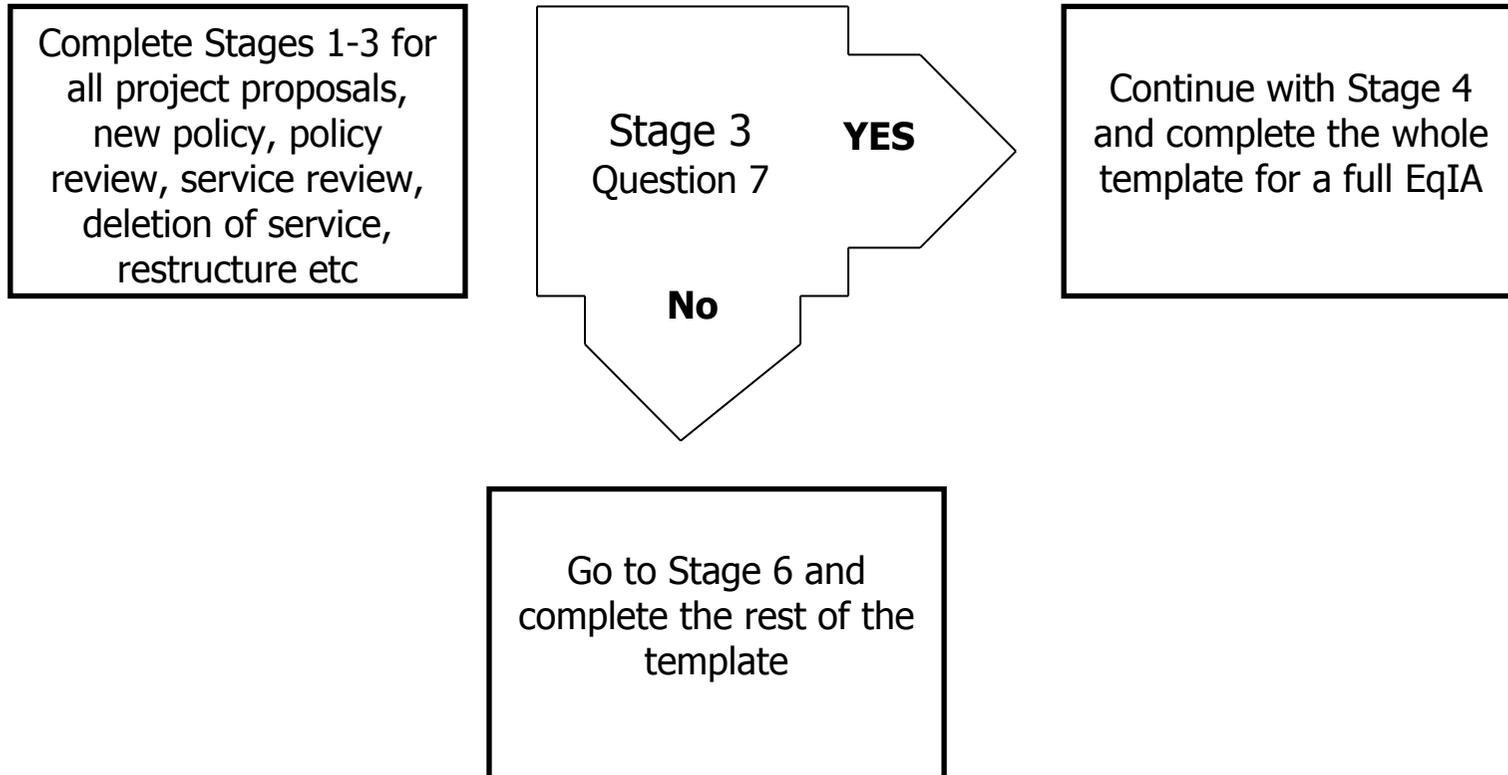


# Equality Impact Assessment Template

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



## Equality Impact Assessment (EqIA) Template

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

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

Type of Project / Proposal:		Tick ✓	Type of Decision:	Tick ✓
Transformation			Cabinet	✓
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other	Procurement exercise		Other	
Title of Project:		Total Facilities Management Procurement		
Directorate / Service responsible:		Environment and Enterprise		
Name and job title of lead officer:		Andrew Smith, Strategic Commissioner		
Name & contact details of the other persons involved in the assessment:		Venetia Reid-Baptiste		
Date of assessment:		22 October 2014		

### Stage 1: Overview

<p><b>1. What are you trying to do?</b></p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>The Council has a responsibility to maintain its array of buildings including those used for corporate purposes, schools (via a Service Level Agreement), those in parks and open spaces and its commercial portfolio depending on leasing arrangements.</p> <p>The financial challenge facing the Council over the next four years has provided the impetus for the review of areas where cashable savings can be found. To drive these savings, the Corporate Leadership Group (CLG) agreed a Using the Market project that is aimed at gaining greater efficiencies from commissioning services via alternative delivery models, where appropriate.</p> <p>Facilities Management (FM) has been identified as an aspect of cross-Council</p>
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expenditure that could be explored as part of the Using the Market project.

A review of the various FM categories of expenditure (such as repairs and maintenance, cleaning and security) has shown that there is significant potential for greater economies of scale in one procurement using a more strategic commercial approach.

Market intelligence shows that currently there is a move by the public sector away from single contract providers and towards Total FM packages and/or bundled services as there is a perception that a single provider will give greater savings. However, that is not without its detractors as there are Councils that have now brought their FM services back in house and others who are embarking on procurement for single suppliers per each type of service.

FM services are currently delivered by a number of small to medium sized contracts managed primarily by an in-house client team located in the E&E Directorate. However, each Directorate holds various FM related budgets and this has led to the scenario where the Council has different suppliers for the same type of service. There are also some services that are delivered in-house.

This mixed economy is a significant constraint in any drive to gain value for money on two main fronts. Firstly, it leaves the Council in a position where there is no consistent maintenance standard and secondly the piecemeal procurement means less bargaining power.

The main option considered was to buy into current FM frameworks or contracts run by other Councils. Following discussions with three Councils and a review of two framework arrangements, it was clear that neither option would meet Harrow's requirement. The main reasons were:

- The risk share arrangements negotiated by other Councils did not include the school estate. This would not be suitable for Harrow, given the SLA that are in place to cover FM in schools, as well as the Council's obligations to cover lifecycle replacement for its maintained /Community schools; and,
- For the framework arrangements, Harrow would be a small player and

would not have the influence on contractual arrangements and therefore little recourse in seeking remedies to enforce performance.

The aim of this project is, therefore, to embark on a procurement exercise structured to provide Cabinet with a range of options so that the final contractual arrangements provide best value for money both quantitatively and qualitatively.

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

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

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

The Corporate Finance and Procurement teams will provide support in carrying out the procurement exercise but responsibility remains with Environment and Enterprise

**Stage 2: Evidence / Data Collation**

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

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

Age (including carers of young/older people)	Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct
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	<p>under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.</p> <p>There is no potential impact of the proposal to carry out a procurement exercise for this group. 18. The procurement will be structured so that a variety of options will be evaluated and Cabinet will be able to decide on the best value arrangements in terms of having a single supplier providing all FM services in a Total FM model; or, bundled service contractors such as one contractor for Hard FM (repairs and maintenance) and one for cleaning.</p> <p>At this stage, any potential impacts will be assessed.</p>
Disability (including carers of disabled people)	<p>Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.</p> <p>There is no potential impact of the proposal to carry out a procurement exercise for this group. 18. The procurement will be structured so that a variety of options will be evaluated and Cabinet will be able to decide on the best value arrangements in terms of having a single supplier providing all FM services in a Total FM model; or, bundled service contractors such as one contractor for Hard FM (repairs and maintenance) and one for cleaning.</p> <p>At this stage, any potential impacts will be assessed.</p>
Gender Reassignment	<p>Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.</p>

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Marriage / Civil Partnership	<p>Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.</p> <p>There is no potential impact of the proposal to carry out a procurement exercise for this group. 18. The procurement will be structured so that a variety of options will be evaluated and Cabinet will be able to decide on the best value arrangements in terms of having a single supplier providing all FM services in a Total FM model; or, bundled service contractors such as one contractor for Hard FM (repairs and maintenance) and one for cleaning.</p> <p>At this stage, any potential impacts will be assessed.</p>
Pregnancy and Maternity	<p>Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.</p> <p>There is no potential impact of the proposal to carry out a procurement exercise for this group. 18. The procurement will be structured so that a variety of options will be evaluated and Cabinet will be able to decide on the best value arrangements in terms of having a single supplier providing all FM services in a Total FM model; or, bundled service contractors such as one contractor for Hard FM (repairs and</p>

	<p>maintenance) and one for cleaning.</p> <p>At this stage, any potential impacts will be assessed.</p>
Race	<p>Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.</p> <p>There is no potential impact of the proposal to carry out a procurement exercise for this group. 18. The procurement will be structured so that a variety of options will be evaluated and Cabinet will be able to decide on the best value arrangements in terms of having a single supplier providing all FM services in a Total FM model; or, bundled service contractors such as one contractor for Hard FM (repairs and maintenance) and one for cleaning.</p> <p>At this stage, any potential impacts will be assessed.</p>
Religion and Belief	<p>Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.</p> <p>There is no potential impact of the proposal to carry out a procurement exercise for this group. 18. The procurement will be structured so that a variety of options will be evaluated and Cabinet will be able to decide on the best value arrangements in terms of having a single supplier providing all FM services in a Total FM model; or, bundled service contractors such as one contractor for Hard FM (repairs and maintenance) and one for cleaning.</p> <p>At this stage, any potential impacts will be assessed.</p>

Sex / Gender	<p>Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.</p> <p>There is no potential impact of the proposal to carry out a procurement exercise for this group. 18. The procurement will be structured so that a variety of options will be evaluated and Cabinet will be able to decide on the best value arrangements in terms of having a single supplier providing all FM services in a Total FM model; or, bundled service contractors such as one contractor for Hard FM (repairs and maintenance) and one for cleaning.</p> <p>At this stage, any potential impacts will be assessed.</p>
Sexual Orientation	<p>Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.</p> <p>There is no potential impact of the proposal to carry out a procurement exercise for this group. 18. The procurement will be structured so that a variety of options will be evaluated and Cabinet will be able to decide on the best value arrangements in terms of having a single supplier providing all FM services in a Total FM model; or, bundled service contractors such as one contractor for Hard FM (repairs and maintenance) and one for cleaning.</p> <p>At this stage, any potential impacts will be assessed.</p>
Socio Economic	<p>Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct</p>

under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it. The procurement exercise will be carried out under those principles.

There is no potential impact of the proposal to carry out a procurement exercise for this group. 18. The procurement will be structured so that a variety of options will be evaluated and Cabinet will be able to decide on the best value arrangements in terms of having a single supplier providing all FM services in a Total FM model; or, bundled service contractors such as one contractor for Hard FM (repairs and maintenance) and one for cleaning.

At this stage, any potential impacts will be assessed.

**5. What consultation have you undertaken on your proposals?**

Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Facilities Management team	Team meetings One to one interviews	No impact	The group will be consulted during the procurement exercise and in the compilation of the options for Cabinet to consider
Corporate Finance and Procurement	Team meetings Working groups Senior Management Team	No impact	The group will be consulted during the procurement exercise and in the compilation of the options for Cabinet to consider
Tri borough	Presentations Workshops Team meetings	No impact	There are no further actions required with this group as they will not be involved any further
Environment and Enterprise Contracts Board	Contract Board meeting	No impact	The group will be consulted during the procurement exercise and in the compilation of the options for Cabinet

			to consider
Strategic Procurement Board	Strategic Procurement Board meeting	No impact	The group will be consulted during the procurement exercise and in the compilation of the options for Cabinet to consider

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

List the Title of reports / documents and websites here.

### Stage 3: Assessing Potential Disproportionate Impact

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

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

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

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

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

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

### Stage 4: Collating Additional data / Evidence

**8.** What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage

3?  (include this evidence, including any data, statistics, titles of documents and website links here)	
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9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?			
Who was consulted?	What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

**Stage 5: Assessing Impact and Analysis**

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

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

people)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				

Sexual orientation									
<b>11. Cumulative Impact</b> – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?					Yes		No		
If yes, which Protected Characteristics could be affected and what is the potential impact?									
<b>11a. Any Other Impact</b> – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?					Yes		No		
If yes, what is the potential impact and how likely is to happen?									
<b>12.</b> Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the <a href="#">Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act</a> ) available on <a href="#">Harrow HUB/Equalities and Diversity/Policies and Legislation</a>									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No									
If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)									
If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.									

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

### Stage 6: Decision

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

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

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

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### Stage 7: Improvement Action Plan

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

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


### Stage 8 - Monitoring

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

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

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

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

### Stage 9: Public Sector Equality Duty

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

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

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

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

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

<p><b>19.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>	<p>Venetia Reid-Baptiste</p>	<p>Signed:</p>	<p>Paul Nichols</p>
<p>Date:</p>	<p>22 October 2014</p>	<p>Date:</p>	<p>06 November 2014</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group</p>	<p>Signature of ETG Chair</p>		