

TEMPLATE 2 - Full Equality Impact Assessment (EqIA)

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

What are the proposals being assessed? (Note: ‘proposal’ includes a new policy, policy review, service review, function, strategy, project, procedure, restructure)	The Full Business Case (FBC) for PRISM (Public Realm Integrated Services Model)
Which Directorate / Service has responsibility for this?	Environment & Enterprise
Name and job title of lead officer	John Edwards
Name & contact details of the other persons involved in the EqIA:	John Edwards, Jerry Hickman, Finlay Flett, Dave Eaglesham, Dave Masters, Andrew Smith, Balraj Sandhu (Capita), Geoff Allen (Capita)
Date of assessment:	25 July 2012

Stage 1: Overview

<p>1. What are the aims, objectives, and desired outcomes of your proposals?</p> <p>(Explain proposals e.g. reduction / removal of service, deletion of posts, changing criteria etc)</p>	<p>The aim of the PRISM business case is to identify how services across Public Realm Services (Waste, Street Cleansing & Grounds Maintenance), Community Safety Services and Highways can be delivered more efficiently through restructuring of departments by:</p> <ul style="list-style-type: none"> • Moving towards horizontal functions rather vertical service lines • Merging of services (and where applicable, removal of services) • Moving towards a commissioning model • Using technology to support the organisational and service changes • Assessing whether services can be delivered more efficiently through an alternative delivery model
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	The target is to meet the MTFs savings target of £1,800,000 per annum with these interventions.
2. What factors / forces could prevent you from achieving these aims, objectives and outcomes?	<ul style="list-style-type: none"> • The workforce do not support the changes to the organisation or processes • The wide range of stakeholders do not fully engage with the process • Reduction in service performance, or fluctuation in service delivery • The technology is not used to its full potential to deliver the benefits • The organisational change is not embraced and embedded in the Service
3. Who are the customers? Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ul style="list-style-type: none"> • These are universal services, and the customers are therefore the residents and businesses of Harrow. Census data is used as the source of customer demographic information for residents. The last census was conducted in March 2011, so population estimates by age and gender are very current. Not all data has been published, so 2001 data is used where necessary (and noted as such). Harrow Vitality Profiles (2009-10) are used as the source of information about business activity in the borough • The entire workforce will potentially be affected by these changes (from Head of Service through to operators on the front line). The extent of these changes will only be known at the next stage of the business case i.e. the development of an FBC (Full Business Case)
4. Is the responsibility shared with another department, authority or organisation? If so: <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? 	<p>Yes. There is a dependency on Corporate Resources for:</p> <ul style="list-style-type: none"> • HR support • Finance for information • Access Harrow as front end for customers and through Web Team for website access <p>Overall responsibility lies with Environment Services</p>
4a. How are/will they be involved in this assessment?	N/A

Stage 2: Monitoring / Collecting Evidence / Data

5. What information is available to assess the impact of your proposals? Include the actual data, statistics and evidence (including full references) reviewed to determine the potential impact on each equality group (protected characteristic). This can include results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, workforce profiles, service users profiles, local and national research, evaluations etc

(Where possible include data on the nine protected characteristics. Where you have gaps, you may need to include this as an action to address in the action plan)

General	<p>Environment Services are universal services that are provided to all sections of the community – residents, businesses, visitors and staff – having a major impact on the overall satisfaction levels for council services. The services are also central to the delivery of the council’s corporate vision of cleaner, safer streets. The services that will be impacted by this project are:</p> <ul style="list-style-type: none">§ Public Realm Services (Waste, Street Cleansing & Grounds Maintenance)§ Community Safety Services§ Highways <p>During the Outline Business Case (OBC) stage there has been:</p> <p>A review of service data captured using the systems implemented during the earlier Waste and Streets projects</p> <p>APSE have been engaged to source benchmarking information when assessing new models of operation</p> <p>The implementation of the technology for Waste during 2009 and early 2010 delivered improvements to both Public Realm Services (PRS) and residents of Harrow through the dissemination of ‘real time’ information both via Access Harrow and the Council Website. During the development of that project ‘Customer Journey mapping’ was used to inform the way residents perceived the sharing of information with them and lessons learnt were factored into the solution. This was a key way of ensuring that customer feedback was considered during the development and implementation of service development programmes.</p>
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The Waste Project won five prestigious National awards, including one relating to customer contact. The approach that won this award will be replicated in this proposed project. Staff within the service will be engaged at the earliest time when approval is received and any input and feedback will be incorporated into the solution. Feedback obtained during training was also incorporated into the post go live support offered to staff. This was important for on going development of staff and will form a central part of on going service delivery.

The Public Realm Transformation project built upon this success by providing accurate and real time information regarding Street Cleansing and Grounds Maintenance work schedules (which inform residents of scheduled day of service) and Service Request visibility (customers can see progress on issues that they have raised). This information is now made available via Access Harrow, the Council Website and via the new Citizen Portal.

Key statistics regarding performance and structure are as follows:

Public Realm: NI195: Street cleanliness: 6% (this measures the percentage of land that is not cleaned to standards)

Waste: Household recycling: 48% (this measures the percentage of household waste that is recycled)

Community Safety

THNM/Civil Engineering:

% of street lights functioning at any one time

Average time taken to repair street lights, number of working days.

(This is general maintenance by Harrow's contractor, not cable faults which are the responsibility of the Electricity Supply company, UK Power Networks)

NI168 Principal roads where maintenance should be considered

NI 169 Non-principal classified roads where maintenance should be considered

The Service currently employs 512fte staff.

Service Users. These are universal services that are provided to all sections of the community. The

population of Harrow has risen by 15.6% since the last census in 2001 to 239,100 (from 206,800), which is the highest recorded level of population for the borough, and a bigger rise than projection models predicted.

Category	Group	2011 Census
Total	Population	239,100
Households	No. of households	84,300
	Average household size	2.8

Service Users:

Comparing our borough to London as a whole, Harrow can be defined as having a higher proportion of residents aged over 50, more young people (aged 5-19), and relatively less middle aged (aged 25-49) compared to London as a whole.

Category	Group	2011 Census
Age	Infants: 0-4	15,900
	Children: 5-14	29,000
	Young adults/teens:15-19	15,100
	Adults 20-29	35,400
	Adults 30-39	36,700
	Adults 40-49	32,900
	Adults 50-59	28,300
	Adults 60-64	12,000
	Adults of retirement age 65+	33,600

Age (including carers of young/older people)

Employees:

Age Range	Payband							Total	Total
	1	2	3	4	5	6	Unknown		
Under 16	0%	0%	0%	0%	0%	0%	0%	0%	0
16 to 24	4%	1%	0%	0%	0%	0%	0%	2%	8
25 to 44	36%	34%	33%	20%	0%	0%	0%	34%	136
45 to 64	60%	65%	67%	80%	100%	0%	0%	64%	254
65 +	0%	0%	0%	0%	0%	0%	0%	0%	0
Unknown	0%	0%	0%	0%	0%	0%	0%	0%	0
Total	100%	100%	100%	100%	100%	0%	0%	100%	398

Service Users:

Harrow has a high proportion of residents who considered themselves to be in 'good health' in the 12 months prior to the 2001 Census, at 72.1 per cent. 15 per cent of people in the borough consider themselves to have a long-term illness, which limits the daily activities or work that they can do.

Category	Group	2001 Census
Long-term illness	Households with one or more persons with a limiting long-term illness	24,235
Disability Living Allowance	Number of people in Harrow who are recipients of Disability Living Allowance (DLA) in February 2009 (Source: Harrow vitality Profile)	7,600

Employees:

Disability	Payband							Total	Total
	1	2	3	4	5	6	Unknown		
Yes	3%	3%	5%	0%	0%	0%	0%	3%	12
No	97%	97%	95%	100%	100%	0%	0%	97%	397
Unknown	0%	0%	0%	0%	0%	0%	0%	0%	0
Total	100%	100%	100%	100%	100%	0%	0%	100%	409

Disability (including carers of disabled people)

Gender Reassignment

Service Users:

There are slightly more females than males (50.6% vs. 49.4%).

Category	Group	2011 Census
Gender	Male	118,000
	Female	121,000

Employees:

No data available

Marriage / Civil Partnership

Service Users:

Category	Group	2001 Census
Marriage / household composition	Married couple households: No children	8,207
	Married couple households: With dependent children	16,775
	Married couple households: All children non-dependent	6,005
	Co-habiting couple households: No children	2,755
	Co-habiting couple households: With dependent children	1,354
	Co-habiting couple households: All children non-dependent	182
	Lone parent households: With dependent children	4,411
	Lone parent households: All children non-dependent	3,107
	One person pensioner households	10,846
	Other one person households	9,859

Employees:

No data available

Pregnancy and Maternity

Service Users:

These are universal services that are provided to all sections of the community. There is no data available about the pregnancy and maternity profile of the users of any of the services.

Employees:

No data available

Service Users:

The 2001 Census highlighted the cultural diversity of Harrow. Harrow is ranked fifth nationally, based on the proportion of (non-white) ethnic group residents.

Category	Group	2001 Census
Race	Ethnicity	
	White	
	British	103,207
	Irish	9,057
	Other	9,279
	Mixed	
	Mixed: White and Black Caribbean	1,371
	Mixed: White and Black African	633
	Mixed: White and Asian	2,018
	Mixed: Other	1,818
	Asian or Asian British	
	Indian	45,310
	Pakistani	4,317
	Bangladeshi	953
	Other Asian	10,734
	Black or Black British	
	Caribbean	6,116
	African	5,656
	Other Black	931

	Chinese	2,567
	Other ethnic group	2,847

Employees:

Ethnic Group	Payband						Unknown	Total	Total
	1	2	3	4	5	6			
White	71%	68%	81%	75%	100%	0%	0%	71%	291
BAME	25%	25%	11%	25%	0%	0%	0%	23%	96
Unknown	4%	7%	8%	0%	0%	0%	0%	5%	21
Unclassified	1%	0%	0%	0%	0%	0%	0%	0%	1
Total	100%	100%	100%	100%	100%	0%	0%	100%	409

NB: 'BAME' (Black, Asian and minority ethnic) comprises Black, Asian, Mixed, Chinese and Other
 'White' comprises 'White - British', 'White - Irish' and 'White - Other' classifications

Service Users:

In 2001 Harrow had the highest level of religious diversity of any local authority in England & Wales.

Category	Group	2001 Census
Religion	Christian	97,799
	Buddhist	1,390
	Hindu	40,548
	Jewish	13,112
	Muslim	14,915
	Sikh	2,073
	Other religions	4,208
	No religion	18,674
	Religion not stated	14,095

Employees:

Religion and Belief

	No data available																																																												
Sex / Gender	<p><u>Service Users:</u></p> <p>These are universal services that are provided to all sections of the community. There is no data available about the sex / gender profile of the users of any of the services.</p> <p><u>Employees:</u></p> <table border="1" data-bbox="636 408 2114 619"> <thead> <tr> <th></th> <th colspan="7">Payband</th> <th></th> <th></th> </tr> <tr> <th>Gender</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>Unknown</th> <th>Total</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>10%</td> <td>16%</td> <td>24%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>13%</td> <td>52</td> </tr> <tr> <td>Male</td> <td>90%</td> <td>84%</td> <td>76%</td> <td>100%</td> <td>100%</td> <td>0%</td> <td>0%</td> <td>87%</td> <td>357</td> </tr> <tr> <td>Unknown</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0</td> </tr> <tr> <td>Total</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>0%</td> <td>0%</td> <td>100%</td> <td>409</td> </tr> </tbody> </table>		Payband									Gender	1	2	3	4	5	6	Unknown	Total	Total	Female	10%	16%	24%	0%	0%	0%	0%	13%	52	Male	90%	84%	76%	100%	100%	0%	0%	87%	357	Unknown	0%	0%	0%	0%	0%	0%	0%	0%	0	Total	100%	100%	100%	100%	100%	0%	0%	100%	409
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Sexual Orientation	<p><u>Service Users:</u></p> <p>These are universal services that are provided to all sections of the community. There is no data available about the sexual orientation profile of the users of any of the services.</p> <p><u>Employees:</u></p> <p>No data available</p>																																																												
<p>6. Is there any other (local, regional, national research, reports, media) data sources that can inform this assessment?</p> <p>Include this data (facts, figures, evidence, key findings) in this section.</p>	<p><u>Businesses</u></p> <p>There were 4,819 businesses paying business rates to Harrow Council in July 2009. The total number of businesses paying business rates decreased by 0.7% (33) between September 2005 and July 2009</p> <p>23% of Harrow's businesses (1,095) are located in Greenhill ward which includes Harrow Town Centre.</p> <p>The highest concentrations are around the town centres. Greenhill in particular had 217.6 businesses per 1,000 households – over 2.5 times the rate of the next highest ward, Edgware. Kenton East had less than</p>																																																												

1% of all Harrow's businesses

The central strip of the borough had the most businesses whilst the west and south-east of the borough had particularly few. This indicates areas with fewer opportunities for local employment and commercial services for residents.

Category	Group	2009-10 Vitality Profiles
Business Activity	Businesses paying business rates to Harrow Council (July 2009)	4,819

See section 5

7. Have you undertaken any consultation on your proposals? (this may include consultation with staff, members, unions, community / voluntary groups, stakeholders, residents and service users)	Yes		No	
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NOTE: If you have not undertaken any consultation as yet, you should consider whether you need to. For example, if you have insufficient data/information for any of the protected characteristics and you are **unable** to assess the potential impact, you may want to consult with them on your proposals as how they will affect them. Any proposed consultation needs to be **completed before** progressing with the rest of the EqIA. **Guidance on consultation/community involvement toolkit can be accessed via the link below**
http://harrowhub/info/200195/consultation/169/community_involvement_toolkit

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different equality groups (protected characteristics)?	What action are you going to take as a result of the consultation? This may include revising your proposals, steps to mitigate any adverse impact. <i>(Also Include these in the Improvement Action Plan at Stage 5)</i>
Staff	A level of analysis has already been undertaken to inform the OBC. This includes: DILO (day in the life of) analysis	Consultation thus far has not indicated that there would be a particular impact on any of the different equality groups. We are however continuing to listen to	If the consultation identifies any impact on particular equality groups we shall review our proposals and take steps to mitigate any adverse impact

	<p>to see how operatives undertake the services</p> <p>Workshops and information sharing sessions for staff groups</p> <p>Technology review (what and how current technology is used)</p> <p>As the FBC stage progresses there is ongoing consultation with staff and trade unions through:</p> <ul style="list-style-type: none"> § An Employee Forum specifically set-up for the Project that includes representation from staff, management and trade unions § All staff are being communicated with regularly via a newsletter, staff briefings, and regular team meetings, and they are being encouraged to feed back their views and ideas on the proposals § A range of workshops to identify 'As is' processes and the implications of any of the proposed changes 	<p>feedback and monitor this and will then respond appropriately.</p> <p>Consultation thus far has indicated that a key concern in terms of impact on equality groups is the impact of the workforce transferring to another employer who may have less effective equality policies and procedures than Harrow Council. We are continuing to listen to feedback and monitor this and will respond appropriately.</p>	<p>Through the provisions of TUPE it should be possible to protect equality groups in the current workforce and in future employment.</p> <p>If a social enterprise proves to be the preferred model this should by its very nature seek to focus on its impact on all members of staff, service users and the community and all equality groups with each of these</p>
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	on service delivery		
Managers	<p>The project has been a standing item on the Departmental Management Team meeting, together with holding a project Steering Group to discuss progress on the business case.</p> <p>A level of analysis has already been undertaken to inform the OBC. This includes: Agreeing the list of services provided by the service areas (undertaken with Service Managers)</p> <p>Review of organisational structures with Heads of Service and Divisional Director</p>	<p>Consultation thus far has not indicated that there would be a particular impact on any of the different equality groups. We are however continuing to listen to feedback and monitor this and will then respond appropriately</p>	<p>If the consultation identifies any impact on particular equality groups we shall review our proposals and take steps to mitigate any adverse impact</p>
Trades Unions	<p>Formal consultation meetings with the trades unions have been set-up and are ongoing in the form of special Department Joint Committee meetings</p>	<p>Consultation thus far has not indicated that there would be a particular impact on any of the different equality groups. We are however continuing to listen to feedback and monitor this and will then respond appropriately</p>	<p>If the consultation identifies any impact on particular equality groups we shall review our proposals and take steps to mitigate any adverse impact</p>
Service Users	<p>At this stage service users have not been consulted but during implementation if there are any impacts on service delivery there</p>		<p>If any consultation identifies any further impact on specific equality groups we shall review our proposals and take further steps to mitigate any</p>

	<p>will be consultation via:</p> <ul style="list-style-type: none"> § Residents Associations § Neighbourhood Champions § Police <p>And, again if there are any changes to service delivery, we will use the Communications Team to link into regular feedback mechanisms that are circulated to residents</p>		adverse impact
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Stage 3: Assessing Impact and Analysis

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

Protected Characteristic	Positive	Adverse	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 eliminate or reduce the adverse impact(s)? E.g. consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 5)
Age (including carers of young/older people)			<p>The above staff profile statistics reveal that there a significant proportion of staff are in the age range 45-64 (64%); any reduction in staff will inevitably have an impact on this group of the workforce. The extent of this impact is unknown at this stage but will be monitored as the proposals for any new staff structure are developed.</p> <p>Take up and use of new technology may be impacted by older staff who may not be as technology literate as younger staff members.</p>	<p>The Council Protocol for Managing Organisational Change will be followed throughout any staff restructuring process.</p> <p>The need to address this impact will be built into the Training Strategy and during training steps will be taken to provide additional support for any staff who have difficulty adapting to new technology.</p>

			<p>A key concern regarding impact on all equality groups is the impact of the workforce transferring to another employer who may have less effective equality policies and procedures than Harrow Council. This will be particularly the case for Age as the above staff profile statistics reveal that there a significant proportion of staff are in the age range 45-64 (64%);</p>	<p>Through the provisions of TUPE it should be possible to protect equality groups in the current workforce and in future employment. If a social enterprise proves to be the preferred model this should by its very nature seek to focus on its impact on all members of staff, service users and the community and all equality groups</p>
Disability (including carers of disabled people)			<p>The above staff profile statistics reveal that the number of staff with a disability is low (3%) but nevertheless the take up and use of new technology may be impacted by individual factors.</p> <p>A key concern regarding impact on all equality groups is the impact of the workforce transferring to another employer who may have less effective equality policies and procedures than Harrow Council. This will be particularly the case for Disability as the above staff profile statistics reveal that the number of staff with a disability is low (3%) but nevertheless the take up and use of new technology may be impacted by individual factors</p>	<p>The need to address this impact will be built into the Training Strategy and during training steps will be taken to provide additional support for any staff who have difficulty adapting to new technology.</p> <p>Through the provisions of TUPE it should be possible to protect equality groups in the current workforce and in future employment. If a social enterprise proves to be the preferred model this should by its very nature seek to focus on its impact on all members of staff, service users and the community and all equality groups.</p>
Gender Reassignment			There is no impact expected in this category	
Marriage and Civil Partnership			There is no impact expected in this category	
Pregnancy and Maternity			There is no impact expected in this category	
Race			The above staff profile statistics reveal a relatively good representation within the workforce by	The Council Protocol for Managing Organisational Change will be followed throughout any staff

			<p>individuals who have identified as BAME, although this is predominantly the case in the lower paybands. Any staff reorganisation should ensure that BAME individuals are not disadvantaged in any way during the process</p> <p>A key concern regarding impact on all equality groups is the impact of the workforce transferring to another employer who may have less effective equality policies and procedures than Harrow Council. This will be particularly the case for Race as the</p>	<p>restructuring process.</p> <p>Through the provisions of TUPE it should be possible to protect equality groups in the current workforce and in future employment. If a social enterprise proves to be the preferred model this should by its very nature seek to focus on its impact on all members of staff, service users and the community and all equality groups.</p>
Religion or Belief			There is no impact expected in this category	
Sex			There is no impact expected in this category	
Sexual Orientation			There is no impact expected in this category	
Other (please state)				
<p>9. Cumulative impact – Are you aware of any cumulative impact? For example, when conducting a major review of services. This would mean ensuring that you have sufficient relevant information to understand the cumulative effect of all of the decisions.</p> <p>Example: A local authority is making changes to four different policies. These are funding and delivering social care, day care, and respite for carers and community transport. Small changes in each of these policies may disadvantage disabled people, but the cumulative effect of changes to these areas could have a significant effect on disabled people's participation in public life. The actual and potential effect on equality of all these proposals, and appropriate mitigating measures, will need to be considered to ensure that inequalities between</p>			<p>Due regard will need to be given to ensure there is no overlap in any changes occurring as a result of the review of Staff Terms and Conditions</p> <p>The project in itself will have a significant impact on the way services are organised and delivered (with positive outcomes anticipated) and this impact is being monitored through the BTP governance at Board and Project Group level</p>	

different equality groups, particularly in this instance for disabled people, have been identified and do not continue or widen. This may include making a decision to spread the effects of the policy elsewhere to lessen the concentration in any one area.			
<p>10. How do your proposals contribute towards the requirements of the Public Sector Equality Duty (PSED), which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.</p> <p>(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)</p>			
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups	Are there any actions you can take to meet the PSED requirements? <i>(List these here and include them in the Improvement Action Plan at Stage 5)</i>
Compliance with Council and wider policies eg PMOC, TUPE	<p>Standardised methods of contact will make it easier for people from all groups to contact the council about these services.</p> <p>Greater community involvement through participation in a social enterprise model</p>	<p>Unification of 4 service areas will bring groups of staff together into a more unified group.</p> <p>Greater community involvement through participation in a social enterprise model</p>	<p>The project is underpinned by strong project processes that are already embedded throughout the Council via the Business Transformation Partnership. This will cover change management, risk management, communications and quality assurance.</p> <p>Working with the Business Transformation Partnership programme strategy, which is designed to ensure that best practice is applied throughout the programme's life span.</p> <p>Equalities will be embedded</p>

			within the programme to identify potential impact on equality groups and where possible action taken to mitigate it. The equalities agenda will be discussed at formal Project and Programme Boards
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11. Is there any evidence or concern that your proposals may result in a protected group being disadvantaged (please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act)?

	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 4: Decision

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

Outcome 1 – No change required: when the EqIA has not identified any potential for unlawful conduct or adverse impact and all opportunities to enhance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or enhance 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 5</i>	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to enhance equality. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse	

impact and/or plans to monitor the impact. (explain this in 12a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	
<p>12a. If your EqIA is assessed as outcome 3 or have ticked 'yes' in Q11, explain your justification with full reasoning to continue with your proposals.</p>	<p>No significant adverse equality impacts have been identified. There is a need to monitor the impact on the workforce of any staff reorganisation on the areas of Age, Disability and Race, but no indication that an adverse impact is to be expected and this situation will be monitored as the project progresses and by adherence to the Council's Protocol for Managing Organisational Change during the implementation of any restructuring.</p> <p>In the event of any transfer of services to an alternative provider, staff transferring would be subject to TUPE and the quality of service provision to Equality groups would be protected through the provisions of procurement/contract documentation.</p>

Stage 5: Making Adjustments (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 proposed	Desired Outcome	Target Date	Lead Officer	Progress

Age	<p>Ensure selection process does not discriminate or preclude any age demographic for being considered or appointed to the new organisation based on age. All applicants will be assessed against agreed criteria (including Job profile matching and Qualification criteria)</p> <p>Where necessary, additional coaching and support will be offered to allow any staff who feel disadvantaged</p>	<p>Positive impact reflected in an analysis of the workforce profile after any reorganisation has been concluded</p>	<p><i>Subject to decision on FBC</i></p>	<p><i>John Edwards</i></p>	
Disability	<p>Ensure selection process does not discriminate or preclude any age demographic for being considered or appointed to the new organisation because of disability. All applicants will be assessed against agreed criteria (including Job profile matching and Qualification criteria)</p> <p>Where necessary, additional coaching and support will be offered to allow any staff who feel</p>	<p>Positive impact reflected in an analysis of the workforce profile after any reorganisation has been concluded</p>	<p><i>Subject to decision on FBC</i></p>	<p><i>John Edwards</i></p>	

	disadvantaged				
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Stage 6 - Monitoring
The full impact of the decision may only be known after the proposals have been implemented, it is therefore important to ensure effective monitoring measures are in place to assess the impact.

14. How will you monitor the impact of the proposals once they have been implemented? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 5)</i>				
15. Do you currently monitor this function / service? Do you know who your service users are?	Yes		No	
16. What monitoring measures need to be introduced to ensure effective monitoring of your proposals? <i>(Also Include in Improvement Action Plan at Stage 5)</i>	Review of workforce profile during and after the reorganisation process. Review of workforce profile during and after any new arrangements for delivery of services Review of impact on Business Demographic during the development of the new Target Operating Model and Business Process Reengineering			
17. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 5)</i>	This will be reviewed dependant on the outcome of any reorganisation process. At this stage it is too early to make assumptions. This will be reviewed dependant on the outcome of any further work during the FBC and on the nature of any alternative delivery arrangements			
18. Have you received any complaints or compliments about the policy, service, function, project or proposals being assessed? If so, provide details.	No			

Stage 7 – Reporting outcomes

The completed EqIA must be attached to all committee reports and a summary of the key findings included in the relevant section within them.

EqIA's will also be published on the Council's website and made available to members of the public on request.

19. Summary of the assessment

NOTE: This section can also be used in your reports, however you must ensure the full EqIA is available as a background paper for the decision makers (Cabinet, Overview and Scrutiny, CSB etc)

What are the key impacts – both adverse and positive?
Are there any particular groups affected more than others?
Do you suggest proceeding with your proposals although an adverse impact has been identified? If yes, what are your justifications for this?
What course of action are you advising as a result of this EqIA?

The aim of the PRISM business case is to identify how services across Public Realm Services (Waste, Street Cleansing & Grounds Maintenance), Community Safety Services and Highways can be delivered more efficiently through restructuring of departments by:

Moving towards horizontal functions rather vertical service lines

Merging of services (and where applicable, removal of services)

Moving towards a commissioning model

Using technology to support the organisational and service changes

Assessing whether services can be delivered more efficiently through an alternative delivery model

The target is to meet the MTFS savings target of £1,800,000 per annum with these interventions.

The anticipated outcomes are a significant reduction in the costs of providing these services, which will in turn assist the Council to meet its budget targets, and an overall improved coordination of service delivery.

The EqIA has not revealed any definitive adverse impacts other than the need to monitor the effect of any staff restructuring, particularly in the areas of Age and Disability. The usual BTP governance and adherence to the Council's Protocol for Managing Organisational Change (PMOC) should more than adequately ensure that there are in practice no adverse equalities impacts.

20. How will the impact assessment be publicised? E.g. Council website, intranet, forums, groups etc	§ Council intranet § Staff forums etc § Project newsletter		
Stage 8 - 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.			
21. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	DETG for Environment		
Signed: (Lead officer completing EqIA)	John Edwards	Signed: (Chair of DETG)	Anu Singh
Date:		Date:	