

## 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?	The Council's Core Outcomes
Which Directorate / Service has responsibility for this?	Resources – Strategic Commissioning
Name and job title of lead officer	Rachel Gapp – Corporate Affairs Manager
Name & contact details of the other persons involved in the EqIA:	Alex Dewsnap – Divisional Director Strategic Commissioning Liz Defries – Service Manager Corporate Performance
Date of assessment:	22 <sup>nd</sup> January 2013

### Stage 1: Overview

<p><b>1. What are the aims, objectives, and desired outcomes of your proposals?</b></p> <p>(Explain proposals e.g. reduction / removal of service, deletion of posts, changing criteria etc)</p>	<p>At CSB on 14<sup>th</sup> March 2012, as part of the discussion on taking forward a commissioning model for the council, CSB requested work to commence on articulating a set of core outcomes for the Council in order to help shift the emphasis on what we do. The development of a set of core outcomes would be based on current service outcomes as defined in commissioning panel papers and the priorities within key current Council plans and strategies. They would therefore reflect current council business rather than a fundamental change in activity. The agreed set of core outcomes would:</p> <ul style="list-style-type: none"> <li>- Guide the commissioning and integrated planning process for 13/14 onwards</li> <li>- Be thematic and cross-council</li> <li>- Help inform thinking about what is realistic, affordable and the standard to which services should be delivered</li> <li>- Not be limited to just the things we can easily measure</li> <li>- Be practical in order to help services prioritise resource allocation and identify areas for de-commissioning</li> </ul>
<p><b>2. What factors / forces could prevent you from achieving these aims, objectives and outcomes?</b></p>	<p>Member support</p> <p>Organisational buy in to the agreed commissioning model for the council</p>
<p><b>3. Who are the customers? Who will be affected by this proposal? For example who are the external/internal</b></p>	<p>There are 2 main groups of customers:</p> <p>Staff and Members, who will use the core outcomes to inform proposals and decisions made during the</p>

<p>customers, communities, partners, stakeholders, the workforce etc.</p>	<p>commissioning and integrated planning process and the service planning process.</p> <p>Residents – the outcomes aim to define more clearly where the council wants to focus its effort and resources on and the difference that residents should see as a result. Changing the emphasis to ‘what we do’ rather than ‘how we do it’</p>
<p>4. Is the responsibility shared with another department, 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>All services areas are involved in the delivery of the core outcomes.</p> <p>The nature of the outcomes also means that invariably more than one organisation, locally or nationally has a role to play in affecting a particular outcome. Achievement of the outcomes is not always the sole preserve of the council. Responsibility ultimately therefore has to be shared between the council and its partners.</p>
<p>4a. How are/will they be involved in this assessment?</p>	<p>At this stage the core outcomes as set out in the Corporate Plan try to articulate the specific contribution that the council can play in delivering them. The next stage of development will be to engage partners in agreeing a set of outcomes that all partners within the borough can collectively work towards.</p>
<p><b>Stage 2: Monitoring / Collecting Evidence / Data</b></p>	
<p>5. The core outcomes have been mapped against the protected characteristics below. Appended to this EQIA is a table which can be cross-referenced to see the measures and data used to evidence and monitor each core outcome. Many of the core outcomes will benefit all protected characteristics such as those under keeping neighbourhoods clean, green and safe and under united and involved communities.</p>	
<p>Age (including carers of young/older people)</p>	<ul style="list-style-type: none"> <li>• Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse.</li> <li>• Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> <li>• Preventing, managing and improving mental health, particularly of young children and teenagers.</li> <li>• Harrow residents are supported to live as independently as possible.</li> </ul>

	<ul style="list-style-type: none"> <li>• Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</li> <li>• Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities.</li> </ul>
Disability (including carers of disabled people)	<ul style="list-style-type: none"> <li>• Ensuring the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse.</li> <li>• Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> <li>• Harrow residents are supported to live as independently as possible.</li> <li>• Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities.</li> <li>• Increased participation in art, sport, leisure and cultural activities.</li> <li>• Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow</li> </ul>
Gender Reassignment	<ul style="list-style-type: none"> <li>• Preventing, managing and improving mental health, particularly of young children and teenagers.</li> </ul>
Marriage / Civil Partnership	<ul style="list-style-type: none"> <li>• Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> </ul>
Pregnancy and Maternity	<ul style="list-style-type: none"> <li>• Preventing, managing and improving mental health, particularly of young children and teenagers.</li> <li>• Increase life expectancy by reducing health inequalities, preventing ill health and managing long term conditions.</li> </ul>

	<ul style="list-style-type: none"> <li>Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities.</li> </ul>
Race	<ul style="list-style-type: none"> <li>Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> <li>Increase life expectancy by reducing health inequalities, preventing ill health and managing long term conditions.</li> <li>Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</li> </ul>
Religion and Belief	
Sex / Gender	<ul style="list-style-type: none"> <li>Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</li> <li>Increase life expectancy by reducing health inequalities, preventing ill health and managing long term conditions.</li> <li>Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</li> </ul>
Sexual Orientation	
<p><b>6.</b> If you have insufficient data on any of the protected characteristics, 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>Where appropriate, measures will include data on one or more of the nine protected characteristics however, not all monitoring collected at this level involves data about people (for example, the amount of rubbish that is recycled). Surveys of residents' satisfaction with Council services, for example, the Improvement Tracker, involve a sample of residents that is representative of the demography of the Borough.</p>

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	X	No	
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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.
CSB and Members were engaged in the drafting process	CSB and other senior officers were engaged through face-to-face meetings. Members were consulted using workshops and voting process at the Labour group policy day in July 2012. Reports were then taken to CSB, CLG and Leadership for consideration		The core outcomes were amended as a result of the engagement process. It was also agreed that they would be used to guide the commissioning and integrated planning process and be reflected in the corporate plan.

### 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?

The agreement to a set of core outcomes only provides guiding principles for budget and service planning decisions. There will therefore be no direct equalities implications arising from the decision to establish a set of core outcomes. The impact will arise from the specific budget and service planning decisions taken subsequently, each of which will have their own separate EQIA. Impact will also be assessed as part of the overall budget EQIA.

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
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				
Other (please state)				
<p><b>9. Cumulative impact –</b> 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>Please refer to the Budget EQIA</p>			
<p><b>10.</b> 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>				

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?
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Please refer to the Budget EQIA

**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	X	X	X	X	X	X	X	X	X

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

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

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

**Stage 4: 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: when the EqIA has not identified any potential for unlawful conduct or adverse impact and all opportunities to enhance equality are being addressed.	
<b>Outcome 2</b> – 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</i>	

<i>Improvement Action Plan at Stage 5</i>	
<b>Outcome 3</b> – 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.	
<b>Outcome 4</b> – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups.	
<b>12a.</b> If your EqIA is assessed as <b>outcome 3</b> or have ticked ‘yes’ in Q11, explain your justification with full reasoning to continue with your proposals.	N/A

**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.

[Please refer to the Budget EQIA](#)

Area of potential adverse impact e.g. Race, Disability	Action proposed	Desired Outcome	Target Date	Lead Officer	Progress
Does it impact on Age, Disability etc	What activity is needed to address the issues identified?	Who is the officer responsible for taking forward this action?	When will this be completed? (This needs to be realistic but challenging. If you have identified various actions, you will need to prioritise)	Are there any resource implications? How much will this action cost? Do you have budgets for this?	Will it be subject to an ongoing review? Will it be feature in an action plan?




**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.

<p><b>14.</b> How will you monitor the impact of the proposals once they have been implemented? How often will you do this?</p>	<p>Impact will be monitored through the budget monitoring and Improvement Board process which reports through to CSB and Cabinet on a quarterly basis.</p>			
<p><b>15.</b> Do you currently monitor this function / service? Do you know who your service users are?</p>	<p>Yes</p>	<p>X</p>	<p>No</p>	
<p><b>16.</b> What monitoring measures need to be introduced to ensure effective monitoring of your proposals?</p>	<p>Appended to the Corporate Plan is a detailed set of measures covering trend data, outcome and output measures that we will use to monitor how effective we have been at delivering against the core outcomes</p>			
<p><b>17.</b> How will the results of any monitoring be analysed, reported and publicised?</p>	<p>Impact will be monitored and analysed through the Improvement Board process which reports through to CSB and Cabinet on a quarterly basis.</p>			
<p><b>18.</b> Have you received any complaints or compliments about the policy, service, function, project or proposals being assessed? If so, provide details.</p>				

**Stage 7 – Reporting outcomes**

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

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

<p><b>19. Summary of the assessment</b></p> <p><b>NOTE:</b> 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)</p> <p>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?</p>	<p>Please refer to the Budget EQIA</p>		
<p><b>20. How will the impact assessment be publicised? E.g. Council website, intranet, forums, groups etc</b></p>	<p>The EQIA will be available on the council web-site and shared with staff</p>		
<p><b>Stage 8 - Organisational sign off (to be completed by Chair of Departmental Equalities Task Group)</b></p>			
<p><b>The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.</b></p>			
<p><b>21. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</b></p>	<p>Resources/Corporate Equality Task Group</p>		
<p>Signed: (Lead officer completing EqIA)</p>	<p>Rachel Gapp</p>	<p>Signed: (Chair of DETG)</p>	<p>Alex Dewsnap</p>
<p>Date:</p>	<p>24<sup>th</sup> January 2013</p>	<p>Date:</p>	<p>24<sup>th</sup> January 2013</p>