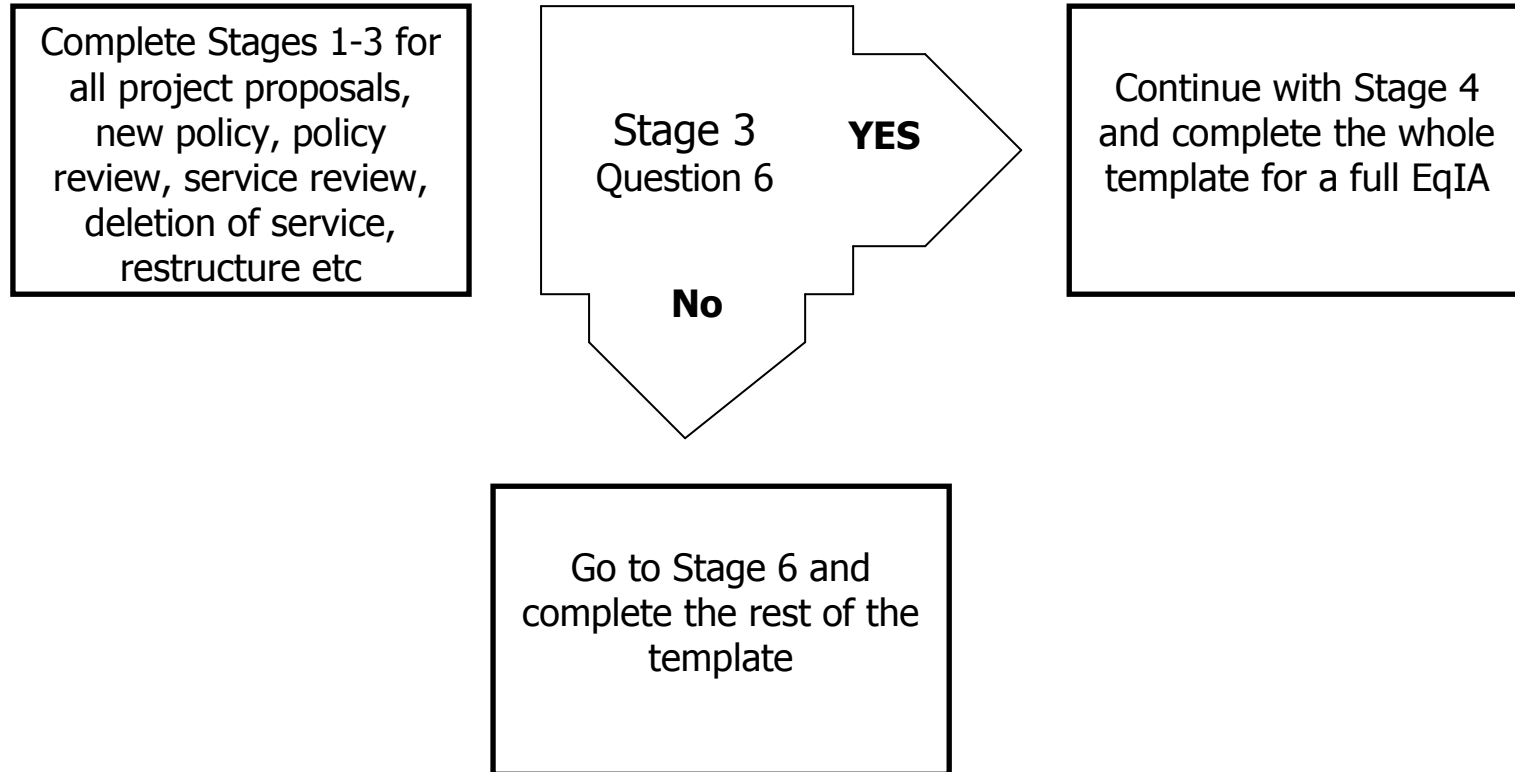


Appendix 1 - Equality Impact Assessment



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	<input type="checkbox"/>	Cabinet	<input type="checkbox"/>
Capital	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>
Service Plan	<input type="checkbox"/>	Corporate Strategic Board	<input type="checkbox"/>
Other	<input type="checkbox"/>	Other	<input type="checkbox"/>
Title of Project:	Project Minerva		
Directorate / Service responsible:	Resources		
Name and job title of lead officer:	Rob Bonneywell – Project Manager		
Name & contact details of the other persons involved in the assessment:	Neil Gann – Project Support Simon Peck – Project Support		
Date of assessment:	18 th October 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>Project Minerva was set up to investigate ways in which the Council could look to reduce service costs by up to 30% for the four financial years commencing from April 2015. It has followed a systematic examination of alternative service delivery options including re-designing services, sharing resources with other authorities and outsourcing all or part of the services in scope. A key reason for the project is to bridge the “funding gap” that could otherwise exist in 2015/16 as a consequence of reductions in revenue support grant allocated in accordance with the comprehensive spending review, although the specifics of these reductions have not yet been</p>
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communicated to Councils.

The Council currently has a balanced budget for 2013/14 and 2014/15 which includes the delivery of savings of £22.8m over those two years. However, it is anticipated that the national 'austerity' measures already in place to address the national budget deficit are likely to continue up to 2020 and possibly beyond. The Council therefore needs to plan for further potential cost reduction challenges in addition to the £75m of savings it has already identified for achievement between 2010 and 2015.

Within the current economic and financial climate, the future service delivery model will need to change if further significant cost reductions are to be achieved. The protection of "front line" services is considered to be a pre-requisite to ensuring that the Council can continue to deliver services that meet customer requirements and support and protect people that are most in need. Consequently, planning for the future delivery of services needs to be undertaken now in order for cost reductions to be delivered by 2015/16.

To facilitate the evaluation of cost reduction options, primary research has been undertaken into the potential for a shared service arrangement with another Local Authority, outsourcing services to a private contractor, implementing internal changes delivered through the services concerned, replacing the SAP system and relocating "back-office" services to cheaper alternative locations.

Additionally, the initial period of the existing Incremental Partnership Agreement with Capita expires on 3rd November 2015 but may be extended by up to five years by giving at least 12 months written notice. The variation to the above agreement for the provision of IT Services expires on 24th November 2020 and contains a break clause provision that can be exercised subject to giving prior at least 12 months prior written notice. As such, it has been considered prudent to also review and consider the current outsourced IT Service

arrangements within the context of the above and the likelihood for changes in future demand for the provision of IT Services and back-office transactional support services. It is also anticipated that other activities, particularly relating to channel shift, will increase volumes of online activity, data storage requirements and requirements for 24/7 system availability in the future. The IT Service also represents the largest cost base and there have been significant changes in the market over the past three years in particular.

Following evaluation of the various cost reduction options outlined above, recommendations have been submitted for consideration by Cabinet. These include proceeding with a cost reduction programme through the implementation of the internal option that has identified a potential savings target of £2.0m per annum across the following services in scope; Finance and Assurance, Human Resources and Shared Services and Collections and Benefits. The annual cost base of these services is approximately £11.6m and the savings target represents 17%.

If approved, the recommendations contained within the Cabinet report will enable the Council to embark on a two-year cost reduction programme aimed at achieving an annual savings target of £2.0m from 2015/16. However, where appropriate, some service options may be delivered earlier than the target date. The recommendations also facilitate the re-tender of the existing IT Service contract to better support and facilitate achievement of the Council's corporate priorities and secure greater value.

As there are 254 posts in scope within the Resources Directorate and the internal options identify potential savings of £2.0m per annum, there is a potential for approximately 40 to 50 posts to be deleted through the cost reduction programme.

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (all that apply)	Residents / Service Users		Partners		Stakeholders	
	Staff		Age		Disability	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	Sexual Orientation		Other			
3. Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 	<p>Internal and external options have been examined and considered regarding the potential for cost reduction across the Resources Directorate. A decision has not yet been taken as to a preferred option(s). The options to be examined may also affect Schools in terms of their Finance, HR and Payroll Service provision, Capita as the incumbent service provider for IT services, residents and other local stakeholders in terms of the Collections and Benefits Services and Harrow Council staff in terms of support services such as HRD, Health and Safety and Pensions.</p> <p>A decision concerning the approach to be taken is anticipated to be made by Cabinet. Subject to approval, a full predictive EqIA for any options to be progressed under the cost reduction programme will then be undertaken.</p> <p>It is however currently anticipated that “Minerva” will become a managed programme overseeing the various internal options to be progressed and the retender of the IT Service ensuring that these are planned and effectively managed by the services in scope. This includes a provision within the range of activities identified for Equalities Impact Assessments and Consultation as appropriate. Overall responsibility for the programme will rest with the Corporate Director Resources in consultation with Portfolio Holders and in compliance with</p>					

relevant Council standing orders. Key decisions will be taken by Cabinet where applicable.

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 employee data records relating to the Resources Directorate for the services in scope. Consequently, there may be variances between the data shown as different sets of base data have been referenced and compared for the purposes of the analysis.

		Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	Resources Directorate services in scope (254 posts)
Ethnicity	BAME	40.60%	36.08%	57.75%	36.40%
	White	46.37%	52.08%	42.25%	41.84%
	Unknown	13.03%	11.84%	0.00%	21.76%
Sex	Male	25.85%	22.36%	49.40%	33.05%
	Female	74.15%	77.64%	50.60%	66.95%
Disability	Yes	2.14%	1.81%	16.40%	0.84%
	No	97.44%	93.66%	83.60%	84.52%
	Unknown	0.43%	4.53%	0.00%	14.64%
Age	16 to 24	1.50%	3.34%	11.7%	3.35%
	25 to 34	21.37%	17.39%	30.4%	20.08%
	35 to 44	27.35%	22.67%		23.85%
	45 to 54	29.91%	32.76%	23.6%	24.69%
	55 to 64	18.80%	21.15%		12.97%
	65+	1.07%	2.69%	14.1%	0.42%
	Unknown	0.00%	0.00%	0.00%	14.64%

		Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	Resources Directorate services in scope (254 posts)
Religion or Belief	Christianity	8.12%	11.00%	37.30%	
	Hinduism	3.42%	4.12%	25.30%	
	Islam	1.28%	1.44%	12.50%	
	Judaism	0.21%	0.57%	4.40%	
	Jainism	0.21%	0.51%	No category	
	Sikh	1.07%	0.39%	1.20%	
	Buddhism	0.00%	0.20%	1.10%	
	Zoroastrian	0.00%	0.02%	No category	
	Other	0.43%	0.86%	2.50%	
	No Religion/Atheist	2.78%	2.09%	9.60%	
	Unknown	82.48%	78.81%	6.20%	
Sexual Orientation	Heterosexual	8.55%	15.92%	No category	
	Gay Woman/ Lesbian	0.00%	0.06%		
	Gay Man	0.21%	0.08%		
	Bi-sexual	0.00%	0.14%		
	Prefer not to say	0.21%	1.07%		
	Other	0.00%	0.04%		
	Unknown	91.03%	82.69%		
Pregnancy/ maternity in last 2 years?	Yes	6.62%	4.02%	No category	
	No	93.38%	95.98%		
Same gender assigned at birth?	Yes	99.57%	95.47%	No category	
	No	0.00%	0.00%		
	Unknown	0.43%	4.53%		

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records for the Resources Directorate services in scope. The age profile of the workforce in proportionate terms and in comparison to the 2011 census is shown below. The 14.64% shown as “unknown” for the ages of Resources Directorate posts in scope relates to posts that are either currently vacant or filled by agency personnel.

Age (including carers of young/older people)

Age	Whole Council 5,125 employees			Excluding Schools 2,375 employees			Harrow Community Data 2011 Census	Resources Directorate Services in Scope (254 posts)
	2011	2012	2013	2011	2012	2013		
16 to 24	3.66%	3.00%	3.34%	2.73%	2.21%	1.47%	11.7%	3.35%
25 to 34	19.32%	40.39%	17.39%	15.05%	36.50%	14.15%	30.4%	20.08%
35 to 44	24.04%		22.67%	22.39%		21.68%		23.85%
45 to 54	30.86%	54.28%	32.76%	31.36%	58.09%	33.14%	23.6%	24.69%
55 to 64	20.16%		21.15%	25.78%		25.81%		12.97%
65+	1.97%	2.33%	2.69%	2.69%	3.20%	3.75%	14.1%	0.42%
Unknown								14.64%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records for the Resources Directorate services in scope. The composition of the workforce in proportionate terms that is disabled in comparison to the 2011 census is shown below:

Disability (including carers of disabled people)

Disabled	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census	Resources Directorate Services in Scope (254 posts)
	2011	2012	2013	2011	2012	2013			
Yes	1.84%	2.02%	1.81%	3.63%	3.58%	3.33%	5.08%	*16.40%	0.84%
No	98.00%	97.77%	93.66%	96.29%	96.30%	96.25%	-	*83.60%	84.52%
Unknown	0.16%	0.22%	4.53%	0.08%	0.12%	0.42%	-	-	14.64%

*Not the same definition - in the 2011 census, 16.4% of Harrow residents self classified their health to be **not** good. A target has been set for Harrow Council for 3% of its workforce to declare they have a disability.

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13. The composition of the workforce in proportionate terms that has the same gender as they were assigned at birth in comparison to the 2011 census is shown below:

	Whole Council 5,125	Excluding Schools 2,375
	%	%
Yes	95.47%	99.58%
No	0%	0%
Unknown	4.53%	0.42%

There is no data included for this characteristic within the Harrow Annual Equality in Employment Monitoring Report 2012/13 as there is currently no requirement to report on this.

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13. The proportion of the workforce that has been pregnant and / or taken maternity leave within the past two years is shown in the table below.

	Whole Council 206 of 5,125	Excluding Schools 98 of 2,375
	%	%
Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31 st March 2013	4.02%	4.13%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records for the Resources Directorate services in scope. The ethnic composition of the workforce in proportionate terms in comparison to the 2011 census is shown in the table below.

Ethnic Classification	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census	Resources Directorate Services in Scope (254 posts)
	2011	2012	2013	2011	2012	2013			
Asian	22.64%	23.77%	24.08%	20.48%	20.52%	21.60%	10.67%	42.59%	30.54%
Black	8.82%	9.33%	9.00%	13.96%	14.32%	14.11%	20.39%	8.24%	5.44%
Mixed	2.15%	2.21%	2.15%	1.91%	1.87%	1.89%	2.75%	3.97%	0.42%
Any other ethnic group	1.32%	1.19%	0.86%	1.44%	1.29%	0.80%	1.85%	2.95%	0.00%
Total BAME	34.92%	36.49%	36.08%	37.79%	37.99%	38.40%	35.67%	57.75%	36.4%
White	56.36%	54.46%	52.08%	56.16%	55.06%	54.44%	64.33%	42.25%	41.84%
Unknown/Unclassified	8.71%	9.05%	11.84%	6.05%	6.95%	7.16%	8.03%	0.00%	21.76%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and 2011 census and is compared in proportionate terms in the table below.

	Whole Council 5,125	Excluding Schools 2,375	Harrow Community Data 2011 Census
	%	%	%
Christianity	11.00%	13.09%	37.30%
Hinduism	4.12%	4.00%	25.30%
Islam	1.44%	1.64%	12.50%
Judaism	0.57%	0.59%	4.40%
Jainism	0.51%	0.42%	No category
Sikh	0.39%	0.51%	1.20%
Buddhism	0.20%	0.25%	1.10%
Zoroastrian	0.02%	-	No category
Other	0.86%	0.97%	2.50%

		No Religion/Atheist	2.09%	2.78%	9.60%					
		Unknown	78.81%	75.75%	6.20%					
Sex / Gender	Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and data records for the Resources Directorate services in scope. The gender composition of the workforce in proportionate terms and in comparison to the 2011 census is shown in the table below.									
		Whole Council 5,125 employees			Excluding Schools 2,375 employees		London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census	Resources Directorate Services in scope (254 posts)	
	Sex	2011	2012	2013	2011	2012	2013			
	Male	24.07%	23.34%	22.36%	37.71%	38.95%	37.68%	37.67%	49.40%	33.05%
	Female	75.93%	76.66%	77.64%	62.29%	61.05%	62.32%	62.33%	50.60%	66.95%
Sexual Orientation	Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13. The sexual orientation of the workforce in proportionate terms and in comparison to the 2011 census is shown in the table below.									
		Whole Council 5,125		Excluding Schools 2375						
		%		%						
	Heterosexual	15.92%		18.11%						
	Gay Woman/ Lesbian	0.06%		0.08%						
	Gay Man	0.08%		0.08%						
	Bi-sexual	0.14%		0.21%						
	Prefer not to say	1.07%		1.18%						
	Other	0.04%		-						
	Unknown	82.69%		80.34%						

Socio Economic	<p>Options are currently being considered and assessed but no decision has yet been taken as to whether and how to proceed. Consequently, the potential impact of the options submitted by service areas has not been assessed in more detail by them at this stage. However, based upon the achievement of annual cost savings of £2.0m, it is anticipated that approximately 40 to 50 posts could potentially be deleted. Workforce planning measures will therefore be put in place to mitigate as far as reasonably practicable the potential implications that may arise from this and these are set out in more detail in this document. Data has been obtained in relation to staffing for the Resources Directorate and census data is also available to compare and review the potential impact of any options that may subsequently be agreed for implementation. Where options relate to specific service delivery methods and impact upon Harrow Council residents and stakeholders, service specific data will be used as far as reasonably practicable with any gaps being identified within the Improvement Plan. The recommendation to re-tender the existing outsourced IT Service is currently anticipated to have a minimal local socio-economic impact.</p> <p>The general equality duty set out in the Equalities Act 2010 applies to procurement and commissioning by virtue of Schedule 19 to that Act. The general equality duty also applies to bodies which are carrying out public functions (in relation to those functions only). For those authorities, the general equality duty will also apply to their procurement and commissioning, in so far as procurement and commissioning are part of the exercise of those public functions. This provision means that any contractor working on behalf of the Council will be obliged to comply with the general Equality Duty as set out in the 2010 Act.</p>
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<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 Equalities Centre website (harrowequalitiescentre.org.uk) indicates that Harrow is made up of people from at least 137 different countries and, based upon the seven religions listed in the standard tables from the census, has the highest level of religious diversity of any local authority in England and Wales.</p> <p>Based upon the 2011 census, Harrow has a population of 239,100 residents. Additionally, the following are of note:</p> <p>Of the resident population, 49.4% are male and 50.6% are female.</p> <p>14.1% of the population are over the age of 65 compared to 11.1% for London generally.</p> <p>53.7% of couples are married compared to a national average of 46.6% and accordingly ranks Harrow Council highest in London for married couples. In contrast, Harrow is ranked last in London for single people never married or registered</p>
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in a same-sex civil partnership; 31st for people living in a registered same-sex civil partnership; 31st for separated; last for divorced or formerly in a same-sex civil partnership which is now legally dissolved and last for cohabiting couples.

30.9% of Harrow's residents are White British, ranking Harrow fourth lowest nationally. The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7th nationally for ethnic diversity (based on the 18 ethnic group classification), with a score of 5.27. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other.

Harrow's Indian group is the borough's largest minority ethnic group, with a population of 63,050 (26.4%), ranking Harrow 2nd nationally, after Leicester.

The Harrow Equality in Employment Monitoring Report 2012/13 has been used to obtain data about the organisational composition and that of the Resources Directorate.

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									

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)

Employee data records have been obtained from HR and used for comparative purposes with the census, Harrow Annual Equality in Employment Monitoring Report 2012/13 and Harrow Equalities Centre website (harrowequalitiescentre.org.uk). The Staff Survey 2011 has also been referred to for the purposes of completing this assessment.

8. What consultation have you undertaken on your proposals?

As no firm proposals have been agreed at this stage, there has been no formal consultation undertaken. There have been two rounds of staff briefings conducted in September and December and there have been client engagement workshops and meetings with Schools representatives. There have also been employee “drop-in” sessions, and weekly meetings with employee representatives (i.e. Trade Unions). Representatives from all directorates and the unions have attended monthly Stakeholder Consultative Group meetings. There has been a programme of briefings that took place from 10th December to inform employees about the proposed Cabinet recommendations and detailed Equalities Impact Assessments and consultation will be undertaken as appropriate subject to the Cabinet decision on 15th January 2014. The cumulative effect of the internal options will be monitored and reviewed as options are developed through a new programme. The arrangements for achieving this and giving due regard to any potential adverse impact and mitigating actions are set out within the action plan to this assessment.

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

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	<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p>	<p>What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 7)</p>
Age (including carers of young/older people)			<p>There are approximately 40 to 50 posts that may potentially be deleted under the internal option. Consequently, there may be a potential for a differential impact based upon age as the greater proportions of the Resources Directorate services in scope are resourced by employees within the age range of 25 to 54 (i.e. 68.62%). There are only a small proportion of workers aged 16 to 24 and 65+.</p>	<p>Subject to Cabinet approval of the proposed recommendations, options will be progressed requiring full Equalities Impact Assessments in their own right and consultation as appropriate. Equality Monitoring arrangements to obtain, measure and evaluate the effects of any proposals to be implemented will also be established and kept under review. Additionally, in the interim, the following measures (other than in exceptional circumstances authorised by the Corporate Director Resources) will be effected to mitigate the potential effects arising from the internal options:</p> <ul style="list-style-type: none"> • Recruitment freeze for vacant posts • Use of agency staff or staff on short term contracts for vacant roles ,
Disability (including carers of disabled people)			<p>There are approximately 40 to 50 posts that may potentially be deleted under the internal option. Consequently, there may be a potential for a differential impact based upon disability. The Staff Survey 2011 suggested that 7% of the Council workforce were disabled. Whilst the proportion of disabled employees within the Resources Directorate (determined from employee records) is shown as 0.84%, this figure is likely to be</p>	<p>Subject to Cabinet approval of the proposed recommendations, options will be progressed requiring full Equalities Impact Assessments in their own right and consultation as appropriate. Equality Monitoring arrangements to obtain, measure and evaluate the effects of any proposals to be implemented will also be established and kept under review. Additionally, in the interim, the following measures (other than in exceptional</p>

			understated based upon the Staff Survey 2011 results.	<p>circumstances authorised by the Corporate Director Resources) will be effected to mitigate the potential effects arising from the internal options:</p> <ul style="list-style-type: none"> • Recruitment freeze for vacant posts • Use of agency staff or staff on short term contracts for vacant roles,
Gender Reassignment			There is insufficient information recorded via employee data records on which to determine any potential impact.	
Marriage and Civil Partnership			There is insufficient information recorded via employee data records on which to determine any potential impact.	
Pregnancy and Maternity			There is insufficient information currently recorded via employee data records on which to determine any potential impact and this may be subject to change dependent upon the timing for any potential changes to be progressed.	
Race			There are approximately 40 to 50 posts that may potentially be deleted under the internal option. Consequently, there may be a potential for a differential impact based upon race as 36.4% of the Resources Directorate services in scope are resourced by employees who are within a BAME grouping.	<p>Subject to Cabinet approval of the proposed recommendations, options will be progressed requiring full Equalities Impact Assessments in their own right and consultation as appropriate. Equality Monitoring arrangements to obtain, measure and evaluate the effects of any proposals to be implemented will also be established and kept under review.</p> <p>Additionally, in the interim, the following measures will be effected (other than in exceptional circumstances authorised by the Corporate Director Resources) to mitigate the potential effects arising from the internal options:</p>

				<ul style="list-style-type: none"> • Recruitment freeze for vacant posts • Use of agency staff or staff on short term contracts for vacant roles,
Religion or Belief			There is insufficient information recorded via employee data records on which to determine any potential impact.	
Sex			There are approximately 40 to 50 posts that may potentially be deleted under the internal option. Consequently, there may be a potential for a differential impact based upon gender as the greater proportions of the Resources Directorate services in scope are resourced by female employees. (i.e. 66.95%)	<p>Subject to Cabinet approval of the proposed recommendations, options will be progressed requiring full Equalities Impact Assessments in their own right and consultation as appropriate. Equality Monitoring arrangements to obtain, measure and evaluate the effects of any proposals to be implemented will also be established and kept under review.</p> <p>Additionally, in the interim, the following measures will be effected (other than in exceptional circumstances authorised by the Corporate Director Resources) to mitigate the potential effects arising from the internal options:</p> <ul style="list-style-type: none"> • Recruitment freeze for vacant posts • Use of agency staff or staff on short term contracts for vacant roles,
Sexual orientation			There is insufficient information recorded via employee data records on which to determine any potential impact.	

10. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?

If yes, which Protected Characteristics could be affected and what is the potential impact?

Yes		No	
As the internal options affect 254 posts within the services in scope, there is the potential for a number of personnel to be affected by the cost reduction programme. There is a potential that 40 to 50 posts may be deleted by the proposed cost reduction options if approved. There may be a potential for the age, disability, race and sex protected characteristics to be affected by proposed options although this will depend upon other factors taking place at that time and the nature of the options concerned. It is not possible to be more precise about the potential impact at this stage as this will be dependent upon a number of factors.			

10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?

If yes, what is the potential impact and how likely is to happen?

Yes		No	
As the internal options affect 254 posts within the services in scope, there is the potential for a number of personnel to be affected by the cost reduction programme. There is a potential that approximately 40 to 50 posts may be deleted by the proposed cost reduction options if approved. However, it is not possible to be more precise about the potential impact of options proposed at this stage as this will be dependent upon a number of factors.			

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](#)

It is not possible to establish whether a protected characteristic is likely to be disadvantaged by any potential adverse impact at this stage. Therefore, in the box below, the “no” option has been selected based upon the current position whilst recognising that this will need to be kept under review and may change as options are progressed.

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

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

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

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

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

Stage 6: Decision

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

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.

Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. *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 12a below)**

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

12a. If your EqIA is assessed as **outcome 3** or you have **ticked 'yes' in Q11**, explain your justification with full reasoning to continue with your proposals.

There are 254 posts in scope of which approximately 40 to 50 may potentially be deleted under the internal options, subject to approval. However, It is not possible to establish whether a protected characteristic is likely to be disadvantaged by any potential adverse impact at this stage as this will be dependent upon a number of factors. There are no firm proposals in place at

this stage, merely options for consideration. Subject to Cabinet approval to progress with the options recommended, full Equalities Impact Assessments and consultation will be required where appropriate and due regard had to the implications of the specific proposals for progression. Monitoring arrangements to determine the effects of the proposals and to give consideration to any mitigating actions will also be established as part of the proposal implementation plans.

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
Race, Disability, Sex and Age	Statistical data available concerning the workforce composition and stakeholders that may be affected will be considered and evaluated prior to progressing with any agreed options. Where potential for adverse impact is identified, mitigating actions will be considered and due regard given to potential implications under the Council's Public Sector Equality Duty.	Subject to Cabinet approval, performance measures / targets will be determined in relation to the specific options to be progressed.	To be determined as part of the project plan for the option under consideration	To be determined as part of the project plan for the option under consideration	To be determined as part of the project plan for the option under consideration
Race, Disability, Sex and Age	Permanent recruitment for vacant positions within the services in scope is "frozen" unless exceptional circumstances apply. Use of agency or temporary personnel to fill the vacant roles on a short term basis will be permitted.	Reasons for exceptional circumstances applying will need to be submitted to the Corporate Director Resources to obtain authority to recruit on a permanent basis. This action	Immediate effect.	Tom Whiting	Immediate effect

		will minimise the potential impact of any agreed cost reduction programme on permanent personnel.			
Race, Disability, Sex and Age	The assessment and actions identified from internal option assessments will be monitored and reviewed through Programme Minerva to ensure that due regard is given to any adverse impact identified and mitigating actions from a project and cumulative perspective.	Programme Minerva will ensure that Project Plans include the requirement for an EqIA to be conducted and ensure that this is achieved. The cumulative impact of the proposals will be monitored and reviewed through the programme and the overview EqIA reviewed as a consequence.	To be determined as part of the overall programme and individual project plans for the option under consideration	Rob Bonneywell	To be determined as part of the overall programme and individual project plans for the option under consideration

Stage 8 - Monitoring
The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

<p>14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Subject to Cabinet approval, this will be considered and addressed by each service area responsible for implementing the specific options proposed. It is currently anticipated that "Minerva" will become a programme management role that will include ensuring Equalities Impact Assessments have been undertaken and due regard given to any potential adverse impact and mitigating actions. The timings and frequency of proposal monitoring arrangements will be determined having regard to the nature and extent of the options to be</p>
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	progressed and may include key stakeholders in their preparation and evaluation.
15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Subject to Cabinet approval, this will be considered and addressed by each service area responsible for implementing the specific options proposed. However, it is anticipated that the results of any monitoring will be analysed, reported and publicised in the manner determined and agreed as appropriate for the specific proposal under consideration.
16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	None.

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
Subject to Cabinet approval, the manner in which proposals contribute towards the PSED will be determined in relation to the specific options to be progressed.		

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

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

18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	EqIA Quality and Assurance		
Signed: (Lead officer completing EqIA)	Rob Bonneywell	Signed: (Chair of DETG)	Alex Dewsnap
Date:	16 th December 2013	Date: 20 th December 2013	20 th December 2013
Date EqIA presented at the EqIA Quality Assurance Group	17 th December 2013	Signature of ETG Chair	Alex Dewsnap