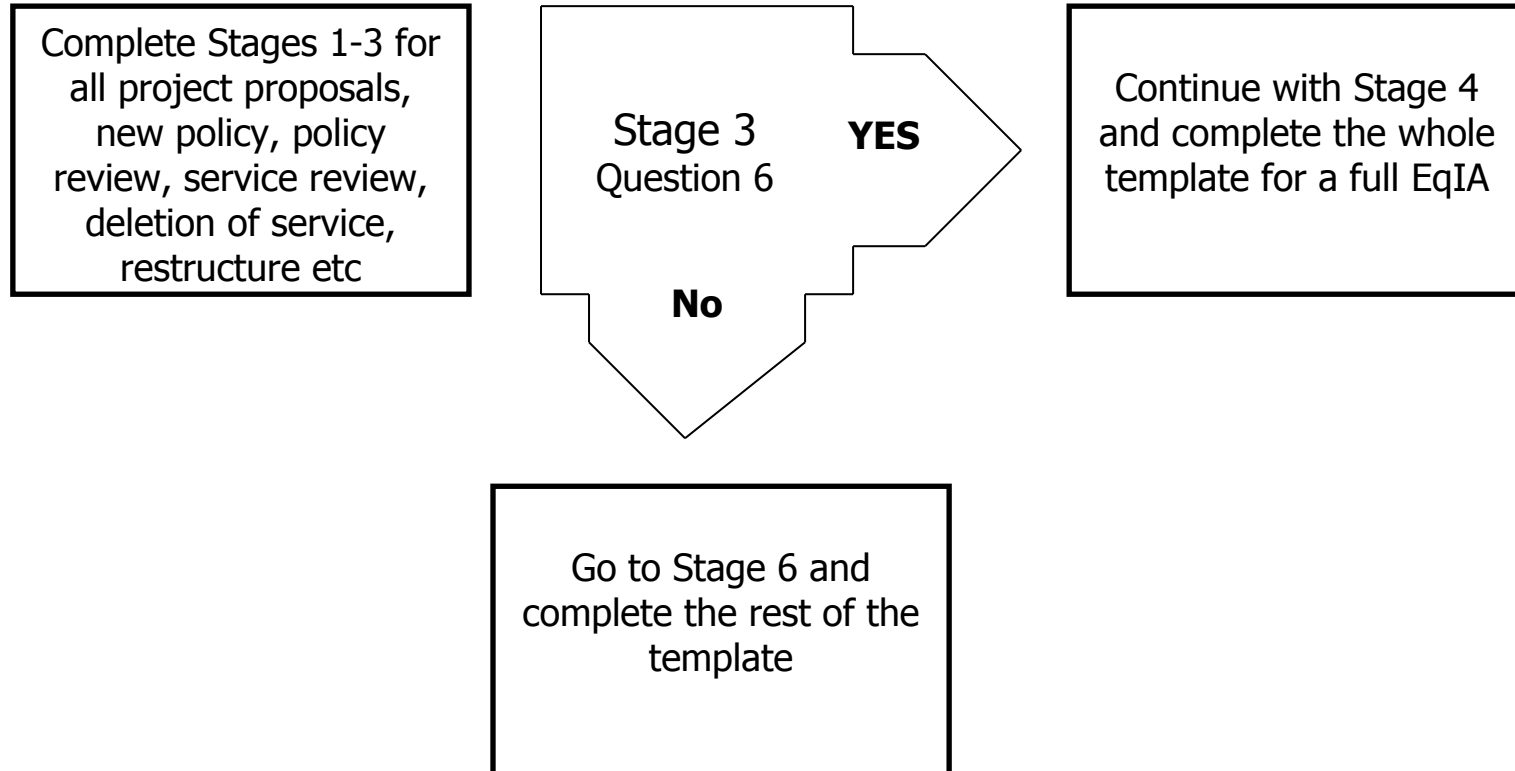


Appendix 2 - Equality Impact Assessment



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		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	✓
Title of Project:	Revenues and Benefits Support		
Directorate / Service responsible:	Resources / Collections and Benefits		
Name and job title of lead officer:	Fern Silverio – Head of Service		
Name & contact details of the other persons involved in the assessment:	Neil Gann – Project Manager Fern Silverio – Head of Service		
Date of assessment:	6 th September 2014		

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>The primary objective of the proposal is to procure third party support that demonstrates Best Value, facilitates the sustainability of current performance levels and the achievement of savings previously identified through Project Minerva and agreed by Cabinet in January 2014. The provision of support is also intended to facilitate the protection, as far as reasonably practicable, of permanent employees from any future reductions in the number of posts on the establishment.</p> <p>The proposed support is for specified work activities and work volumes as set out in the Cabinet report that this assessment relates to and is intended to supplement in-house team work activities.</p>
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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>The provision of Collections and Benefits Services is not a shared responsibility although in the case of collecting payments from issued parking fines, other services (i.e. Parking) have responsibility for the issue of the parking notices. As income received from the issue of parking notices is attributed to a ring-fenced parking account, any variation in income collected as a consequence of the proposals may affect the amount of funding available to contribute to the provision of parking facilities for residents, shoppers, businesses and others, and providing measures that contribute to maintaining traffic flow and road safety.</p> <p>The responsibility for the Collections and Benefits department rests with the Resources Directorate with the Corporate Director, Resources having overall responsibility.</p>					

Stage 2: Evidence / Data Collation

4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics. (Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

The following table has been taken from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and current employee data records relating to the services comprised within Collections and Benefits to which the proposed third party support arrangements are intended to apply. 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.

		Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
Ethnicity	BAME	36.08%	57.75%	75%	38.10%	58.82%	33.33%
	White	52.08%	42.25%	25%	42.86%	32.35%	50.00%
	Unknown	11.84%	0.00%	0.00%	19.04%	8.83%	16.67%
Sex	Male	22.36%	49.40%	25%	38.10%	29.41%	33.33%
	Female	77.64%	50.60%	75%	61.90%	70.59%	66.67%
Disability	Yes	1.81%	16.40%	0%	0%	2.94%	0.00%
	No	93.66%	83.60%	100.00%	100.00%	97.06%	100.00%
	Unknown	4.53%	0.00%	0.00%	0.00%	0.00%	0.00%
Age	16 to 24	3.34%	11.7%	0.00%	0.00%	0.00%	16.67%
	25 to 34	17.39%	30.4%	50%	23.81%	23.53%	16.67%
	35 to 44	22.67%		12.5%	19.05%	29.41%	16.67%
	45 to 54	32.76%	23.6%	37.5%	42.86%	29.41%	33.33%
	55 to 64	21.15%		0.00%	14.28%	17.65%	16.67%
	65+	2.69%	14.1%	0.00%	0.00%	0.00%	0.00%
	Unknown	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

		Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
Religion or Belief	Christianity	11.00%	37.30%	0.00%	0.00%	0.00%	0.00%
	Hinduism	4.12%	25.30%	0.00%	0.00%	0.00%	0.00%
	Islam	1.44%	12.50%	0.00%	0.00%	0.00%	0.00%
	Judaism	0.57%	4.40%	0.00%	0.00%	0.00%	0.00%
	Jainism	0.51%	No category	0.00%	0.00%	0.00%	0.00%
	Sikh	0.39%	1.20%	0.00%	0.00%	0.00%	0.00%
	Buddhism	0.20%	1.10%	0.00%	0.00%	0.00%	0.00%
	Zoroastrian	0.02%	No category	0.00%	0.00%	0.00%	0.00%
	Other	0.86%	2.50%	12.5%	0.00%	20.59%	0.00%
	No Religion/Atheist	2.09%	9.60%	0.00%	0.00%	0.00%	0.00%
Unknown	78.81%	6.20%	87.5%	100%	79.41%	100%	
Sexual Orientation	Heterosexual	15.92%	No category	No category			
	Gay Woman/ Lesbian	0.06%					
	Gay Man	0.08%					
	Bi-sexual	0.14%					
	Prefer not to say	1.07%					
	Other	0.04%					
	Unknown	82.69%					
Pregnancy/ maternity in last 2 years?	Yes	4.02%	No category	No category			
	No	95.98%					
Same gender assigned at birth?	Yes	95.47%	No category	No category			
	No	0.00%					
	Unknown	4.53%					

Age (including carers of young/older	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 Collections and Benefits Service. The age
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people)

profile of the workforce in proportionate terms and in comparison to the 2011 census is also shown below.

Age	Whole Council 5,125 employees			Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
	2011	2012	2013					
16 to 24	3.66%	3.00%	3.34%	11.7%	0.00%	0.00%	0.00%	16.67%
25 to 34	19.32%	40.39%	17.39%	30.4%	50%	23.81%	23.53%	16.67%
35 to 44	24.04%		22.67%		12.5%	19.05%	29.41%	16.67%
45 to 54	30.86%	54.28%	32.76%	23.6%	37.5%	42.86%	29.41%	33.33%
55 to 64	20.16%		21.15%		0.00%	14.28%	17.65%	16.67%
65+	1.97%	2.33%	2.69%	14.1%	0.00%	0.00%	0.00%	0.00%
Unknown					0.00%	0.00%	0.00%	0.00%

Disability (including carers of disabled people)

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 Collections and Benefits Service. The composition of the workforce in proportionate terms that is disabled in comparison to the 2011 census is also shown below:

Disabled	Whole Council 5,125 employees			Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
	2011	2012	2013					
Yes	1.84%	2.02%	1.81%	*16.40%	0%	0%	2.94%	0.00%
No	98.00%	97.77%	93.66%	*83.60%	100.00%	100.00%	97.06%	100.00%
Unknown	0.16%	0.22%	4.53%	-	0.00%	0.00%	0.00%	0.00%

*Not the same definition - in the 2011 census, 16.4% of Harrow residents self classified their health to be **not** good. 1A target has been set for Harrow Council for 3% of its workforce to declare they have a disability.

Gender Reassignment

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. Comparable information for the Collections and Benefits service is not currently held.

	<table border="1"> <tr> <td>Same gender assigned at birth</td> <td>Whole Council 5,125</td> </tr> <tr> <td></td> <td>%</td> </tr> <tr> <td>Yes</td> <td>95.47%</td> </tr> <tr> <td>No</td> <td>0%</td> </tr> <tr> <td>Unknown</td> <td>4.53%</td> </tr> </table>	Same gender assigned at birth	Whole Council 5,125		%	Yes	95.47%	No	0%	Unknown	4.53%
	Same gender assigned at birth	Whole Council 5,125									
		%									
	Yes	95.47%									
	No	0%									
Unknown	4.53%										

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

Pregnancy and Maternity
 Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and current Collections and Benefits employee data records. 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	TPO	Revenues	Benefits	Cashiers
	%	%	%	%	%
Percentage of workforce who have been pregnant and/or taken maternity leave in the two years	4.02%	0.00%	14.29%	5.88%	0.00%

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

	Whole Council	Harrow	TPO	Revenues	Benefits	Cashiers
						6

Ethnic Classification	5,125 employees			Community Data 2011 Census					
	2011	2012	2013						
Asian	22.64%	23.77%	24.08%	42.59%	50.00%	33.33%	55.88%	33.33%	
Black	8.82%	9.33%	9.00%	8.24%	25.00%	4.76%	2.94%	0.00%	
Mixed	2.15%	2.21%	2.15%	3.97%	0.00%	0.00%	0.00%	0.00%	
Any other ethnic group	1.32%	1.19%	0.86%	2.95%	0.00%	0.00%	0.00%	0.00%	
Total BAME	34.92%	36.49%	36.08%	57.75%	75.00%	38.09%	58.82%	33.33%	
White	56.36%	54.46%	52.08%	42.25%	25.00%	42.86%	32.35%	50.00%	
Unknown/Unclassified	8.71%	9.05%	11.84%	0.00%	0.00%	19.05%	8.82%	16.67%	

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. There is no comparable data held for the Collections and Benefits service.

Religion and Belief

	Whole Council 5,125	Harrow Community Data 2011 Census
	%	%
Christianity	11.00%	37.30%
Hinduism	4.12%	25.30%
Islam	1.44%	12.50%
Judaism	0.57%	4.40%
Jainism	0.51%	No category
Sikh	0.39%	1.20%
Buddhism	0.20%	1.10%
Zoroastrian	0.02%	No category
Other	0.86%	2.50%
No Religion/Atheist	2.09%	9.60%
Unknown	78.81%	6.20%

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 Collections and Benefits service. The gender composition of the workforce in proportionate terms and in comparison to the 2011 census is shown in the table below.

	Whole Council	Harrow	TPO	Revenues	Benefits	Cashiers
Ha			ate – Sept 2013			

	5,125 employees			Community Data 2011 Census				
Sex	2011	2012	2013					
Male	24.07%	23.34%	22.36%	49.40%	25%	38.10%	29.41%	33.33%
Female	75.93%	76.66%	77.64%	50.60%	75%	61.90%	70.59%	66.67%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13. There is no comparable data currently held for the employee records for the Collections and Benefits service.

Sexual Orientation

	Whole Council 5,125	TPO	Revenues	Benefits	Cashiers
	%	%	%	%	%
Heterosexual	15.92%	No data currently held.			
Gay Woman/ Lesbian	0.06%				
Gay Man	0.08%				
Bi-sexual	0.14%				
Prefer not to say	1.07%				
Other	0.04%				
Unknown	82.69%				

Socio Economic

Data has been obtained in relation to the Collections and Benefits Department and census data is also available to compare and review the potential impact of any options that may subsequently be agreed for implementation. The level of third party support proposed equates to 8 FTE Benefits staff and 3 FTE Revenues staff. Whilst these posts currently exist on the establishment, they have not been occupied by personnel for some considerable time. Whilst not filling these posts represents a potential loss of

economic activity within the Borough, this can presently be justified in terms of the numbers of posts that can still be retained and filled locally that may otherwise need to be deleted from the establishment to achieve the savings levels required.

Based upon the Harrow Vitality Profiles for 2011 – 2013, Harrow was less deprived in 2010 for employment deprivation compared to 2007 and 2004 and was ranked 237th out of 354 districts nationally and 27th out of 33 in London, where 1st represents the most deprived. Employment deprivation is dispersed at low levels across the borough, but is most prevalent in the northern and central areas. The least deprivation in Harrow is found to the west of the borough.

Harrow is worse than the national average for income deprivation, but less deprived compared to 2007. Nationally, Harrow is ranked 113th out of 354 and 20th out of 33 in London, where 1st represents the most deprived. Most income deprivation is in the centre of the Borough although pockets of deprivation exist across the borough.

Based on ONS figures for 2011 (i.e. the most recently available data) UK households spent an average of £483.60 a week (excluding mortgage interest payments, Council Tax, licences, fines and holiday spending) compared to £473.60 a week in 2010. Household spending is analysed according to an internationally agreed classification system: the Classification of Individual Consumption by Purpose (COICOP). Using this classification in 2011, household spending was highest in the transport category, at £65.70 a week. This included £19.10 on the purchase of vehicles, £36.40 on the operation of personal transport (such as petrol, diesel, repairs and servicing) and £10.20 on transport services (such as rail, tube and bus fares). The second highest category of spending was recreation and culture, at £63.90 a week. This included TVs, computers, newspapers, books, leisure activities and package holidays. Averaged out over the year, £17.10 a week was spent on package holidays abroad, compared with £1.70 a week on package holidays in the UK. The third highest category of spending was housing (excluding mortgage costs), fuel and power, at £63.30 a week. This included rentals for housing, electricity, gas and other fuels. Food and non-alcoholic drink purchases contributed £54.80 to weekly household expenditure, £14.40 of which was spent on meat and fish, £4.00 on fresh vegetables, and £3.10 on fresh fruit. Non-alcoholic drinks accounted for £4.50 of weekly expenditure, and £2.30 per week was spent on chocolate and confectionery. Average weekly household expenditure varied according to the age of the household reference person as defined in the notes below. Those households where the reference person was aged 30 to 49 spent the most on average at £580.20 a week. Those where the reference person was aged 75 or over had the lowest average household expenditure, at £272.60 a week.

Notes

A 'household reference person' (HRP) is the person who own or rents or is otherwise responsible for the accommodation. In the case of joint householders, the person with the highest income takes precedence and becomes the HRP. Where incomes are equal, the older is taken as the HRP.

Based upon the average expenditure for UK households and with due regard to the 11 vacant posts that it is proposed be used to fund the third party support, this could represent a potential loss of income to the local economy of up to £276,619 per annum. (i.e. £483.60 x 52 x11). However, as the likelihood is that the vacant Benefits posts may not be resourced and funded once Universal Credit is introduced, the potential loss of local average expenditure may only be applicable to 2015/16 and 2016/17 and only in relation to the 8 vacant HB posts. This would amount to £201,177 per annum. (i.e. £483.60 x 52 x 8).

The third party support option still enables the majority of the service to be provided locally and to realise the levels of savings required as it is more cost effective for the specified services in scope than in-house services. If the vacant posts were to be filled, there would be a need to recruit more full time equivalent personnel than is currently used to fund the existing third party support and as a consequence, additional savings from elsewhere in the department would be required to make good the shortfall. Consequently, the impact on the local economy is likely to be broadly similar.

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

List the Title of reports / documents and websites here.

Harrow 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. Based upon the 2011 census, Harrow has a population of 239,100 residents. Additionally, the following are of note:

Of the resident population, 49.4% are male and 50.6% are female, 14.1% of the population are over the age of 65 compared to 11.1% for London generally.

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 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. Current employee data records for the Collections and Benefits teams have also been used.

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)

Collections and Benefits 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. Information concerning

	average household expenditure has been obtained from the Office for National Statistics (ONS) and information concerning income and employment has been obtained from the Harrow Vitality Profiles.
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8. What consultation have you undertaken on your proposals?

The departmental organisational restructure has recently been the subject of consultation with employees and Trade Unions. The implications of the third party support proposals are important in determining the future shape of the structure and the roles within it. As a consequence of the feedback and comments received, the restructure proposals have been refined accordingly although the procurement of the support is still proposed in order to permit financial savings to be made and to sustain current performance levels in the context of a reducing operational budget.

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).
(Please see above)	Meetings and Presentations were used. Responses were given to all written, verbal and electronic questions received as part of the consultation process.	As the proposals relate exclusively to vacant posts, the proposals are anticipated to have minimal impact on different groups and protected characteristics.	As a consequence of feedback received from the restructure consultation, the proposals have been refined accordingly. However, the decision to procure third party support is still proposed in order to achieve the efficiency savings required and sustain current performance levels.

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 currently 34 employees within the Benefits team, 21 within the Revenues team, 6 within the Cashiers team and 8 within the TPO team.</p> <p>As the proposals will be funded by vacant posts, there is minimal differential impact anticipated.</p> <p>The greater proportion of the Collections and Benefits department as a whole is resourced by employees within the age range of 45 to 54, (i.e. 37% TPO, 43% Revenues, 29% Benefits and 33% Cashiers). Other age ranges generally comprise a smaller proportion of employees with the exception of the TPO for which 50% of employees are within the 25 to 34 age category.</p>	<p>As the posts in scope are vacant, there is minimal differential impact anticipated from the proposals.</p>
Disability (including carers of disabled people)			<p>There are currently 34 employees within the Benefits team, 21 within the Revenues team, 6 within the Cashiers team and 8 within the TPO team.</p> <p>As the proposals will be funded by vacant posts, there is minimal differential impact anticipated.</p> <p>Additionally, whilst the Staff Survey 2011 suggested that 7% of the Council workforce were disabled, there is currently only one disabled employee within the Collections and Benefits Department.</p>	<p>As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated from the proposals.</p>
Gender Reassignment			<p>There is no gender reassignment data held within the Collections and Benefits employee data records. However, as the proposals will be funded by vacant posts, there is minimal differential impact anticipated.</p>	<p>As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated from the proposals.</p>

Marriage and Civil Partnership			There is insufficient information recorded in the Collections and Benefits employee data records from which to determine any potential impact. However, as the proposals will be funded by vacant posts, there is minimal differential impact anticipated.	As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated from the proposals.
Pregnancy and Maternity			There are 2 members of the Benefits team (34 employees) and 3 members of the Revenues team (21 employees) that have been pregnant / on maternity leave within the past 2 years. As the third party support proposals are to be funded by vacant posts, there is minimal differential impact anticipated.	As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated from the proposals.
Race			There are currently 34 employees within the Benefits team, 21 within the Revenues team, 6 within the Cashiers team and 8 within the TPO team. As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated. Presently, 58% of the Benefits team, 38% of the Revenues team, 33% of the Cashiers team and 75% of the TPO team are within a BAME grouping.	As the proposals will be funded by vacant posts, there is minimal differential impact anticipated.
Religion or Belief			As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated.	As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated from the proposals.
Sex	✓		There are currently 34 employees within the Benefits team, 21 within the Revenues team, 6 within the Cashiers team and 8 within the TPO team. As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated. Presently, 70.59% of the Benefits team, 61.9% of the Revenues team, 66.67% of the Cashiers team	As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated from the proposals.

			and 75% of the TPO team are female.		
Sexual orientation			As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated from the proposals.	As the proposals are to be funded by vacant posts, there is minimal differential impact anticipated from the proposals.	
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?			Yes	No	✓
If yes, which Protected Characteristics could be affected and what is the potential impact?			The potential impact is anticipated to be minimal as the posts to be used for funding the support proposed are all currently vacant.		
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?			Yes	✓	No
If yes, what is the potential impact and how likely is to happen?			There is the potential for wider implications to arise from cost reductions being undertaken across other Council Directorates. However, it is not possible to be more precise about the potential impact of these 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 currently anticipated that a protected characteristic will be disadvantaged by an adverse impact from the third party support proposals as the posts to be used for funding the support are all currently vacant.									
	Age	Disability	Gender	Marriage	Pregnancy and	Race	Religion and	Sex	Sexual

	(including carers)	(including carers)	Reassignment	and Civil Partnership	Maternity		Belief		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. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
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.	

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
None	Not applicable at this stage				

Stage 8 - Monitoring

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

14. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Monitoring will be undertaken by the Collections and Benefits Management Team with overall responsibility resting with the Head of Service – Collections and Benefits. The timings and frequency of any monitoring arrangements will be determined based upon the timescale for implementation.
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<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>It is anticipated that the results of any monitoring will be analysed, reported and publicised within the department in the manner determined and agreed as appropriate.</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>Comments have been received from employees concerning the proposals for the departmental structure which were based upon levels of third party support. These have been considered and addressed accordingly.</p>

Stage 9: Public Sector Equality Duty

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

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

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
<p>Consideration has been given as to how the proposal will contribute towards the PSED. Information regarding the proposal and its implications for employees has been communicated through meetings and presentations with advice and support being given to employees by HR and relevant Trade Union representatives as appropriate. A formal consultation process concerning the restructure proposals has been concluded and changes have been made to the roles and responsibilities proposed based upon the comments and feedback received.</p>		

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

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

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)	Fern Silverio	Signed: (Chair of DETG)	
Date:	6 th September 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	