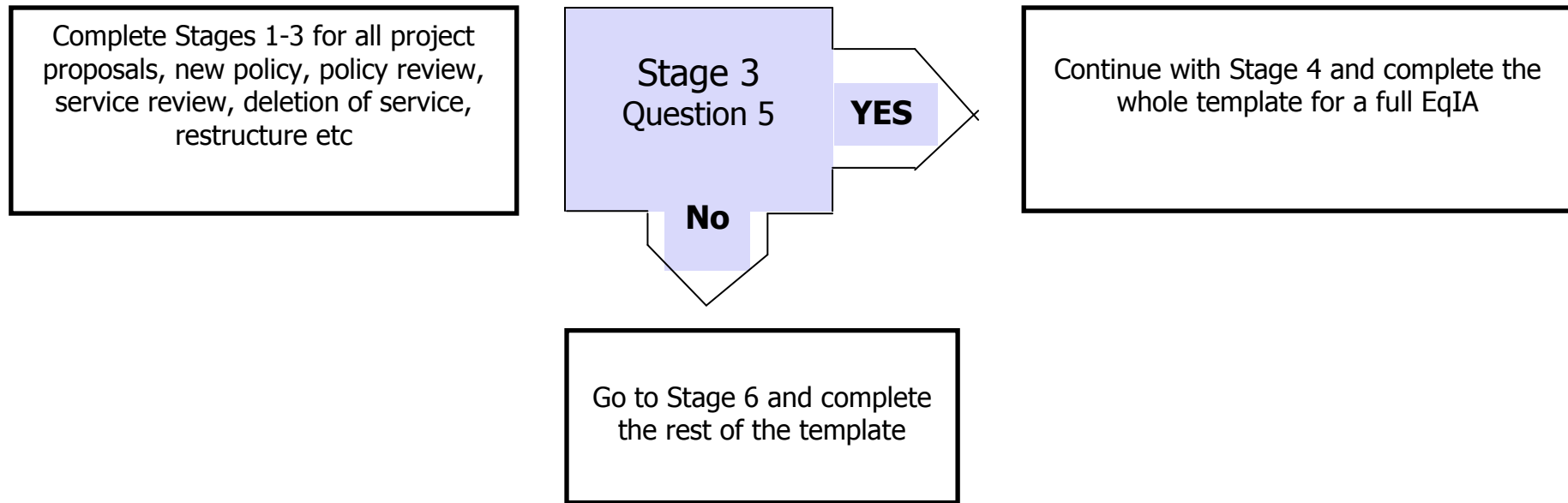
<b>13.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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# Equality Impact Assessment Template

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



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

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

# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	<input type="checkbox"/> Cabinet	<input type="checkbox"/> Portfolio Holder	<input checked="" type="checkbox"/>	Other (explain)	MTFS
Date decision to be taken:	September 2015				
Value of savings to be made (if applicable):	£50,000 – 2016/17; £50,000 2017/18				
Title of Project:	Commercialisation of Wiseworks				
Reference:	PA_3				
Directorate / Service responsible:	Community Health and Well-Being / Adult Social Care				
Name and job title of Lead Officer:	Jonathan Price				
Name & contact details of the other persons involved in the assessment:	Lynne Ahmed – Service Manager Kashmir Takhar – Senior Commissioner				
Date of assessment (including review dates):	4 <sup>th</sup> August 2015				

## Stage 1: Overview

<p style="text-align: right; margin-right: 5px;">434</p> <p><b>1. What are you trying to do?</b></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 of a package of savings proposals to be delivered.</p> <p>Wiseworks is a day centre for people who have severe and enduring mental health problems. The centre is a few minutes' walk from the Civic Centre and local transport networks. There are currently 74 service users attending the service. The service users are referred by CNWL (Central and North West London NHS Foundation Trust) and may be on CPA (Care Programme Approach). The Wiseworks centre offers vocational, educational and work programmes. There is an Employment specialist based at the centre who is able to offer a range of voluntary and paid work for service users within their horticultural and printing services and in the wider community. The centre has a lottery grant to support its 'Wiseacre' horticultural project which is currently half way through a three year programme.</p> <p>In 2011/12 Wiseworks returned to the Council from our Mental Health (MH) provider, CNWL. Since that time the service has been successful in establishing Wiseacre a market garden and social area, attracting lottery funding and helping drive the Council's MH employment figures. The staffing has been restructured and a business plan has been developed to promote Wiseworks services. This financial year the unit will take over the Council's print contract and maintenance requirements for in-house services.</p> <p>The service is also creating additional capacity to accommodate further internal and external referrals.</p>
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**Savings Proposal:**

The proposal is to utilise the capacity and potential of Wiseworks to create additional commercialisation opportunities and to be self-financing by the end of the MTFs period 2018/19. The saving will be achieved by a reduction in running costs and the generation of sufficient surpluses through income generation and grant funding. The income generated in 2014/15 was £92,000 and the staff along with the “service user committee” believe further income can be gained through working alongside the Council’s Procurement and Commercialisation team. The income targets will be £50k 2016/17, £69k in 2017/18 and £56k in 2018/19.

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:  
 435 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 require input from Procurement and liaison with other boroughs.

**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)	<u>Service user profile:</u>	The majority of service users are working age, and while this proposal does not intend there to be any adverse

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">436</p>	<p>Frameworki Service user information</p> <p>18-24: 2</p> <p>25-64: 95</p> <p>65+: 0</p> <p><u>Staff profile:</u></p> <p>Under 16 years: 0</p> <p>16 – 24 years: 0</p> <p>25-44 years: 0</p> <p>45 – 64 years: 5</p> <p>65 years and over: 1</p>	<p>impacts, as the service would continue as it is now.</p> <p>The majority of the staff are working age, with only one staff member over the age of 65.</p>
<p>Disability (including carers of disabled people)</p>	<p><u>Service user profile:</u></p> <p>Mental Health: 12</p> <p>Physical Disability: 4</p> <p>Learning Disability: 3</p> <p>Illness/ Disability: 1</p> <p>Not Recorded: 77</p> <p><u>Staff profile:</u></p> <p>2 staff members have declared a disability.</p>	<p>It is likely that all service users have a disability however there is unlikely to be any adverse impact as service will continue to operate.</p>

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>	Information to be collected during further consultation.
<p>Marriage / Civil Partnership</p> <p>437</p>	<p><u>Service user profile:</u></p> <p>Single: 76</p> <p>Married: 12</p> <p>Divorced: 5</p> <p>Widowed: 2</p> <p>Separated: 2</p> <p><u>Staff profile:</u></p> <p>2 members of staff are married.</p> <p>No members of staff have indicated that they are in a civil partnership.</p>	It is unlikely there will be any adverse impact on users or staff as service will continue to operate. However, should any issues arise and this not be the case, the largest group impacted would be the single service users.
Pregnancy and Maternity	<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>	Information to be collected during further consultation.
Race	<p><u>Service user profile:</u></p> <p>Mixed Background: 2</p>	It is unlikely there will be any adverse impact on users or staff as service will continue to operate. However, if this is not the case, the majority of service users are White/ White British with a large number of Asian/ Asian British Indian

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">438</p>	<p>White/White British: 44</p> <p>Black/Black British: 1</p> <p>Asian/ Asian British Indian: 13</p> <p>Asian/ Asian British Other: 9</p> <p>Black/ Black British Caribbean: 6</p> <p>Other: 8</p> <p>White Irish: 2</p> <p>Asian/ Asian British Bangladeshi: 1</p> <p><u>Staff profile:</u></p> <p>White English: 4</p> <p>Asian Indian: 1</p> <p>Not stated: 1</p>	<p>service users using the centre.</p>
<p>Religion and Belief</p>	<p><u>Service user profile:</u></p> <p>Atheist/ Non Religious: 16</p> <p>Christian: 14</p> <p>Church of England: 17</p> <p>Hindu: 10</p> <p>Jewish: 1</p> <p>Muslim: 11</p>	<p>It is unlikely there will be any adverse impact on users or staff as service will continue to operate.</p> <p>However, the mix of religious belief for the service is very spread and as such any impact to the service users is unlikely to be disproportionate based on religion/ belief.</p>

	<p>Roman Catholic: 8</p> <p>Protestant: 1</p> <p>Not disclosed/ Unknown: 9</p> <p>Other: 10</p> <p><u>Staff profile:</u></p> <p>Christian: 1</p> <p>Buddhist: 1</p> <p>Not stated: 4</p>	
<p>439 Sex / Gender</p>	<p><u>Service user profile:</u></p> <p>Female: 28</p> <p>Male: 69</p> <p><u>Staff profile:</u></p> <p>Male: 3</p> <p>Female: 3</p>	<p>It is unlikely there will be any adverse impact on users or staff as service will continue to operate.</p> <p>In terms of Service users the majority of attendees are Male, and as such any change in service is likely to impact on this Gender more so than female.</p>
<p>Sexual Orientation</p>	<p><u>Service user profile:</u></p> <p>Heterosexual: 73</p> <p>Not Recorded: 24</p> <p><u>Staff profile:</u></p> <p>This information is not available.</p>	<p>Limited information as to this characteristic is available regarding the service users, and no information about the staff. Should this proposal be accepted, and deemed necessary consultation further information about the sexual orientation of the staff and service users may be gathered.</p>

**Stage 3: Assessing Potential Disproportionate Impact**

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

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

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

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

#### 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
It is unlikely that this proposal will require consultation, as it is intended that the service will continue to do as it is now, however increasing the income generated.	It will be important to monitor potential impacts after the Council steps back from the Council. The impact should be limited, as Wiseworks is already very close to being self financing.	These actions will be reviewed regularly during the course of the savings.



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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
Age (including carers of young/older people)				<p>The majority of service users are working age, and while this proposal does not intend there to be any adverse impacts, as the service would continue as it is now.</p> <p>The majority of the staff are working age, with only one staff member over the age of 65.</p>	<p>The proposal is that the service will continue to run the same way as it does now, however should there be any issues the impact will be greater for service users of working age, and staff around working age (with one over 65)</p> <p>It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.</p>
Disability (including carers of disabled people)				<p>It is likely that all service users have a disability however there is unlikely to be any adverse impact as service will continue to operate.</p>	<p>It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.</p>
Gender Reassignment				<p>Information to be collected during further consultation.</p>	<p>It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.</p>
Marriage and Civil Partnership				<p>It is unlikely there will be any adverse impact on users or staff as service will continue to operate. However, should any issues arise and this not be the case, the largest group impacted would</p>	<p>It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.</p>

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				be the single service users.	
Pregnancy and Maternity				Information to be collected during further consultation.	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.
Race				It is unlikely there will be any adverse impact on users or staff as service will continue to operate. However, if this is not the case, the majority of service users are White/ White British with a large number of Asian/ Asian British Indian service users using the centre.	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.
Religion or Belief				It is unlikely there will be any adverse impact on users or staff as service will continue to operate.  However, the mix of religious belief for the service is very spread and as such any impact to the service users is unlikely to be disproportionate based on religion/ belief.	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.
Sex				It is unlikely there will be any adverse impact on users or staff as service will continue to operate.  In terms of Service users the majority of attendees are Male, and as such any change in service is likely to impact on this Gender more so than female.	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.
Sexual orientation				Limited information as to this characteristic is available regarding the service users, and no information about the staff. Should this proposal be accepted, and deemed necessary consultation further information about the sexual orientation of the staff and service users may be	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.

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			gathered.	
<b>8. Cumulative Impact</b> – 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	
	<b>This proposal may help to alleviate some of the pressure caused by other proposals which restrict mental health service provision. This proposal expects to continue delivering services the way it is now, while increasing the revenue generated and allowing the service to fully self finance. Additional interest in the service and additional users of the service support the aim.</b>			
<b>9. Any Other Impact</b> – 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	
	<b>Wiseworks operates to support people with skills they can take forward with them. Skills in Carpentry and Photography contribute to mental health service user's employment prospects and their ability to remain/ become self sufficient and independent.</b>			
<b>Page 6 – Improvement Action Plan</b>				
List below any actions you plan to take as a result of this Impact Assessment. These should include:				
<ul style="list-style-type: none"> <li>Proposals to mitigate any adverse impact identified</li> <li>Positive action to advance equality of opportunity</li> <li>Monitoring the impact of the proposals/changes once they have been implemented</li> <li>Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?</li> </ul>				
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 Characteristics	Equalities monitoring	Survey Satisfaction as Wiseworks becomes self-financing	Jonathan Price	On going


**Stage 7: Public Sector Equality Duty**

<p><b>10.</b> How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol>	<p>The commercialisation and development of Wiseworks contributes to ensuring the continuity and sustainability of the service. The aim of the service is to offer adult social care clients choice and control over the care setting that best suits their needs. There is an active service user group at the centre who work closely with staff to ensure that the views and needs of service users help shape the service. The user group will continue to play an active role in the future developments of the service.</p>
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**Stage 8: Recommendation**

<p><b>11.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)</p>	
<p><b>Outcome 1</b> – 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>	<input checked="" type="checkbox"/>
<p><b>Outcome 2</b> – 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>	<input type="checkbox"/>
<p><b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b></p>	<input type="checkbox"/>
<p><b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.</p>	

**Stage 9 - Organisational sign Off**

<p><b>13.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	
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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 (EqIA) Template

<b>Type of Decision: Tick ✓</b>	✓	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

<p style="text-align: center; font-weight: bold; font-size: 24px;">446</p> <p><b>1. What are you trying to do?</b></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>Milmans Neighbourhood Resource centre is an in-house day service which provides 4 days per week day care for 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).</p> <p>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.</p> <p><b>Savings Proposal:</b></p> <p>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.</p> <p>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.</p> <p>Adults working alongside the Council’s Procurement and Commercialisation team will explore how tenders</p>
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can be developed with the Community sector for mutual benefit.

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

<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	Adult social care has overall responsibility for this service.
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**Stage 2: Evidence & Data Analysis**

4. What evidence is available to assess the potential impact of your proposals? This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

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

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	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><b>Service Users:</b> dementia support including:</p> <ul style="list-style-type: none"> <li>• Learning disabilities</li> <li>• memory and cognition</li> <li>• mobility</li> <li>• visual impairment</li> <li>• Physical support</li> <li>• Physical/mobility support</li> </ul>	<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>
448 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>



		1: cohabiting  The majority of service users are therefore married or widowed
Pregnancy and Maternity	As above	As above
Race  449	<p>Staff</p> <p>7 – white English 1- Black caribbean 1- Black African</p> <p>Service users 54– white British 11 – Asian or Asian British 13 -Black/ Black British 6 –other 1 - mixed 1- unknown</p>	<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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		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) 451		✓		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.
452 Sexual orientation			No information to assess	Additional information to assess the potential impact should be gathered at consultation stage

<p><b>8. Cumulative Impact</b> – 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><b>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.</b></p>			
<p><b>9. Any Other Impact</b> – 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
453				

## 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.

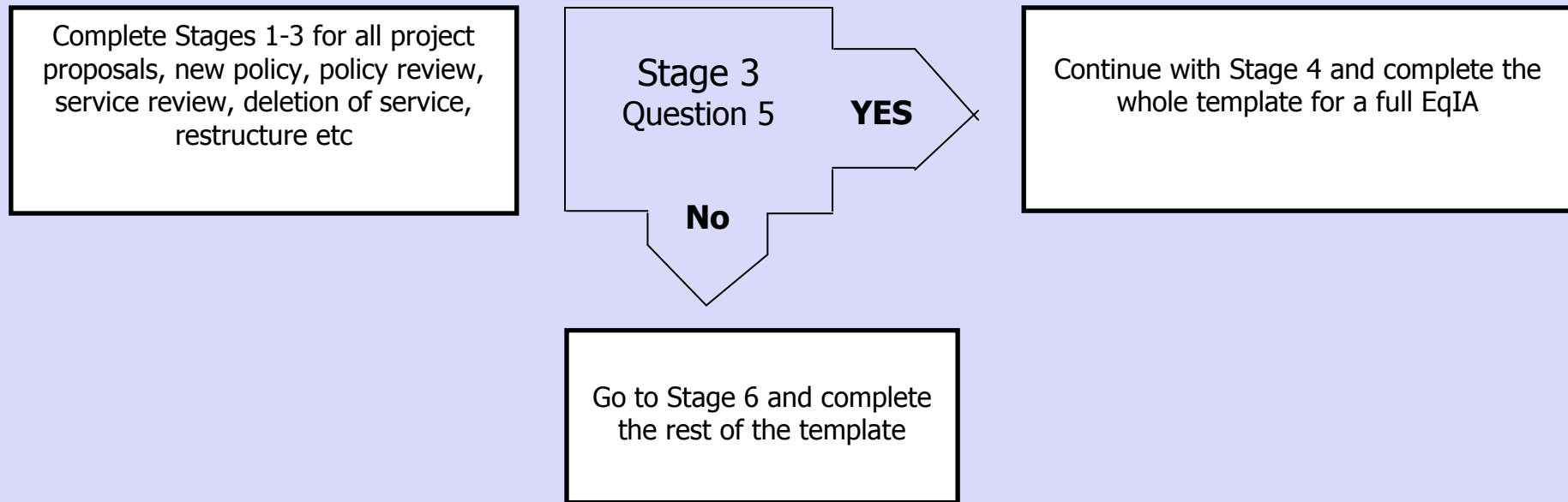
<b>Outcome 2</b> – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	✓
<b>Outcome 3</b> – Major Impact: Continue with proposals despite having identified potential for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

**Stage 9 - Organisational sign Off**

<b>13.</b> 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.



455

- 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

<b>Type of Decision: Tick ✓</b>	<input 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):	£232k						
Title of Project:	<b>Wider Health Improvement – cessation of projects</b> (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						
<b>Stage 1: Overview</b>							
<b>1. What are you trying to do?</b> 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						
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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				
<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> </ul>	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>457</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"> <li>• 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.</li> <li>• 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.</li> <li>• Families will cease being able to access affordable fruit and vegetables and learn about healthy eating approaches.</li> <li>• Carers will have no longer have access to all lifestyle services to improve and safeguard their own health</li> <li>• 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.</li> <li>• 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</li> </ul>

		<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"> <li>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.</li> </ul>
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.
458 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 459</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

460 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**?

461	Who was consulted? What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? E.g. revising your proposals
	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. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
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		
462 Gender Reassignment		x			
Marriage and Civil Partnership					
Pregnancy and Maternity			x		
Race			x		

Religion or Belief			x		
Sex			x		
Sexual orientation		x			

<p><b>8. Cumulative Impact</b> – 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>463 yes, which Protected Characteristics could be affected and what is the potential impact?</p>	<b>Yes</b>	<b>x</b>	<b>No</b>	
	<p>Cumulative detrimental impact on all of the protected characteristics other than marriage/civil partnership.</p> <p>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.</p>			
<p><b>9. Any Other Impact</b> – 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>	<b>Yes</b>	<b>x</b>		
	<p>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.</p>			

**Stage 6 – Improvement Action Plan**

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

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

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
It is not possible to mitigate the action if all services and funding for these programmes cease.				

**Page 7: Public Sector Equality Duty**

<p>4. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol>	<p>These proposals do not meet the public sector equality duty.</p>
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**Stage 8: Recommendation**

<p><b>11.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)</p>	
<p><b>Outcome 1</b> – 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><b>Outcome 2</b> – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>	
<p><b>Outcome 3</b> – 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>	<p>✓</p>



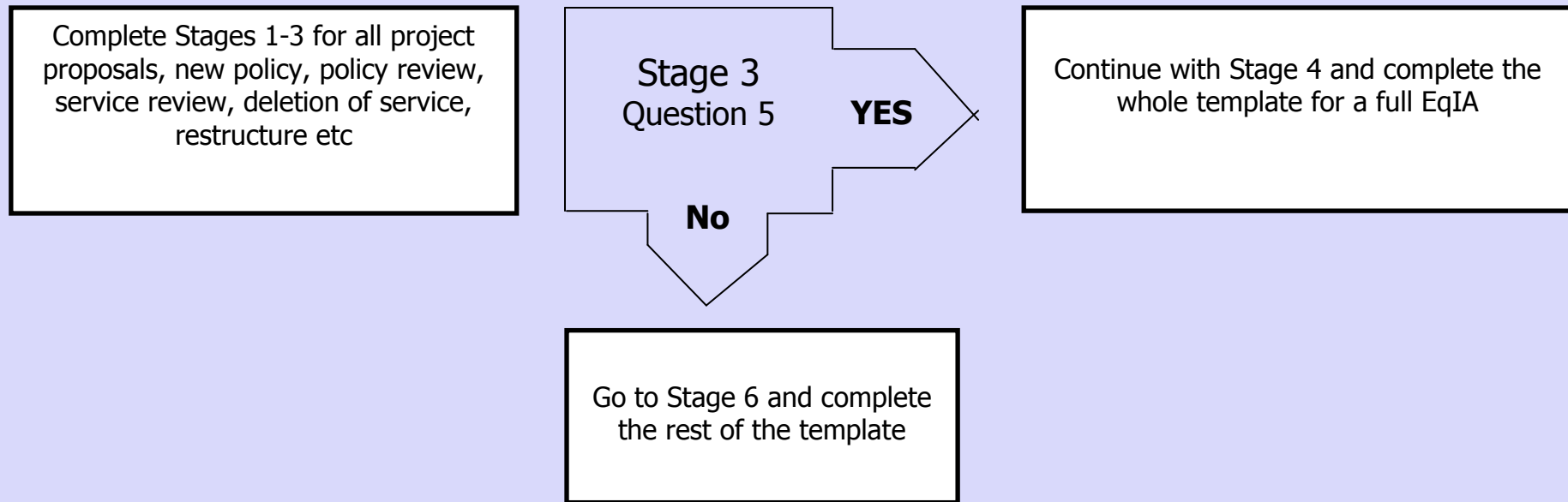
PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. <b>(Explain this in Q12 below)</b>	
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain 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**

<b>13.</b> 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
46 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	Site 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.



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

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

# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	<input type="checkbox"/>	Cabinet	<input checked="" type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	<input type="checkbox"/>
<b>Date decision to be taken:</b>							
Value of savings to be made (if applicable):	£2,480,000.						
Title of Project:	<b>Drug &amp; Alcohol – cessation of entire service (contract related costs)</b>						
Directorate / Service responsible:	The People Directorate, Barnet and Harrow Joint Public Health Service (B&HJPHS)						
Name and job title of Lead Officer:	Audrey Salmon, Head of Public Health Commissioning						
Name & contact details of the other persons involved in the assessment:	Bridget O'Dwyer, Senior Commissioning Manager, Substance Misuse Services (SMS) (Bridget O'Dwyer@harrow.gov.uk)						
Date of assessment (including review dates):	24 <sup>th</sup> August 2015						

## Stage 1: Overview

<p>467</p> <p><b>1. What are you trying to do?</b></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>As part of the Public Health England (PHE) Requirements laid out in the Health and Social Care Act 2012, Local Authorities are responsible for commissioning health and social care services for residents. When Public Health was transferred from the NHS to the Local Authority in 2013, amongst the contracts that Harrow Council assumed responsibility were the Young People's and Adult's Substance Misuse Treatment and Recovery Services.</p> <p>During 2014 B&amp;HJPHS undertook:</p> <ul style="list-style-type: none"> <li>• needs assessments to understand local needs</li> <li>• review of service provision</li> <li>• development of new Young People's and Adult's service specifications based on best practice</li> </ul> <p>Following the outcomes of the above work, new Young People's and Adult's Substance Misuse Treatment and Recovery Services have been re-procured and will commence 1<sup>st</sup> October 2015, the new Substance Misuse Treatment and Recovery Services has enabled the Council to:</p> <ul style="list-style-type: none"> <li>• discharge it's duties in relation to the Health and Social Care Act 2012</li> <li>• commission best value and effective services which deliver better outcomes for local residents in relation to their health and wellbeing</li> </ul>
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**Under Savings Proposals for 2018/19, it has been proposed to cease:****Young People's Substance Misuse Treatment and Recovery Service:**

- Offering services which take account of safeguarding and promoting children's welfare at all times
- Ensuring that Young People are identified early and receive appropriate Substance Misuse treatment, to prevent where possible the need for them to access Adult Substance Misuse Services.
- increase the number of referrals into the Substance Misuse Service in particular from A&E, Schools and Children & Families Services
- ensure a Universal Service is more widely taken up by Schools and Colleges
- Working in conjunction with the Youth Offending Team (YOT) to contribute to the reduction of numbers of Young People re-offending and/or receiving a custodial sentence as a result of their substance misuse
- To work jointly with YOT Practitioners to develop a joint care plan for those Young People whose substance misuse interventions are subject to an Court Order
- Contributing to the assessment and treatment of Dual Diagnosis problems in close association with the children and Adolescent Mental Health Service (CAMHS) e.g. co-existence of mental health and substance misuse problems - in addition to other complex presentations including Child Protection issues
- Match or improve on national treatment performance benchmarks
- Radically increase the numbers of professionals receiving drug/alcohol awareness and screening tool training
- Deliver support to parents of drug/alcohol using Young People
- Ensure continuity of specialist treatment for Young People past the age of 18 years and up to 24 years to avoid 'cliff-edge' of support based on individual assessment for a Young Person who continues to require treatment.
- Offer support to Young People at appropriate, accessible locations and times such as evenings or weekends.

**Adult Substance Misuse Treatment and Recovery Service – two parts:****Intake, Engagement and Harm Reduction Service:**

- Community and In-patient Detoxification and Rehabilitation Services
- Clinical Prescribing
- G.P. Shared Care Services
- Pharmacy Supervised Consumption Services
- Blood Borne Virus testing/immunisation and referral to secondary care
- Dual Diagnosis Service: where there is co-existence of Mental Health and Substance misuse problems
- Dedicated Substance Misuse Team to work with Criminal Justice System:
  - (The Offender Rehabilitation Act 2015 allows for problematic drug use to be tackled as part of an offender's period of supervision on release. It extends previous provision to impose drug testing requirements for Class A drugs to also include Class B drugs. In addition, it introduces a new power to require offenders, on release, to attend appointments designed to address their dependency on, or propensity to, misuse a controlled drug).
  - Drug and Alcohol Rehabilitation Requirements
  - training and advice for Police officers and PCSOs, particularly focusing on targeting street drinkers and those committing crime and anti-social behaviour
  - assist Police staff to carry out screenings (including perpetrators and victims of domestic violence) and where necessary brief interventions and provide support to refer individuals into treatment by introducing a streamlined referral pathway.
  - partnerships with key local agencies i.e. Adult/Children's Social Care teams and Domestic Violence/Violence Against Women and Girls agencies
  - participate in MARAC, DV/VAWG and MASH meetings

**Hidden Harm Service:**

- Identify and support parents/carers who are involved in problematic drug and/or alcohol misuse and to minimise the impact of this substance misuse on their children.
- Work alongside both children's and adult teams to identify and engage with parents/carers living in Harrow who are involved in problematic substance misuse.  
Target parents/carers known to the recovery services, those who
  - a. have disengaged from treatment and recovery service
  - b. those with an identified substance misuse need who are not yet known to services
- Work in multi-agency settings alongside other Local Safeguarding Children Board (LSCB) partners within appropriate family and young people's agencies
- Work in collaboration with Social Workers and other professionals, to manage the assessment of risk posed by Substance Misuse on Children and Young People within the identified families, and operate as part of the wider team around the family.
- Provide professional consultation to the wider workforce, and strengthen referral and care pathways between the Treatment and Recovery service, Children's Services and other key partners.
- Increase the awareness of the Hidden Harm agenda both strategically and operationally across both Children's and Adult networks by attendance at relevant forums and development of professional relationships with key Children's Services/Teams.

**Abstinence Focused Recovery Service:**

- Work collaboratively with the Hidden Harm Service
- Abstinence focused group-work (day) programme
- Development of Recovery Champions
- Counselling Programme
- Development of Service Users' Group and Carer's Groups
- Education, Training and Employment (ETE) support service to include access to literacy, numeracy and IT skills training, development of a strong Job Centre Plus partnership, and close liaison with local Colleges to access and support Service Users clients in mainstream ETE provision.

	<ul style="list-style-type: none"> <li>• Aftercare groups – Relapse Prevention for community and returning Tier 4 (complex care/In-patient care) clients, ongoing client-led support groups, Mutual Aid i.e. access to Narcotics Anonymous and Alcoholics Anonymous</li> </ul>
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<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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			

<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	<ul style="list-style-type: none"> <li>• The Substance Misuse Service Partners are: L.A. Services (Children/Families, Young People, Adults, Safeguarding), Police, Criminal Justice System, General and Mental Health acute and community, Service Users, PHE and Voluntary Services.</li> <li>• B&amp;HJPHS has overall responsibility, however it has co-designed the new Substance Misuse Service with Stakeholders and Service Users to ensure it is responsive to local needs. The Harrow Substance Misuse Service is wholly funded by the Public Health grant and has lead responsibility for commissioning of the service.</li> <li>• A recent Substance Misuse Service Needs Assessment included contribution from all partners</li> </ul>
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**Stage 2: Evidence & Data Analysis**

**4. What evidence is available to assess the potential impact of your proposals? This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics. (Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)**

Protected Characteristic	Evidence	Analysis & Impact
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Age (including carers of  
472 young/older people)

- Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014
- Alcohol Strategy (2012)
- Drug Strategy (2010) 'Reducing Demand, Restricting Supply, Building Recovery: supporting people to live a drug-free life'.
- National Drug Agency's (NTA) 'Why invest'
- National Drug Treatment Monitoring System

**Carers**

The UK Drug Policy Commission, in its paper entitled, '*The Forgotten Carers: Support for adult family members affected by a relative's drug problem*', has recognised this group of carers as one with significant needs; in view of the stress of living with and/or caring for someone with such complex problems. Carers of those who use drugs and alcohol can experience substantial stress and health problems, as well as an impact on their employment, social lives, relationships and finances. Despite this, these carers do not often get offered - nor do they usually take up - carer's assessments. The Care Act 2014 introduced major reform to adult social care with the aim of: encouraging clear and fair support for all including carers of those who have a substance misuse problem by ensuring the physical, mental and emotional wellbeing of the carer and the one being cared for; preventing (or delaying) the need for care and support for carers.

**Young People:**

The Drug Strategy (2010) stated "The focus for all activity with young drug or alcohol misusers should be preventing the escalation of use and harm, including stopping young people from becoming drug or alcohol dependent adults. Drug and alcohol interventions need

Negative Impact with following Associated Risks:

De-commissioning of Substance Misuse Service will reverse current progress and cease the drug and alcohol provision and health and well-being of Harrow residents over recent years including:

- Recovery from Substance misuse by Harrow residents both Adults and Young People and reintegration into their community by: reduced need in children and family services, reduced involvement in the Criminal Justice Service, engagement in education, training, employment, increased uptake in BBV testing and immunisations/referrals to treatments.
- Joint work across Safeguarding, VAWG, Domestic Violence to identify risk of alcohol related abuse/crime and to provide support/treatment to victims and perpetrators of alcohol/drug related abuse/crime
- participate in MARAC, DV/VAWG and MASH meetings
- Management of dual diagnosis clients in the community
- Police training and advice in targeting street drinkers and those committing crime and anti-social behaviour include assistance with screening

By their very nature clients in the Criminal Justice System (CJS) are some of the most complex clients using services and may have multiple health, social and criminogenic needs. The National Drug Agency's (NTA) 'Why invest' document explains why investment in treatment represents important and valuable use of public funds. Drug and alcohol dependency goes hand in hand with poor health, homelessness, family breakdown and offending - all of



to respond incrementally to the risks in terms of drug use, vulnerability and, particularly, age. Young people with substance misuse problems have a range of vulnerabilities which must be addressed by collaborative work across local health, social care, family services, housing, youth justice, education and employment services”.

Some Young People face increased risks of developing problems with drugs or alcohol. Vulnerable groups such as those who are truanting or excluded from school, looked after children, young offenders and those at risk of involvement in crime and anti-social behaviour, those with mental ill health, or those whose parents misuse drugs or alcohol need targeted support to prevent drug or alcohol misuse or early intervention when problems first arise.

The 2014 Young People’s SMS Needs Assessments identified the location of the Alcohol related Ambulance callouts for Young People in Harrow - Greenhill and Harrow-on-the- Hill had the highest number. Drug related Ambulance callouts for Young People in Harrow - Canons, Rayners Lane, Harrow on the Hill, and Edgware.

Harrow Youth Offending Team (YOU) work with young people who have come into contact with the criminal justice system and have close links with drug and alcohol treatment and prevention services. A significant proportion of young people who are in contact with the YOT have drug and or alcohol as one of the risk factors in their offending. Cannabis is the main issue in terms of drug use and possessions offences.

which are associated with significant burden to public services and ultimately the tax payer.

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**Adult:**

Legal Highs: In Harrow New Psychoactive Substances (sometimes referred to as 'legal highs') are not showing in treatment service data at present for either Adults or Young People and this is not reflective of the current trend across the country.

The most deprived fifth of the population suffers two to three times greater loss of life attributable to alcohol; three to five times greater mortality due to alcohol-specific causes; and two to five times more admission to hospital because of alcohol than the more affluent areas.

Harrow is ranked as having the least levels of alcohol attributable mortality (level 1) however higher harm levels for liver mortality and alcohol specific mortality. Broadly speaking alcohol attributable deaths make up around 3% of all deaths. Of these, about a third are alcohol specific deaths – e.g. from alcohol poisoning, alcoholic liver disease, alcoholic pancreatitis. The remaining alcohol-attributable deaths are from conditions partially attributed to alcohol, roughly two thirds of which are from chronic conditions.

Alcohol-related hospital admissions are growing every year and over 50,000 of the Harrow adult population are estimated to be drinking at increasing or higher risk levels.

Alcohol has a high association with Domestic Violence in Harrow and there is a perception that the number of Multi-Agency Risk Assessment Conference (MARAC) cases are increasing where drugs or alcohol are used

<p>475</p>	<p>problematically either by the perpetrator or the victim. Children of parents with alcohol problems have an increased risk of experiencing physical, psychological and behavioural problems.</p> <p>By their very nature clients in the Criminal Justice System (CJS) are some of the most complex clients using services and may have multiple health, social and criminogenic needs.</p> <p>Unemployment levels of people in drug treatment do not vary much according to length of time in treatment. For example: opiate users in treatment between 12 to 48+ months, unemployment levels vary between 72% -89%, non-opiate users in treatment after 6 months have a rate of 69% unemployed (2013/13 figures). This further underlines the need to increase the focus on recovery, reintegration and building links to education, training and employment resources into the treatment process.</p>	
<p>Disability (including carers of disabled people)</p>	<p>By better understanding specific issues regarding substance misuse, disability and identifying root causes – the treatment pathway offers more effective treatment.</p> <p>Substance misuse goes hand in hand with poor health, homelessness, family breakdown and offending and extends much larger into society. Those who experience substance misuse may be unable to find or keep regular employment which means the person must find another way to fund their addiction. Another economic effect from substance misuse is the lost human productivity, such as lost wages and decreased production that results from illnesses and premature deaths related to</p>	<p>Negative Impact with Associated Risks as above:</p>

	<p>drug abuse. If the affected person has a family of their own, they may have to seek L.A. assistance to support to support them and their dependents both financially, housing and children &amp; families support agencies.</p> <p>Current Blood Borne Virus Testing and Immunisation/access to treatment minuses the risk of development of Long Term Conditions and cross infection.</p>	
476 Gender Reassignment	<p>People who express their gender which differs or inconsistent with the sex they were born with have the right to equal services and equality of outcome. No data is currently systematically collected across the treatment system to identify levels of transgender people. The SMS treatment pathway offers client-specific services, such as peer support groups and counselling. Diversity data to be collected from service to identify under-served groups.</p>	Negative Impact with Associated Risks as above
Marriage / Civil Partnership	<p>No data is systematically collected across the treatment system to identify people within a marriage/civil partnership however the new treatment pathway will deliver a service to meet the requirements of all service users.</p>	Negative Impact with Associated Risks as above
Pregnancy and Maternity	<p>The SMS treatment and recovery services jointly work with maternity (community and hospital), psychiatric, forensic, A&amp;E services and L.A. Children &amp; Families' and safeguarding teams plus other relevant parties. The Hidden Harm Worker attends monthly multi-disciplinary meeting with midwives. Any drug/alcohol use clients are assessed by the midwives team and if 'high risk' then an automatic referral to the safeguarding team is made, whether the mother is in treatment or not.</p>	<p>Negative Impact with Associated Risks plus</p> <p>The Hidden Harm Service will cease will may pose significant risk to mother and unborn child/other children.</p> <p>The Hidden Harm Service currently supports parents with drug or alcohol problems to engage with treatment services and reduce risks to their children. The majority of</p>

	<p>Numbers of drug/alcohol clients identified by the service are mainly drug users. Approximately 12 drug/alcohol clients a year are identified.</p>	<p>referrals to the Hidden Harm worker come from Children's Services (Children In Need team, Early Intervention or section 47 referrals). However some referrals have been received historically from Police, Children's Centres and Schools. The focus of the 1:1 work is to minimise the risk to the child. The treatment plan runs alongside children/families care plans and work is undertaken jointly with children and families team. One of the main objectives of the Hidden Harm Service is to raise awareness about the role to i.e. MARAC, MAPPA and ASB group. The worker also attends Child Protection conferences where required.</p>
<p>477</p> <p>Race</p>	<p>In Harrow there are around 855 problematic opiate and crack users. By 12/13 the proportion of White drug service users decreased from around 70% to around 60%. Black/Black British shows an increasing trend. The new treatment pathway ensures capacity for ethnic counselling specialists to provide relevant information and appropriate resources.</p> <p>Tamil and Eastern European clients are a significant subset of alcohol patients seen at the hospital. Information for clients is needed in relevant languages – including translation of AUDIT screening tool.</p> <p>Certain communities may experience additional difficulties and barriers in accessing relevant support due to cultural/religious practices where alcohol and drug use is forbidden. This lack of access can lead to escalation of issues and remain hidden. The new treatment pathway will ensure capacity for ethnic counselling specialists to provide relevant information and appropriate resources and access to BME groups.</p>	<p>Negative Impact with all of above Associated Risks</p>

Religion and Belief	<p>As included above</p> <p>Diversity data to be collected from service to identify under-served groups</p>	Negative Impact with all of above Associated Risks
<p>Sex / Gender</p> <p>478</p>	<p>Adult Psychiatric Morbidity Survey (APMS - 2007) showed 5.9% of all adults (except those in institutions) have some alcohol dependence. The rate is higher in men (8.7%) and lower in women (3.3%). White men and women are more likely to be dependent (9.6% and 3.7% respectively). There is no significant variation by income or region. Dependence can be categorised as mild, moderate or severe.</p> <p>Treatment services should be safe and attractive to women, particularly more vulnerable women such as those experiencing domestic violence or sexual exploitation.</p>	<p>Negative Impact with all of above Associated Risks plus</p> <p>There will be no statutory Substance Misuse Service to provide safe and attractive care for women particularly more vulnerable women such as those experiencing domestic violence or sexual exploitation</p>
Sexual Orientation	<p>No data is systematically collected across the treatment system to identify levels of LGBT people accessing services or to evaluate outcomes for these groups. Therefore national studies have been researched to ensure issues were not ignored during the recent Harrow Adult SMS Needs Assessment.</p> <p>A five-year study by the Lesbian &amp; Gay Foundation (The LGF) in partnership with the University of Central Lancashire (UCLan) into drug and alcohol use among lesbian, gay and bisexual (LGB) people in England found significant substance dependency problems in the community.</p>	<p>Negative Impact with all of above Associated Risks Plus</p> <p>Failure to address complex needs, such as reason behind substance misuse, mental health issues, alongside substance dependency</p>

The LGF and UCLan's national 'Part of the Picture' Project looked at alcohol and drug use in the LGB community in England over a five year period. The research found that 'binge drinking' is high across all LGF groups, with 34% of males and 29% of females reporting binge drinking at least once or twice a week. Available comparable data suggest that LGB people are approximately twice as likely to binge drink at least once a week, compared with the general population, and have a higher likelihood of being substance dependent. Many LGB people interviewed felt like an 'outsider' when accessing support services because of their sexual orientation. They reported being unable to be open about their lifestyle and reasons behind their substance use, or were afraid to come out to heterosexual service workers and peers.

**Stage 3: Assessing Potential Disproportionate Impact**

479 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									

**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?

480	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
	Nil at present – if this proposal is taken forward, a programme of consultation will need to be undertaken.	N/A	N/A

### Stage 5: Assessing Impact

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

Protected Characteristic	Positive Impact ✓	Adverse Impact		Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
			✓		



Age (including carers of young/older people)					Any measures to mitigate impact or adverse equality or opportunity are severely limited due to the fact that this proposal is to cease the whole service. This situation is compounded by other cuts across the joint Public Health Team and the wider Council.
Disability (including carers of disabled people)			√		"
Gender Reassignment			√		"
481 Marriage and Civil Partnership			√		"
Pregnancy and Maternity			√		"
Race			√		"
Religion or Belief			√		"

Sex			√			“
Sexual orientation			√			“

<b>8. Cumulative Impact</b> – 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	
	All Protective Characteristics will be equally affected			
<b>9. Any Other Impact</b> – 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	
	Within the Council staffing structure there will be two staff posts at risk within a smaller pool of workforce.			

**Stage 6 – Improvement Action Plan**

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

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

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
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All protected characteristics will be potentially impacted by this proposal	Please see Stage 5	N/A	N/A	N/A

### Stage 7: Public Sector Equality Duty

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

<b>Outcome 1</b> – 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.	
<b>Outcome 2</b> – 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.	
<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	✓

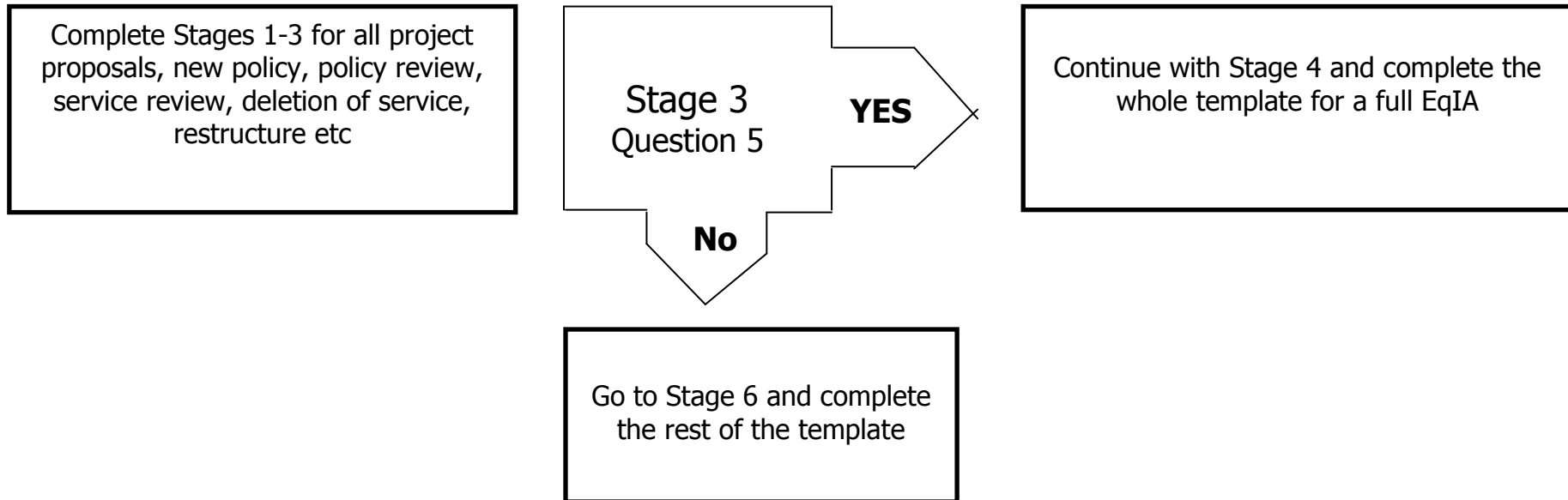
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	To reduce Council budget
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### Stage 9 - Organisational sign Off

<b>13.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Bridget O'Dwyer	Signed: (Chair of DETG)	Carol Yarde
Date:	2.9.15	Date:	2.9.15
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

# Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. 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.



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

## Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	<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):	£836k						
Title of Project:	<b>Reduction to statutory service – staffing reductions including DPH for only 1.25 days per week in Harrow from April 2016</b>						
Directorate / Service responsible:	Public Health						
Name and job title of Lead Officer:	Carol Yarde – Interim Business Manager						
Name & contact details of the other persons involved in the assessment:	n/a						
Date of assessment (including review dates):	18 Aug. 15						

### Stage 1: Overview

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#### 1. What are you trying to do?

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

Savings proposal for reduction of the services of the Director of Public Health to 1 day weekly in 2016/17

Savings proposals for the deletion of remaining areas of non statutory work and related staff in and 2018-19

The proposal includes all remaining areas of health improvement activity and related staff (including commissioning and support staff) in 18-19:

The health improvement budgets for cessation are:

Warmer Homes £50k  
 Workplace Health £13k  
 Long Term Conditions £13k  
 Mental Health promotion £42k  
 Unemployment & Health £38k

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Oral Health £31k

Total value of deleted programmes £187k

The posts for deletion are:

Director Public Health (half of the current 0.5 FTE post) 1 x 0.25 FTE (for 16/17)

Personal Assistant to Director of Public Health 1 x 0.5 FTE

Public Health Consultant 1 x FTE

Health Strategist 2 x FTE

Health Improvement officer 3 x FTE

Business Manager 1 x 0.5 FTE

Administrative Assistant 1 x FTE

Public Health commissioner 1 x FTE

Commissioning Officer 1 x FTE

Total value of deleted posts £650k

(N.B. where deleted posts are less than 1 x FTE, this is because it is the proportion of the post which is a joint post with Barnet council and reflects the proportion of the post 'owned' by Harrow.

**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?

Harrow Council currently provides the Public Health Service on behalf of Barnet Council.

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

## Stage 2: Evidence & Data Analysis

4. What evidence have you reviewed 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 (Data, Consultation, Anecdotal evidence)	Analysis & Impact
<p>488</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>The interventions that will be ceased are all aimed to target those ages which have higher health inequalities and includes carers. The interventions tend to be more targeted towards older people as they have a higher risk of long term conditions (LTCs) and so ceasing services would impact more on this group. Carers have access to all services including EPP course to support them to manage a condition of someone they are caring for. Removing the only self care programme for people with LTCs would disproportionately effect older people who have a higher risk of LTCs or being a carer for someone with LTC themselves.</p> <p>Young people not in employment, education or training will have less opportunities to develop their skills and experience for future employment through involvement in the health projects.</p> <p>Disadvantaged families will miss out on learning economic and commercial skills delivered by the projects to support</p>



<p style="text-align: center;">489</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>their own employment initiatives and opportunities.</p> <p>75% of people with a diagnosable mental health condition do not access services and service provision itself – even if it was available to meet the needs of everyone in Harrow – would not significantly reduce the burden of illness. Ceasing all preventative mental health work would likely have an impact on older adults particularly who may be affected by a number of risk factors such as chronic illness, moving home, bereavement and loss of mobility.</p> <p>50% of all mental illhealth in adulthood develops before age 14. Ceasing all mental wellbeing investment would likely disproportionately affect children and young people as there would be little co-ordinated population approach to preventing mental illhealth amongst this group.</p> <p>We will have to cease all suicide-prevention work which disproportionately affects young adult males.</p>
<p>Disability (including carers of disabled people)</p>	<p>POPPI &amp; PANSI Data 2014 - 2018 Total population aged 18-64 predicted to have a <b>learning disability</b> will rise from <b>3,782</b> (2014) to <b>3,910</b> (2018)</p> <p>Total population aged 18-64 predicted to have a <b>moderate physical disability</b> will rise from 11,582 (2014) to <b>12,124</b> (2018)</p> <p>Total population aged 18-64 predicted to have a <b>serious physical disability</b> will rise from <b>3,326</b> (2014) to <b>3517</b> (2018)</p>	<p>There are significant inequalities with people with physical and learning disabilities suffering poorer health and wellbeing than the general population. If this proposal is accepted, those with a disability will no longer be able to access services to equip them to manage potential accompanying physical or mental health condition and their health and their wellbeing could be reduced as a consequence.</p> <p>Those with a disability are significantly less likely to be in work. Those specifically with mental health conditions will not be able to learn effective skills to equip them to manage their condition to improve their employment</p>

		<p>prospects and wellbeing.</p> <p>Those with a learning disability are at greater risk of mental ill-health but ceasing the public mental health promotion programme will reduce capacity to respond to this need.</p>
Gender Reassignment	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	<p>Insufficient data available to assess potential impact</p>
490 Marriage / Civil Partnership	<ul style="list-style-type: none"> <li>- S 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.</li> </ul>	<p>Insufficient data available to assess potential impact</p>
Pregnancy and Maternity	<ul style="list-style-type: none"> <li>- S 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.</li> </ul>	<p>Pregnant mothers will no longer be able to access our projects to keep themselves mentally and physically active facilitating a healthy return to work plus, learn new skills and identify possible employment opportunities post-term, that suit their lifestyle and commitments.</p> <p>Post natal depression is a significant issue having a detrimental impact on mother and child; Children of mothers who have postnatal depression are less likely to show secure attachment at 36 months, are more likely to have social, emotion and cognitive problems at age 5 and</p>

		<p>are more likely to experience depression by 16 years. Ceasing the mental health promotion programme will reduce the impact that we can have with this group.</p>
<p>491 Race</p>	<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. Harrow is ranked 324th nationally for its White population, where 1st has the highest percentage. 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 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.</p> <p>9.7% (23,105) of Harrow's usual resident population is Black. Since 2001, Harrow has seen a 56.5% increase</p>	<p>There are significant inequalities in the prevalence of mental ill-health with some BME groups being disproportionately affected. In part this may be due to issues such as discrimination, socio-economic status and poorer access to services. There will be no capacity to address these issues if the public mental health programme is ceased.</p> <p>Our services are promoted and targeted towards groups that are more likely to have LTC and this include some ethnic groups who have higher risk of LTC such as Asian groups with diabetes. Ceasing the long term condition service would therefore disproportionately impact on this group who have a higher prevalence of diseases.</p> <p>These groups can also have a higher risk of going undiagnosed which would also increase with no programme in place to raise awareness of early diagnosis</p> <p>Our services may miss out on being targeted or promoted among groups that:</p> <ul style="list-style-type: none"> <li>- Are less likely to be in sustainable employment (e.g. BME males under 25 years</li> <li>- Are less likely to maintain a healthy weight and stay active potentially compromising work attendance</li> </ul> <p>have a higher propensity for LTC such as diabetes that impact on employment prospects</p>

	<p>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%).</p> <p>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.</p>	
<p>492</p> <p>Religion and Belief</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>Insufficient data available to assess potential impact</p>

493	<p>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.</p> <p>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.</p> <p>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.</p>	
Sex / Gender	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	<p>Women are more likely to have a common mental health condition such as depression or anxiety and may have more difficulty finding employment in this instance due to the need to balance childcare commitments. This group will no longer have access to potential support through the employment/mental health programme.</p> <p>We will have to cease all suicide-prevention work which disproportionately affects young adult males.</p>
Sexual Orientation	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	<p>There is increasing evidence of a more elevated risk of mental disorders and suicidal behaviour in lesbian, gay and bisexual people than for heterosexual people. All suicide-prevention work will cease and therefore there will be no targeted work with such groups.</p>

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### Stage 3: Assessing Potential Disproportionate Impact

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

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

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if the Commissioning Panel decides to take this proposal forward.			

**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 ✓		
495 Age (including carers of young/older people)				Please see stage 2	
Disability (including carers of disabled people)				Please see stage 2	
Gender				Please see stage	

Reassignment							
Marriage and Civil Partnership				Please see stage			
Pregnancy and Maternity				Please see stage 2			
Race				Please see stage 2	Project proposals Data on access to projects		
496 Religion or Belief				Please see stage			
Sex				Please see stage			
Sexual orientation				Please see stage			
<b>8. Cumulative Impact</b> – Considering what else is happening within the				Yes	<input checked="" type="checkbox"/>	No	



<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	<p>The 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.</p>		
<p><b>9. Any Other Impact</b> – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	<p>Yes</p>	<p>✓</p>	<p>No</p>
<p><b>Staff who loose their job as a result of these proposals may find it difficult to be redeployed across the Council due to a reduced number of vacancies and therefore be made redundant.</b></p>			

### Stage 6 – Improvement Action Plan

497 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
N/A				

## Stage 7: Public Sector Equality Duty

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

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 will remove all remaining areas of health improvement activity and the related staff and therefore does not meet the Council's 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.

This proposal has been developed in an attempt to meet the CHW savings target.

## 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

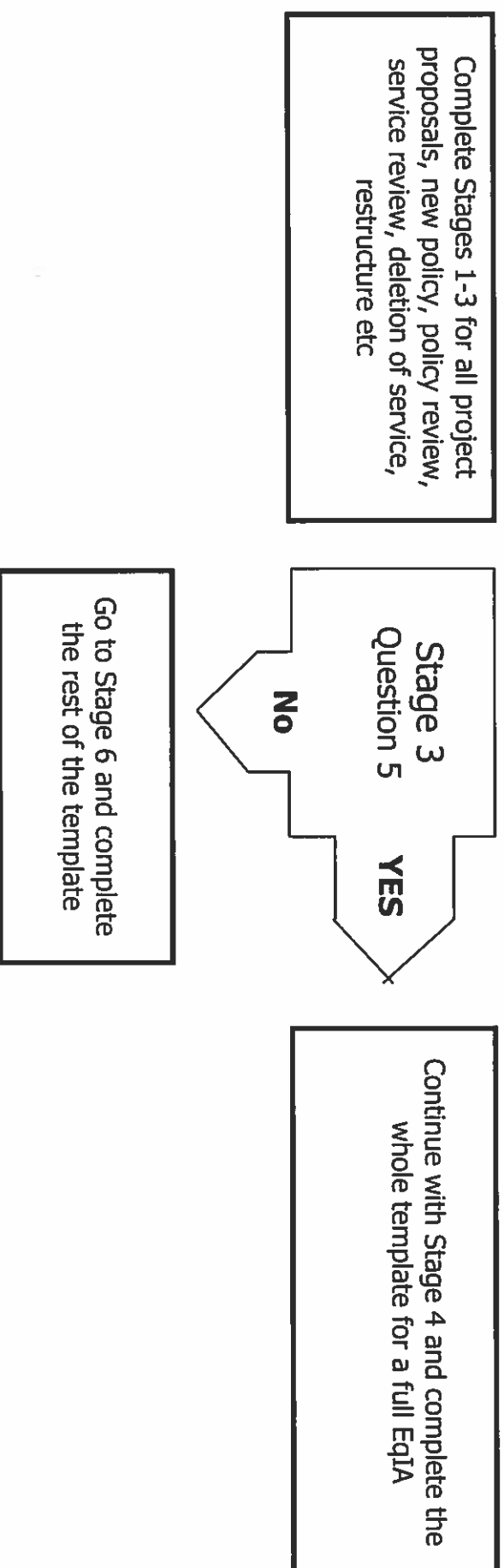
Date:	18 Aug. 15	Date:	25.8.15
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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## Equality Impact Assessment Template

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

## Equality Impact Assessment (EqIA) Template

<b>Type of Decision:</b> Tick ✓	X	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:	March 2017			
Value of savings to be made (if applicable):	N/A			
Title of Project:	Council Depot Redevelopment			
Directorate / Service responsible:	Commissioning Services			
Name and job title of Lead Officer:	Michael Wynne, Project Manager – Capital Projects			
Name & contact details of the other persons involved in the assessment:	David Corby, Head of Service – Community Engagement			
Date of assessment (including review dates):	16/03/2017			

### Stage 1: Overview

<p><b>1. What are you trying to do?</b></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 Central Depot provides accommodation and plant facilities for the Council's front line operational services, Public Protection Group groups together external stakeholders Barnet and Brent services together with external tenant on the site.</p> <p>The current depot design was created when the Borough was serviced by a number of smaller satellite depots in addition to the Central Depot. The current depot is over 40 years old and is inefficient to run and maintain. As the services have been rationalised into a central location and additional service users have taken residence it is apparent that the current layout is not fit for purpose.</p> <p>The redevelopment of the Central Depot site is to include a new or significantly refurbished accommodation and office facilities. The external spaces will be improved to make better use of ground space for plant and services. Providing a new or refurbished depot provides the opportunity to review services provided to ensure they meet current needs and maximise revenue.</p>																		
<p><b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Residents / Service Users</td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 20%;">Partners</td> <td style="width: 10%; text-align: center;">✓</td> <td style="width: 20%;">Stakeholders</td> <td style="width: 10%; text-align: center;">✓</td> </tr> <tr> <td>Staff</td> <td style="text-align: center;">✓</td> <td>Age</td> <td style="text-align: center;">✓</td> <td>Disability</td> <td style="text-align: center;">✓</td> </tr> <tr> <td>Gender Reassignment</td> <td></td> <td>Marriage and Civil Partnership</td> <td></td> <td>Pregnancy and Maternity</td> <td></td> </tr> </table>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓	Staff	✓	Age	✓	Disability	✓	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
Residents / Service Users	✓	Partners	✓	Stakeholders	✓														
Staff	✓	Age	✓	Disability	✓														
Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity															

	Race	<input checked="" type="checkbox"/>	Religion or Belief	<input checked="" type="checkbox"/>	Sex	<input checked="" type="checkbox"/>
	Sexual Orientation	<input checked="" type="checkbox"/>	Other			
	Commissioning Services will have overall responsibility for delivering the project					
3. Is the responsibility shared with another directorate, authority or organisation? If so:	Partners will include all Depot tenants and users eg Brent & Barnet Council, Frakin, External tenants					
• Who are the partners?	At this early stage there has been no staff or partner consultation but this will be incorporated into the delivery programme.					
• Who has the overall responsibility?						
• How have they been involved in the assessment?						

### Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

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

Protected Characteristic	Evidence	Analysis & Impact									
Age (including carers of young/older people)	<p><b>Harrow's population</b> 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 <b>Harrow Council Depot Staff</b></p> <table border="1"> <thead> <tr> <th colspan="2">Staff Age</th> <th>Percentage</th> </tr> <tr> <th>Age Group</th> <th>Staff Number</th> <th></th> </tr> </thead> <tbody> <tr> <td>16-30</td> <td>23</td> <td>7%</td> </tr> </tbody> </table>	Staff Age		Percentage	Age Group	Staff Number		16-30	23	7%	<p>As options have not yet been refined it is too early to say whether there will be any disproportionate adverse impact on this protected characteristic.</p> <p>However, improvements to the Depot design will ensure that they are fully accessible.</p>
Staff Age		Percentage									
Age Group	Staff Number										
16-30	23	7%									

	<table border="1"> <tr> <td>31-55</td> <td>171</td> <td>49%</td> </tr> <tr> <td>56-65</td> <td>120</td> <td>34%</td> </tr> <tr> <td>65+</td> <td>38</td> <td>11%</td> </tr> </table>	31-55	171	49%	56-65	120	34%	65+	38	11%	
31-55	171	49%									
56-65	120	34%									
65+	38	11%									
Disability (including carers of disabled people)	<p>In 2011 14.6% of <b>Harrow residents</b> identified themselves as having a limiting long term illness.</p> <p>14 Depot based staff (4%) identified themselves as having a disability</p>	<p>As options have not yet been refined it is too early to say whether there will be any disproportionate adverse impact on this protected characteristic.</p> <p>However, improvements to the Depot design will ensure that they are fully accessible for people with a disability.</p>									
Gender Reassignment	<p>There is limited data held about this protected characteristic for the population and in relation to this service.</p>	<p>No identified impact</p>									
Marriage / Civil Partnership	<p>There is limited data held about this protected characteristic for the population and in relation to this service.</p>	<p>No identified impact</p>									
Pregnancy and Maternity	<p>There is limited data held about this protected characteristic for the population and in relation to this service.</p>	<p>No identified impact</p> <p>However, improvements to the Depot design will ensure that they are fully accessible.</p>									
Race	<p><b>Harrow's population</b> 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</p>	<p>No identified impact</p>									

Eastern Europe, particularly Romania and Poland).

9.7% (23,105) of Harrow's usual resident population is Black, sub-categorised as White/Black Caribbean (1%) White/Black African (0.4%) Black African (3.6%) Black Caribbean (2.8%) Other Black (1.8%).

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

**Profile of all Harrow Council Depot Staff**

Ethnic Origin	Staff Number	Percentage
Asian - Indian	53	15%
Black - African	42	12%
Mixed - Other	11	3%
Unknown	20	6%
White - English	214	61%

Due to the fact that only 34% of staff have identified their faith there is limited data held about this protected characteristic in relation to depot staff

**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.

Religion and Belief

No identified impact



Sex / Gender	<b>Profile of all Harrow Council Depot Staff</b> <table border="1" data-bbox="1340 459 1444 1008"> <tr> <td>Male</td> <td>253</td> </tr> <tr> <td>Female</td> <td>99</td> </tr> </table>					Male	253	Female	99	No identified impact
Male	253									
Female	99									
Sexual Orientation	<p>Due to the fact that only 28% of staff have identified their sexual orientation there is limited data held about this protected characteristic in relation to depot staff</p>					<p>As options have not yet been refined it is too early to say whether there will be any disproportionate adverse impact on this protected characteristic.</p> <p>However, improvements to the Depot design will benefit all visitors and employees</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?**

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

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

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.
- **NO** - If you have ticked 'No' to all of the above, then go to **Stage 6**
- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 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. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		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	<b>x</b>
-----	----	----------

**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	<b>x</b>
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**Stage 6 – Improvement Action Plan**

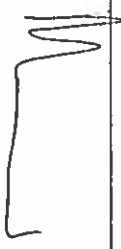


List below any actions you plan to take as a result of this Impact Assessment. These should include:

- 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	Carry out full EqIA as part of the options appraisal and consultation on options		Michael Wynne – Project manager – Capital Projects	tbc
<b>Stage 7: Public Sector Equality Duty</b>				
<p><b>10.</b> How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p> <ol style="list-style-type: none"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol> <p>This will be addressed in the full EqIA to follow.</p>				
<b>Stage 8: Recommendation</b>				
<b>11.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)				
<b>Outcome 1 –</b> 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.				✓
<b>Outcome 2 –</b> 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.				
<b>Outcome 3 –</b> 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. <b>(Explain this in Q12 below)</b>				

**12.** If your EqIA is assessed as **outcome 3** explain your justification with full reasoning to continue with your proposals.

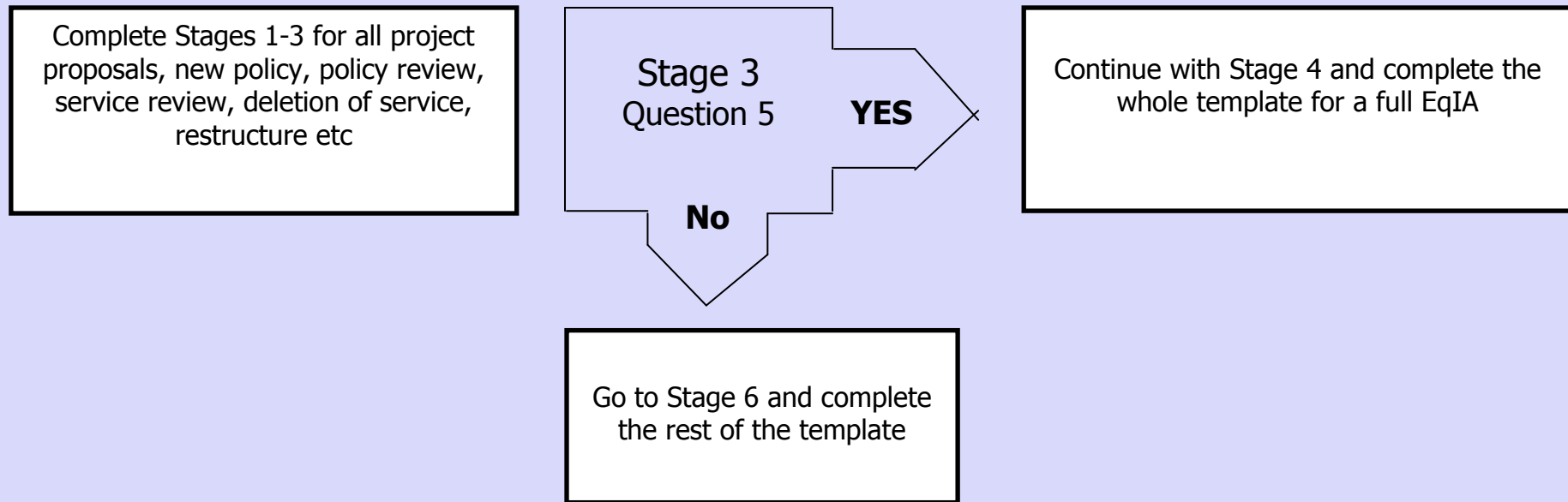
**Stage 9 - Organisational sign Off**

<p><b>13.</b> 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>16/03/17</p>	<p>Date:</p>	<p>16/03/17</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>	

✓

# Equality Impact Assessment Template

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



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

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



# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	<input 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):	£68K						
Title of Project:	CE 8 Staff efficiency once TE fully embedded						
Directorate / Service responsible:	Community, Environmental Service Delivery						
Name and job title of Lead Officer:	Alex Hauck, Environmental Service Manager						
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;">513</div> <p><b>1. What are you trying to do?</b></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>Further reduction of two (2) front line staff as a result of the introduction of Towards Excellence (1 in 2017/18 and 1 in 2018/19).</p> <p>The structures within Technical Services (Technical Support and System Maintenance) were set up based on the efficiency savings determined following a restructure and the introduction of Towards Excellence.</p> <p><b>Technical Support team:</b></p> <p>The Technical Support team currently consists of 1 Team Leader and 5 Technical Support Officers. The Service delivers a range of administrative support functions to services across Environment &amp; Enterprise, including but not limited to:</p> <ul style="list-style-type: none"> <li>• All Applications processing</li> <li>• License management</li> <li>• Processing of payments</li> <li>• Requisitioning and internal payment processing</li> <li>• Street Naming &amp; Numbering</li> <li>• Consumables management</li> <li>• Transcription of PACE interviews</li> </ul>
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- Land charge searches
- Land registry searches
- Iron Mountain logging and retrieval
- Scanning and communicating incoming correspondence

### System Maintenance team

The System Maintenance team currently consists of 1 Team Leader and 2 System Maintenance Support Officers. The Service performs the role of ICT system owners and manages the technology (including mobile) estate across Environment and Enterprise, including but not limited to:

- Providing first line support for IT hardware and software issues (that are not normally dealt with via Harrow IT Services (HITS), escalating issues to third party providers where appropriate
- Managing the mobile device estate to ensure that faults are reported appropriately rectified and that devices are returned/replaced within agreed timescales
- Data maintenance and system configuration and updates
- Production of non-standard reports from Bartec
- Updating the Council's website with service-sourced information

The benefits of this proposal will be a reduction in overall expenditure for the service.

The dis-benefits will be a reduction in administrative support to the services across Environment and Enterprise and a reduction in service standards (SLA's) to other services e.g. Licensing where SLA's are statutory and where fee income is based on cost (including administrative cost).

**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		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?

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 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	N/A

	change.	
Religion and Belief	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Sex / Gender	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Sexual Orientation	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A

### Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

### Stage 4: Further Consultation / Additional Evidence

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

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

### Stage 5: Assessing Impact

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

Protected Characteristic	Positive Impact ✓	Adverse Impact		Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					

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Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							
Sexual orientation							
<b>8. Cumulative Impact</b> – 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			
<b>9. Any Other Impact</b> – Considering what else is happening within the	Yes	<b>X</b>		No			

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

**Potential to impact on licencing as the reduced numbers could result in reduced administration costs, which could subsequently reduce licence fees which are based on cost recovery**

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

### Stage 6 – Improvement Action Plan

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

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

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

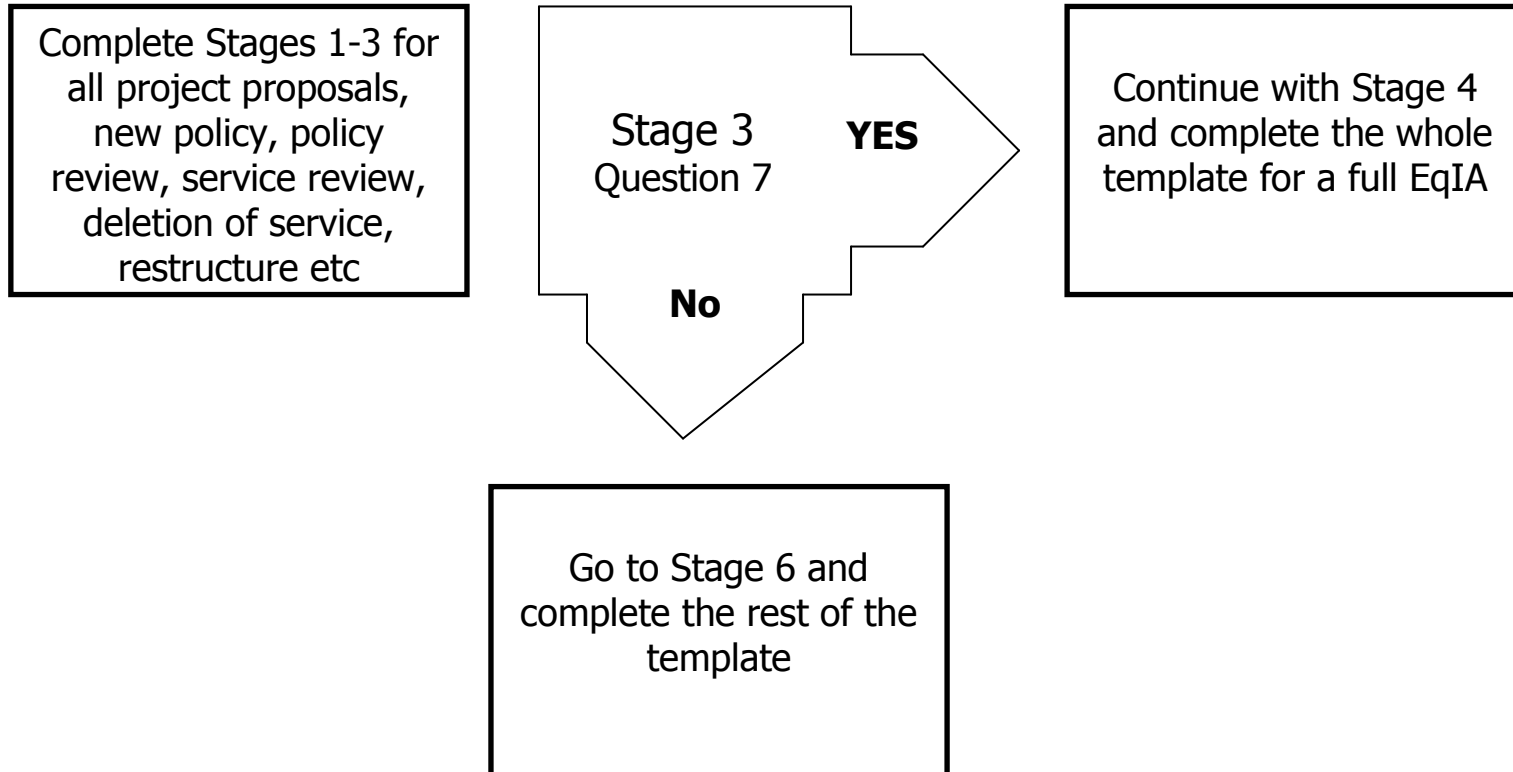
3. Foster good relations between people from different groups	
<b>Stage 8: Recommendation</b>	
<b>11.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>Outcome 1</b> – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	X
<b>Outcome 2</b> – 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.	
<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	

<b>Stage 9 - Organisational sign Off</b>			
Q13. 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 <sup>th</sup> November 2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	



# Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. 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><b>1. What are you trying to do?</b></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&amp;F E01 In house fostering &amp; 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&amp;F E03 Finance post (This post (0.5fte) primarily managed</p>
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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
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
All staffing consultations have been carried out in accordance with the council's HR policies	N/A	N/A	N/A

<p><b>6.</b> 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
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**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			
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**Stage 5: Assessing Impact and Analysis**

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

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	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				

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Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
<b>11. Cumulative Impact</b> – 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	
	<b>None</b>			
<b>11a. Any Other Impact</b> – Considering what else is happening within the	Yes		No	

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

If yes, what is the potential impact and how likely is 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)

520  
 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)

<b>Outcome 1</b> – 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
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	

<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , explain your justification with full reasoning to continue with your proposals.	

**Stage 7: Improvement Action Plan**

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
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**Stage 8 - Monitoring**

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

<b>15.</b> How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to	
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ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
<b>16.</b> How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
<b>17.</b> 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
531		

**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.**

<b>19.</b> 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 <sup>th</sup> , 2014			
<b>Stage 1: Overview</b>					
<b>1. What are you trying to do?</b>  (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.			
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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			
<b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	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
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

**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.

534 **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)

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

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

## Stage 5: Assessing Impact and Analysis

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

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



Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				

<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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	

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**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)**

**Page 6: Decision**

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

<b>Outcome 1</b> – 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.	
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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
539					

## 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.**

<b>19.</b> 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	

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## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:		Tick ✓
Transformation			Cabinet		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			
<b>Stage 1: Overview</b>					
<b>1. What are you trying to do?</b>  (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.			
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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)

542	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 543	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).
544 this is for the removal of 'back office' document and consultation management software no consultation is required.	N/A	N/A	N/A

<b>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b>  List the Title of reports / documents and websites here.	London Borough of Harrow 'Statement of Community Involvement' (adopted April 2013).
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**Stage 3: Assessing Potential Disproportionate Impact**



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

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

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

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

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

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

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#### Stage 4: Collating Additional data / Evidence

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

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

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

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

			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)
546 Age (including carers of young/older people)				
Disability (including carers of disabled people)				
Gender				

Reassignment						
Marriage and Civil Partnership						
Pregnancy and Maternity						
Race						
547 Religion or Belief						
Sex						
Sexual orientation						
<b>11. Cumulative Impact</b> – 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	

<b>11a. Any Other Impact</b> – 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)

<b>Outcome 1</b> – 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
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , 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
549 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.

<b>15.</b> How will you monitor the impact of the proposals once they have	Specific monitoring not required.
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been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
<b>16.</b> 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.
<b>17.</b> 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
550 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.**

<b>19.</b> 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 – 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			
<b>Stage 1: Overview</b>					
<b>1. What are you trying to do?</b>  (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.			
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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><b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	<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.

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

<b>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b>	London Borough of Harrow Vitality Profiles <a href="http://www.harrow.gov.uk/info/200088/statistics_and_census_information/966/vitality_profiles">http://www.harrow.gov.uk/info/200088/statistics_and_census_information/966/vitality_profiles</a>
List the Title of reports / documents and websites here.	

**Stage 3: Assessing Potential Disproportionate Impact**

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

	Age (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)

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

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

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**Stage 5: Assessing Impact and Analysis**

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

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	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				

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Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
557 Sexual orientation				

<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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)**

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Page 6: Decision

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

<b>Outcome 1</b> – 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
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , 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.					
559					

## 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)*

Specific monitoring not required.

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

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.**

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 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							
<b>1. What are you trying to do?</b>  (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.					
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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>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.
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### Stage 3: Assessing Potential Disproportionate Impact

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

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

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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)

<b>Outcome 1</b> – 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
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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.					

### 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.

<b>15.</b> 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.
<b>16.</b> 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.
<b>17.</b> 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.**

<b>19.</b> 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 <sup>th</sup> July 2014					
<b>Stage 1: Overview</b>							
<b>1. What are you trying to do?</b>  (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.					
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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			
<b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	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			
572			

**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	✓	✓	✓	✓	✓	✓	✓	✓	✓



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

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
575 Sexual orientation				
<b>11. Cumulative Impact</b> – 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	✓
<b>11a. Any Other Impact</b> – 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)**

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**Stage 6: Decision**

<b>13.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3</b> 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					
577					

## 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.

<b>15.</b> 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.
<b>16.</b> How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
<b>17.</b> 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.**

<b>19.</b> 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 <sup>th</sup> July 2014	
<b>Stage 1: Overview</b>			
<b>1. What are you trying to do?</b>  (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.	
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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><b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	No
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### 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).
N/A			

<p><b>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b></p> <p>List the Title of reports / documents and websites here.</p>	
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**Stage 3: Assessing Potential Disproportionate Impact**

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

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

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

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

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

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

#### Stage 4: Collating Additional data / Evidence

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

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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				

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Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
584 Sexual Orientation				
<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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**

<b>13.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3</b> or you have <b>ticked 'yes' in Q12</b> , 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					
586					

## 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.

<b>15.</b> 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
<b>16.</b> How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
<b>17.</b> 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><b>19.</b> 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 – <a href="mailto:sandie.roberts@harrow.gov.uk">sandie.roberts@harrow.gov.uk</a> Anita Awuku – <a href="mailto:anita.awuku@harrow.gov.uk">anita.awuku@harrow.gov.uk</a>		
Date of assessment:		06/11/13		
Stage 1: Overview				
<b>1. What are you trying to do?</b>  (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			

68 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)	069	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

591 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	592	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	-	-	-	-	-			



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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
	594	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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	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
597 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			
<b>10. Cumulative Impact</b> – 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	✓
<b>10a. Any Other Impact</b> – 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.

- 509 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)

<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 12a below)</b>	
<b>Outcome 4</b> – 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><b>14.</b> 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><b>15.</b> 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><b>16.</b> 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.

**60**  
 1. 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.**

<b>18.</b> 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	

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## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation			Cabinet	
Capital			Portfolio Holder	
Service Plan		✓	Corporate Strategic Board	
Other			Other	
Title of Project:		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><b>1. What are you trying to do?</b></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>
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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

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

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**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 <sup>th</sup> 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

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	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?

609 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

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			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

<b>10. Cumulative Impact</b> – 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	

<b>10a. Any Other Impact</b> – 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)

<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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
<b>Outcome 3</b> – 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. <b>(Explain this in 12a below)</b>	x
<b>Outcome 4</b> – 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

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.			
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## Stage 8 - Monitoring

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

<b>14.</b> 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.
<b>15.</b> 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
<b>16.</b> 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>
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**Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)**

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

<p><b>18.</b> 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 <sup>th</sup> 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 <b>£478,746</b> 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: #e0e0ff;"> <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><b>Teenage Parent Project</b></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><b>Harrow Floating Support</b></td> <td>Home visiting support for 17 young people who have left care</td> <td>£46,130</td> </tr> <tr> <td>West</td> <td><b>Supported</b></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	<b>Teenage Parent Project</b>	3 flats with support for Harrow's teen parents ( <i>3 also for Brent</i> )	£22,486	<b>Harrow Floating Support</b>	Home visiting support for 17 young people who have left care	£46,130	West	<b>Supported</b>	8 family placements for young	£26,755
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West	<b>Supported</b>	8 family placements for young	£26,755															



London YMCA	<b>Lodgings</b>	people	
	<b>Roxeth Gate</b>	Hostel and self contained flats - 29 of 42 spaces for Harrow's 16 to 35 year olds	£161,398
Harrow Churches Housing Association	<b>Young People Supported Housing</b>	Shared houses for 48 young people with visiting support	£222,142
			<b>£478,746</b>

Set out below are the options Young People were consulted on together with their responses.

Options consulted on	Response to option	Summary response
<b>Young people</b>		
<b>Option 1.</b> 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.
<b>Option 2.</b> 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.
<b>Option 3.</b> 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"> <li>• End the Teenage Parent Project when that contract comes to an end in March 2014.</li> <li>• 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.</li> <li>• Continue with the Supported Lodging &amp; Roxeth Gate service and negotiate on price with the provider.</li> <li>• Extend the Young People Supported Housing service for one year but with a reduction of the existing 47 units.</li> </ul>					
<p><b>2.</b> 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><b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> </ul>	<p>Children &amp; Family Services Housing Department Providers</p>					

<ul style="list-style-type: none"> <li>How have they been involved in the assessment?</li> </ul>	<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>
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**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>619</p> <p>Age (including carers of young/older people)</p>	<p><b>Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews</b></p> <table border="1" data-bbox="647 676 1187 810"> <tr> <td><b>16 - 19 years of age</b></td> <td>30</td> </tr> <tr> <td><b>20 - 25 years of age</b></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>	<b>16 - 19 years of age</b>	30	<b>20 - 25 years of age</b>	49	People aged 16-29, (ONS) (2010)	(43,101)	Population aged 20-24 (% of whole population) (2011)	(15,900)
	<b>16 - 19 years of age</b>	30							
<b>20 - 25 years of age</b>	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>
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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

620

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

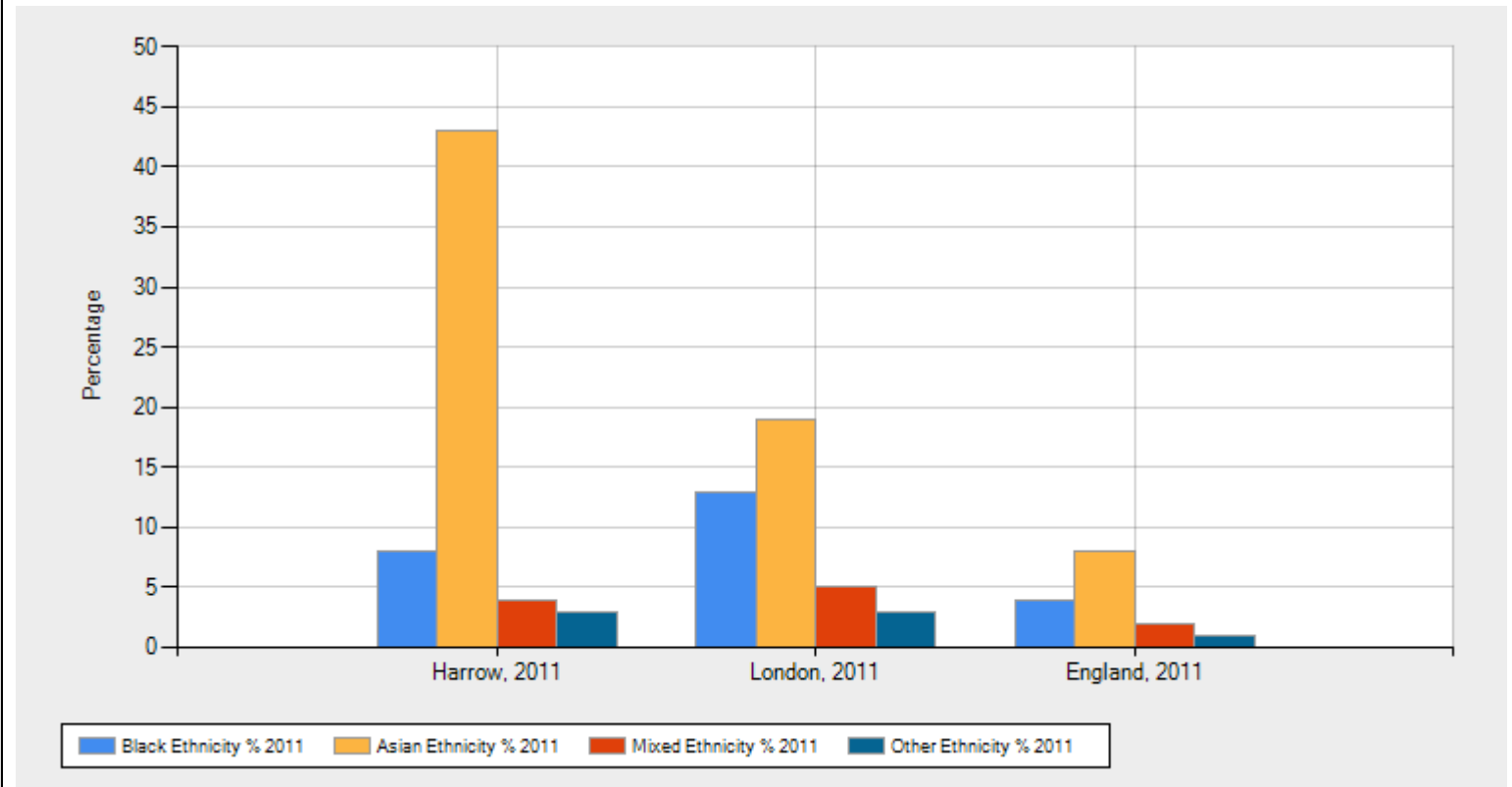
White	27
Black/Black	24
Mixed	15
Asian	9
Other ethnic group: Other	2
Gypsy/Romany/Irish Traveller	1

**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

622

Sexual Orientation

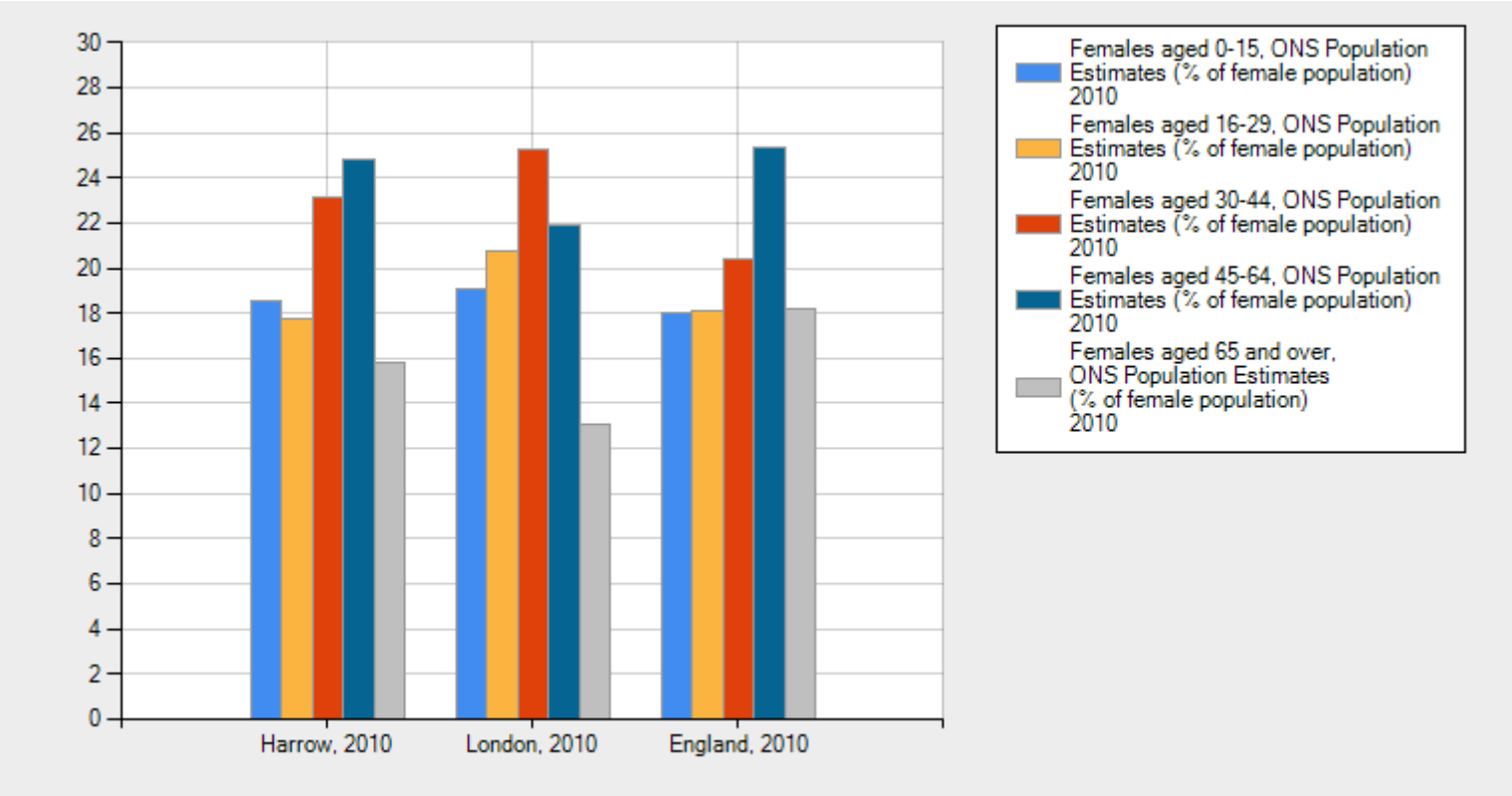
Not Known 20

**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><b>5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b></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>
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**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		
<span style="writing-mode: vertical-rl; transform: rotate(180deg); position: absolute; left: -40px; top: 50%; font-weight: bold;">624</span> 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 <sup>th</sup> 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:  <b>Option 1.</b> To continue to provide the existing services as they are, but with a reduced capacity.  <b>Option 2.</b> 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><b>Age</b> 16-24 (91), 25-44 (6), 45-64 (0) 65+ (0) Not given (3)</p> <p><b>Ethnicity</b> 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><b>Religion</b> Christianity 44, Islam 13, Atheist 19, Other 6, No response 19</p> <p><b>Sex</b> Male 52, Female 43, No response 6</p> <p><b>Sexual orientation</b> 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><b>Option 3.</b> 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 4<sup>th</sup> 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>	
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## 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?

626 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><b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b></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"> <li>• End the Teenage Parent Project when that contract comes to an end in March 2014.</li> </ul>	<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"> <li>• Assessment and Support Planning;</li> <li>• Security Health and Safety;</li> <li>• Safeguarding and Protection from Abuse;</li> <li>• Fair Access, Diversity and Inclusion;</li> </ul>

				<ul style="list-style-type: none"> <li>Client Involvement and Empowerment.</li> </ul>
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
627 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 4<sup>th</sup> 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.

<b>10. Cumulative Impact</b> – 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.			

<b>10a. Any Other Impact</b> – 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
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	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)

<b>Outcome 1</b> – 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.	
<b>Outcome 2</b> – 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>	✓
<b>Outcome 3</b> – 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. <b>(Explain this in 12a below)</b>	
<b>Outcome 4</b> – 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 630	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.

**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)*

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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"> <li>. Equal Pay Act 1970</li> <li>. Sex Discrimination Act 1975</li> <li>. Race Relations Act 1976</li> <li>. Race Relations (Amendment) Act 2000</li> <li>. Disability Discrimination Act 1995</li> <li>. Disability Discrimination (Amendment) Act 2005</li> <li>. Human Rights Act 1998</li> <li>. Employment Equality (Religion or Belief) Regulations 2003</li> <li>. Employment Equality (Sexual Orientation) Regulations 2003</li> <li>. Employment Equality (Age) Regulations 2006</li> <li>. Equality Act 2010</li> </ul> <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>

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<b>Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)</b>			
<b>The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</b>			
<b>18.</b> 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	

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## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:		Tick ✓
Transformation			Cabinet		
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	Efficiency	✓	Other		✓
Title of Project:		<b>Library Stockfund (CHW E03)</b>			
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			
<b>Stage 1: Overview</b>					
<b>1. What are you trying to do?</b>  (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 <sup>th</sup> highest out of 18 Outer London boroughs in 2012/3 CIPFA Actuals) and has been 2 <sup>nd</sup> or 3 <sup>rd</sup> highest issuing Outer London authority (2 <sup>nd</sup> of 18 in			

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	<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><b>2.</b> Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders
<p><b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	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.
637 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
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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

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

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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				

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Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
641 Sexual orientation				

<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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)**

Q12

**Stage 6: Decision**

<b>13.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3</b> or you have <b>ticked 'yes' in Q12</b> , 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
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## Stage 8 - Monitoring

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

<b>15.</b> 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.
<b>16.</b> 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)
<b>17.</b> 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
644	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	

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## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan	✓	Corporate Strategic Board	
Other		Other	
Title of Project:		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	
Name & contact details of the other persons involved in the assessment:		Neetha Atukorale, Governor Services Officer, Education Strategy (x6504)	
Date of assessment:		1 July 2014	
<b>Stage 1: Overview</b>			
<p><b>1. What are you trying to do?</b></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.

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

**5.648** 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>
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9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	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		√		
651 Pregnancy and Maternity		√		
Race		√		
Religion or Belief		√		
Sex		√		
Sexual		√		

orientation									
<b>11. Cumulative Impact</b> – 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	√	
<b>11a. Any Other Impact</b> – 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
<b>12.</b> 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 <a href="#">Harrow HUB/Equalities and Diversity/Policies and Legislation</a>									
	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"> <li>If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. <b>(select outcome 4)</b></li> <li>If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. <b>(select outcome 4)</b></li> </ul>									

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## Stage 6: Decision

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

<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , explain your justification with full reasoning to continue with your proposals.	

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## Stage 7: Improvement Action Plan

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

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

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### Stage 8 - Monitoring

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

<b>15.</b> 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
<b>16.</b> 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
<b>17.</b> Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

### Stage 9: Public Sector Equality Duty

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

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

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

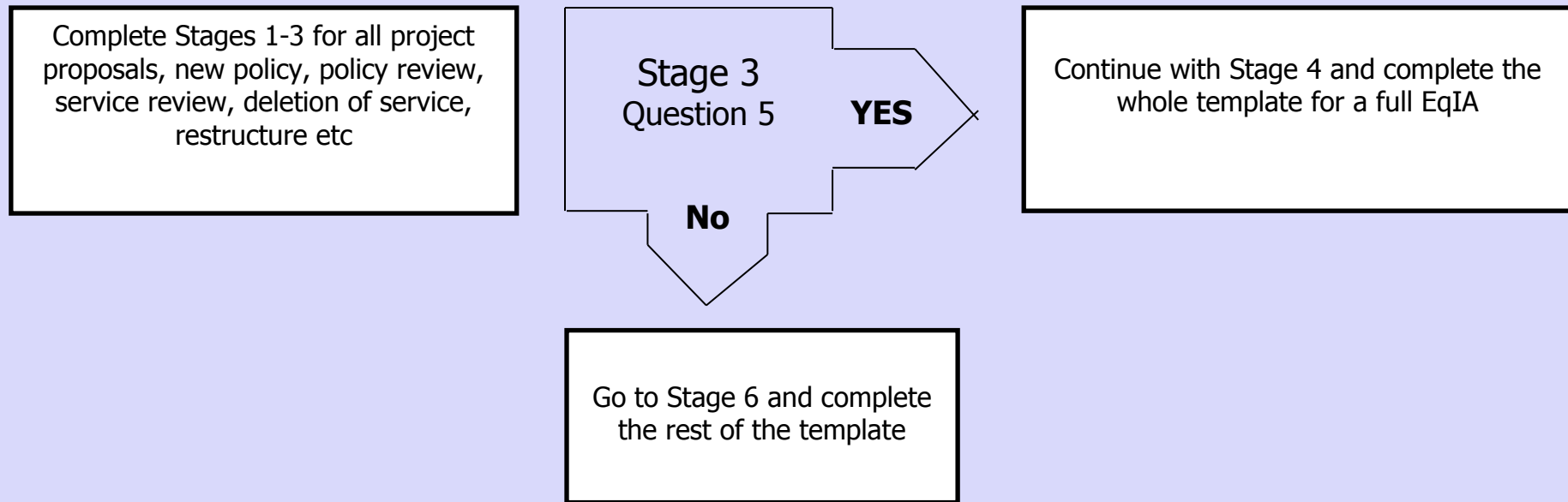
**The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.**

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 <sup>st</sup> July 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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# Equality Impact Assessment Template

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



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

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



# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	<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:	<b>CE_17 General efficiencies across Commissioning Services Division (Policy, Community Engagement, Facilities Management and Contracts Management)</b>						
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><b>657</b></p> <p><b>1. What are you trying to do?</b></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><b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that</b></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			
<p><b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>						

## 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.

<sup>^</sup>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

**CS** **S** - 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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		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					
<b>8. Cumulative Impact</b> – 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		
<b>9. Any Other Impact</b> – Considering what else is happening within the	Yes		No		

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

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

### Stage 6 – Improvement Action Plan

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

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

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

### 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)

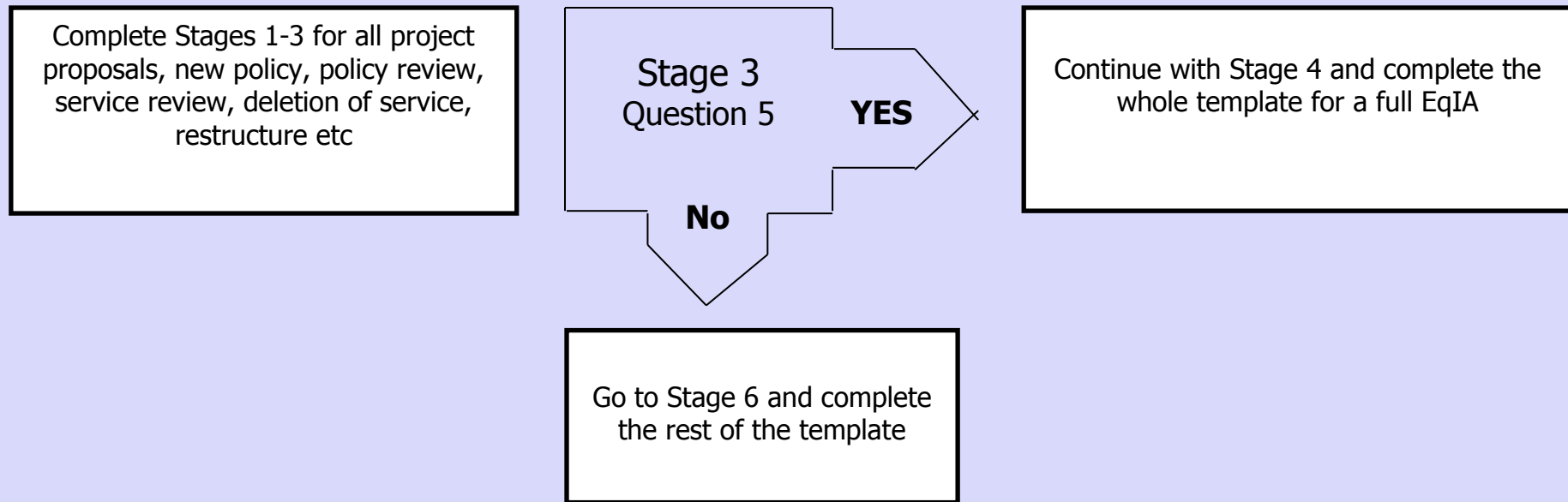
<b>Outcome 1</b> – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	✓
<b>Outcome 2</b> – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	
<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	

## Stage 9 - Organisational sign Off

<b>13.</b> 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.



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

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



# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	<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):	£100k		
Title of Project:	<b>CE_15 Highway Services – revenue savings on reactive maintenance</b>		
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><b>665</b></p> <p><b>1. What are you trying to do?</b></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&amp;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>
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<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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		
<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>					

## Stage 2: Evidence & Data Analysis

What evidence is available to assess the potential impact of your proposals? This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

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

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	There is unlikely to be any effect on protected characteristic groups as the maintenance budget is only reduced following capital investment.	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?

667	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**?

<b>608</b>	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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		

Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					
699 Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					

Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	
<b>9. Any Other Impact</b> – 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)

<b>Outcome 1</b> – 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.	✓
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<b>Outcome 2</b> – 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.	
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<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	
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**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

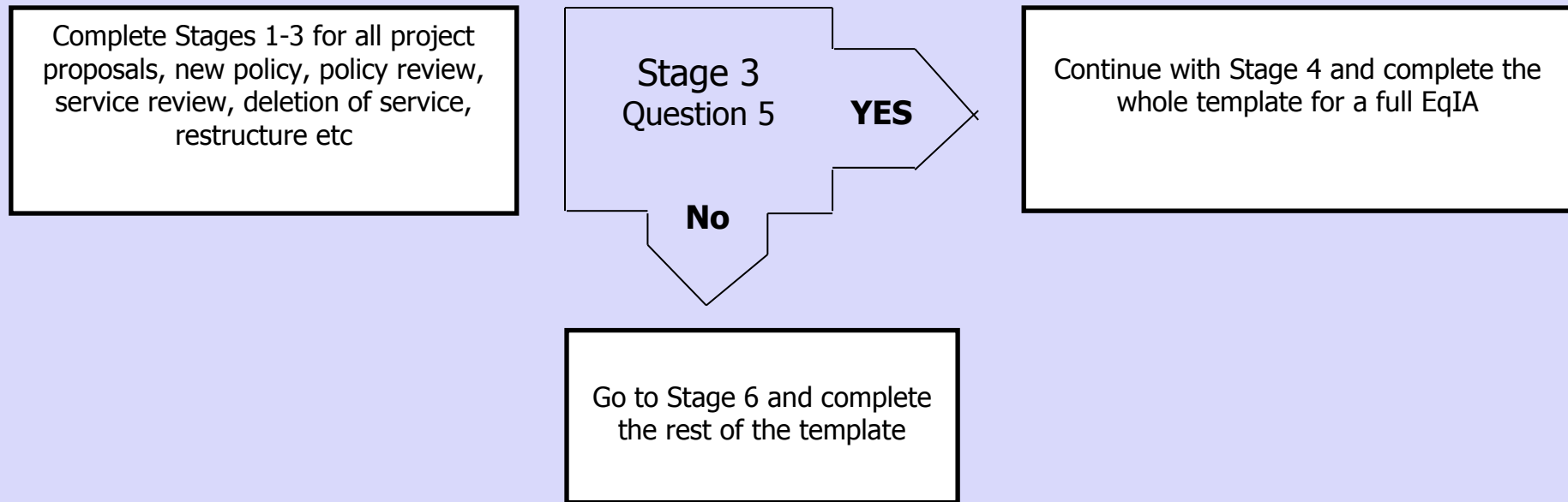
<b>13.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Hanif Islam
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature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

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# Equality Impact Assessment Template

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



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

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

# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£255k						
<b>Title of Project:</b>	<b>E&amp;E 11 and E&amp;E E04 Staff efficiencies in Parking and Network Teams</b>						
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;">674</p> <p><b>1. What are you trying to do?</b></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>
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<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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			

<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> Who are the partners? <ul style="list-style-type: none"> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	
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**Stage 2: Evidence & Data Analysis**

4. What evidence is available to assess the potential impact of your proposals? This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

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

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	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**?

677	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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		

Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					
678 Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					

Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	

<b>9. Any Other Impact</b> – 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

### 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
- 08 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)

<b>Outcome 1</b> – 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.	✓
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<b>Outcome 2</b> – 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.	
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<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	
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<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	
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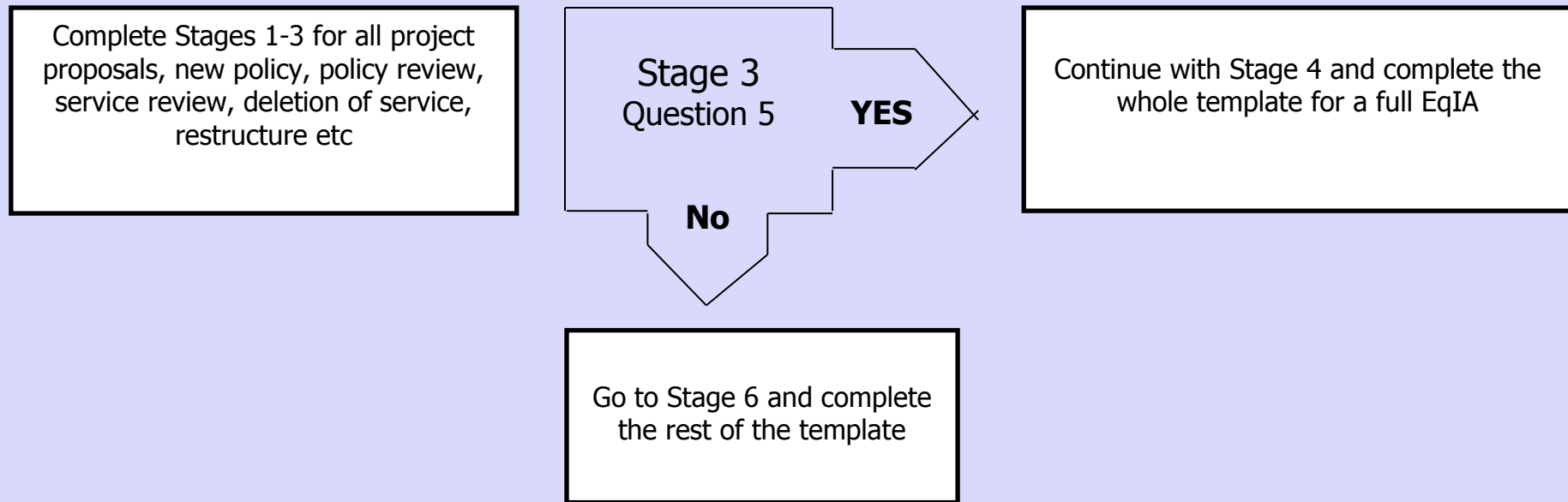
## Stage 9 - Organisational sign Off

<b>13.</b> 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	

681

# 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.



682

- 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

<b>Type of Decision: Tick ✓</b>	<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:	<b>CE_17 General efficiencies across Commissioning Services Division (Policy, Community Engagement, Facilities Management and Contracts Management)</b>						
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><b>683</b></p> <p><b>1. What are you trying to do?</b></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><b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that</b></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			
<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>						

## 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.

684 <sup>^</sup>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

**605** **S** - 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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		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					
<b>8. Cumulative Impact</b> – 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		
<b>9. Any Other Impact</b> – Considering what else is happening within the	Yes		No		

687

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
68				

### 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)

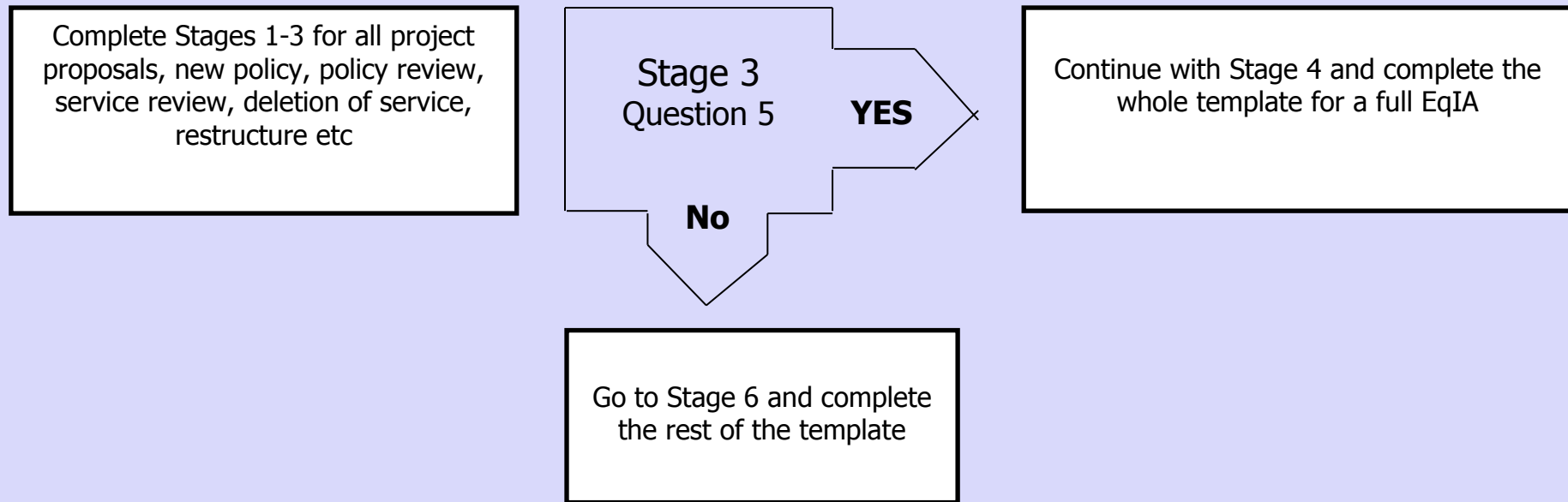
<b>Outcome 1</b> – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	✓
<b>Outcome 2</b> – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	
<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	

## Stage 9 - Organisational sign Off

<b>13.</b> 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.



069

- 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

<b>Type of Decision: Tick ✓</b>	<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):	£86k			
Title of Project:	E&E 13 Income Generation – FM SLAs and Energy SLAs to schools			
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="margin-left: 10px;"><b>691</b></p> <p><b>1. What are you trying to do?</b></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 currently provides Facilities Management and Energy Management services to a number of schools via SLA arrangements. The new Total FM contract was let and commenced in July 15, which gives more competitive prices. The services are provided by one contractor as opposed to multiple contractors which led to inefficiencies in the past. By promoting the services that the council provide as part of commercialisation, it is anticipated that more schools will sign up to the FM and Energy management services, generating additional income.</p> <p>Since the start of the contract in July 2015 there have been 10 additional schools that have expressed an interest in being included in the service.</p>
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<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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		
<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>					

**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)	No change in service provision or staffing hence no adverse impact on any protected characteristic group.	No impact likely.

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
693 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 <b>Stage 3</b> ?		
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. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
Disability (including carers of disabled people)					

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Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
695 Religion or Belief					
Sex					
Sexual orientation					
<b>8. Cumulative Impact</b> – 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><b>9. Any Other Impact</b> – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	Yes		No	

**Stage 6 – Improvement Action Plan**

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

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

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

**Stage 7: Public Sector Equality Duty**

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



<ol style="list-style-type: none"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol>	
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### Stage 8: Recommendation

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

<b>Outcome 1</b> – 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.	✓
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<b>Outcome 2</b> – 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.	
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<b>Outcome 3</b> – 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. <b>(Explain this in Q12 below)</b>	
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<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	
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### Stage 9 - Organisational sign Off

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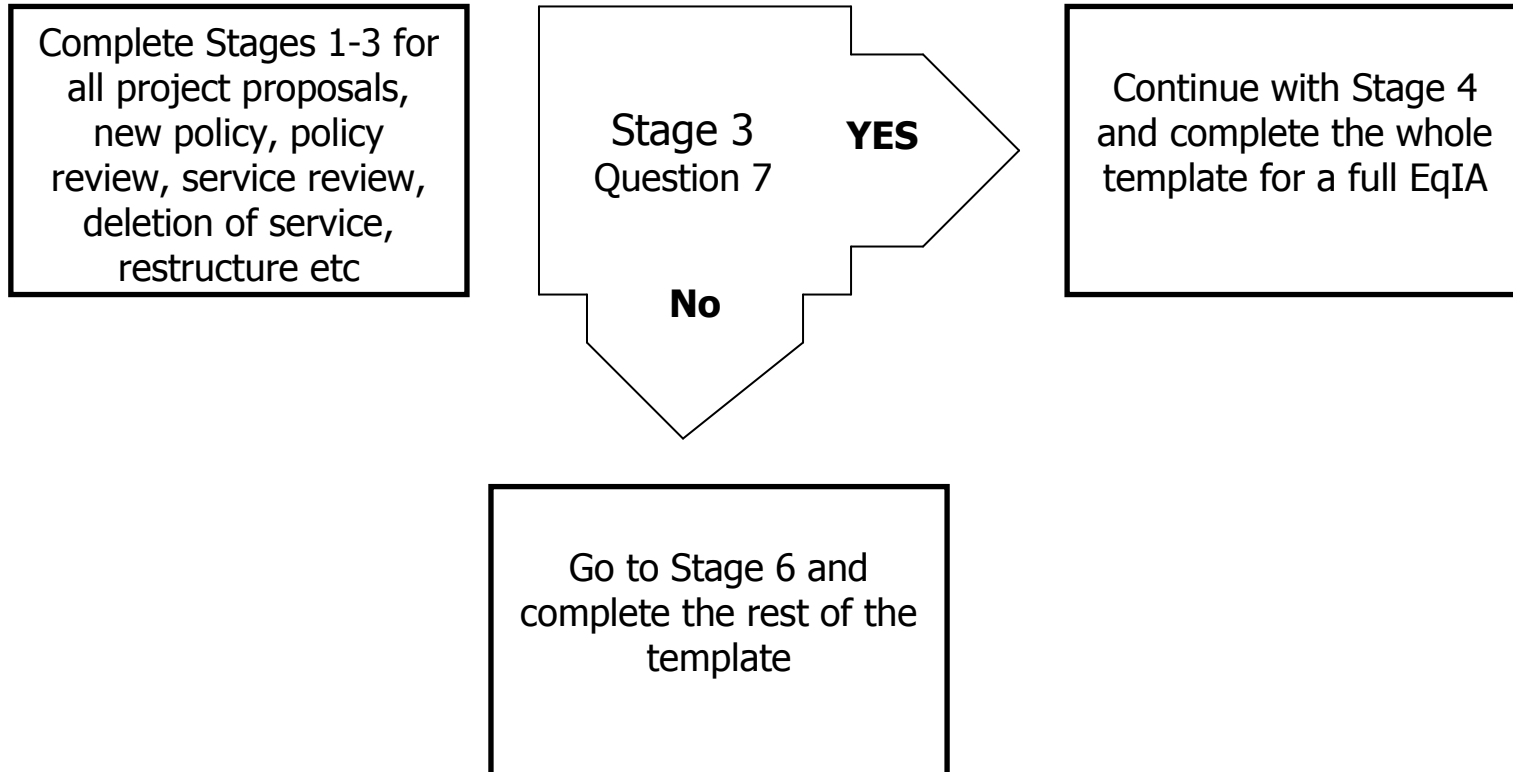
Date:		Date:	
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Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	
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# Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. 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><b>1. What are you trying to do?</b></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&amp;F E01 In house fostering &amp; 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&amp;F E03 Finance post (This post (0.5fte) primarily managed</p>
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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
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
All staffing consultations have been carried out in accordance with the council's HR policies	N/A	N/A	N/A
<b>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b>  List the Title of reports / documents and websites here.	None		

### Page 3: Assessing Potential Disproportionate Impact

307 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			
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**Stage 5: Assessing Impact and Analysis**

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

Protected Characteristic	Adverse ✓	Positive ✓	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	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				

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Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
<b>11. Cumulative Impact</b> – 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	
	<b>None</b>			
<b>11a. Any Other Impact</b> – Considering what else is happening within the	Yes		No	

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

If yes, what is the potential impact and how likely is 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)

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

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

**Stage 6: Decision**

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

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

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

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

<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , explain your justification with full reasoning to continue with your proposals.	

**Stage 7: Improvement Action Plan**

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

Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
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**Stage 8 - Monitoring**

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

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

**Stage 9: Public Sector Equality Duty**

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

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

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
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**Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)**

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

<b>19.</b> 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 <sup>th</sup> , 2014			
<b>Stage 1: Overview</b>					
<b>1. What are you trying to do?</b>  (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.			
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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			
<b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	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
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

**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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	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)				
714 Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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	

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**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)

<b>Outcome 1</b> – 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.	
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3</b> or you have <b>ticked 'yes' in Q12</b> , 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
717					

## 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.**

<b>19.</b> 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	

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## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:		Tick ✓
Transformation			Cabinet		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			
<b>Stage 1: Overview</b>					
<b>1. What are you trying to do?</b> (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.			
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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)

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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 721	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).
722 this is for the removal of 'back office' document and consultation management software no consultation is required.	N/A	N/A	N/A

<b>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b>  List the Title of reports / documents and websites here.	London Borough of Harrow 'Statement of Community Involvement' (adopted April 2013).
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**Stage 3: Assessing Potential Disproportionate Impact**

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

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

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

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

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

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

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#### Stage 4: Collating Additional data / Evidence

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

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

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

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

			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)
724 Age (including carers of young/older people)				
Disability (including carers of disabled people)				
Gender				

Reassignment						
Marriage and Civil Partnership						
Pregnancy and Maternity						
Race						
725 Religion or Belief						
Sex						
Sexual orientation						
<b>11. Cumulative Impact</b> – 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	

<b>11a. Any Other Impact</b> – 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)

<b>Outcome 1</b> – 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
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , 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
727 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.

<b>15.</b> How will you monitor the impact of the proposals once they have	Specific monitoring not required.
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been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
<b>16.</b> 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.
<b>17.</b> 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
728 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.**

<b>19.</b> 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	

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## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:		Tick ✓
Transformation			Cabinet		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			
<b>Stage 1: Overview</b>					
<b>1. What are you trying to do?</b>  (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.			
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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><b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	<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.

131 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

<b>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b>	London Borough of Harrow Vitality Profiles <a href="http://www.harrow.gov.uk/info/200088/statistics_and_census_information/966/vitality_profiles">http://www.harrow.gov.uk/info/200088/statistics_and_census_information/966/vitality_profiles</a>
List the Title of reports / documents and websites here.	

**Stage 3: Assessing Potential Disproportionate Impact**

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

	Age (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

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(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				

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Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
735 Sexual orientation				

<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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)**

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**Page 6: Decision**

<b>13.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>Outcome 1</b> – 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
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , 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.					
737					

## 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.

<b>15.</b> 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.
<b>16.</b> 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.
<b>17.</b> 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.**

1738 5. 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							
<b>1. What are you trying to do?</b>  (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.					
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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>7.1 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.
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### Stage 3: Assessing Potential Disproportionate Impact

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

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

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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	

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**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)

<b>Outcome 1</b> – 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
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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.					

### 746 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.

<b>15.</b> 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.
<b>16.</b> 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.
<b>17.</b> 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.**

<b>19.</b> 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 <sup>th</sup> July 2014					
<b>Stage 1: Overview</b>							
<b>1. What are you trying to do?</b>  (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.					
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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			
<b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	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			
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**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)

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

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

## Stage 5: Assessing Impact and Analysis

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

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



Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
<b>11. Cumulative Impact</b> – 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	✓
<b>11a. Any Other Impact</b> – 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	✓

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

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

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

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

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

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**Page 6: Decision**

<b>13.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3</b> or you have <b>ticked 'yes' in Q12</b> , 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					
755					

## 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.

<b>15.</b> 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.
<b>16.</b> How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
<b>17.</b> 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.**

<b>19.</b> 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 <sup>th</sup> July 2014	
<b>Stage 1: Overview</b>			
<b>1. What are you trying to do?</b>  (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.	
<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>		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			

**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).
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**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
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Yes									
No	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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

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

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

#### Stage 4: Collating Additional data / Evidence

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

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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				

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Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
762 Sexual Orientation				
<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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)

<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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					
764					

## 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.

<b>15.</b> 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
<b>16.</b> How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
<b>17.</b> 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.**

<b>19.</b> 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 – <a href="mailto:sandie.roberts@harrow.gov.uk">sandie.roberts@harrow.gov.uk</a> Anita Awuku – <a href="mailto:anita.awuku@harrow.gov.uk">anita.awuku@harrow.gov.uk</a>		
Date of assessment:		06/11/13		
Stage 1: Overview				
<b>1. What are you trying to do?</b>  (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			

767 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)	768	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

769 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	770	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	-	-	-	-	-			

Sex / Gender  771	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  772	Service Providers	heterosexual	Bisexual
	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
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	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
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

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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			
<b>10. Cumulative Impact</b> – 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	✓
<b>10a. Any Other Impact</b> – 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)

<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 12a below)</b>	
<b>Outcome 4</b> – 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
778 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><b>14.</b> 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><b>15.</b> 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><b>16.</b> 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.

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

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

<b>18.</b> 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	

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## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	
Capital		Portfolio Holder	
Service Plan	✓	Corporate Strategic Board	
Other		Other	
Title of Project:		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	
<b>Stage 1: Overview</b>			
<p><b>1. What are you trying to do?</b></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

<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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	<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>
<p>784 x / Gender</p>	<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 Frameworki 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 &amp; 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)

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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 <sup>th</sup> 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

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	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?

787 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

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			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

<b>10. Cumulative Impact</b> – 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	

<b>10a. Any Other Impact</b> – 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)

<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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
<b>Outcome 3</b> – 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. <b>(Explain this in 12a below)</b>	x
<b>Outcome 4</b> – 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.

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## 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

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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.			
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## Stage 8 - Monitoring

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

<b>14.</b> 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.
<b>15.</b> 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
<b>16.</b> 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>
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**Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)**

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

<p><b>18.</b> 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 <sup>th</sup> 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 <b>£478,746</b> 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; margin-top: 10px;"> <thead> <tr style="background-color: #e0e0ff;"> <th style="width: 15%;">Provider</th> <th style="width: 15%;">Service</th> <th style="width: 45%;">Description of contracted service</th> <th style="width: 25%;">Contract Value</th> </tr> </thead> <tbody> <tr> <td rowspan="2" style="vertical-align: top;">Metropolitan Support Trust</td> <td style="background-color: #e0e0ff;"><b>Teenage Parent Project</b></td> <td>3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)</td> <td style="text-align: right;">£22,486</td> </tr> <tr> <td style="background-color: #e0e0ff;"><b>Harrow Floating Support</b></td> <td>Home visiting support for 17 young people who have left care</td> <td style="text-align: right;">£46,130</td> </tr> <tr> <td style="vertical-align: top;">West</td> <td style="background-color: #e0e0ff;"><b>Supported</b></td> <td>8 family placements for young</td> <td style="text-align: right;">£26,755</td> </tr> </tbody> </table>			Provider	Service	Description of contracted service	Contract Value	Metropolitan Support Trust	<b>Teenage Parent Project</b>	3 flats with support for Harrow's teen parents ( <i>3 also for Brent</i> )	£22,486	<b>Harrow Floating Support</b>	Home visiting support for 17 young people who have left care	£46,130	West	<b>Supported</b>	8 family placements for young	£26,755
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West	<b>Supported</b>	8 family placements for young	£26,755															

London YMCA	<b>Lodgings</b>	people	
	<b>Roxeth Gate</b>	Hostel and self contained flats - 29 of 42 spaces for Harrow's 16 to 35 year olds	£161,398
Harrow Churches Housing Association	<b>Young People Supported Housing</b>	Shared houses for 48 young people with visiting support	£222,142
			<b>£478,746</b>

Set out below are the options Young People were consulted on together with their responses.

Options consulted on	Response to option	Summary response
<b>Young people</b>		
<b>Option 1.</b> 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.
<b>Option 2.</b> 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.
<b>Option 3.</b> 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"> <li>• End the Teenage Parent Project when that contract comes to an end in March 2014.</li> <li>• 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.</li> <li>• Continue with the Supported Lodging &amp; Roxeth Gate service and negotiate on price with the provider.</li> <li>• Extend the Young People Supported Housing service for one year but with a reduction of the existing 47 units.</li> </ul>					
<p><b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b></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><b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b></p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> </ul>	<p>Children &amp; Family Services Housing Department Providers</p>					

<ul style="list-style-type: none"> <li>How have they been involved in the assessment?</li> </ul>	<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>
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**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);">797</p> <p>Age (including carers of young/older people)</p>	<p><b>Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews</b></p> <table border="1" data-bbox="647 676 1187 810"> <tr> <td><b>16 - 19 years of age</b></td> <td>30</td> </tr> <tr> <td><b>20 - 25 years of age</b></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>	<b>16 - 19 years of age</b>	30	<b>20 - 25 years of age</b>	49	People aged 16-29, (ONS) (2010)	(43,101)	Population aged 20-24 (% of whole population) (2011)	(15,900)
	<b>16 - 19 years of age</b>	30							
<b>20 - 25 years of age</b>	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>
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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

798

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

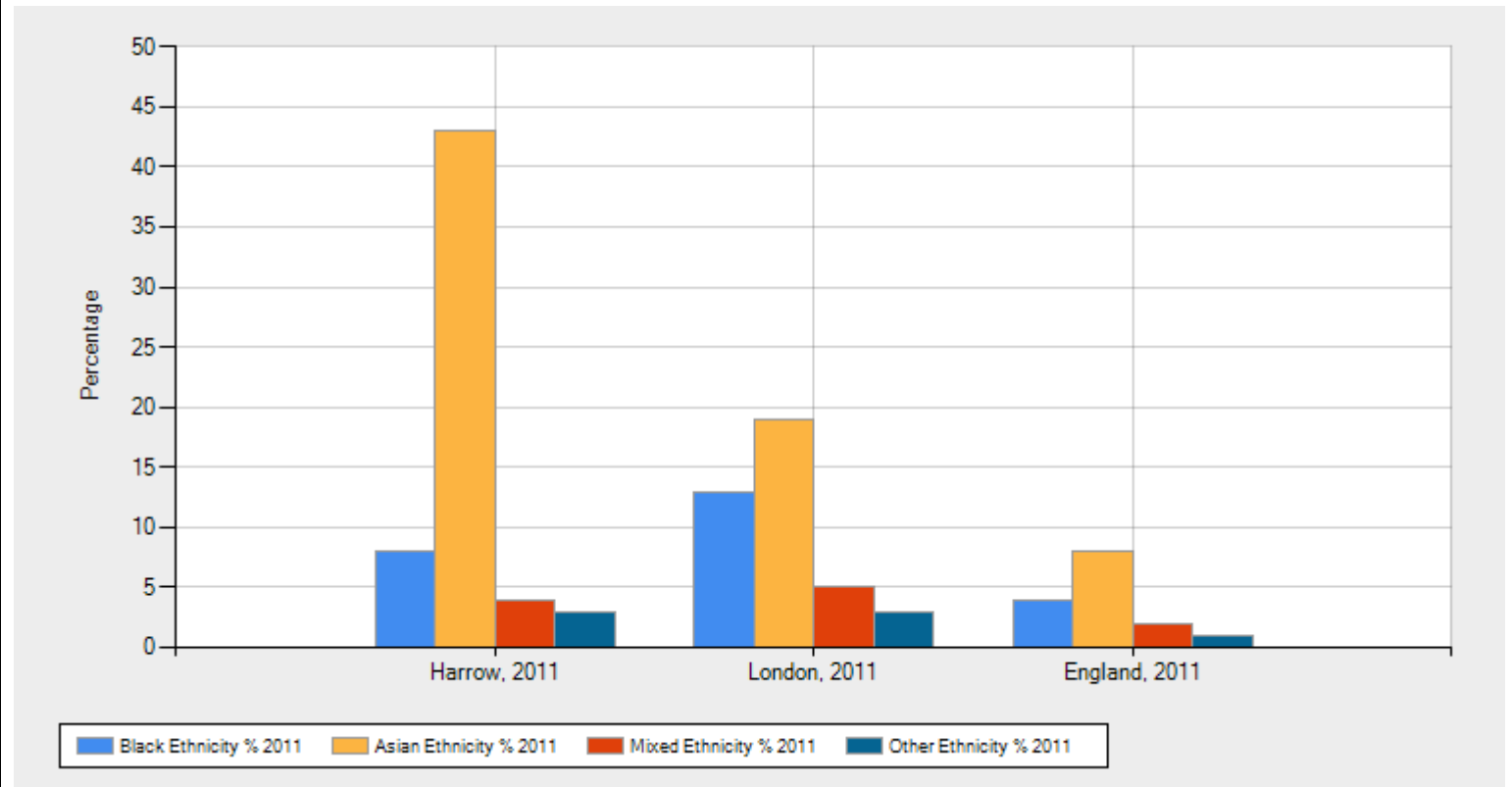
White	27
Black/Black	24
Mixed	15
Asian	9
Other ethnic group: Other	2
Gypsy/Romany/Irish Traveller	1

**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

008

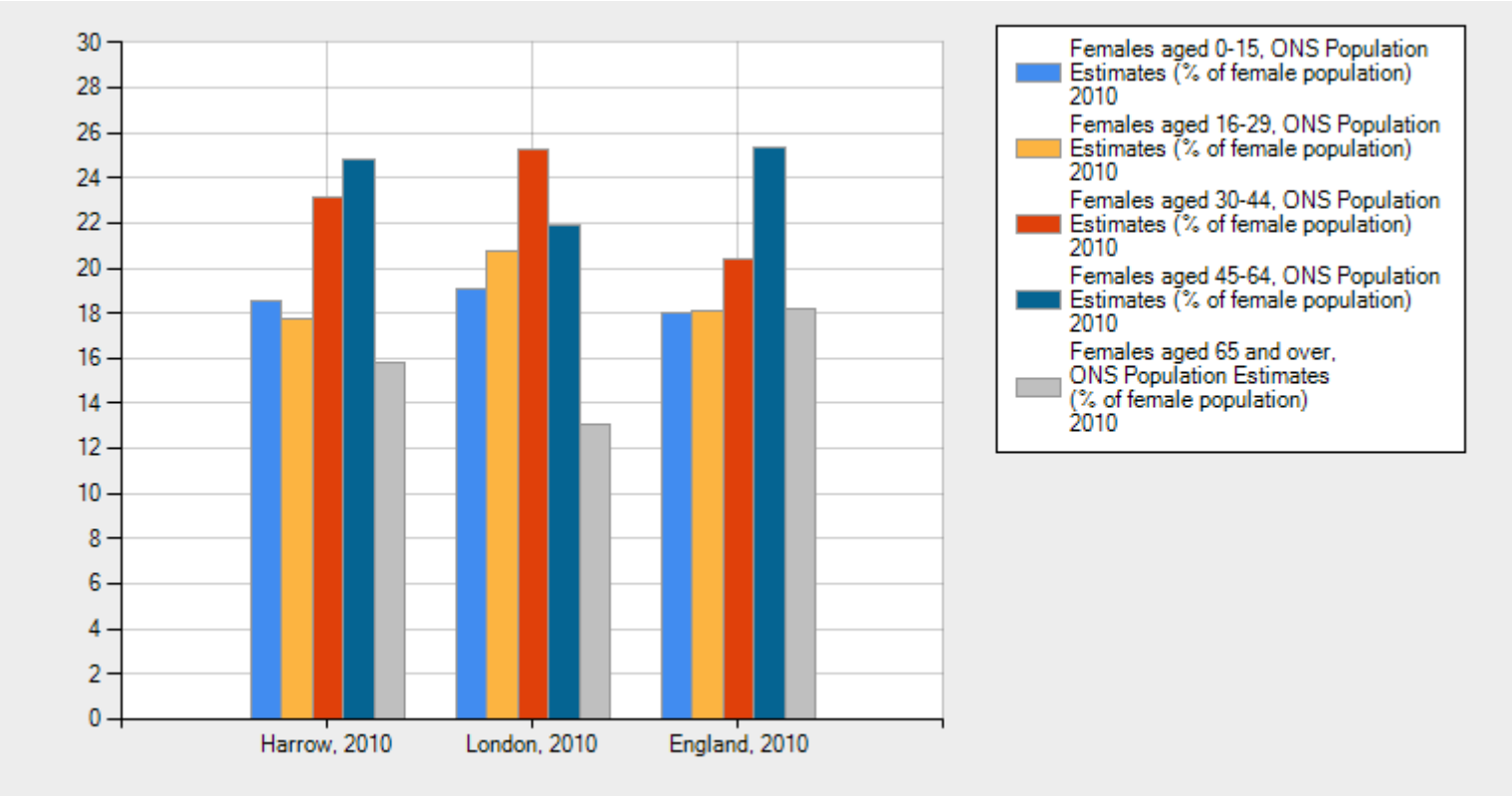
Not Known 20

**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><b>5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</b></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>
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**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
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2088  
202 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 <sup>th</sup> 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:  <b>Option 1.</b> To continue to provide the existing services as they are, but with a reduced capacity.  <b>Option 2.</b> 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><b>Age</b> 16-24 (91), 25-44 (6), 45-64 (0) 65+ (0) Not given (3)</p> <p><b>Ethnicity</b> 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><b>Religion</b> Christianity 44, Islam 13, Atheist 19, Other 6, No response 19</p> <p><b>Sex</b> Male 52, Female 43, No response 6</p> <p><b>Sexual orientation</b> 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><b>Option 3.</b> 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 4<sup>th</sup> October 2013 and have been analysed. The analysis is reflected in this EqIA.</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>	
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## 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?

804 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><b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b></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"> <li>• End the Teenage Parent Project when that contract comes to an end in March 2014.</li> </ul>	<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"> <li>• Assessment and Support Planning;</li> <li>• Security Health and Safety;</li> <li>• Safeguarding and Protection from Abuse;</li> <li>• Fair Access, Diversity and Inclusion;</li> </ul>

				<ul style="list-style-type: none"> <li>Client Involvement and Empowerment.</li> </ul>
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
805 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 4<sup>th</sup> 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.

<b>10. Cumulative Impact</b> – 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.			

<b>10a. Any Other Impact</b> – 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
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	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)

<b>Outcome 1</b> – 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.	
<b>Outcome 2</b> – 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>	✓
<b>Outcome 3</b> – 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. <b>(Explain this in 12a below)</b>	
<b>Outcome 4</b> – 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 808	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.

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**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"> <li>. Equal Pay Act 1970</li> <li>. Sex Discrimination Act 1975</li> <li>. Race Relations Act 1976</li> <li>. Race Relations (Amendment) Act 2000</li> <li>. Disability Discrimination Act 1995</li> <li>. Disability Discrimination (Amendment) Act 2005</li> <li>. Human Rights Act 1998</li> <li>. Employment Equality (Religion or Belief) Regulations 2003</li> <li>. Employment Equality (Sexual Orientation) Regulations 2003</li> <li>. Employment Equality (Age) Regulations 2006</li> <li>. Equality Act 2010</li> </ul> <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>

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<b>Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)</b>			
<b>The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</b>			
<b>18.</b> 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	

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## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:		Tick ✓
Transformation			Cabinet		
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	Efficiency	✓	Other		✓
Title of Project:		<b>Library Stockfund (CHW E03)</b>			
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			
<b>Stage 1: Overview</b>					
<b>1. What are you trying to do?</b>  (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 <sup>th</sup> highest out of 18 Outer London boroughs in 2012/3 CIPFA Actuals) and has been 2 <sup>nd</sup> or 3 <sup>rd</sup> highest issuing Outer London authority (2 <sup>nd</sup> 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><b>2.</b> Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders
<p><b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	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>
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**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)	<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>
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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.
8 5 Diversity	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
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Yes									
No	X	X	X	X	X	X	X	X	X

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

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

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

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

### Stage 4: Collating Additional data / Evidence

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

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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				

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Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
819 Sexual orientation				
<b>11. Cumulative Impact</b> – 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	
<b>11a. Any Other Impact</b> – 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)**

**Page 6: Decision**

<b>13.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3</b> or you have <b>ticked 'yes' in Q12</b> , 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
821					

## 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.

<b>15.</b> 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.
<b>16.</b> 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)
<b>17.</b> 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
822	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	

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## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation			Cabinet	
Capital			Portfolio Holder	
Service Plan		✓	Corporate Strategic Board	
Other			Other	
Title of Project:		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		
Name & contact details of the other persons involved in the assessment:		Neetha Atukorale, Governor Services Officer, Education Strategy (x6504)		
Date of assessment:		1 July 2014		
<b>Stage 1: Overview</b>				
<p><b>1. What are you trying to do?</b></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.

<b>2.</b> 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><b>8.</b> 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>
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9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</b>	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		√		
629 Pregnancy and Maternity		√		
Race		√		
Religion or Belief		√		
Sex		√		
Sexual		√		

orientation									
<b>11. Cumulative Impact</b> – 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	√	
<b>11a. Any Other Impact</b> – 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
<b>12.</b> 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 <a href="#">Harrow HUB/Equalities and Diversity/Policies and Legislation</a>									
	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"> <li>If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. <b>(select outcome 4)</b></li> <li>If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. <b>(select outcome 4)</b></li> </ul>									

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## Stage 6: Decision

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

<b>Outcome 1</b> – 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.	✓
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , explain your justification with full reasoning to continue with your proposals.	

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## Stage 7: Improvement Action Plan

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

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

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### Stage 8 - Monitoring

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

<b>15.</b> 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
<b>16.</b> 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
<b>17.</b> 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)**

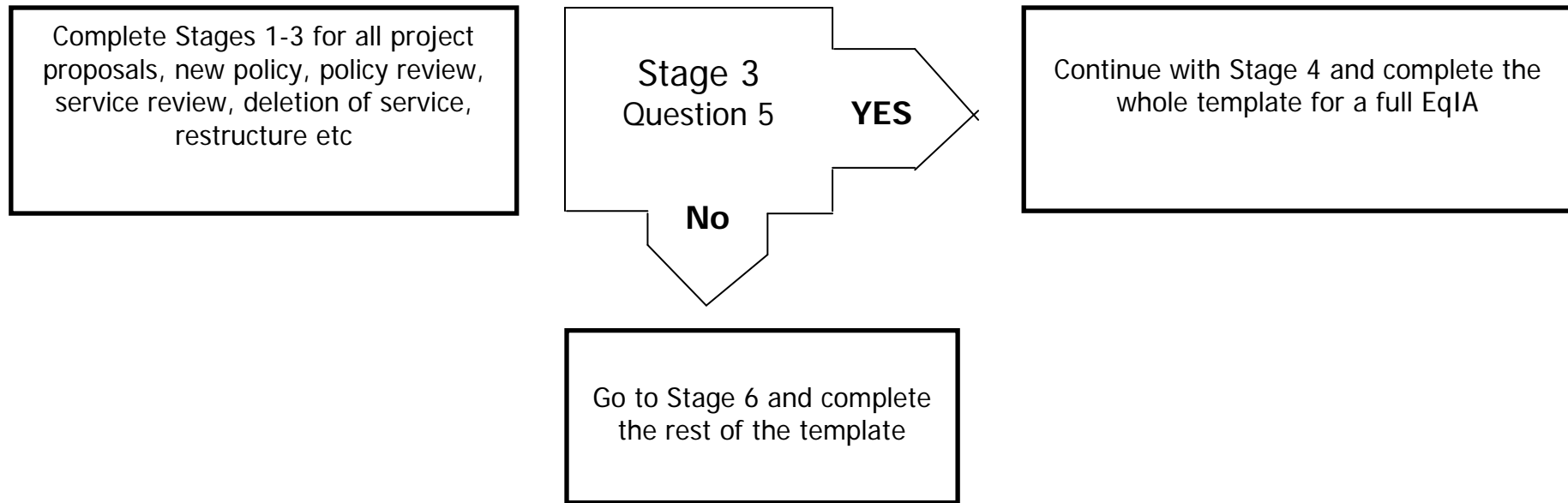
**The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.**

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 <sup>st</sup> July 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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# Equality Impact Assessment Template

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



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- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- SIGN OFF: All EqIAs need to be signed off by your Directorate Equality Task Groups.
- 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

<b>Type of Decision: Tick ✓</b>	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						
<b>Directorate / Service responsible:</b>	Community Directorate						
<b>Name and job title of Lead Officer:</b>	David Eaglesham						
<b>Name &amp; contact details of the other persons involved in the assessment:</b>	Venetia-Reid-Baptiste						
<b>Date of assessment (including review dates):</b>	December 2015 - Reviewed December 2016						
<b>Stage 1: Overview</b>							
<b>1. What are you trying to do?</b>  (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)	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						
<b>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	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				
<b>3. Is the responsibility shared with another directorate, authority or organisation? If so:</b> <ul style="list-style-type: none"> <li>• Who are the partners?</li> <li>• Who has the overall responsibility?</li> <li>• How have they been involved in the assessment?</li> </ul>	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 <sup>th</sup> 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

	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

1837 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**?

838	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. <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
Age (including carers of young/older people)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					

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Religion or Belief					
Sex					
Sexual orientation					

<b>8. Cumulative Impact</b> – 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	

<b>9. Any Other Impact</b> – 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>11. How do your proposals meet the Public Sector Equality Duty (PSED) to:</p> <ol style="list-style-type: none"> <li>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>2. Advance equality of opportunity between people from different groups</li> <li>3. Foster good relations between people from different groups</li> </ol>	<p>The implementation phase will have due regard to the Public Sector Equality Duty.</p>
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**Stage 8: Recommendation**

11. Which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>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.</b>	x
<b>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.</b>	
<b>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</b>	

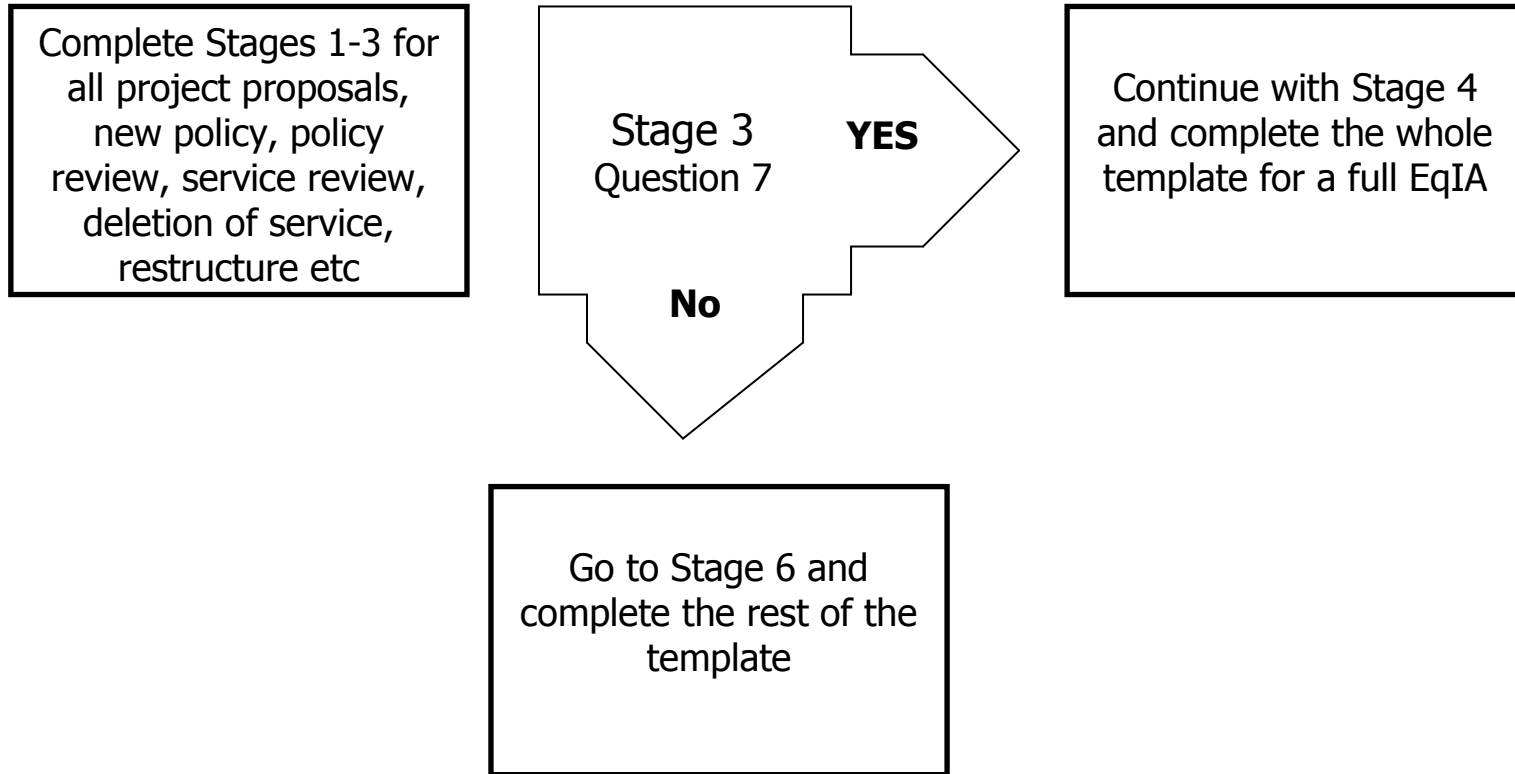
EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)		
12. If your EqIA is assessed as outcome 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)	

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# Equality Impact Assessment Template

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



# Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:		Tick ✓
Transformation			Cabinet		✓
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	MTFS	✓	Other		
Title of Project:		Changes in Street Lighting Policy to Include Variable Lighting Solutions			
Directorate / Service responsible:		Environment and Enterprise			
Name and job title of lead officer:		Venetia Reid-Baptiste, Divisional Director			
Name & contact details of the other persons involved in the assessment:		David Eaglesham, Service Manager – Traffic & Highways Asset Management David Corby, Andrew Smith, Sajni Durve			
Date of assessment:		16/01/2015			

## Stage 1: Overview

<p><b>1. What are you trying to do?</b></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>Extend the current lighting energy saving project by dimming street lights in more areas of the borough. This will reduce energy cost by £120k over 4years.</p>					
<p><b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b></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			

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**Borough – wide age structure statistics from 2011 census**

<b>Harrow</b>	<b>2011 Data</b>	<b>2011 %</b>	<b>2011 Rank - National</b>
All usual residents	239,056		
0 - 4	15,916	6.7	76
5 - 7	9,007	3.8	40
8 - 9	5,414	2.3	87
10 - 14	14,590	6.1	96
15	3,131	1.3	83
16 - 17	6,604	2.8	34
18 - 19	5,369	2.2	192
20 - 24	16,066	6.7	89
25 - 29	19,345	8.1	47
30 - 44	53,358	22.3	45
45 - 59	44,579	18.6	277
60 - 64	12,010	5	301
65 - 74	17,420	7.3	287
75 - 84	11,659	4.9	283
85 - 89	2,982	1.2	288
90 & over	1,606	0.7	252
Average Age (Mean)	37.6		287
Median Age	36		284

Disabled / vulnerable residents may be more affected by the perception of crime if lights are dimmed. 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. However, as the dimming will be between 12am and 6am and 84% of those who had lighting changed to the new dimmable lighting had not noticed the phased dimming 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.

**Adults not in Employment and Dependent Children and Persons with Long-term Health Problem or Disability for all Households**

<b>Harrow</b>	<b>2011</b>	<b>2011</b>	<b>2011</b>	<b>2011</b>
	Data	%	Rank - National	Rank - London
All households	84,268			
<b>Households with:</b>				
No adults in employment with dependent children	3,675	4	116	24
No adults in employment with no dependent children	18,788	22	324	15
Dependent children of all ages	30,670	36	6	5
Dependent children aged 0 - 4	12,435	15	24	13
One person in household with a long-term health problem or disability: With dependent children	5,038	6	20	6
One person in household with a long-term health problem or disability: No dependent children	15,285	18	293	10

Disability (including carers of disabled people)

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	One or more person with a limiting long-term illness	N/A	N/A	N/A	N/A
Gender Reassignment	No data collected. Unlikely to have an adverse disproportionate effect.				
Marriage / Civil Partnership	No data collected. Unlikely to have an adverse disproportionate effect.				
Pregnancy and Maternity	No data collected. Unlikely to have an adverse disproportionate effect.				
Race	No data collected. Unlikely to have an adverse disproportionate effect.				
Religion and Belief	No data collected. Unlikely to have an adverse disproportionate effect.				
Sex / Gender	No data collected. Unlikely to have an adverse disproportionate effect.				
Sexual Orientation	No data collected. Unlikely to have an adverse disproportionate effect.				
Socio Economic	No data collected. Unlikely to have an adverse disproportionate effect.				
<b>5. What consultation have you undertaken on your proposals?</b>					
848	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>Community Champions Harrow Federation of Tenant and Leaseholders</p>	<p>An on line survey supported by self completion questionnaires was undertaken using the Community Champion network to provide an indicative cross section of the population of Harrow and a final sample size of 222 was achieved. The Community Engagement team publicised the web link through the Champion Network.</p>	<p>The survey asked respondents to provide a satisfaction rating with the current service and to identify whether the current light dimming trial programme has any adverse effects on residents</p> <ul style="list-style-type: none"> <li>• 86% rated the dimming programme as better or the same as non-dimmed lighting</li> <li>• 84% of those who had lighting changed to the new dimmable lighting had not noticed the phased dimming.</li> </ul> <p>There is no specific impact on a protected characteristic.</p>	<p>Current service levels which include elements of the proposals are rated as being acceptable by 86% of respondents.</p>								
<p>Residents via online surveys and resident groups</p>	<p>Consultation to ask the question : If the lighting in your street changed over the past 2 years; Please select a response</p>	<p>If the lighting in your street changed over the past 2 years; Please select a response</p> <table data-bbox="1070 1125 1534 1284"> <tr> <td>Better</td> <td>22%</td> </tr> <tr> <td>Same</td> <td>46%</td> </tr> <tr> <td>Can't tell</td> <td>16%</td> </tr> <tr> <td>Worse</td> <td>16%</td> </tr> </table> <p>Have you noticed phased timing</p>	Better	22%	Same	46%	Can't tell	16%	Worse	16%	
Better	22%										
Same	46%										
Can't tell	16%										
Worse	16%										

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of lighting (overnight)

No 84% Yes 16%

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

List the Title of reports / documents and websites here.

None.

### Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

- 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
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			groups, revising your proposals).

**Stage 5: Assessing Impact and Analysis**

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

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

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

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

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

854	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**

<b>13.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>Outcome 1</b> – 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
<b>Outcome 2</b> – 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>	
<b>Outcome 3</b> – 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. <b>(Explain this in 13a below)</b>	
<b>Outcome 4</b> – 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)	
<b>13a.</b> If your EqIA is assessed as <b>outcome 3 or you have ticked 'yes' in Q12</b> , explain your justification with full reasoning to continue with your proposals.	

Page 7: Improvement Action Plan					
1. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
Age	Monitor levels of customer complaints and service enquiries	Monthly complaints monitoring to Directorate SMT	October 2015	John Bowdry	
Disability	Monitor levels of customer complaints and service enquiries	Monthly complaints monitoring to Directorate SMT	October 2015	John Bowdry	

## 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><b>15.</b> 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>No significant impact on protected groups. However, monitoring will be undertaken. Consultation and data analysis to determine the impact on any protected groups, only if it appears to be necessary after implementation as at this stage it is anticipated that there will be no impact on protected groups.</p>
<p><b>16.</b> 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 results will be analysed using customer complaint information received from SAP-CRM and corporate complaints information logged within the Environment and Enterprise directorate. These will be reported to the E&amp;E SMT meetings and to the Council Improvement Boards.</p>
<p><b>17.</b> Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No.</p>

## Stage 9: Public Sector Equality Duty

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

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

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
N/a	N/a	N/a

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

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



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

# Initial Equality Implications Assessment for Commissioning Panel

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

Directorate:	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)		REF: 21 Savings Proposal to reduce the spend on winter gritting	

<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 spend on winter gritting. The proposal requires a re-negotiation of the contractual arrangements so that the spend is linked to the work undertaken. There is no plan to change the current winter gritting policy so impact should be minimal
<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 Partners Stakeholders Staff
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	No

<p><b>5. A - Assessment Relevance</b></p> <p>How relevant are your proposals to each protected characteristic?</p> <p><b>Example:</b> 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>B - Assessment of potential impact</b></p>
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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
<b>SEVERITY OF IMPACT</b>	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
<b>LIKELIHOOD</b>	

<b>LIKELIHOOD</b>	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
<b>IMPACT</b>						

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)	High	Negative	A reduction in service may affect this group. In extreme weather funding may need to be found to increase gritting. Grit boxes will need to be increased and kept		9

people)			full.		
Disability (including carers of disabled people)	High	Negative	A reduction in service may affect this group. In extreme weather funding may need to be found to increase gritting. Grit boxes will need to be increased and kept full.		9
Gender Reassignment	Low	Neutral			0
Marriage and Civil Partnership	Low	Neutral			0
Pregnancy and Maternity	High	Negative	A reduction in service may affect this group. In extreme weather funding may need to be found to increase gritting. Grit boxes will need to be increased and kept full.		9
Race	Low	Neutral			0
Religion or Belief	Low	Neutral			0
Sex	Low	Neutral			0
Sexual orientation	Low	Neutral			0

<b>Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)</b>	
Summary / Conclusion of assessment: (include the key findings and equality implications.	A reduction in service may adversely affect some groups. In extreme weather funding may need to be found to increase gritting. Grit boxes will need to be increased and kept full.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	

Signature - Lead Officer		Date	4 <sup>th</sup> August 2014
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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	15 February 2018
<b>Subject:</b>	Treasury Management Strategy Statement including Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2018/19
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Dawn Calvert, Director of Finance
<b>Portfolio Holder:</b>	Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No, as the decision reserved to Council
<b>Wards affected:</b>	All
<b>Enclosures:</b>	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 2018-21 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 2018/19.

**Recommendation**

Cabinet is asked to recommend to Council that they approve the Treasury Management Strategy Statement for 2018/19 including:

- Prudential Indicators for 2018/19
- Minimum Revenue Provision Policy Statement for 2018/19;
- Annual Investment Strategy for 2018/19
- Increase in investments held over 365 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.



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## 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 borrowing 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.”*

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 2017 Edition]) and Treasury Management Code (Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes [CIPFA 2017 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

### **Capital Strategy**

*In December 2017, CIPFA issued revised Prudential and Treasury Management Codes. As from 2019-20, all local authorities will be required to prepare an additional report, a Capital Strategy report, which is intended to provide the following: -*

- *a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services*
- *an overview of how the associated risk is managed*
- *the implications for future financial sustainability.*

*The aim of this report is to ensure that all elected members on the full council fully understand the overall strategy, governance procedures and risk appetite entailed by this Strategy.*

The Capital Strategy will include capital expenditure, investments and liabilities and treasury management in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.

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 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**

15. The Council has engaged Link Asset Services (was Capita Asset Services), Treasury Solutions as its external Treasury Management Adviser.
16. 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.
17. 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 2018/19**

18. The Strategy covers:-

### **Capital Issues (Section 2)**

- Capital programme and capital prudential indicators 2018-19 to 2020-21 (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)**

19. 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.
20. 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**

21. 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**

22. 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 2016-17 and 2017-18 are actual and estimated outturn respectively and not the strategy for those years.

## 2.1 Capital Programme and Capital Prudential Indicators 2018-19 to 20-21

23. 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**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Community	38,475	35,244	41,822	28,160	14,373
People Services	17,017	23,462	7,870	7,200	-
Regeneration & Enterprise	1,699	195	904	726	201
Regeneration Programme	8,757	17,231	70,996	162,120	35,534
Resources & Commercial	12,200	11,989	3,738	5,700	4,700
HRA	11,603	13,301	2,739	19,883	13,836
<b>Total Expenditure</b>	<b>89,751</b>	<b>101,422</b>	<b>128,069</b>	<b>223,789</b>	<b>68,644</b>
<b>Funding:-</b>					
Capital grants	22,208	26,392	9,674	9,743	5,344
Capital receipts	3,013	2,575	11,044	35,624	53,919
Revenue financing	7,287	8,349	7,418	5,294	6,911
Section 106 / Section 20/ CIL	1,656	549	4,618	3,474	509
<b>Total Funding</b>	<b>34,164</b>	<b>37,866</b>	<b>32,754</b>	<b>54,135</b>	<b>66,683</b>
<b>Net financing need for the year</b>	<b>55,587</b>	<b>63,557</b>	<b>95,315</b>	<b>169,653</b>	<b>1,960</b>

The figures above are draft as the capital programme overall is being agreed to 2020/21 as part of the overall Budget at Cabinet in February 2018.

## 2.2 Capital Financing Requirement

24. 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.
25. 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.
26. 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 £16m of such schemes within the CFR.



27. CFR projections are included in the table below.

**Table 2 Capital Financing Requirement**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
<b>CFR as at 31 March</b>					
Non – HRA	328,851	378,190	452,419	600,787	577,040
HRA	152,541	152,541	154,701	154,885	154,689
<b>TOTAL</b>	<b>481,392</b>	<b>530,731</b>	<b>607,120</b>	<b>755,452</b>	<b>731,709</b>
<b>Movement in CFR</b>	<b>42,751</b>	<b>49,339</b>	<b>76,390</b>	<b>148,332</b>	<b>- 23,744</b>

<b>Movement in CFR represented by</b>					
Net financing need for the year	55,587	63,557	95,315	169,653	1,960
Less Minimum/Voluntary revenue provision and other financing movements	12,836	14,218	18,925	21,321	25,704
<b>Movement in CFR</b>	<b>42,751</b>	<b>49,339</b>	<b>76,390</b>	<b>148,332</b>	<b>- 23,744</b>

The Non-HRA CFR increases from £329m to £601m and then reduces to £577m in 2020/21, 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**

28. 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.
29. 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.
30. 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

31. 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	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Fund Balances/Reserves	61,877	50,083	41,383	39,573	22,523
Capital Receipts Reserve	22,649	16,393	16,393	17,305	10,380
Provisions	10,315	10,033	9,843	9,843	9,843
Other	19,568	14,676	11,007	8,255	6,191
<b>Total Core Funds</b>	<b>114,409</b>	<b>91,185</b>	<b>78,626</b>	<b>74,976</b>	<b>48,937</b>
Working Capital	- 73,918	-129,821	-123,770	-106,693	-107,621
Under/(Over) Borrowing	140,958	190,729	172,236	151,347	126,075
Expected Investments	47,369	30,000	30,000	30,000	30,000
<b>Total</b>	<b>114,409</b>	<b>90,907</b>	<b>78,465</b>	<b>74,654</b>	<b>48,454</b>

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

32. The capital expenditure programme set out in Paragraph 23 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

33. The Council's borrowing position at 31 December 2017 is summarised below.

**Table 4 Summary Borrowing and Investment Position at 31 December 2017**

		Principal		Ave. rate
		£m	£m	%
Fixed rate funding	PWLB	218.4		
	Market	106.0	324.4	4.13
Variable rate funding				
Other long term liabilities (PFI & leases)			15.6	
<b>Total Debt</b>			<b>340.0</b>	
<b>Total Investments at 31.12.2017</b>			<b>47.4</b>	<b>0.22</b>

34. The Council has borrowed £50.8m 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.
35. 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.
36. The expected change in debt in 2018/19, 2019/20 and 2020/2021 reflects the anticipated borrowing necessary to meet the capital programme described in Table 1.
37. Debt outstanding should not exceed CFR.

**Table 5 Changes to Gross Debt**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
<b>External Debt</b>					
Debt at 1 April	334,434	324,434	324,434	419,749	589,402
Expected change in Debt	- 10,000	-	95,315	169,653	1,960
Other long-term liabilities (OLTL) 1st April	17,032	16,000	15,568	15,136	14,704
Expected change in OLTL	- 1,032	- 432	- 432	- 432	- 432
<b>Actual gross debt at 31 March</b>	<b>340,434</b>	<b>340,002</b>	<b>434,885</b>	<b>604,106</b>	<b>605,634</b>
<b>Capital financing requirement</b>	<b>481,392</b>	<b>530,731</b>	<b>607,120</b>	<b>755,452</b>	<b>731,709</b>
<b>Under / (Over) borrowing</b>	<b>140,958</b>	<b>190,729</b>	<b>172,236</b>	<b>151,347</b>	<b>126,075</b>

38. 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 2018/19 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.

39. 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.
40. The table below shows the net borrowing after investment balances are taken into account.

**Table 6 Net Borrowing**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Gross Borrowing brought forward 1 April	351,466	340,434	340,002	434,885	604,106
Changes to Gross Borrowing	-11,032	-432	94,883	169,221	1,528
<b>Carry Forward 31st March</b>	<b>340,434</b>	<b>340,002</b>	<b>434,885</b>	<b>604,106</b>	<b>605,634</b>
Investment brought forward 1 April	76,233	47,369	30,000	30,000	30,000
Changes to Gross Investments	-28,864	-17,369	0	0	0
<b>Carry Forward 31st March</b>	<b>47,369</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Total Net Borrowing</b>	<b>293,065</b>	<b>310,002</b>	<b>404,885</b>	<b>574,106</b>	<b>575,634</b>
<b>Change in net borrowing</b>	<b>17,832</b>	<b>16,937</b>	<b>94,883</b>	<b>169,221</b>	<b>1,528</b>

The change in net borrowing in 2017/18 arises mainly from the reduction in cash balances of £16 m and in subsequent years from additional borrowing.

### **3.2 Treasury indicators: limits to borrowing activity**

#### **The Operational Boundary**

41. This is the limit which external debt is not normally expected to exceed.
42. 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.**

43. 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.
44. 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**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
<b>Authorised Limit for external debt</b>					
Borrowing and finance leases	469	531	607	755	732
<b>Operational Boundary for external debt</b>					
Borrowing	334	334	435	604	606
Other long term liabilities	16	16	16	15	15
<b>Total</b>	350	350	451	619	621
<b>Upper limit for fixed interest rate exposure</b>					
Net principal re fixed rate borrowing	334	334	435	604	606
<b>Upper limit for variable rate exposure</b>					
Net principal re variable rate borrowing	-	-	-	-	-
Upper limit for principal sums invested over 364 days	60	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 365 days. The current limit for such investments is £60m.

### HRA Debt Limit

45. 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. An application has been made to DCLG to increase the HRA debt limit.

**Table 8 HRA Debt Limit and CFR**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate, Qtr 3	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
HRA Debt Limit	154.843	154.843	154.843	154.843	154.843
HRA CFR	149.537	151.492	154.668	154.779	156.268
Headroom	5.306	3.351	0.175	0.064	-1.425

### 3.3 Prospects for interest rates and economic commentary

46. 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

47. As shown in Table 5 above, currently the Council has a debt portfolio of £324m, 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 2017 were £47.4m. With the

investment portfolio yielding only 0.22% and the likely average cost of new debt 2.6%, there is a substantial short term cost of carrying excessive debt.

48. 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.
49. However, with the reduction in cash balances and the likelihood that they will be further reduced by the end of 2017/18 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 £95m, £170 and £2m 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.
50. 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.
51. Against this background and the risks within the economic forecast, caution will be adopted in the 2018/19 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.

52. 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

53. 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

54. 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

55. 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

56. 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.
57. The Council has no variable rate borrowing and the comments below relate only to its fixed rate portfolio.
58. 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 31.12.2017 %	Upper limit %	Lower limit %
Under 12 months	16%	30	0
12 months to 23 months	7%	20	0
24 months to under 5 years	2%	30	0
5 years to under 10 years	2%	40	0
10 years and over	74%	90	30

### 3.6 Policy on borrowing in advance of need

59. 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.

60. 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**

61. Link Asset Services 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).*
62. 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.
63. Should any of the LOBO loans with interest rate reset dates in 2018-19 (£50.8m) require refinancing, the most likely source would be external borrowing.
64. All rescheduling will be reported to Cabinet at the earliest meeting following the exercise.

## **4. Annual Investment Strategy**

### **4.1 Investment policy**

65. 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.



66. Advice received from Link Asset Services 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 0.50% 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.*

67. 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.

68. 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.

69. 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.
70. 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**

71. 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.
72. 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.
73. 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.
74. 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.

75. The Council's criteria for an institution to become a counterparty are detailed in Appendix F.

### 4.3 Country Limits

76. 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

77. **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 1<sup>st</sup> 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).

78. **Investment returns expectations.** Bank Rate is forecast by Link Asset Services to stay flat at 0.50% until quarter 4 2018 and not to rise above 1.25% by quarter 1 2021. Bank rate forecasts for financial year ends are:

- 2017/18 0.50%
- 2018/19 0.75%
- 2019/20 1.00%
- 2020/21 1.25%

79. Link Asset Services 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:

2017/18	0.40%
2018/19	0.60%
2019/20	0.90%
2020/21	1.25%
2021/22	1.50%
2022/23	1.75%
2023/24	2.00%
Later years	2.75%

80. Link Asset Services further advise that "the overall balance of risks to these forecasts is currently skewed to the upside and are dependent on how strong GDP growth turns out, how quickly inflation pressures rise and how quickly the Brexit negotiations move forward positively.

81. **Investment treasury indicator and limit** - total principal funds invested for greater than 365 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 365 days is currently £60m.
82. Throughout 2017-18 interest rates receivable for short term investments have fallen substantially with the Council receiving 0.10% compared to 0.20% 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%. The increase in base rate in November 2017 has resulted in a slight increase in investment rates in the last quarter.
83. 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 0.22%. Whilst this is still above the short term LIBOR benchmark and comparable to peer authorities it represents a substantial reduction from rates earned in previous years.
84. As a result of the Council's strategy and the interest rates available the only counterparties actively in use during 2017-18 have been Lloyds, Royal Bank of Scotland Group and Svenska Handelsbanken. The investment portfolio has inevitably remained concentrated with RBS and Lloyds with 82.5% of the total portfolio invested with them on 31<sup>st</sup> December 2017. 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 2018-19.
85. 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**

86. 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 Link Asset Services 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**

87. 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**

88. 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**

89. The recommendations primarily relate to the requirements for the Council to comply with statutory duties. However, the content of the report, covering borrowing and investment strategy, has implications for the Council's ability to fund its capital projects and revenue activities.
90. The recommendations do not directly affect the Council's staffing/workforce.

## **7. Performance issues**

91. The Council meets the requirements of the CIPFA Treasury Management Code and, therefore, is able to demonstrate best practice for the Treasury Management function.
92. As part of the Code the Council must agree a series of prudential indicators and measure its performance against them. Success is measured by compliance with the indicators and the accuracy of future estimates so far as they are within the control of the Treasury Management function.

## **8. Environmental implications**

93. There are no direct environmental implications.

## **9. Risk management implications**

94. The identification, monitoring and control of risk are central to the achievement of treasury management objectives and to this report. Potential risks are identified, mitigated and monitored in accordance with Treasury Management Practice Notes approved by the Treasury Management Group.
95. Risks are included in the Directorate Risk Register.

## **10. Legal Implications**

96. 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**

97. Financial matters are integral to the report.

## **12. Equalities implications / Public sector equality duty**

98. Officers have considered possible equalities impact and consider that there is no adverse equalities impact as there is no direct impact on individuals

## **13. Council priorities**

99. This report deals with the Treasury Management Strategy which plays a significant part in supporting the delivery of all the Council's corporate priorities.

### Section 3 - Statutory Officer Clearance

Name: Dawn Calvert

Chief Financial Officer

Date: 30 January 2018

Name: Linda Cohen

on behalf of the  
Monitoring Officer

Date: 15 January 2018

**Ward Councillors notified:**

**No**

**EqIA carried out:**

**No**

**EqIA cleared by:**

**N/A**

### Section 4 - Contact Details and Background Papers

**Contact:** Iain Millar (Treasury and Pensions Manager) Tel: 020-8424-1432/ Email: iain.millar@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 (e.g. 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 2017)**

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 2017**

Compliance with the objectives of the Code by the Council should ensure that:

- Capital expenditure plans are affordable in terms of their implications on Council Tax and housing rents
- External borrowing and other long term liabilities are within prudent and sustainable levels
- Treasury management decisions are taken in accordance with good professional practice

As part of the two codes of practice above the Council is required to:

- agree a series of prudential indicators against which performance is measured
- produce Treasury Management Practice Notes for officers which set out how treasury management policies and objectives are to be achieved and activities controlled.

# TREASURY MANAGEMENT DELEGATIONS AND RESPONSIBILITIES

The respective roles of the Council, Cabinet, GARMSC, the Section 151 officer, the Treasury Management Group the Treasury and Pensions 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 Pensions 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 (Link Asset Services 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 Pensions 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 Link Asset Services Asset Services at November 2017

### Interest Rate Forecasts 2017 - 2021

The Council has appointed Link 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-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%
5yr PWLB Rate	1.50%	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.10%	2.10%	2.20%	2.30%	2.30%
10yr PWLB View	2.10%	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%
25yr PWLB View	2.80%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%

**As expected, the Monetary Policy Committee (MPC) delivered a 0.25% increase in Bank Rate at its meeting on 2 November.** This removed the emergency cut in August 2016 after the EU referendum. The MPC also gave forward guidance that they expected to increase Bank rate only twice more by 0.25% by 2020 to end at 1.00%. The Link Asset Services forecast as above includes increases in Bank Rate of 0.25% in November 2018, November 2019 and August 2020.

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 more protracted move from bonds to equities after a historic long-term trend, over about the last 25 years, of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial Quantitative Easing, added further impetus to this downward trend in bond yields and rising bond prices. Quantitative Easing has also directly led to 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 in November 2016 has called into question whether the previous trend may go into reverse, especially now the Fed. has taken the lead in reversing monetary policy by starting, in October 2017, a policy of not fully reinvesting proceeds from bonds that it holds when they mature.

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 stronger economic growth becomes more firmly established. The Fed. has started raising interest rates and this trend is expected to continue during 2018 and 2019. These increases will 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 are likely to exert some upward pressure on bond yields in the UK and other developed economies. However, 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 towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

From time to time, gilt yields – and therefore PWLB rates - can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis and emerging



market developments. Such volatility could occur at any time during the forecast period.

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 balance of risks to economic recovery in the UK is probably to the downside, particularly with the current level of uncertainty over the final terms of Brexit.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- The Bank of England takes action too quickly over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- Geopolitical risks, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.
- A resurgence of the Eurozone sovereign debt crisis, possibly Italy, due to its high level of government debt, low rate of economic growth and vulnerable banking system.
- Weak capitalisation of some European banks.
- Germany is still without an effective government after the inconclusive result of the general election in October. In addition, Italy is to hold a general election on 4 March and the anti EU populist Five Star party is currently in the lead in the polls, although it is unlikely to get a working majority on its own. Both situations could pose major challenges to the overall leadership and direction of the EU as a whole and of the individual respective countries. Hungary will hold a general election in April 2018.
- The result of the October 2017 Austrian general election has now resulted in a strongly anti-immigrant coalition government. In addition, the Czech ANO party became the largest party in the October 2017 general election on a platform of being strongly against EU migrant quotas and refugee policies. Both developments could provide major impetus to other, particularly former Communist bloc countries, to coalesce to create a major block to progress on EU integration and centralisation of EU policy. This, in turn, could spill over into impacting the Euro, EU financial policy and financial markets.
- Rising protectionism under President Trump
- A sharp Chinese downturn and its impact on emerging market countries

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- UK inflation returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.
- The Fed causing a sudden shock in financial markets through misjudging the pace and strength of increases in its Fed. Funds Rate and in the pace and strength of reversal of Quantitative Easing, which then leads to a fundamental reassessment by investors of the relative risks of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into impacting bond yields around the world.

### **Investment and borrowing rates**

- Investment returns are likely to remain low during 2018/19 but to be on a gently rising trend over the next few years.
- Borrowing interest rates increased sharply after the result of the general election in June and then also after the September MPC meeting when financial markets reacted by accelerating their expectations for the timing of Bank Rate increases. Since then, borrowing rates have eased back again somewhat. Apart from that, there has been little general trend in rates during the current financial year. 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 the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of 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.

## APPENDIX E

**Provided by Link Asset Services Asset Services at 20 November 2017**

### ECONOMIC BACKGROUND

**GLOBAL OUTLOOK.** World growth looks to be on an encouraging trend of stronger performance, rising earnings and falling levels of unemployment. In October, the IMF upgraded its forecast for world growth from 3.2% to 3.6% for 2017 and 3.7% for 2018.

In addition, **inflation prospects are generally muted** and it is particularly notable that **wage inflation** has been subdued despite unemployment falling to historically very low levels in the UK and US. This has led to many comments by economists that there appears to have been a fundamental shift downwards in the Phillips curve (this plots the correlation between levels of unemployment and inflation e.g. if the former is low the latter tends to be high). In turn, this raises the question of what has caused this? The likely answers probably lay in a combination of a shift towards flexible working, self-employment, falling union membership and a consequent reduction in union power and influence in the economy, and increasing globalisation and specialisation of individual countries, which has meant that labour in one country is in competition with labour in other countries which may be offering lower wage rates, increased productivity or a combination of the two. In addition, technology is probably also exerting downward pressure on wage rates and this is likely to grow with an accelerating movement towards automation, robots and artificial intelligence, leading to many repetitive tasks being taken over by machines or computers. Indeed, this is now being labelled as being the start of the **fourth industrial revolution**.

### KEY RISKS - central bank monetary policy measures

Looking back on nearly ten years since the financial crash of 2008 when liquidity suddenly dried up in financial markets, it can be assessed that central banks' monetary policy measures to counter the sharp world recession were successful. The key monetary policy measures they used were a combination of lowering central interest rates and flooding financial markets with liquidity, particularly through unconventional means such as Quantitative Easing (QE), where central banks bought large amounts of central government debt and smaller sums of other debt.

The key issue now is that that period of stimulating economic recovery and warding off the threat of deflation is coming towards its close and a new period has already started in the US, and more recently in the UK, on reversing those measures i.e. by raising central rates and (for the US) reducing central banks' holdings of government and other debt. These measures are now required in order to stop the trend of an ongoing reduction in spare capacity in the economy, and of unemployment falling to such low levels that the re-emergence of inflation is viewed as a major risk. It is, therefore, crucial that central banks get their timing right and do not cause shocks to market expectations that could destabilise financial markets. In particular, a key risk is that because QE-driven purchases of bonds drove up the price of government debt, and therefore caused a sharp drop in income yields, this then also encouraged investors into a search for yield and into investing in riskier assets such as equities. This resulted in bond markets and equity market prices both rising to historically high valuation levels simultaneously. This, therefore, makes both asset categories vulnerable to a sharp correction. It is important, therefore, that central banks only gradually unwind their holdings of bonds in order to prevent destabilising the financial markets. It is also likely that the timeframe for central banks unwinding their holdings

of QE debt purchases will be over several years. They need to balance their timing to neither squash economic recovery by taking too rapid and too strong action, or, alternatively, let inflation run away by taking action that was too slow and/or too weak. **The potential for central banks to get this timing and strength of action wrong are now key risks.**

There is also a potential key question over whether economic growth has become too dependent on strong central bank stimulus and whether it will maintain its momentum against a backdrop of rising interest rates and the reversal of QE. In the UK, a key vulnerability is the **low level of productivity growth**, which may be the main driver for increases in wages; and **decreasing consumer disposable income**, which is important in the context of consumer expenditure primarily underpinning UK GDP growth.

A further question that has come to the fore is whether **an inflation target for central banks of 2%**, is now realistic given the shift down in inflation pressures from internally generated inflation, (i.e. wage inflation feeding through into the national economy), given the above mentioned shift down in the Phillips curve.

- Some economists favour a shift to a **lower inflation target of 1%** to emphasise the need to keep the lid on inflation. Alternatively, it is possible that a central bank could simply 'look through' tepid wage inflation, (i.e. ignore the overall 2% inflation target), in order to take action in raising rates sooner than might otherwise be expected.
- However, other economists would argue for a **shift UP in the inflation target to 3%** in order to ensure that central banks place the emphasis on maintaining economic growth through adopting a slower pace of withdrawal of stimulus.
- In addition, there is a strong argument that central banks should **target financial market stability**. As mentioned previously, bond markets and equity markets could be vulnerable to a sharp correction. There has been much commentary, that since 2008, QE has caused massive distortions, imbalances and bubbles in asset prices, both financial and non-financial. Consequently, there are widespread concerns at the potential for such bubbles to be burst by exuberant central bank action. On the other hand, too slow or weak action would allow these imbalances and distortions to continue or to even inflate them further.
- Consumer debt levels are also at historically high levels due to the prolonged period of low cost of borrowing since the financial crash. In turn, this cheap borrowing has meant that **other non-financial asset prices**, particularly house prices, have been driven up to very high levels, especially compared to income levels. Any sharp downturn in the availability of credit, or increase in the cost of credit, could potentially destabilise the housing market and generate a sharp downturn in house prices. This could then have a destabilising effect on consumer confidence, consumer expenditure and GDP growth. However, no central bank would accept that it ought to have responsibility for specifically targeting house prices.

**UK.** After the UK surprised on the upside with strong economic growth in 2016, **growth in 2017 has been disappointingly weak**; quarter 1 came in at only +0.3% (+1.8% y/y), quarter 2 was +0.3% (+1.5% y/y) and quarter 3 was +0.4% (+1.5% y/y). The main reason for this has been the sharp increase in inflation, caused by the devaluation of sterling after the EU referendum, feeding increases in the cost of imports into the economy. This has caused, in turn, a reduction in consumer disposable income and spending power and so the services sector of the economy, accounting for around 80% of GDP, has seen weak growth as consumers cut back on their expenditure. However, more recently there have been encouraging statistics from the **manufacturing sector** which is seeing strong growth, particularly as a

result of increased demand for exports. It has helped that growth in the EU, our main trading partner, has improved significantly over the last year while robust world growth has also been supportive. However, this sector only accounts for around 10% of GDP so expansion in this sector will have a much more muted effect on the overall GDP growth figure for the UK economy as a whole.

While the Bank of England is expected to give forward guidance to prepare financial markets for gradual changes in policy, the **Monetary Policy Committee, (MPC), meeting of 14 September 2017** managed to shock financial markets and forecasters by suddenly switching to a much more aggressive tone in terms of its words around warning that Bank Rate will need to rise soon. The Bank of England Inflation Reports during 2017 have clearly flagged up that it expected CPI inflation to peak at just under 3% in 2017, before falling back to near to its target rate of 2% in two years' time. The Bank revised its forecast for the peak to just over 3% at the 14 September meeting. (Inflation actually came in at 3.1% in November so that may prove now to be the peak.) This marginal revision in the Bank's forecast can hardly justify why the MPC became so aggressive with its wording; rather, the focus was on an emerging view that with unemployment having already fallen to only 4.3%, the lowest level since 1975, and improvements in productivity being so weak, that **the amount of spare capacity in the economy was significantly diminishing** towards a point at which they now needed to take action. In addition, the MPC took a more tolerant view of low wage inflation as this now looks like a common factor in nearly all western economies as a result of automation and globalisation. However, the Bank was also concerned that the withdrawal of the UK from the EU would effectively lead to a *decrease* in such globalisation pressures in the UK, and so this would cause additional inflationary pressure over the next few years.

At Its 2 November meeting, the MPC duly delivered a 0.25% increase in Bank Rate. It also gave forward guidance that they expected to increase Bank Rate only twice more in the next three years to reach 1.0% by 2020. This is, therefore, not quite the 'one and done' scenario but is, nevertheless, a very relaxed rate of increase prediction in Bank Rate in line with previous statements that Bank Rate would only go up very gradually and to a limited extent.

However, some forecasters are flagging up that they expect growth to accelerate significantly towards the end of 2017 and then into 2018. This view is based primarily on the coming fall in inflation, (as the effect of the effective devaluation of sterling after the EU referendum drops out of the CPI statistics), which will bring to an end the negative impact on consumer spending power. In addition, a strong export performance will compensate for weak services sector growth. If this scenario was indeed to materialise, then the MPC would be likely to accelerate its pace of increases in Bank Rate during 2018 and onwards.

It is also worth noting the **contradiction within the Bank of England** between action in 2016 and in 2017 **by two of its committees**. After the shock result of the EU referendum, the **Monetary Policy Committee (MPC)** voted in August 2016 for emergency action to cut Bank Rate from 0.50% to 0.25%, restarting £70bn of QE purchases, and also providing UK banks with £100bn of cheap financing. The aim of this was to lower borrowing costs, stimulate demand for borrowing and thereby increase expenditure and demand in the economy. The MPC felt this was necessary in order to ward off their expectation that there would be a sharp slowdown in economic growth. Instead, the economy grew robustly, although the Governor of the Bank of England strongly maintained that this was *because* the MPC took that action. However, other commentators regard this emergency action by the MPC as being proven by events to be a mistake. Then in 2017, we had the **Financial Policy Committee (FPC)** of the Bank of England taking action in June and September over its concerns that cheap borrowing rates, and easy availability of consumer credit, had resulted in too rapid a rate of growth in consumer borrowing and in the size of total

borrowing, especially of unsecured borrowing. It, therefore, took punitive action to clamp down on the ability of the main banks to extend such credit! Indeed, a PWC report in October 2017 warned that credit card, car and personal loans and student debt will hit the equivalent of an average of £12,500 per household by 2020. However, averages belie wide variations in levels of debt with much higher exposure being biased towards younger people, especially the 25 -34 year old band, reflecting their lower levels of real income and asset ownership.

One key area of risk is that consumers may have become used to cheap rates since 2008 for borrowing, especially for mortgages. It is a major concern that **some consumers may have over extended their borrowing** and have become complacent about interest rates going up after Bank Rate had been unchanged at 0.50% since March 2009 until falling further to 0.25% in August 2016. This is why forward guidance from the Bank of England continues to emphasise slow and gradual increases in Bank Rate in the coming years. However, consumer borrowing is a particularly vulnerable area in terms of the Monetary Policy Committee getting the pace and strength of Bank Rate increases right - without causing a sudden shock to consumer demand, confidence and thereby to the pace of economic growth.

Moreover, while there is so much uncertainty around the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two to three years will actually pan out.

**EZ.** Economic growth in the eurozone (EZ), (the UK's biggest trading partner), had been lack lustre for several years after the financial crisis despite the ECB eventually cutting its main rate to -0.4% and embarking on a massive programme of QE. However, growth picked up in 2016 and has now gathered substantial strength and momentum thanks to this stimulus. GDP growth was 0.6% in quarter 1 (2.1% y/y), 0.7% in quarter 2 (2.4% y/y) and +0.6% in quarter 3 (2.6% y/y). However, despite providing massive monetary stimulus, the European Central Bank is still struggling to get inflation up to its 2% target and in November inflation was 1.5%. It is therefore unlikely to start on an upswing in rates until possibly 2019. It has, however, announced that it will slow down its monthly QE purchases of debt from €60bn to €30bn from January 2018 and continue to at least September 2018.

**USA.** Growth in the American economy was notably erratic and volatile in 2015 and 2016. 2017 is following that path again with quarter 1 coming in at only 1.2% but quarter 2 rebounding to 3.1% and quarter 3 coming in at 3.2%. Unemployment in the US has also fallen to the lowest level for many years, reaching 4.1%, while wage inflation pressures, and inflationary pressures in general, have been building. The Fed has started on a gradual upswing in rates with four increases in all and four increases since December 2016; the latest rise was in December 2017 and lifted the central rate to 1.25 – 1.50%. There could then be another four increases in 2018. At its September meeting, the Fed said it would start in October to gradually unwind its \$4.5 trillion balance sheet holdings of bonds and mortgage backed securities by reducing its reinvestment of maturing holdings.

**CHINA.** Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

**JAPAN.** GDP growth has been gradually improving during 2017 to reach an annual figure of 2.1% in quarter 3. However, it is still struggling to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

### **Brexit timetable and process**

- March 2017: UK government notifies the European Council of its intention to leave under the Treaty on European Union Article 50
- March 2019: initial two-year negotiation period on the terms of exit. In her Florence speech in September 2017, the Prime Minister proposed a two year transitional period after March 2019.
- UK continues as a full EU member until March 2019 with access to the single market and tariff free trade between the EU and UK. Different sectors of the UK economy will leave the single market and tariff free trade at different times during the two year transitional period.
- 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 could also exit without any such agreements in the event of a breakdown of negotiations.
- 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 full 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.

## APPENDIX F

### Counterparties

#### Specified Investments

These are sterling investments of a maturity period of not more than 365 days, or those which could be for a longer period but where the lender has the right to be repaid within 365 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 (CNAV), (LVNAV) and (VNAV)	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



	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max total investment</b>	<b>Max. maturity period</b>
Investment Property Strategy *		In house	£20.0m	Dependent on specific agreement
Concilium Business Services Ltd t/a Smart Lettings Ltd		In house	£0.331m	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 £10.2m

## 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)**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate	Estimate	Estimate	Estimate
Net revenue stream (£'000)	164,987	164,804	167,913	163,003	165,471
Interest costs (£'000)	7,817	7,268	8,174	8,728	9,485
Interest costs - finance leases (£'000)	1,717	1,700	1,700	1,700	1,700
Interest and investment income (£'000)	-1,525	-1,300	-1,300	-1,300	-1,300
MRP (£'000)	15,477	14,218	18,925	21,321	25,704
<b>Total financing costs (£'000)</b>	<b>23,486</b>	<b>21,886</b>	<b>27,499</b>	<b>30,449</b>	<b>35,589</b>
<b>Ratio of total financing costs against net revenue stream (%)</b>	<b>14.2</b>	<b>13.3</b>	<b>16.4</b>	<b>18.7</b>	<b>21.5</b>

The ratio of total financing costs against net revenue stream increases significantly between 2017-18 and 2020-21 due to the impact of the capital programme and the increase in MRP.

**Table 13 Ratio of Financing Costs to Revenue Stream – HRA**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate, Qtr 3	Estimate	Estimate	Estimate
Gross revenue stream (£'000)	32,280	32,001	32,112	32,587	33,174
Interest costs of self-funding borrowing (£'000)	3,751	3,751	3,751	3,751	3,751
Interest costs of other borrowing (£'000)	2,643	2,797	2,574	2,642	2,675
Interest and investment income (£'000)	35	-2	0	0	0
Depreciation (£'000)	7,559	7,496	7,676	7,748	7,812
Impairment (£'000)	0	0	0	0	0
<b>Total financing costs (£'000)</b>	<b>13,988</b>	<b>14,042</b>	<b>14,001</b>	<b>14,141</b>	<b>14,238</b>
<b>Ratio of total financing costs against net revenue stream (%)</b>	<b>43.3</b>	<b>43.9</b>	<b>43.6</b>	<b>43.4</b>	<b>42.9</b>
<b>Ratio of total financing costs (excluding depreciation and impairment) against net revenue stream (%)</b>	<b>19.9</b>	<b>20.5</b>	<b>19.7</b>	<b>19.6</b>	<b>19.4</b>

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**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate	Estimate	Estimate	Estimate
Net Financing need (£'000)	45,131	46,131	23,415	6,808	- 33,774
Borrowing @ 25-50years PWLB rate (£'000)	1,146	1,241	711	217	- 1,077
MRP @ 2% (£'000)	903	923	468	136	-675
<b>Total increased costs (£'000)</b>	<b>2,049</b>	<b>2,164</b>	<b>1,180</b>	<b>353</b>	<b>- 1,752</b>
Ctax base (£'000)	82,000	83,500	84,466	85,946	85,946
% Increase	2.5	2.6	1.4	0.4	- 2.0
Band D Council Tax	1,560	1,628	1,689	1,738	1,766
<b>Overall increase £ pa</b>	<b>38.98</b>	<b>42.17</b>	<b>23.58</b>	<b>7.14</b>	<b>- 36.01</b>

**Table 15 Incremental Impact of Capital Investment Decisions – Housing Rents**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate, Qtr 3	Estimate	Estimate	Estimate
Net Financing need (£'000)					
Borrowing @ 2% (25-50years PWLB rate) (£'000)					
Depreciation @ 2% (£'000)					
Total increased costs					
Number of dwellings					
Increase in average housing rent per week £	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

## 3 Local HRA indicators

The Council should also be aware of the following ratios when making its treasury management decisions.

**Table 16 HRA Ratios**

	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate, Qtr 3	Estimate	Estimate	Estimate
Debt (CFR) (£m)	149.54	151.49	154.67	154.78	156.27
Gross Revenue Stream (£m)	32.28	32.00	32.11	32.59	33.17
<b>Ratio of Gross Revenue Stream to Debt (%)</b>	<b>22</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>
Average Number of Dwellings	4,825	4,823	4,781	4,760	4,755
Debt outstanding per dwelling (£)	<b>30,992</b>	<b>31,410</b>	<b>32,351</b>	<b>32,517</b>	<b>32,864</b>

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.

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	15 February 2018
<b>Subject:</b>	Final Capital Programme 2018/19 to 2020/21
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Dawn Calvert, Director of Finance
<b>Portfolio Holder:</b>	Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
<b>Exempt:</b>	No, except for Appendix 3, which is exempt on the grounds that it contains "exempt information" under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972 (as amended) in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1 – Proposed Capital Programme 2018/19 to 2020/21  Appendix 2 – New capital additions (included within Appendix 1) 2018/19 to 2020/21  Appendix 3 – Regeneration Programme by Scheme - Exempt

## Section 1 – Summary and Recommendations

This report sets out the proposed Capital programme for the financial years 2018/19 to 2020/21 and provides an update on the Regeneration Programme.

### **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 2018/19 to 2020/21.

## Section 2 – Report

### **Development of the Capital Programme**

1. This report sets out the Council's proposals for Capital investment over the period 2018/19 to 2020/21. 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 2018/19 to 2020/21. 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:
  - a. Life and Limb/Health and Safety.
  - b. Statutory Requirement/legislation.
  - c. Schemes fully funded by external sources.
  - d. Invest to Save Schemes (the capital expenditure must generate a revenue stream to cover the capital financing costs and make a savings contribution).
  
6. The draft Capital Programme report presented to Cabinet in December 2017 included a schedule of proposed additions to the Capital Programme between 2018/19 and 2020/21 which were subject to further review and consideration during December and January, prior to inclusion in this Final Capital Programme report in February 2018.
  
7. A list of the new proposed projects within the programme is detailed in appendix 2 and summarised in Table 1 below:

Table 1

<b>Summary New Capital Bids 2018/19 to 2020/21</b>												
	2018/19			2019/20			2020/21			TOTAL		
Project Title	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	0	0	0	0	0	0	4,700	0	4,700	4,700	0	4,700
Community (excl Hsg)	1,820	75	1,745	10,747	1,722	9,025	11,823	1,060	10,763	24,390	2,857	21,533
Housing Gen Fund	0	0	0	0	0	0	2,550	1,180	1,370	2,550	1,180	1,370
Regen	904	904	0	726	726	0	201	201	0	1,830	1,830	0
<b>Total General Fund</b>	<b>2,724</b>	<b>979</b>	<b>1,745</b>	<b>11,473</b>	<b>2,448</b>	<b>9,025</b>	<b>19,274</b>	<b>2,441</b>	<b>16,833</b>	<b>33,470</b>	<b>5,867</b>	<b>27,603</b>

8. These provide for a very substantial net investment of £27.6m 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 £33.470m, with external funding of £5.867m and a net increase in the programme of £27.603m.

The new capital proposals are set out at Appendix 2. In the main they relate to continuing with the existing pattern of expenditure for an additional year in 2020/21.

### Resources

9. Information Technology (IT) – an additional £3m and has been included for IT Infrastructure refresh and £1.7m for devolved IT applications

across the Council in 2020/21. This is to cover the refresh of devolved applications, maintain external compliance and to support the deployment of new applications.

### **Community Directorate**

10. Highways and Roads - £5.0m is proposed in 2020/21 to improve the Highways infrastructure which includes carriageways and footways.
11. Flood Defence and Highways drainage - £300k for Flood defence and £200k for Highways drainage in 2020/21 to ensure investment on flood defence and drainage on Highways continues into 2020/21.
12. Street Lighting - £1.5m is included in 2020/21 to continue the street lighting programme of investment.
13. Local Implementation Plan including parking management – £1.3m in 2020/21. Harrow will receive £1m from TFL to deliver transport projects and initiatives set out on the local transport implementation plan which delivers around 20-30 specific schemes. The Harrow contribution of £300k relates to parking schemes.
14. Leisure and Library Capital Infrastructure - £150k is required in 2020/21 to continue to invest in Leisure and Library Infrastructure.
15. Harrow Museum Infrastructure - £104k is included for 2020/21 for planned works beyond the day to day maintenance. It is anticipated that £60k will be funded from match funding from external sources and so the Council commitment is £44k.
16. CCTV Infrastructure - £1.6m (£800k in 2018/19 and £800k in 2019/20) to upgrade the Borough's current CCTV Infrastructure which has been in place since 2001. It is anticipated that the capital financing costs will be funded through additional income, which is subject to the development of a separate Business case. The scheme is included in the Capital programme at a neutral cost on the basis that it will only proceed if enough income can be generated to cover the capital financing costs.
17. Carbon Reduction and High Priority Planned Investment to the Corporate Estate - £50k and £500k in 2020/21, respectively. This is to continue the programme of investment to upgrade and improve existing assets in Council owned buildings and to ensure that properties are in a safe condition.
18. Parks Infrastructure - £675k in 2020/21 to continue the on-going programme to improve existing facilities and provide safe access for users.
19. Redevelopment of Rayners Lane Toilet Block - £170k in 2018/19 for the refurbishment and redevelopment of this building to bring it back into use through a conversion to lettable shop/office space. The rental income will cover capital financing costs and so this project is cost neutral in terms of the revenue budget.



20. Trade waste bins and Waste and Recycling improvements - £100k and £150k in 2020/21 for the provision and replacement programme of trade waste bins and to make improvements to the Civic Amenity site including the replacement programme for wheeled bins.
21. Corporate Accommodation - £255k in 2020/21 to cover the whole corporate estate for building works including plant and infrastructure, equipment and furnishings.
22. Car park Infrastructure - £15k in 2020/21 for works to car parks including upgrades to parking machines as necessary.
23. Green Grid – £150k in 2020/21 for the continuation of the programme of improvements to Harrow's Green Infrastructure to provide a network or interlinked and multifunctional green spaces.
24. CCTV cameras and equipment - £50k in 2020/21 for ongoing improvements to CCTV cameras as part of the Council's parking policy.
25. Redevelopment of Vernon Lodge and Atkins House - £750k was included in the Capital Programme for 2017/18, mainly to replace the roof. However, at the time alternative proposals were being looked at for Vernon Lodge and the funding for the roof was only to be committed if no other alternative use was proposed. As part of the 2018/19 Capital Programme, there is a proposal to redevelop Vernon Lodge at a total cost of £11.049m. £10.324m is being proposed as an addition in this report (£775k 2018/19, £8.225m in 2019/20 and £1.324m in 2020/21), which is in addition to the uncommitted sum of £725k in 2017/18 for the roof.

This proposal is subject to a business case being agreed by Cabinet in a separate future cabinet report. The business case will set out the proposal for the redevelopment of the Council's only homelessness hostel, Vernon Lodge, to increase capacity and create purpose built accommodation that will provide the capacity for the Council to house its homeless without the use of bed and breakfast arrangements. It will also provide units that can be rented to those able to afford the rental and therefore reduce the costs of the Council renting/supplementing rental in private housing. This will also generate additional revenue income for the Council. It is anticipated that the additional revenue income will cover the running costs of the new facility and cover the capital financing costs of the £11.049m capital expenditure. The current budget includes the Capital financing costs of Vernon Lodge and also the anticipated revenue income to cover these costs, so it is cost neutral to the budget.

26. Headstone Manor - Park for the People Project – this project has a total cost of £1.797m (£75k 2018/19, £1.722m 2019/20) and is to be fully funded by a £1.127m bid to the Heritage Lottery Fund, £370k from Section 106 funding and £300k from Borough Community Infrastructure Levy (CIL) funding. The project will address health and safety issues with the historic moat and improve existing footpath network and car park to enable it to cope with additional visitors. This project is totally funded from external sources and will not attract any capital financing costs.

- 27. Empty Property Grants - £450k in 2020/21 to provide grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time.
- 28. Disabled Facilities Grants - £2.030m in 2020/21 of which £1.180m of grant funding will be received leaving a £850k requirement to be funded from borrowing. This funding enables the delivery of adaptations to the homes of vulnerable residents of the Borough.

**Regeneration, Enterprise and Planning**

- 29. Lyon Road Pop-up Restaurant and Square (GLA, Section 106 and Neighbourhood CIL Funded) – this project has a total cost of £1.010m (£84k 2018/19, £725k 2019/20 and £201k in 2020/21). This project is fully funded by the GLA £485k, S106 £450k and Neighbourhood CIL £75k. The project is to transform an existing car park in Harrow Town Centre into a multi-function public space, improving the general environment for pedestrians and providing the opportunity for markets, especially food markets.
- 30. Mobile Technology in Community Learning - £20k in 2018/19 has been provided to purchase IT equipment to support Community Learning. This funding has been provided by the GLA and Skills Funding Agency.
- 31. Neighbourhood CIL Schemes – a sum of £800k has been included in the Capital Programme in 2018/19. CIL receipts can be used to fund a wide range of infrastructure including transport, schools, health and social care facilities, libraries, play areas, green spaces and sports facilities.

**Capital Funding for the New Capital Additions**

- 32. New capital additions to the General Fund programme for 2018/19 and 2019/20 have only been included if they are invest to save projects or can be funded from other external funding. Any borrowing costs that arise from new capital additions in 2018/19 and 2019/20 will be funded from additional income and therefore no impact in terms of revenue implications. For new schemes agreed in 2020/21, the cost is £465k; however this increases by £1.919m in 2021/22 to £2.384m which is outside the current MTFS.
- 33. 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 2018/19 to 2020/21 being considered by Cabinet elsewhere on this agenda. The table only includes the additional revenue effects of the additional 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**

	2018/19	2019/20	2020/21	2021/22

	£000	£000	£000	£000
<b>Minimum Revenue Provision (MRP)</b>	<b>0</b>	<b>92</b>	<b>184</b>	<b>2,360</b>
<b>Interest Costs</b>	<b>55</b>	<b>332</b>	<b>837</b>	<b>837</b>
<b>Less Income to cover MRP cost</b>	<b>0</b>	<b>-92</b>	<b>-184</b>	<b>-442</b>
<b>Less Income to cover interest cost</b>	<b>-55</b>	<b>-332</b>	<b>-372</b>	<b>-372</b>
<b>Total Capital Financing Costs</b>	<b>0</b>	<b>0</b>	<b>465</b>	<b>2384</b>

34. The capital financing cost increases by £1.919m from £465k to £2.384m in 2021/22 which is outside the current MTFS but this will need to be included next year when the budget is extended for a further year to 2021/22.
35. There is no MRP impact in 2018/19 as MRP in relation to expenditure in 2018/19 does not commence until 2019/20.
36. 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.

### **Community Infrastructure Levy (CIL) Funding**

37. The Community Infrastructure Levy (CIL) enables the council to raise funds for infrastructure from new development. It is levied on the net increase in floorspace arising from new development and is paid when that development starts. The Community Infrastructure Levy (CIL) is a tool for local authorities to support the development of their area by funding the provision, improvement, replacement, operation or maintenance of infrastructure. However the focus of CIL is on the delivery of new infrastructure to meet and mitigate the impacts of new development in an area. CIL receipts can be used to fund a wide range of infrastructure including transport, schools, health and social care facilities, libraries, play areas, green spaces and sports facilities. Harrow's list of strategic infrastructure requirements known as a Regulation 123 list is shown below:

### Regulation 123 List

The following table comprises Harrow Council's Regulation 123 List. It includes the strategic infrastructure that the Council currently considers it is likely to apply CIL revenues to. The Regulation 123 List will be kept under review and may change depending upon the following:

- Changes to local or national funding streams in respect of CIL eligible infrastructure; and
- The requirements of the regulations governing the level of the "meaningful proportion" of CIL that is to be passed to local communities.

Infrastructure currently considered likely to benefit from the application of CIL funding	
Education facilities	Early years, primary and secondary schools
Health services	GPs, acute healthcare
Social care	Supported accommodation
Emergency services	Police, Ambulance and Fire Services
Cultural and community facilities	Libraries and community halls
Improvements to public open space	Parks, natural green space, civic space and green corridors and green grid
Improvements to biodiversity	
Public recreation and leisure facilities	Neighbourhood and Youth Play space, sports and leisure centres, swimming pools and playing pitches
Cemeteries and burial space	
Strategic transport facilities	Roads, buses, cycling, rail and underground
Strategic flood mitigation	

38. Of all CIL monies collected, 85% is used to fund strategic borough wide infrastructure projects, which includes a 5% allowance to cover the administrative costs of CIL. The decisions on where to spend CIL at a borough-wide level is determined by the Council. The remaining 15% is allocated to Neighbourhood CIL (NCIL) and must be spent on projects that have taken account of the views of the communities in which the income was generated and these projects should support the development of the area.
39. A report was presented to the Major Development Panel (MDP) on 14<sup>th</sup> November 2017, recommending that the allocation of Borough and Neighbourhood CIL is included as part of the Annual Budget Setting process and included in the Capital Programme report which goes to Cabinet in draft in December and in February (this report) in its final version. The recommendations from the Major Development Panel (MDP) report were considered separately at the December 2017 Cabinet meeting.
40. The Borough CIL element will be used to fund the core Capital programme and will be considered as a funding source for the existing Capital programme set out at Appendix 1.
41. The Neighbourhood element of CIL has been included in the Capital Programme as a broad allocation to indicate the total amount of NCIL available. A sum of £800k has been included in the 2018/19 Capital Programme. A sum of £200k has also been included for 2017/18 as reported in the revenue and Capital monitoring report Quarter 2 which went to Cabinet in December 2017. Both sums will be funded by the NCIL payments already received to date. Yearly allocations of NCIL will

be added to the Capital Programme, subject to confirmation of likely CIL receipts.

42. In addition, there are 2 specific schemes in Appendix 2 which have an element of CIL funding included; Headstone Manor –Park for the People Project has £300k of BCIL funding included (paragraph 26) and Lyon Road Pop-up Restaurant and Square has £75k of NCIL included (paragraph 29).
43. Specific projects to be funded by NCIL will be put forward by the relevant Directorates / Ward members and assessed against the criteria outlined in the CIL Allocations report. The final decision on what projects are funded from the agreed NCIL allocations will be delegated to the Divisional Director – Regeneration and Planning, in consultation with the Portfolio Holders for Regeneration and Planning, and Finance and Commercialisation.
44. Recognising the growing CIL balance and pressures on the Council's overall financial position, as part of the 2017/18 Budget setting, Cabinet agreed on 16th February 2017 to allocate £4.8 million of CIL funds over a 2 year period on Highway improvements.
45. After allowing for the allocation of £4.8m, there was still a balance remaining from the monies collected as at 31<sup>st</sup> March 2017 of £106,055 in relation to BCIL to spend (once the NCIL and CIL administration top slice is deducted). In addition, at 31<sup>st</sup> October 2017, a further £2.403 million of Harrow CIL had been received during the 2017/18 financial year, representing £1.922 million of Borough-wide CIL once Neighbourhood CIL and administration top-slice is deducted. This totals £2.028m of BCIL. This figure represents the income received to date and so will be higher by the 31<sup>st</sup> March 2018.
46. As BCIL becomes available in future years it will be applied as a funding source for the Capital Programme.

#### **The Capital programme 2018/19 to 2020/21**

47. 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 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.
48. The impact of re-profiling of spending between years is cost neutral across the financial 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:

<b>Table 3: Capital Programme 2018/19 to 2020/21</b>				
	<b>2018/19 Net Value</b>	<b>2019/20 Net Value</b>	<b>2020/21 Net Value</b>	<b>Total Net Value</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Total 2017/18 Capital Programme approved in Feb 2017.	250,480	118,055		368,535
Amendments made to 2017/18 Capital Programme	- 2,366	- 2,271		- 4,636
<b>Revised Capital Programme excluding Regeneration amendments</b>	<b>248,115</b>	<b>115,785</b>	<b>0</b>	<b>363,899</b>
Amendment to Regeneration Capital Programme to be approved at February 2018 Cabinet	- 126,874	80,482	35,534	- 10,858
New 2018/19 Capital Programme added	1,745	9,025	16,833	27,603
Changes to HRA Budget	- 5,900	11,244	13,836	19,180
<b>Total 2018/19 Capital Programme</b>	<b>117,086</b>	<b>216,535</b>	<b>66,203</b>	<b>399,824</b>

49. The total Capital Programme set out in Appendix 1 and in Table 3 above, incorporates the revised Regeneration Programme. The movement in the programme shows:

- Reductions made in 2018/19 and 2019/20 which total £4.636m. These reductions were made as part of the process to review the existing Capital Programme with a view to re-prioritising investment and thereby make reductions to assist with closing the budget gap as reported as part of the draft Capital Programme which went to Cabinet in December 2017.
- a net reduction between 2018/19 to 2020/21 of £10.858m in the Regeneration Programme (see paragraphs 51 to 58)
- New capital additions (see paragraphs 7 to 31) which increase the programme by a total of £27.603m.
- Net movement in the HRA Capital Programme of £19.180m

50. Overall as a result of these changes the Total Capital Programme has increased from £368.535m to £399.824m. Table 4 below shows the total Capital Programme by Directorate:

**Table 4: Capital Programme 2018/19 to 2020/21 by Directorate**

	2018/19			2019/20			2020/21			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 £000	External Funding £000	Net Bid Value £000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Resources and Commercial Directorate</b>	3,738	0	3,738	5,700	0	5,700	4,700	0	4,700	14,138	0	14,138
<b>People's Directorate</b>	7,870	4,520	3,350	7,200	2,625	4,575	0	0	0	15,070	7,145	7,925
<i>Adults</i>	200	0	200	450	0	450	0	0	0	650	0	650
<i>Schools</i>	7,670	4,520	3,150	6,750	2,625	4,125	0	0	0	14,420	7,145	7,275
<b>Community Directorate</b>	41,822	5,559	36,263	28,160	3,902	24,258	14,373	2,240	12,133	84,354	11,701	72,653
<i>Environmental Services</i>	30,643	3,475	27,168	24,741	2,722	22,019	11,569	1,000	10,569	66,952	7,197	59,755
<i>Community &amp; Culture</i>	2,164	904	1,260	1,150	0	1,150	254	60	194	3,568	964	2,604
<i>Housing General Fund</i>	9,015	1,180	7,835	2,269	1,180	1,089	2,550	1,180	1,370	13,834	3,540	10,294
<b>Regeneration</b>	71,900	904	70,996	162,846	726	162,120	35,735	201	35,534	270,480	1,830	268,650
<i>Regeneration &amp; Enterprise</i>	904	904	0	726	726	0	201	201	0	1,830	1,830	0
<i>Regeneration Programme</i>	70,996	0	70,996	162,120	0	162,120	35,534	0	35,534	268,650	0	268,650
<b>Total General Fund</b>	125,330	10,983	114,347	203,905	7,253	196,653	54,808	2,441	52,367	384,042	20,676	363,366
<i>Housing revenue Account</i>	2,739	0	2,739	19,883	0	19,883	13,836	0	13,836	36,458	0	36,458
<b>Total General Fund + HRA</b>	128,069	10,983	117,086	223,788	7,253	216,535	68,644	2,441	66,203	420,500	20,676	399,824

### Regeneration Capital Programme

51. The previous expenditure requirements of the Regeneration Programme over the financial years 2017/18 to 2019/20 were estimated to be £325m, to be funded through a combination of land receipts and new borrowing, with the total cost of the Regeneration programme anticipated to be in the region of £349m over the life of the programme which extended to 2021/22. There were land receipts anticipated in the region of £108m being generated to help fund the cost of works which gave a net scheme cost of £241m.
52. In 2017, a Commercial & Financial Review of the Regeneration Programme was launched, which focused on the following areas:
  - Phasing and profiling of the programme
  - Further commercial review of designs
  - Peer review of approaches taken in other Councils and organisations
  - Further analysis of debt and cash flows
  - Clarification of advice on the legal and tax implications
  - Seeking advice on partnering structures.

53. This resulted in a revised indicative Programme budget being taken to December 2017 Cabinet. This showed gross expenditure of £293m reduced to £220m after the application of capital receipts. The December Cabinet report stated that this indicative position was subject to further review in preparation for it being included in the Final Capital Programme to be agreed by Cabinet/Council in February 2018. The revised Regeneration budget which extends to 2022/23 is set out in Table 5 below.

Table 5 – Regeneration Programme

	January 2017 Approved budget, (A)  £'000s	December 2017 Update, (B)  £'000s	February 2018 Budget (C) for Approval,  £'000s	Variance (A)-(C)  £'000
Gross Expenditure	349,096	292,252	295,171	(53,925)
Capital Receipts	(108,245)	(72,660)	(87,771)	20,474
Net Expenditure	240,851	219,592	207,400	(33,451)

54. The following areas are reflected in the revised programme budget (C) above:

- Re-phasing of Poets' Corner Phase 1 by elongation of construction and dividing the site into 3 sections. This has the effect of reducing peak debt and also reduces risk as further sections will only be committed to once the previous one is progressing well. This further de risks the programme as major projects are not starting on site at the same time.
- Sale of Haslam House and Waxwell lane - A review of these schemes suggests it would be better to sell for a cash receipt due to the desirable location and recycled back into the programme. Current assumptions within the modelling are that both these schemes will be sold upon completion and the capital receipt recycled back. However, this will continue to be reviewed to ensure maximum benefit to the programme.
- Inclusion of the GLA grant receipt , in 2017/18, of £3.75m against Poets' Corner Phase 1
- An estimation of Stamp Duty Land Tax liability of £8.2m where applicable.
- Review of the Management and Maintenance cost assumptions resulting in increases from £650/unit to £750/unit
- Start on Site and practical completion dates have been updated to reflect their current assumptions.



- To aid transparency, Value Engineering savings, yet to be made, have been removed from the costs. Further design work to ensure that schemes reach their viability target is on-going.

55. The comparable total cost of the programme is now anticipated to be £295m to 2022/23 whereas it was at £349m in January 2017. Capital receipts are now expected to be £88m down from £108m in January 2017 in line with the design changes. A detailed breakdown of budget allocations is set out over the life of the Programme in Appendix 3 but overall expenditure is to be re-profiled for the period of the existing Capital Programme as follows:

**Table 6: Capital Programme 2018/19 to 2020/21**

	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000
Total Expenditure	70,996	162,120	35,534	268,650
Previous budget	197,870	81,638	0	279,508
Variation	(126,874)	80,482	35,534	(10,858)

56. As a result of the reduction in the overall capital requirement, £33m will no longer need to be borrowed. Borrowing strategies are being developed which will enable interest rates to be controlled. These include structuring new borrowing with a mix of maturities, such as short-term borrowing (e.g. 3/5/7 year loans) over the development period to enable the Council to access the cheaper rates currently available for these maturities and long term borrowing once the private rented sector units become operational.

57. The January 2017 programme assumed previously created flexibilities being used to fund expenditure in the period until a positive cash flow after capital financing being used. The current model assumes the same principle however; the level of flexibilities is reduced.

58. The design and tenure mix of new housing will be adjusted and finalized as each project proceeds through the planning process, to ensure that schemes are financially viable. Table 7 shows the current tenure assumptions:

**Table 7: Tenure Assumptions**

TENURE	Jan 17	Dec 17	Jan 18-Update
UNITS FOR MARKET RENT	509	509	480
UNITS FOR INTERMEDIATE RENT	101	133	133
UNITS FOR AFFORDABLE RENT	72	92	92
SOLD DIRECT TO PURACHSERS	149	21	50
SOLD AS PRIVATE SALE TO RP/DEV	0	0	0
SOLD AS RENTED TO RP/DEV	7	0	0
SOLD AS SHARED OWNERSHIP TO RP/DEV	0	0	0
<b>TOTAL RESIDENTIAL</b>	<b>838</b>	<b>755</b>	<b>755</b>
PARKING SPACES	802	194	193
CIVIC CENTRE	1	2	1
RETAIL UNITS	2	4	3
COMMUNITY CENTRE	3	2	1
OTHER 1	3	5	3
OTHER 2	0	3	1
LAND SALE	0	0	0
<b>TOTAL NON-RESIDENTIAL</b>	<b>811</b>	<b>210</b>	<b>202</b>
<b>TOTAL - RESI &amp; NON RESIDENTIAL</b>	<b>1649</b>	<b>965</b>	<b>957</b>

**59. Capital Receipts**

The Property Disposal Programme 2017/18 was submitted to Cabinet on 7<sup>th</sup> December 2017. The asset management strategy 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. As well as being used to fund Capital expenditure, the Council has the ability to apply capital receipts to fund revenue 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. This is permissible under the Capital Flexibilities Regulations that came in effect from 1<sup>st</sup> April 2016 until 31<sup>st</sup> March 2019. As part of the recent Finance settlement for 2018/19, these flexibilities have been extended for a further 3 years. In 2016/17, £2.3m of capital receipts were used to fund eligible revenue expenditure with a further £3m allowed for in the 2017/18 revenue budget and £2.7m in the 2018/19 budget.

**HOUSING REVENUE ACCOUNT (HRA)**

60. 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**

61. A number of capital proposals are considered during the budget setting process.

## **Legal Implications**

62. 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**

63. Financial matters are integral to the report. The capital financing costs of all capital proposals must be included in the revenue budget.

## **Performance Issues**

64. 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.
65. Monitoring of the approved programme, is ongoing and is essential for good financial management.
66. 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**

67. 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**

68. 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.

69. 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: 5 February 2018		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 6 February 2018		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>NO</b>
<b>EqIA cleared by:</b>	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](mailto:sharon.daniels@harrow.gov.uk)

#### **Background Papers:**

**[Draft Capital Programme 2018/19 to 2020/21 - Cabinet 7<sup>th</sup> December 2017](http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=64137&Ver=4)**

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=64137&Ver=4>

**[CIL Infrastructure Levy - report to Major Developments Panel 14th Nov 2017](http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=1041&MId=64184&Ver=4)**

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=1041&MId=64184&Ver=4>  
[pdf](#)

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

**NOT APPLICABLE**

*[Call-in applies]*

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Capital Programme 2018/19 to 2020/21

Appendix 1

Project Title	2018/19			2019/20			2020/21			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
<b>Resources and Commercial Directorate</b>												
<b>Ongoing refresh &amp; enhancement of ICT</b> 'Replacement, upgrades and enhancements to applications, infrastructure and end user devices, not included within the agreed supplier service charges or transformation programme	3,000		3,000	5,000		5,000			0	8,000	0	8,000
<b>Transition and Transformation - Sopra Steria</b>	38		38			0			0	38	0	38
<b>Sub Total Transformation &amp; Technology</b>	<b>3,038</b>		<b>3,038</b>	<b>5,000</b>		<b>5,000</b>			<b>0</b>	<b>8,038</b>	<b>0</b>	<b>8,038</b>
<b>IT Infrastructure refresh</b> - Essential refresh of the IT infrastructure to enable continued operation of Council services.							3,000	0	3,000	3,000	0	3,000
<b>Devolved Applications Refresh</b> -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.	700		700	700		700	1,700	0	1,700	3,100	0	3,100
<b>Total Resources and Commercial Directorate</b>	<b>3,738</b>	<b>0</b>	<b>3,738</b>	<b>5,700</b>	<b>0</b>	<b>5,700</b>	<b>4,700</b>	<b>0</b>	<b>4,700</b>	<b>14,138</b>	<b>0</b>	<b>14,138</b>
<b>People's Directorate</b>												
<b>Adults</b>												
<b>Reform of Social Care Funding</b> 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	250	0	250			0	250	0	250
<b>Project Infinity</b> Placeholder for potential capital funding to enable further commercialisation of My Community e Purse (MCeP – self directed care) and for Our Community e Purse (OCeP – self funded care) with the expectation (subject to development of further business cases) that investment and continued partnership working with IBM will support the delivery of a revenue income stream, enabling MTFS savings to be reinstated.	100	0	100		0	0			0	100	0	100
<b>In-House Residential Establishments</b> Investment to maintain the infrastructure of the Council's internal residential and day care facilities. Requirement ceases post 2018/19 linking to revenue MTFS service reprovision proposals	100	0	100	200	0	200			0	300	0	300
<b>Total Adults</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>450</b>	<b>0</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650</b>	<b>0</b>	<b>650</b>

<b>Schools</b>												
<b>SEN Expansion</b> 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.	2,520	2,520	0	0	0	0		0	2,520	2,520	0	
<b>Bulge Classes</b> 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		0	300	0	300	
<b>Children's Capital Maintenance Programme</b> Proactive and reactive programme of maintenance across the schools estate	1,350		1,350	1,350		1,350		0	2,700	0	2,700	
<b>Capital Maintenance funding estimate 2018-19</b> 'Estimated allocation for Capital Maintenance to contribute to schools capital programme for 2018-19		2,000	-2,000			0		0	0	2,000	-2,000	
<b>Secondary Expansion</b> 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.	3,650		3,650	5,250	2,625	2,625		0	8,900	2,625	6,275	
<b>Total Schools</b>	<b>7,670</b>	<b>4,520</b>	<b>3,150</b>	<b>6,750</b>	<b>2,625</b>	<b>4,125</b>	<b>0</b>	<b>0</b>	<b>14,420</b>	<b>7,145</b>	<b>7,275</b>	
<b>Total People's Directorate</b>	<b>7,870</b>	<b>4,520</b>	<b>3,350</b>	<b>7,200</b>	<b>2,625</b>	<b>4,575</b>	<b>0</b>	<b>0</b>	<b>15,070</b>	<b>7,145</b>	<b>7,925</b>	
<b>Community Directorate</b>												
<b>Environmental Services</b>												
<b>Flood Defence</b> 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	



<b>Waste &amp; Recycling</b> 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.	150		150	150		150	150	0	150	450	0	450
<b>Highway Programme</b> Renewal and replacement of highways and footways.	7,100	2,400	4,700	3,300		3,300	5,000	0	5,000	15,400	2,400	13,000
<b>Highway Drainage</b> 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
<b>Local Implementation Plan (LIP) including CPZ schemes</b> Implementation of the Mayor of London's Transport Strategy as well as Harrow's Transport Local Implementation Plan & parking management programmes.	1,300	1,000	300	1,300	1,000	300	1,300	1,000	300	3,900	3,000	900
<b>Parks Infrastructure</b> Prioritise parks infrastructure which are most in need of repair in order to provide safe access and use of facilities for all.	506		506	506		506	675	0	675	1,687	0	1,687
<b>Street Lighting</b> 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.	1,500		1,500	1,000		1,000	1,500		1,500	4,000	0	4,000
<b>Corporate Accommodation</b> Improvements to corporate buildings to provide a safe and secure environment in which to operate its business.	155		155	55		55	255	0	255	465	0	465
<b>High Priority Planned Maintenance</b> Improvements to corporate properties (excluding schools) to ensure that they are in a safe condition for occupants.	600		600	600		600	500	0	500	1,700	0	1,700
<b>Carbon Reduction</b> Provision of retro-fit energy efficiency measures in corporate buildings.	100		100	100		100	50	0	50	250	0	250
<b>Replacement of Parks litter bins</b>	49		49	0		0			0	49	0	49
<b>Green Grid Programme</b> 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
<b>Harrow on the Hill Station</b> Improvements to the station and surrounding area to create step free access	3,000	0	3,000			0			0	3,000	0	3,000
<b>Green Gym / Play Equipment</b> Installation of outdoor gym equipment within parks to promote health and well being.	38		38	38		38			0	75	0	75
<b>CCTV Cameras and equipment at depot</b> 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	50		50	50		50	250	0	250
<b>CCTV Infrastructure</b> - this project is to upgrade the borough's CCTV infrastructure. The current infrastructure has been in place since 2001.	800		800	800		800	0		0	1,600	0	1,600



<b>Better Care Fund - Disabled Facilities Grant</b> - 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
<b>Improvement Grants</b> - Grants to private landlords to improve the condition of their properties, generally in exchange for a lease agreement	52		52	52		52	70		70	174	0	174
<b>Empty Properties Grants</b> - Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	187		187	187		187	450		450	824	0	824
<b>Better Care Fund - Disabled Facilities Grant</b> - 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
<b>Empty Property Initiative</b> - to bring empty/vacant property into use which may require Compulsory Purchase Order. The intention being to purchase property and then re-sell.	746		746			0			0	746	0	746
<b>New Bid - Extension to Property Purchase Initiative</b> - 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	6,000		6,000			0			0	6,000	0	6,000
<b>Total Housing General Fund</b>	<b>9,015</b>	<b>1,180</b>	<b>7,835</b>	<b>2,269</b>	<b>1,180</b>	<b>1,089</b>	<b>2,550</b>	<b>1,180</b>	<b>1,370</b>	<b>13,834</b>	<b>3,540</b>	<b>10,294</b>
<b>Total Community Directorate</b>	<b>41,822</b>	<b>5,559</b>	<b>36,263</b>	<b>28,160</b>	<b>3,902</b>	<b>24,258</b>	<b>14,373</b>	<b>2,240</b>	<b>12,133</b>	<b>84,354</b>	<b>11,701</b>	<b>72,653</b>
<b>Regeneration</b>												
<b>Regeneration programme</b> - feasibility work to develop options for taking forward regeneration sites.	250		250			0			0	250	0	250
<b>Regeneration Programme approved Feb2017</b>	197,620		197,620	81,638		81,638			0	279,258	0	279,258
<b>Amendments to Regeneration Programme to be approved February 2018 Cabinet</b>	-126,874		-126,874	80,482		80,482	35,534		35,534	-10,858		-10,858
<b>Lyon Road Pop Up Restaurant and Square (GLA and S106 funded)</b> - this project is to transform an existing car park in Harrow Town Centre into a multi-function public space, improving the general environment for pedestrians and providing the opportunity for markets, particularly food markets. Any design for the new public space will look to maintain car parking spaces as part of the shared design space.	84	84	0	726	726	0	201	201	0	1,010	1,010	0
<b>Mobile technology in Community Learning</b> - GLA and Skill Funding Agency are funding the purchase of IT equipments to support the delivery of community learning and skills focused education.	20	20	0	0	0	0	0	0	0	20	20	0

<b>Neighbourhood CIL Schemes</b> - CIL receipts can be used to fund a wide range of infrastructure including transport, schools, health and social care facilities, libraries, play areas, green spaces and sports facilities.	800	800	0	0		0	0		0	800	800	0
<b>Total Regeneration</b>	<b>71,900</b>	<b>904</b>	<b>70,996</b>	<b>162,846</b>	<b>726</b>	<b>162,120</b>	<b>35,735</b>	<b>201</b>	<b>35,534</b>	<b>270,480</b>	<b>1,830</b>	<b>268,650</b>
<b>Total General Fund</b>	<b>125,330</b>	<b>10,983</b>	<b>114,347</b>	<b>203,905</b>	<b>7,253</b>	<b>196,653</b>	<b>54,808</b>	<b>2,441</b>	<b>52,367</b>	<b>384,042</b>	<b>20,676</b>	<b>363,366</b>
<b>Housing Revenue Account</b>												
<b>Housing Revenue Account capital programme</b> - Continued investment in the Council's existing housing stock, as well as the commencement of a programme of new build housing	2,739		2,739	19,883		19,883	13,836		13,836	36,458	0	36,458
<b>Total HRA</b>	<b>2,739</b>		<b>2,739</b>	<b>19,883</b>		<b>19,883</b>	<b>13,836</b>	<b>0</b>	<b>13,836</b>	<b>36,458</b>		<b>36,458</b>
<b>Total General Fund + HRA</b>	<b>128,069</b>	<b>10,983</b>	<b>117,086</b>	<b>223,788</b>	<b>7,253</b>	<b>216,535</b>	<b>68,644</b>	<b>2,441</b>	<b>66,203</b>	<b>420,500</b>	<b>20,676</b>	<b>399,824</b>

**New Capital Proposals 2018/19-2020/21**

**Appendix 2**

Ref No	Project Title	2018/19			2019/20			2020/21			TOTAL		
		Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000	Gross Value £000	External Funding £000	Net Value £000
	<b>Resources</b>												
1	IT Infrastructure refresh - Essential refresh of the IT infrastructure to enable continued operation of Council services.	0	0	0	0	0	0	3,000	0	3,000	3,000	0	3,000
2	Devolved Apps - Essential refreshes of LoB applications to enable continued operation of Council Services.	0	0	0	0	0	0	1,700	0	1,700	1,700	0	1,700
	<b>Total Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4700</b>	<b>0</b>	<b>4700</b>	<b>4700</b>	<b>0</b>	<b>4700</b>
	<b>Community Directorate</b>												
3	Highway Improvement Programme - to deliver the highways programme of investment and undertake essential structural maintenance to the highway asset. This includes carriageways and footways .	0	0	0	0	0	0	5,000	0	5,000	5,000	0	5,000
4	Flood Defence - to deliver the flood defence and alleviation programme of investment and implement schemes that minimise the risk of flooding from approx. 80 km of rivers and watercourses in the Borough.	0	0	0	0	0	0	300	0	300	300	0	300
5	Highway Drainage - to deliver the highways drainage programme of investment and implement schemes in 15 critical drainage areas.	0	0	0	0	0	0	200	0	200	200	0	200
6	Street Lighting - to continue the street lighting programme of investment and undertake essential structural maintenance to the highway asset.	0	0	0	0	0	0	1,500	0	1,500	1,500	0	1,500
7	LIP including Parking Management Programme - to deliver the transport projects and initiatives set out in the transport Local implementation Plan for 2018-19 to 2020-21. This involves delivering approx. 20-30 specific schemes The element funded by Harrow relates to parking schemes.	0	0	0	0	0	0	1,300	1,000	300	1,300	1,000	300
8	Libraries and Leisure Capital Infrastructure - to carry out a structured programme of improvements to the infrastructure and plant.	0	0	0	0	0	0	150	0	150	150	0	150
9	Harrow Museum Capital Infrastructure - this covers regular planned works beyond day to day maintenance revenue costs.	0	0	0	0	0	0	104	60	44	104	60	44
10	CCTV Infrastructure - this project is to upgrade the borough's CCTV infrastructure. The current infrastructure has been in place since 2001.	800	0	800	800	0	800	0	0	0	1,600	0	1,600

11	Carbon Reduction - to continue the programme on investment to upgrade and improve existing assets in Council owned buildings through the provision of retro-fit energy efficiency measures to achieve reduced energy consumption and lower energy costs.	0	0	0	0	0	0	50	0	50	50	0	50
12	High Priority Planned Investment - to continue the programme of investment to undertake essential works across the Corporate Estate to ensure that properties are in a safe and appropriate condition.	0	0	0	0	0	0	500	0	500	500	0	500
13	Parks Infrastructure - an on-going programme to improve existing facilities and provide safe access for users.	0	0	0	0	0	0	675	0	675	675	0	675
14	Redevelopment of Rayners Lane Toilet Block - refurbishment and redevelopment of this building to bring it back into use through conversion to shop/office space.	170	0	170	0	0	0	0	0	0	170	0	170
16	Trade Waste bins - provision and replacement programme of trade waste bins for new customers and to allow for on-going expansion of the confidential trade waste business.	0	0	0	0	0	0	100	0	100	100	0	100
17	Waste & Recycling - an improvement programme for planned upgrades to the Civic Amenity site and to allow for wheeled bin replacement programme.	0	0	0	0	0	0	150	0	150	150	0	150
18	Corporate Accommodation - on-going programme to ensure that the Council provides a safe and secure environment in which to operate its business. This covers the whole corporate estate and covers building works including plant and infrastructure, equipment and furnishings.	0	0	0	0	0	0	255	0	255	255	0	255
19	Car Park Infrastructure - infrastructure works to car parks including updates to parking machines as necessary.	0	0	0	0	0	0	15	0	15	15	0	15
20	Green Grid - improvements to Harrow's green infrastructure to provide a network of interlinked and multifunctional open spaces.	0	0	0	0	0	0	150	0	150	150	0	150
21	CCTV cameras and equipment at depot - a borough wide programme for the installation of CCTV cameras as part of the Councils parking policy.	0	0	0	0	0	0	50	0	50	50	0	50
22	Redevelopment of Vernon Lodge & Atkins House - this is the redevelopment of the Council's only homelessness hostel, Vernon Lodge, to increase capacity and create purpose built accommodation that will provide capacity for the council to house its homeless. It will also provide units that can be rented to those able to afford the rental. There is £725k already in the existing budget as a contribution towards this scheme so the total cost is £11.049m	775	0	775	8,225	0	8,225	1,324	0	1,324	10,324	0	10,324

23	Headstone Manor - Park for People project - the project will address health and safety issues with the historic moat and improve existing footpath network and car park surface to cope with additional visitors.	75	75	0	1,722	1,722	0	0	0	0	1,797	1,797	0
<b>Total Community (Excl Housing)</b>		<b>1,820</b>	<b>75</b>	<b>1,745</b>	<b>10,747</b>	<b>1,722</b>	<b>9,025</b>	<b>11,823</b>	<b>1,060</b>	<b>10,763</b>	<b>24,390</b>	<b>2,857</b>	<b>21,533</b>
<b>Community Directorate</b>													
<b>Housing General Fund</b>													
24	<b>Empty Properties Grants</b> - Grants to help bring empty properties back into use, generally in exchange for nomination rights for a period of time	0	0	0	0	0	0	450	0	450	450	0	450
25	<b>Disabled Facilities Grant</b> - delivery of adaptations to vulnerable residents of the Borough, owner occupiers, RSL, private tenants.	0	0	0	0	0	0	2,030	1,180	850	2,030	1,180	850
26	<b>Improvement Grants</b>	0	0	0	0	0	0	70	0	70	70	0	70
<b>Total Housing General Fund</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,550</b>	<b>1,180</b>	<b>1,370</b>	<b>2,550</b>	<b>1,180</b>	<b>1,370</b>
<b>Regeneration, Enterprise &amp; Planning Division</b>													
27	<b>Lyon Road Pop Up Restaurant and Square</b> (GLA and S106 funded) - this project is to transform an existing car park in Harrow Town Centre into a multi-function public space, improving the general environment for pedestrians and providing the opportunity for markets, particularly food markets. Any design for the new public space will look to maintain car parking spaces as part of the shared design space.	84	84	0	726	726	0	201	201	0	1,010	1,010	0
28	<b>Mobile technology in Community Learning</b> - GLA and Skill Funding Agency are funding the purchase of IT equipment to support the delivery of community learning and skills focused education.	20	20	0	0	0	0	0	0	0	20	20	0
29	<b>Neighbourhood CIL Schemes</b> - CIL receipts can be used to fund a wide range of infrastructure including transport, schools, health and social care facilities, libraries, play areas, green spaces and sports facilities.	800	800	0	0	0	0	0	0	0	800	800	0
<b>Total Regeneration and Enterprise</b>		<b>904</b>	<b>904</b>	<b>0</b>	<b>726</b>	<b>726</b>	<b>0</b>	<b>201</b>	<b>201</b>	<b>0</b>	<b>1,830</b>	<b>1,830</b>	<b>0</b>
<b>Total General Fund</b>		<b>2,724</b>	<b>979</b>	<b>1,745</b>	<b>11,473</b>	<b>2,448</b>	<b>9,025</b>	<b>19,274</b>	<b>2,441</b>	<b>16,833</b>	<b>33,470</b>	<b>5,867</b>	<b>27,603</b>

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	15 February 2018
<b>Subject:</b>	Housing Revenue Account Budget 2018-19 and Medium Term Financial Strategy 2018-19 to 2020-21
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Dawn Calvert, Director of Finance, Paul Walker, Corporate Director of Community
<b>Portfolio Holder:</b>	Councillor Glen Hearnden, Portfolio Holder for Housing and Employment Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes, except where the decision is reserved to Council
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1 – HRA Budget 2018-19 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 2018-19 and Medium Term Financial Strategy (“MTFS”) for 2019-20 to 2020-21.

### Recommendations:

Cabinet is requested to:

- 1) Approve proposed average rent for non-sheltered accommodation of £114.73 per week for 2018-19, representing a decrease of 1% in average rent from the 2017-18 figure;
- 2) Approve proposed average rent for sheltered accommodation of £94.54 per week for 2018-19, representing a decrease of 1% in average rent from the 2017-18 figure;
- 3) Approve overall average rent for whole stock of £112.38 per week for 2018-19, representing an overall decrease of 1%
- 4) Approve an average tenant service charge of £3.15 per week, an increase of 4%, as set out in appendix 2;
- 6) Approve proposed increases in facility charges set out in Appendix 4, and Community Centre hire charges in Appendix 6; as well as maintaining water charges at present rates as set out in appendix 5.
- 7) Approve the three year capital programme set out in Appendix 7 including an increase in the Homes-4-Harrow capital budget of £17,735,550 reflecting increased investment requirements for the Grange Farm Regeneration Scheme £15,688,670 and Infill scheme £2,046,880.
- 8) Note reductions in both revenue and capital expenditure assumed to ensure the budget and MTFS produce a viable and sustainable HRA in line with assumptions set out in HRA Business Plan update reported to Cabinet 16<sup>th</sup> November 2017.
- 9) Note the Risk Management Implications which require prudent financial reserves given the absence of borrowing capacity and probability of sustained and significant reforms in the housing sector.
- 10) Cabinet recommends Council approve:
  - a. HRA Budget for 2018-19;
  - b. HRA capital programme (as detailed in appendix 7)

### Reason: (For recommendation)

To recommend the HRA budget for 2018-19 and MTFS

## **Section 2 – Report**

### **Introduction**

The Council has a statutory obligation to agree and publish the HRA budget for 2018-19, and approval for this will be sought in February 2018. This report sets out the draft budget proposals along with the draft MTFS to 2020-21, 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.

The budget and MTFS have been set within the framework set out in the HRA Business Plan update, reported to Cabinet 16 November 2017, including impact of legislation contained in the Welfare Reform & Work Act 2016 and Housing & Planning Act 2016 including the statutory rent reduction of 1% for each of the four years 2016/17 – 2019/20. The Business plan update also included assumptions around inflation and interest rates as well as savings in revenue and capital expenditure required to produce a sustainable and financial position for the Council's HRA. Revenue savings assumed in the Business Plan are now £1.90m, an increase of £750k over the £1.15m approved by Council in setting the 2017-18 budget and MTFS, and investment in HRA stock has been reduced to £5.45m, a reduction of £3.15m from £8.6m per annum.

The Council is also in active discussions with the Department of Communities & Local Government (DCLG) aimed at gaining flexibilities on some aspects of the legislation although these are predicated on the assumption of achieving permanent reductions in revenue and capital expenditure to produce a viable Business Plan. Council is also proceeding with phase 1 of the Grange Farm Estate Regeneration Scheme for which there is a separate report on this agenda, and funding assumptions are included in this report.

### **Options considered**

Statutory rent reductions have removed any discretion the Council had in respect of rent setting and the Housing Department has implemented a systematic review of all HRA services with the aim of reducing costs and maximising income, as set out below.

- Revenue cost reductions – the Housing Senior Management Team has set up a Programme Board, operating within stated terms of reference, charged with identifying cost reductions across the HRA without adversely impacting front line services and taking advantage of synergies and joined up working to achieve efficiencies. Early cost reductions have already been identified which will be delivered in 2017-18; these are assumed to have a full year effect from 2018-19
- Additional income – unregulated income streams are being reviewed against the cost of services to ensure full cost recovery is being achieved; this includes service charges to tenants and leaseholders

which will be reviewed in consultation with stakeholders to ensure all key services, are fully funded moving forward.

- Capital expenditure on HRA stock – investment in HRA owned properties is being refocused to prioritise legislative and Health & Safety requirements; this review has identified expenditure which, given the reduced financial resources and limitation in borrowing imposed by the Self Financing settlement, is now considered unnecessary in meeting the core requirement in consultation with resident representatives.
- Government engagement – the Council is in active discussion with the Department of Communities & Local Government (“DCLG”) in requesting flexibilities around the reinvestment of RTB receipts in new build, reversal technical accounting adjustments and new potential funding for the Grange Farm Regeneration scheme.

## Background

1. Government reforms have continued to place unprecedented financial pressures on the Council’s HRA and the main impacts are set out below.
  - **Rental income** - 1% rent cut to continue in respect of all social housing tenants to end of 2019-20 although the Government has permitted a reversion to CPI + 1 % from 2020-21 for five years; however there are no guarantees beyond 2025;
  - **Universal Credit and benefits cuts** – the roll out of Universal Credit in the first wards in Harrow is expected in February 2018; this plus the on-going impact of other welfare reforms are expected to generate significant increases in HRA rent arrears; evidence from other Authorities nationally indicates the impact on bad debt provision is difficult to contain despite preventative measures being applied.
  - **Right to buy (“RTB”) receipts** – Council entered into a retention agreement with Government in 2012 which permitted the HRA to retain an increased share of RTB receipts on proviso they are reinvested within three years in line with certain criteria. Like most London Councils which have limited land Harrow has found it difficult to invest these receipts and has been required to return some receipts with interest to DCLG, although discussions are continuing with Registered Providers to fund additional social housing in return for nomination rights to new build schemes which could also benefit the General Fund’s Homelessness position.
2. The Business Plan update has identified a requirement to introduce permanent reductions in revenue and capital expenditure to balance the budget. Social rent increases will be permitted for five years from 2020-21, and the Business Plan has assumed annual increases based on the same formula will be permitted for 25 years thereafter; however it should be noted that there has been no information yet from Government to confirm this assumption or otherwise. Combined with the impact of Welfare Reforms and absence of revenue provisions to fund the service

reviews, it is considered necessary to introduce a savings line in order to balance the budget to the assumptions underpinning the HRA Business Plan update.

3. Although the Service Reviews have generated early and significant reductions in both revenue and capital expenditure of £880k and £3m respectively, further reductions in net revenue expenditure are required in order to produce a viable and sustainable budget and MTFS in line with the framework set out in the HRA Business Plan update. This is essential given the high probability of sustained and significant reforms in the housing sector which will require adequate financial reserves, especially important given the lack of borrowing capacity, on-going stock losses through right to buy sales and resources required to support new build and regeneration plans.

## **Consultation**

4. Under s.105 of the Housing Act 1985, the Council is required to maintain such 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 residents on proposed changes via representative groups such as the Value for Money group and the quarterly residents' drop in meeting (Housing Matters), formerly TLRCF (the Tenants', Leaseholders and Residents' Consultative Forum). Following a review of the Harrow resident involvement framework it is proposed that a Residents' Board will be set up in early 2018 and one of its functions will be to act as a consultative body on matters of housing management.
5. Further consultation in respect of the budget will be undertaken via the framework described above.
6. A review of tenant and leaseholder service charges is also under way to ensure all costs incurred in the provision of services are properly being recovered and a series of consultation events is planned to take the views of residents on this initiative. This review will inform service charges from 1 April 2019 and will be reported at that stage.

## **Balances**

7. HRA Balances were £6.9m as at 31 March 2017 and these are expected to be £5.4m at the end of 2020-21 which are above the minimum balances considered prudent, 5% to 7% of gross income so £2.4m

## **Income**

## Dwelling rents

8. 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.
9. The average rent for Council housing stock for 2018-19 will therefore be £112.38 per week (2017-18 current average £113.03). Average rents and service charges under the existing strategy are detailed in Appendix 2.
10. For the purposes of the next version of the business plan, scenarios will be modelled around future rent increases as, whilst Government have stated rent increases will revert to CPI + 1% for five years from 2020-21, it seems prudent to model alternatives to ensure the HRA can remain viable should this position be changed again.

## Right-to-Buy sales

11. There have been twenty five sales under Right-to-Buy so far in 2017-18 (Q3) and a further five are anticipated by the year end. A stock level of 4,810 at the start of April 2018 is assumed after taking into account property purchases and new builds. 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.

## Service charges: Tenants & Leaseholders

12. Tenants who benefit from specific estate based services pay a charge to the Council on a weekly basis in addition to their weekly rent charge. This service charge was £3.01 in 2017-18 and will increase by 4% on average resulting in an average weekly charge of £3.15. The proposed increase is from April 2018 and there is an on-going review of the cost of providing services which will be used to review service charges from 2019 and onwards
13. 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 September to 31st August rather than financial year 1st April - 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 2018-19 (excluding s20 income for capital schemes) is £636k and reflects the recovery of costs associated with estate based costs, communal lighting, repairs, ground maintenance, insurance premiums and administration charges.

## Other income

14. 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 increasing rents would be counter-productive. Progress on implementing other aspects of the review has been slow due to the limited funding available and poor condition of much of the garage stock. A pilot storage project is underway targeted at making good use of some existing garage sites, and generating income.
15. 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

16. The HRA budgets are based on the staffing establishment, and assume a pay, National Insurance & superannuation increase of 2.30% reflecting the overall increase expected for 2018-19 and subsequent years.
17. Post reductions already included in the Service Review and approved by the Programme Board have been included in the establishment for 2018-19 onwards.

### Utility Costs

18. These budgets have not been uplifted by inflation as there are no contractual obligations in place requiring this.

### Central Recharges

19. Costs of support services are allocated to service users in the Council using suitable bases of apportionment (e.g. number of staff, estimated time allocation, gross budget) so recharges reflect the full cost of all services and permit transparency and challenge with the aim of securing value for money.

### Repairs

20. Expenditure on repairs has been driven by a focus on legislative and Health & Safety requirements with due regard to the cost reductions identified by the Service Reviews and approved by the Programme Board.

### Charges for Capital

21. Capital charges to the HRA are assumed to continue to be charged at the rate of 4.132% of the HRA borrowing from the General Fund of £6.325m, which includes additional borrowing of £5.242m to help fund the development of new affordable housing.

## Capital Investment

22. HRA general capital programme has been reduced from £8.6m to £5.45m with the focus being on Health & Safety and statutory requirements as part of the wider service review aimed at restricting expenditure to essential works only; Grants to Move capital expenditure of £555k has also been diverted to support the general capital programme; further details are shown in Appendix 7.
23. Internal works are expected to deliver
  - 380 kitchens and/or bathrooms
  - 150 boiler & heating systems
  - 10 electrical re-wires
24. External works are being targeted to ensure only essential works are carried out, including
  - Block infrastructure works to update pipework and plant boilers
  - Communal door entry system upgrades, incorporating block fire risk assessment recommendations, upgrading emergency lighting and revamping block common part areas.
  - Legionella remedial action including plumbing upgrade works
25. Of the larger general needs blocks, 2018-19 will commence with communal door and fire safety improvement works and roof improvements.
26. 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 the programme can be maximised. As is currently the case, the HRA Capital programme will 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.

## Homes for Harrow

27. Phase 1 (fifty) and Phase 2 (thirty) of the Infill programme was to deliver 80 new homes. Six family homes were completed in September 2017, nineteen homes are being built completing February to September 2018. Thirty more homes have secured planning consent and are at procurement stage. Designs have been worked up and residents consulted on other sites making up the balance of eighty homes within the programme. Subject to planning and funding it is envisaged up to seventy further homes could be built.
28. A range of proposals are being discussed with Government, detailed in paragraph 37, aimed at providing Council with additional capital resources and flexibilities in return for new build proposals which address the



Government's stated objectives. These will, it is envisaged, support the Grange Farm Regeneration scheme and progress on this scheme will be reported to Cabinet in January 2018.

29. A separate Cabinet report on this agenda requesting approval to proceed with Phase 1 of the Grange Farm Estate Regeneration Scheme includes the cost and funding assumptions below, which have been assumed in the revenue and capital budgets and MTFS set out in this report :

<b>Item</b>	<b>Amount</b>
Estimated cost	£22,938,900
Already spent and approved for phase 1	£7,250,230
<b>Additional budget required</b>	<b>£15,688,670</b>
GLA grant	£4,668,000
HIF	£5,000,000
Capital receipts	£4,532,570
Borrowing	£1,488,100
<b>Total funding</b>	<b>£15,688,670</b>

30. Both GLA and HIF funding of £4.668m and £5m respectively has been approved.

### Risks

31. A number of risks have been identified, listed below which, if they materialise individually or collectively, can expose the HRA to risks which could impede delivery of core services or raise questions about its continued financial viability.
- **Rent increases** – Government has permitted rent increases for five years from 2020-21 to 2024-25, although the current Business Plan assumes rent increases beyond this; the next Business Plan update include alternative scenarios so potential impact on revenue balances can be modelled.
  - **Infill financing** - £5.242m was originally approved for the council's Infill programme; a request to re-profile part of this debt to 2018-19 and 2019-20 has been submitted to Government but not yet approved; if not approved this will add pressure onto HRA Capital resources.
  - **Redundancy costs** – HRA has no provision set aside for the payment of redundancy costs which are possible as part of the Service Review programme aimed at securing permanent revenue cost savings (see below); these redundancy costs will therefore have to be contained within existing budget provision or be met by additional cost reductions.
  - **Welfare reforms** – Government's reform of welfare and benefits is likely to impact rent collection and cash balances; these are being assessed by a dedicated working group, the results of which will be reported during in year monitoring.

- **Additional borrowing** – as part of the engagement with DCLG, additional borrowing has been requested to support new build initiatives; if adequate borrowing is not secured this will compromise the Council’s ability to proceed with new home provision; scenarios will be included in the next Business Plan update.

32. It is therefore essential the permanent cost reductions are achieved in line with the budget and MTFs contained in this report; if these are not achieved the impact of the above risks will be significant.

Impairment Allowance

33. 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 have been exhausted. Whilst a number of payment arrangements are in place in respect of the remaining former tenant arrears, provision should be made for non-recovery of the majority of these arrears via an impairment allowance.

Hardship Fund

34. £100k has been set aside in 2018-19 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

35. 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 or in service development initiatives.

Cost reductions

36. Reductions in net revenue expenditure and capital expenditure have been assumed in the draft budget and MTFs to ensure the HRA remains viable and sustainable in line with the framework set out in the HRA Business Plan update.

37. The HRA Business Plan update, submitted to Cabinet on 16<sup>th</sup> November, assumed a permanent reduction in net revenue expenditure of £1.020m, phased as £640k in 2019-20 then a further £380k in 2020-21.

38. On-going Service Reviews will result in these cost reductions being allocated to specific services within the HRA. The table below summarises the main initiatives and estimated timelines :

Description	Estimated completion
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<b>Service reviews</b> : systematic review of all services to identify efficiencies and synergies resulting in cost reductions in both revenue and capital expenditure	March 2020
<b>Asset Management Strategy</b> : review of all assets to identify investment needs and secure optimum financial advantage	March 2019
<b>Income generation</b> : review of tenant & leasehold service charges, facilities and other income to ensure legitimate recovery of all appropriate costs	March 2019
<b>IT improvement &amp; efficiencies</b> : secure efficiencies through targeted investment in IT systems and infrastructure to deliver cashable savings and improve working practices in conjunction with service reviews.	March 2020

### Proposals to Government

39. The Council has been in active discussion with Government with the aim of winning flexibilities in return for new build housing in line with stated Government objectives. As these proposals are still under consideration these have not been incorporated in to the budget and MTFS, although adjustments will be reported when appropriate. The range of proposals can deliver between 188 and 622 new homes in return for combinations of the following flexibilities :

- Reinvestment of Right-to-buy receipts – relaxation of criteria set out in the retention agreement which will permit Council to utilise more this restricted earmarked capital receipts reserve
- Limitation in borrowing – increase in the borrowing limit for specific new build schemes with agreed repayments
- Impairment reversals – technical adjustment which reverses out adjustments made in prior financial years in respect of HRA non-dwelling assets; the original adjustments were required by a statutory instrument which has since been revised to prevent such adjustments being made prospectively from April 2017, but offers no retrospective relief

### Variation to MTFS 2018-19

40. The MTFS approved by Cabinet and Council in March 2017 estimated an in year deficit of £2.904m for 2018-19. Proposed budget changes result in a deficit of £1.099m. Reduction in deficit of £1.805m is explained below :

- Capital financing -£1.182m, reduction in capital programme resulting in no contribution from revenue to finance expenditure
- Repairs -£718k, reduction in repairs expenditure with focus on statutory and health & safety works
- Depreciation & other +£95k, increase in estimated depreciation charges based on estimated stock trajectory offset by other variations.

## Summary

41. The HRA Budget and MTFFS detailed in Appendix 1 reflects the impact of the 1% per annum rent reduction and sits within the framework set out by the HRA Business Plan update. To ensure a viable and sustainable HRA and given the risks identified in the report, permanent cost reductions are required to be achieved as indicated in the body of the report and supporting appendices. Delay or failure to achieve these reductions in the amounts and phasing indicated will compromise the viability of the HRA thereby impacting on the corporate priorities of Council.

## 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. The statutory requirement to make rent reductions continues to have a significant impact on the HRA. Combined with the limitation on borrowing, Welfare Reforms, restrictions in the use of Right-to-Buy receipts and the impact of sustained and significant Government Reforms affecting the housing sector, it is critical prudent financial reserves are maintained and measures are put in place to achieve cost reductions in a timely way.

These risks are detailed on the Housing risk register.

## Legal Implications

Under section 103 of the Housing Act 1985 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. A preliminary notice is not required for variation of rent or payments in respect of services or facilities provided by the landlord. Although a preliminary notice is not required in respect of a variation to the rent (or services/facilities) charge, a notice of variation is needed and this must set out what the change is and the date on which it takes effect. The period between the date on which the notice is served and the date on which it takes effect must be at least four weeks or the rental period, whichever is the longer.

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 the proposals, and before deciding on the matter, the landlord authority has to consider any representations made. The legislation sets out what matters of housing management relate to but this does not extend to the rent payable under a secure tenancy or to charges for services or facilities provided by the authority.

Under section 23 of the Welfare Reform and Work Act 2016 registered providers of social housing are obliged 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.

Under section 74 of the Local Government & Housing Act 1989 Council, as a local housing Authority, must maintain a Housing Revenue Account (HRA) which includes sums falling to be credited or debited in accordance with the category of properties listed within s74(1), which consists primarily of Council housing stock. HRA must include any capital expenditure on housing stock which a Local Authority has decided to charge to revenue. Save in accordance with a direction of the Secretary of State, sums may not be transferred between HRA or General Fund, therefore HRA is ring-fenced and cannot be used to subsidise a budget deficit within General Fund, neither can General Fund be used to subsidise a budget deficit in HRA. s76 of 1989 Act requires Local Authorities to formulate and implement proposals to secure HRA for each financial year does not show a debit balance. If a debit occurs, this must be carried forward to next financial year.

## **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 now implemented via primary legislation. Consultation with our tenant, leaseholder and resident representative groups on the savings proposals has occurred throughout the year, including the Housing Summer Fair, the Residents’ meetings in in 2016 and 2017, and is anticipated to continue during 2018.

## **Council Priorities**

The Council’s vision:

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

42. 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: Tasleem Kazmi	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 15 January 2018		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 18 January 2018		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	NO
<b>EqIA cleared by:</b>	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, Background Papers**

### **Contact:**

Milan Joshi, Service Accountant – Housing & Regeneration  
Tel: 0208 420 9678 (Ext 5678)

### **Background Papers:**

None,

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

**NOT APPLICABLE**

*[Call-in applies, except where the  
decision is reserved to Council]*

## HRA Budget 2018-19 and MTFS 2019-20 to 2020-21 – Expenditure

All figures in £s	Budget 2018-19	Budget 2019-20	Budget 2020-21
Employee Costs	2,640,410	2,701,140	2,763,270
Supplies & Services	1,114,770	1,189,800	1,349,400
Utility cost	410,640	417,730	425,090
Estate & Sheltered Services	3,167,720	3,197,410	3,227,990
Central Recharges	3,785,380	3,872,440	3,961,500
<b>Operating Expenditure</b>	<b>11,118,920</b>	<b>11,378,520</b>	<b>11,727,250</b>
Repairs - Voids	1,125,990	1,125,990	1,125,990
Repairs - Responsive	3,487,040	3,487,040	3,487,040
Repairs – Other	2,116,640	2,146,170	2,176,710
<b>Repairs Expenditure</b>	<b>6,729,670</b>	<b>6,759,200</b>	<b>6,789,740</b>
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	300,000	-	-
Affordable Housing	274,430	275,000	275,560
Charges for Capital	6,361,480	6,429,830	6,462,870
Depreciation	7,676,120	7,747,720	7,812,310
Hardship Fund	100,000	100,000	100,000
Savings	0	(640,000)	(1,020,000)
<b>Other Expenditure</b>	<b>15,362,030</b>	<b>14,562,550</b>	<b>14,280,740</b>
<b>Total Expenditure</b>	<b>33,210,620</b>	<b>32,700,270</b>	<b>32,797,730</b>



## HRA Budget 2018-19 and MTFS 2019-20 to 2020-21 – Income

<b>All figures in £s</b>	<b>Budget 2018-19</b>	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>
Rent Income – Dwellings	(28,242,430)	(28,665,280)	(29,238,790)
Rent Income – Non Dwellings	(588,080)	(590,300)	(592,580)
Service Charges - Tenants	(1,696,710)	(1,726,430)	(1,730,220)
Service Charges – Leaseholders	(613,540)	(613,540)	(599,290)
Facility Charges	(696,110)	(716,990)	(738,500)
Interest	(3,100)	(3,100)	(3,100)
Other Income	(106,000)	(106,000)	(106,000)
Recharge to General Fund	(165,650)	(165,650)	(165,650)
<b>Total Income</b>	<b>(32,111,620)</b>	<b>(32,587,290)</b>	<b>(33,174,130)</b>
<b>In Year Deficit / (Surplus)</b>	<b>1,099,000</b>	<b>112,980</b>	<b>(376,400)</b>
<b>BALANCE brought forward</b>	<b>(6,272,380)</b>	<b>(5,173,380)</b>	<b>(5,060,400)</b>
<b>BALANCE carried forward</b>	<b>(5,173,380)</b>	<b>(5,060,400)</b>	<b>(5,436,800)</b>

## Average Rent & Service Charges

## Appendix 2

Description	No. units	2017-18 weekly charge	2018-19 rent	2018-19 service charge	2018-19 total	Decrease
Bedsit bungalow	19	£103.88	£101.27	£2.86	£104.13	£0.25
1 Bed bungalow	115	£114.74	£111.84	£2.37	£114.21	-£0.53
2 Bed bungalow	27	£131.90	£126.38	£3.75	£130.13	-£1.77
Bedsit flat	84	£90.09	£85.66	£4.23	£89.89	-£0.20
1 bed flat	1,186	£100.04	£95.99	£3.76	£99.75	-£0.29
2 bed flat	795	£113.95	£109.24	£4.31	£113.55	-£0.40
3 bed flat	42	£125.35	£120.04	£5.09	£125.13	-£0.22
1 bed Maisonette	6	£92.97	£92.50	£0.42	£92.93	-£0.04
2 bed Maisonette	49	£113.02	£108.73	£3.84	£112.57	-£0.45
3 bed Maisonette	45	£125.82	£120.93	£4.49	£125.43	-£0.39
4 bed Maisonette	1	£132.63	£131.96	£0.00	£131.96	-£0.67
2 bed Parlour House	34	£125.21	£123.33	£1.30	£124.63	-£0.58
3 bed Parlour House	525	£138.61	£136.31	£1.81	£138.12	-£0.49
4 bed Parlour House	55	£151.17	£148.37	£2.61	£150.98	-£0.19
5 & 6 bed Parlour House	10	£157.21	£153.17	£8.67	£161.83	£4.62
2 bed Non Parlour House	505	£122.06	£119.45	£2.12	£121.57	-£0.49
3 bed Non Parlour House	714	£133.83	£131.09	£2.26	£133.35	-£0.48
4 bed Non Parlour House	32	£148.42	£144.05	£3.25	£147.30	-£1.12
5,6 & 7 bed Non Parlour House	6	£159.97	£158.00	£1.22	£159.23	-£0.74
Sheltered bedsit	55	£91.99	£88.58	£2.80	£91.38	-£0.61
Sheltered – other units	500	£99.35	£95.22	£3.37	£98.58	-£0.77
Total	4,805	£116.00	£112.38	£3.15	£115.53	-£0.47

Average charge during 2017-18 was £116.55 per week comprising £113.53 rent, £3.01 service charge compared to budgeted £112.09 and £3.01 per week respectively.

Estimated average charge for 2018-19 is £115.53 per week comprising £112.38 rent, £3.15 service charge, a statutory reduction in rent of 1%.

Rents for new affordable rented & shared ownership dwellings not included in above.

**Garages & parking space charges****Appendix 3**

	<b>Current Weekly Rental</b>	<b>Proposed Weekly Rental</b>
	<b>2017-18</b>	<b>2018-19</b>
	<b>£</b>	<b>£</b>
Garages	14.05	14.05
Car Spaces	9.16	9.16

<b>Sheltered Block</b>	<b>No. of properties</b>	<b>Current average weekly facility charge (Heating) 2017-18</b>	<b>Proposed average weekly facility charge (Heating) 2018-19 4% increase</b>
Alma Court	30	15.23	15.84
Belmont Lodge	30	15.19	15.80
Boothman House	30	15.19	15.80
Cornell House	30	15.26	15.87
Durrant Court	27	15.19	15.80
Edwin Ware Court	30	12.77	13.28
Goddard Court	30	15.22	15.83
Grahame White House	30	15.22	15.83
Grange Court	30	12.72	13.23
Harkett Court	30	15.2	15.81
Harrow Weald Park 0 Bed	12	10.31	10.72
Harrow Weald Park 1 Bed	19	13.91	14.47
John Lamb Court	32	15.99	16.63
Meadfield	30	15.26	15.87
Sinclair House	27	15.22	15.83
Tapley Court	26	15.17	15.78
Thomas Hewlett House	30	15.27	15.88
Watkins House	43	15.99	16.63
William Allen House	29	13.82	14.37
Resident Warden Accommodation	11	21.31	22.16
<b>Other Non-Sheltered</b>	95	13.45	13.99

## Water Charges

## Appendix 5

Sheltered Block	No.of flats	Current Range Water Charge 2017-2018		Proposed Range Charge at 0% increase for 2018-2019		Average Charge 2018-2019	Income per Week per Block 2018-2019
		Lower	Higher	Lower	Higher		
Alma Court	30	£5.87	£5.87	£5.87	£5.87	£5.87	£175.97
Belmont Lodge	30	£6.03	£6.03	£6.03	£6.03	£6.03	£180.96
Boothman House	30	£6.20	£6.20	£6.20	£6.20	£6.20	£185.95
Cornell House	30	£6.12	£6.12	£6.12	£6.12	£6.12	£183.46
Durrant Court	27	£5.87	£5.87	£5.87	£5.87	£5.87	£158.37
Edwin Ware Court	30	£4.99	£6.49	£4.99	£6.49	£5.74	£172.22
Goddard Court	30	£6.03	£6.03	£6.03	£6.03	£6.03	£180.96
Grahame White House	30	£6.20	£6.20	£6.20	£6.20	£6.20	£185.95
Grange Court	30	£4.99	£6.20	£4.99	£6.20	£5.60	£167.86
Harkett Court	30	£6.20	£6.20	£6.20	£6.20	£6.20	£185.95
Harrow Weald Park	31	£4.99	£6.20	£4.99	£6.20	£5.60	£173.45
John Lamb Court	32	£6.20	£6.20	£6.20	£6.20	£6.20	£198.35
Meadfield	30	£6.12	£6.12	£6.12	£6.12	£6.12	£183.46
Sinclair House	27	£5.87	£6.30	£5.87	£6.30	£6.08	£164.27
Tapley Court	26	£6.03	£6.20	£6.03	£6.20	£6.12	£159.00
Thomas Hewlett House	30	£6.12	£6.12	£6.12	£6.12	£6.12	£183.46
Watkins House	43	£4.99	£4.99	£4.99	£4.99	£4.99	£214.66
William Allen House	29	£4.99	£6.20	£4.99	£6.20	£5.60	£162.26
Total No.of Sheltered Flats	545						£3,216.54
Resident Warden Accommodation	11	£7.26	£7.26	£7.26	£7.26	£7.26	£79.85
Total Sheltered Flats incl Warden	556						£3,296.39
Other Non-Sheltered	95	£5.19	£5.19	£5.19	£5.19	£5.19	£493.01

Community Hall and Capacity	Current 2017-18			Proposed 2018-19		
	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]	24.34	12.17	36.50	25.31	12.66	37.96
Marsh Road Hall [max 30]	24.34	12.17	36.50	25.31	12.66	37.96
Brookside Hall [max 30]	24.34	12.17	36.50	25.31	12.66	37.96
Woodlands Hall [max 60]	36.50	18.24	49.83	37.96	18.97	51.82
Churchill Place [max 100]	48.66	21.88	60.83	50.61	22.76	63.26
Kenmore Park [max 100]	48.66	21.88	60.83	50.61	22.76	63.26
Pinner Hill Hall [max 100]	48.66	21.88	60.83	50.61	22.76	63.26
Northolt Road [max 100]	48.66	21.88	60.83	50.61	22.76	63.26

#### Terms & Conditions associated with Hall lets:

- Lets to Tenants & Residents Associations free, providing 4 weeks' notice 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.
- Refundable deposit of £100 against loss or damage 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:

- Stonegrove Gardens hall fully let to a nursery on a lease agreement of £10,000 rent pa
- Northolt Road hall partly let as nursery on lease agreement of £5,200 rent pa
- Churchill Place hall partly let as nursery on lease agreement of £10,000 rent pa

<b>Budget Description</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Internal Works	1,400,000	1,400,000	1,400,000
External Works	1,855,000	1,855,000	1,855,000
Mechanical & Electrical	2,930,000	1,000,000	1,000,000
Garages	60,000	60,000	60,000
Aids and Adaptations	615,000	615,000	615,000
Capitalisation Response Repairs	140,000	140,000	140,000
Capitalised Salaries	380,000	380,000	380,000
<b>HRA Capital Investment</b>	<b>7,380,000</b>	<b>5,450,000</b>	<b>5,450,000</b>
Grange Farm	6,540,350	6,012,300	8,386,250
Infill programme, phase 1	2,835,040	4,565,170	0
Affordable Housing Phase 2	3,176,010	3,855,030	0
<b>Total Homes for Harrow</b>	<b>12,551,400</b>	<b>14,432,500</b>	<b>8,386,250</b>
<b>Total HRA Capital Programme</b>	<b>19,931,400</b>	<b>19,882,500</b>	<b>13,836,250</b>

The 2018-19 budget for the main HRA Capital investment programme includes £1,930,000 re-phasing and diversion of Grants to Move budget to support the main investment programme.

Homes for Harrow capital budget 2018-19 to 2020-21 have increased by £17,735,550 reflecting increased investment requirements for the Grange Farm Regeneration Scheme £15,688,670 and Infill scheme £2,046,880.

Re-phasing of £15,260,600 is also included, Grange Farm £5,250,230 and Infill £10,010,370 reflecting delays experienced in the planning and procurement processes.

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	7 December 2017
<b>Subject:</b>	Appointment of Cabinet Advisory Panels, Consultative Forums and Appointment of Chairs
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Hugh Peart, Director of Legal and Governance Services
<b>Portfolio Holder:</b>	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
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1 - Panels & Consultative Forums - Memberships, Chairs and Nominated Members

## **Section 1 – Summary and Recommendations**

This report sets out the memberships of Cabinet Panels and Consultative Forums, including the Chairs and Nominated Members. The Terms of Reference of the bodies are set out in the Council's Constitution.

### **Recommendations:**

Cabinet is requested to

- (1) confirm the Membership, Chairs and Nominated Members of its Panels and Consultative Forums;
  
- (2) note the discrepancy in relation to the quorum of the Employees' Consultative Forum, as set out in the Council's Constitution, paragraphs 5.6 (Allocation of Responsibilities – Terms of Reference of ECF) and as set out 45.2 (Executive Procedure Rules) and that the Cabinet confirm whether it wishes the quorum to remain as set out in paragraph 5.6 or 45.2 so that this may be recommended to Council so that the constitution can be amended.

### **Reason: (For recommendations)**

To confirm appointments and address any discrepancies.

## **Section 2 – Report**

### **Introductory paragraph**

Members of Council bodies are appointed in accordance with the wishes of the political groups. The allocation is determined in accordance with the application of "political balance" rules under the Local Government and Housing Act 1989 and is designed to ensure that the political composition of the bodies, insofar as possible, replicates the political composition of the Council. The names of the Members, including the Chairs and Nominated Members, are set out at Appendix 1 to the report.

### Quorum

Allocation of Responsibilities set out in the Council's Constitution state that 'For the meeting (of the ECF) to be quorate, it must be attended by a minimum of three Council Members and two trade union representatives from different trade unions'.

Executive Procedure Rule 45.2 makes reference, as follows: 'The Employees' Consultative Forum includes non-Councillor members. The quorum of these bodies shall be one quarter (or a minimum of 3) of the whole number of Councillors and one quarter (minimum of 3) of the whole number of non-councillor members of the Forum.'

### Options considered

There were no options to be considered.

### Implications of the Recommendation

#### Performance Issues/Environmental Implications/Risk Management Implications

There are no issues/implications associated with this report.

### Legal Implications

There are no financial or legal implications other than those mentioned in the main body of the report.

### Financial Implications

None.

### Equalities implications / Public Sector Equality Duty

There are no equalities implications associated with this report.

### Corporate Priorities

This report has no direct effect on the Corporate Priorities.

## Section 3 - Statutory Officer Clearance

Name: Sharon Daniels	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 27 January 2017		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 27 January 2017		

<b>Ward Councillors notified:</b>	NO, as it impacts on all Wards
<b>EqIA carried out:</b>	N/A
<b>EqIA cleared by:</b>	N/A

## **Section 4 - Contact Details and Background Papers**

**Contact:** Daksha Ghelani, Senior Democratic Services Officer  
Tel: 020 8424 1881  
Email: daksha.ghelani@harrow.gov.uk

**Background Papers:** Council's Constitution  
<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=1092&MId=64338&Ver=4&Info=1>

<b>Call-In Waived by the Chair of Overview and Scrutiny Committee</b>	<b>NOT APPLICABLE</b> <i>[Call-in does not apply]</i>
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## **CABINET ADVISORY PANELS - DECEMBER 2017**

(Membership in order of political group nominations)

**Labour**

**Conservative**

### **(1) CORPORATE PARENTING PANEL (6)**

(4)

(2)

**I.  
Members**

**Simon Brown  
Mrs Christine Robson  
Aneka Shah-Levy (CH)  
Anne Whitehead**

**Janet Mote (VC) \*  
Lynda Seymour**

**II.  
Reserve  
Members**

1. Sue Anderson  
2. Ms Pamela Fitzpatrick  
3. Margaret Davine  
4. Kairul Kareema Marikar

1. Christine Bednell  
2. Ameet Jogia

Adviser:

(1) Valerie Griffin

### **(2) HARROW BUSINESS CONSULTATIVE PANEL (4)**

(2)

(2)

**I.  
Members**

**Ajay Maru  
Aneka Shah-Levy (CH)**

**Norman Stevenson \*  
Bharat Thakker**

**II.  
Reserve  
Members**

1. Jeff Anderson  
2. Mrs Rekha Shah

1. Ramji Chauhan  
2. Susan Hall

### **(3) MAJOR DEVELOPMENTS PANEL (7)**

(4)

(3)

#### **I. Members**

**Sue Anderson  
Keith Ferry (CH)  
Sachin Shah  
Anne Whitehead**

**June Baxter  
Stephen Greek \*  
Barry Macleod-  
Cullinane**

#### **II. Reserve Members**

1. David Perry  
2. Varsha Parmar  
3. Maxine Henson  
4. Sasi Suresh

1. Marilyn Ashton  
2. Norman Stevenson  
3. Paul Osborn

### **(4) TRAFFIC AND ROAD SAFETY PANEL (7)**

(4)

(3)

#### **I. Members**

**Jeff Anderson  
Kairul Kareema Marikar (CH)  
Jerry Miles (VC)  
David Perry**

**John Hinkley  
Ameet Jogia \*  
Manjibhai Kara**

#### **II. Reserve Members**

1. Nitin Parekh  
2. Sachin Shah  
3. Anne Whitehead  
4. Sasi Suresh

1. Mrs Vina Mithani  
2. Lynda Seymour  
3. Pritesh Patel

#### **Advisers:**

- (1) Mr N Long - Harrow Association of Disabled People
- (2) Mr Anthony Wood – Harrow Public Transport Users Association
- (3) Dr Anoop Shah – Harrow Cyclists

(CH)

= Chair

(VC)

= Vice-Chair

\*

Denotes Group Members on Panels for consultation on administrative matters.

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## CONSULTATIVE FORUMS

### “ADVISORY” COMMITTEES ESTABLISHED UNDER SECTION 102(4) OF THE LOCAL GOVERNMENT ACT 1972

(Membership in order of political group nominations)

Labour

Conservative

#### (1) EMPLOYEES’ CONSULTATIVE FORUM (7)

##### Council Representatives

(4)

(3)

##### I. Members

**Ms Pamela Fitzpatrick**  
**Graham Henson**  
**Kiran Ramchandani (CH)**  
**Sachin Shah**

**Mrs Camilla Bath**  
**Ms Mina Parmar \***  
**Pritesh Patel**

##### II. Reserve Members

1. David Perry  
2. Aneka Shah-Levy  
3. Maxine Henson  
4. Barry Kendler

1. John Hinkley  
2. Paul Osborn  
3. Susan Hall

[Note: In accordance with the Forum’s Terms of Reference, the Council membership should include the Leader and/or Deputy Leader, Portfolio Holder with responsibility for human resources].

**Employee Representatives:** (minimum of one to a maximum of three representatives from each recognised Trade Union) – determined by their notified membership numbers

UNISON Representatives  
GMB Representative:  
Teacher Representatives

Darren Butterfield, Gary Martin, Davis Searles  
Pamela Belgrave  
Louise Crimmins (National Union of Teachers),  
Anne Lyons (National Association of Headteachers),  
(1 vacancy)

(Note: The Chairman of the Employees’ Consultative Forum shall be a Council side representative in 2017/2018, and the Vice-Chair is to be appointed by the Employee side. These appointments shall thereafter alternate in succeeding years).

(CH)  
(VC)  
\*

= Chair

= Vice-Chair

Denotes Group Members on Panels for consultation on administrative matters.

## **CONSTITUTION REVIEW WORKING GROUP (5)**

	(3)	(2)
<b>I. Members</b>	<b>Keith Ferry (CH) Kiran Ramchandani Sachin Shah</b>	<b>Norman Stevenson Paul Osborn *</b>
<b>II. Reserve Members</b>	1. Simon Brown 2. Graham Henson 3. Sue Anderson	1. Barry Macleod-Cullinane 2. Chris Mote

## **MEMBER DEVELOPMENT WORKING GROUP (5)**

	(3)	(2)
<b>I. Members</b>	<b>Sue Anderson Kairul Kareema Marikar Primesh Patel</b>	<b>Jean Lammiman * Ms Mina Parmar</b>
<b>II. Reserve Members</b>	1. Varsha Parmar 2. Antonio Weiss 3. Vacancy	1. Janet Mote 2. Kanti Rabadia

## **PLANNING POLICY WORKING GROUP (7)**

	(4)	(3)
<b>I. Members</b>	<b>Keith Ferry (CH) Glen Hearnden Mrs Christine Robson Anne Whitehead</b>	<b>Marilyn Ashton June Baxter Stephen Greek *</b>
<b>II. Reserve Members</b>	1. Sachin Shah 2. Graham Henson 3. Ghazanfar Ali 4. Nitin Parekh	1. Pritesh Patel 2. Norman Stevenson 3. Stephen Wright



## **SOCIAL SERVICES EXECUTIVE BODIES**

### **ADOPTION PANEL (1)**

**I. Anne Whitehead**  
**Members**

### **FOSTERING PANEL (1)**

**I. Kairul Kareema Marikar**  
**Members**

[Note: In relation to the Adoption Panel, the statutory guidance states that 'where possible, the Local Authority should appoint an elected member from the corporate parenting group or a member with responsibility for children's services.']

## **CLINICAL CARE GROUP JOINT WORKING BODIES**

### **CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP (2)**

**I. Mrs Christine Robson (CH) Janet Mote**  
**Members**

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**REPORT FOR: HEALTH AND WELLBEING BOARD**

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<b>Date of Meeting:</b>	11 January 2018
<b>Subject:</b>	Request for Appointment of Additional Non-voting Board Member
<b>Responsible Officer:</b>	Hugh Peart, Director of Legal and Governance Services
<b>Public:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Nil

**Section 1 – Summary and Recommendations**

The Board is requested to consider the request from the Chair of the Harrow Safeguarding Children Board (HSCB) for a place as a non-voting member of the Board.

**Recommendations:**

It is recommended that the Board agree that:

1. Subject to Council agreeing the recommendation set out in 2 below, the Chair of the Harrow Safeguarding Children Board (HSCB) is appointed as a non-voting member of the Board.
2. A recommendation is made to Council that it direct that the Chair of the Harrow Safeguarding Children Board (HSCB) be a non-voting member of the Health and Wellbeing Board.

## **Section 2 – Report**

The Chair of the Harrow Safeguarding Children Board (HSCB) attends meetings of the Board when the Annual Report of the independent chair of the HSCB is presented.

He has requested that he be appointed as a non-voting member of the Board to enable him to attend and speak at all meetings of the Board.

As explained in the legal implications section below, a direction must be made by the local authority for a member of the Health and Wellbeing Board to be a non-voting, rather than voting, member.

### **Financial Implications/Comments**

No additional costs have been identified as a result of the proposed change to non-voting representation.

### **Legal Implications/Comments**

Under s.194 of the Health and Social Care Act, a local authority must establish a Health and Wellbeing Board. The core membership is set out under that section and may include 'such other persons, or representatives of such other persons, as the local authority thinks appropriate.' The Board itself can appoint additional members.

Under section 13 of the Local Government and Housing Act 1989 a member of a committee who is not a member of the authority is treated as a non-voting member. However, under Regulation 6 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 that provision is modified in its application to Health and Wellbeing Boards so that a member of the Board shall not be treated as a non-voting member unless the local authority which established the Board otherwise directs. In other words, members of the Health and Wellbeing Board are voting members unless the Council decides they should be non-voting.

### **Risk Management Implications**

There are no additional risks identified.

### **Equalities implications**

The purpose of the Board is to improve health and wellbeing for the residents of Harrow and reduce inequalities in outcomes.

### **Council Priorities**

The Council's vision:

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

The report incorporates the administration's priorities by improving health and wellbeing for the residents of Harrow and reduce inequalities in outcomes.

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

### **Section 3 - Statutory Officer Clearance (Council and Joint Reports)**

Name: Donna Edwards	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 27 November 2017		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11 December 2017		

<b>Ward Councillors notified:</b>	<b>NO</b>
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### **Section 4 - Contact Details and Background Papers**

**Contact:** Miriam Wearing, Senior Democratic Services Officer, 020 8424 1542

**Background Papers:** Terms of reference of Health and Wellbeing Board

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