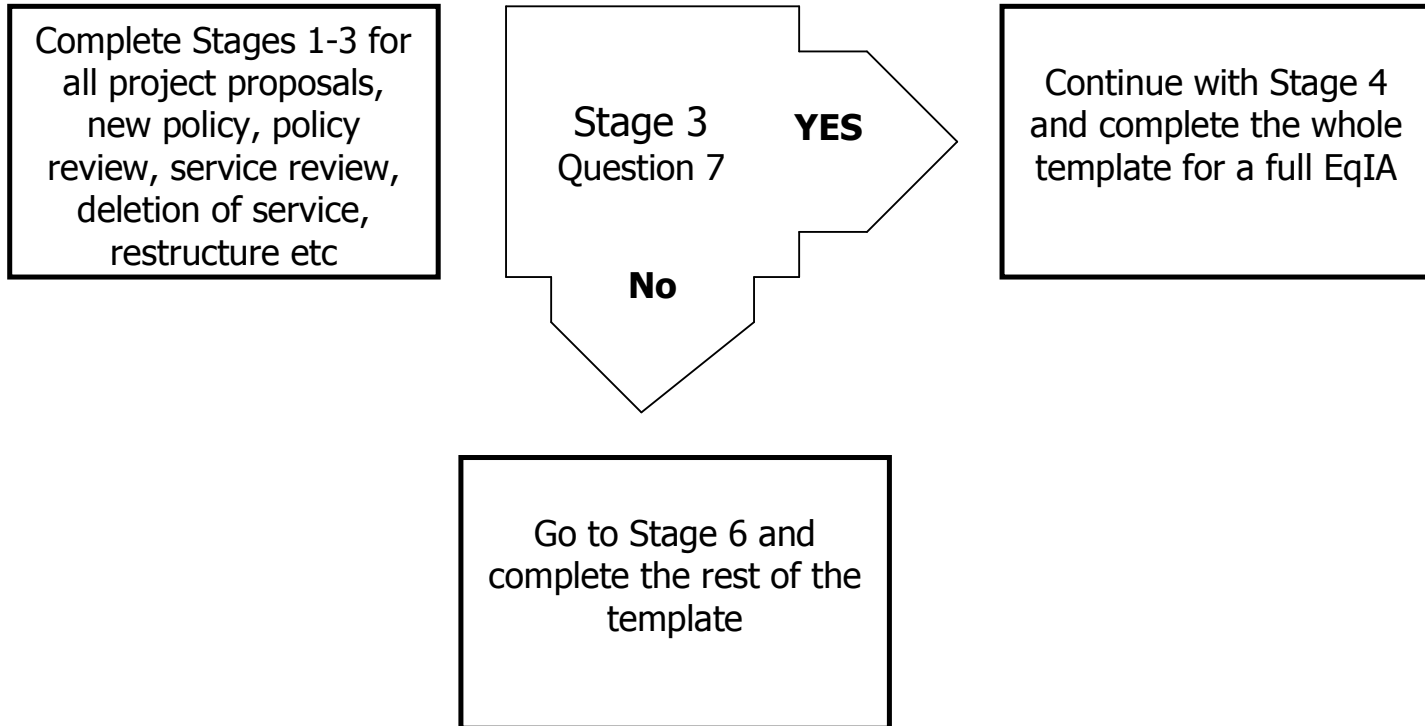


Equality Impact Assessment Template

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		Other	
Title of Project:	BSS01 Business Support Service Review CHW 03 Review of Business Support Services		
Directorate / Service responsible:	Community Health and Well-Being		
Name and job title of lead officer:	Carol Yarde, Head of Transformation, CHWB Directorate		
Name & contact details of the other persons involved in the assessment:	Finlay Flett. Ext 6230		
Date of assessment:	August 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>Business Support Services are being reviewed in order to provide a service which best meets the emerging business needs of the council. The review is expected to provide financial savings as outlined in the MTF5 (£730K). The review will consider structures, staffing levels, service delivery methods and deliver an additional CHW specific saving of £90k in 15/16 (CHW03).</p> <p>The review is considering the scope and level of business support required by the council's directorates and the manner in which this is provided. Specific review projects are being undertaken in the following cross-council service areas: central scanning and indexing, post services, corporate print services.</p> <p>The precise impact of these projects upon staffing is not possible to gauge at this</p>		

	point as delivery arrangements have not been finalised. However, in the past year BSS has adopted a policy of filling vacancies by agency staff in order to minimise the impact of any post reductions upon permanent staff. This should be considered alongside the issues which are flagged in this assessment.				
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? 	Responsibility is cross-council. Review is led by a cross-council steering group chaired by Carol Cutler and with representation from stakeholder directorates. The review reports to the Council Operations Board which will make the final decision on any changes proposed by the review.				
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)	Under 20:- 1 20-30:- 6 30-40:- 13 40-50:- 37 50-60:- 38				

	Over 60:-15
Disability (including carers of disabled people)	No Disability:- 98 Disability affecting mobility:- 1 Other form of Disability:- 13
Gender Reassignment	0
Marriage / Civil Partnership	Single:- 28 Married:- 47 Divorced:- 10
Pregnancy and Maternity	Maternity since 2009:- 4

Race	Asian- Bangladeshi:- 1 Asian- Chinese:- 1 Asian- Indian:- 36 Asian- Other:- 5 Asian- Pakistani:- 1 Asian- Sri Lankan:- 3 Black- African:- 3 Black- Caribbean:- 9 Black- Other:- 8 White- English:- 40 White- Irish:- 4 White- Other:-3		
	Buddhism:- 1 Christianity:- 13 Hinduism:- 13 Islam:- 5 Jainism:- 1 No Religion:- 1 Other:- 1 Sikh:- 1		
Sex / Gender	Male:- 16 Female:- 96		
Sexual Orientation	Heterosexual:- 24 Prefer not to say:- 2		
Socio Economic	No data available		
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 /	What actions have you taken to address the findings of the

		Protected Characteristics?	consultation? (This may include further consultation with the affected groups, revising your proposals).
Stakeholder directorates	Direct meetings with management teams, inclusion of directorate representatives on steering group	See below	See below
Unions	Informal briefing meetings and routine agenda item on CHW DJC	See below	See below
Staff groups	Team meetings	The BSS teams are statistically over-represented in the following groups: female; older age groups; BAME. As such changes to services will be likely to have a significant impact upon individuals with one or more of these characteristics	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review

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.

No external data used. Harrow's business support model is not widely used.

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

<p>8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?</p> <p>(include this evidence, including any data, statistics, titles of documents and website links here)</p>	<p>An equalities monitoring form was sent to every member of staff, requesting that they provide details about themselves in order to assist in completing as comprehensive an EQIA as possible.</p> <p>Results have been analysed and included in the attached document.</p>
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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).
Stakeholder directorates	Direct meetings with management teams, inclusion of directorate representatives on steering group	See below	
Unions	Informal briefing meetings and routine agenda item on CHW DJC	See below	

Staff groups	Team meetings	The BSS teams are statistically over-represented in the following groups: female; older age groups; BAME. As such changes to services will be likely to have a significant impact upon individuals with one or more of these characteristics	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review
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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. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	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)	✓		If proposals are taken forward which reduce the size of the Business Support service, this would be more likely to impact upon people in the older age bandings (approx. 48% of BSS staff are over 50)	Further information gathering (see action plan) will confirm the current staff breakdown- current data only available for approx. 75% of BSS. At point of implementation, tailored support can be made available to displaced staff which appropriately reflects their personal circumstances
Disability (including carers of disabled people)			Not significant impact due to low numbers	
			Not significant impact due to low numbers	

Gender Reassignment				
Marriage and Civil Partnership			Not significant impact due to low numbers	
Pregnancy and Maternity			Not significant impact due to low numbers	
Race	✓		If proposals are taken forward which reduce the size of the Business Support service, this would be more likely to impact upon people in the older age bandings (approx. 55% of BSS staff are from minority backgrounds)	Further information gathering (see action plan) will confirm the current staff breakdown- current data only available for approx. 75% of BSS. At point of implementation, tailored support can be made available to displaced staff which appropriately reflects their personal circumstances
Religion or Belief			Not significant impact due to low numbers	
Sex	✓		If proposals are taken forward which reduce the size of the Business Support service, this would be more likely to impact upon people in the older age bandings (approx. 86% of BSS staff are female)	Further information gathering (see action plan) will confirm the current staff breakdown- current data only available for approx. 75% of BSS. At point of implementation, tailored support can be made available to displaced staff which appropriately reflects their personal circumstances
Sexual orientation			Not significant impact due to low numbers	

<p>11. 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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	Yes	<input checked="" type="checkbox"/>	No						
	Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.								
<p>11a. 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?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>	Yes	<input checked="" type="checkbox"/>	No						
	Due to the size of the BSS services it is possible that a cumulative impact issue could arise in the areas within BSS which are over-represented. This would predominantly be gender, age and race. The potential issue may be that displaced staff may face difficulty in securing alternative employment opportunities.								
<p>12. 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</p>									
	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
No									
<p>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)</p> <p>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.</p> <ul style="list-style-type: none"> ▪ 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									
<p>13. Please indicate which of the following statements best describes the outcome of your EqIA (<input checked="" type="checkbox"/> tick one box only)</p>									

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 13a 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)	
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.	

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
Gender	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review	Monitoring of uptake of support Monitoring of consultation	September 2014 onwards	Finlay Flett	Included in BSS Board agendas/plans from September 2014
Race	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review	Monitoring of uptake of support Monitoring of consultation	September 2014 onwards	Finlay Flett	Included in BSS Board agendas/plans from September 2014

Age	It has been decided to provide support tailored to the needs of individuals in these groups who may be affected by the proposals of the BSS review	Monitoring of uptake of support Monitoring of consultation	September 2014 onwards	Finlay Flett	Included in BSS Board agendas/plans from September 2014
All Categories	Additional data gathering exercise to be undertaken in order to improve the quality of data	Custom report on Equalities profile in BSS	September 2014	Finlay Flett	Included in BSS Board agendas/plans from September 2014

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? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Actions monitored by the BSS Review Steering Group and a monitoring report to the Operations Board
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	BSS Review Board and Stakeholder Group
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

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
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Consultation and tailored support as outlined above	Consultation and tailored support as outlined above	Consultation and tailored support as outlined above
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.		
19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	BSS Review Board Operations Board	
Signed: (Lead officer completing EqIA)	F Flett	Signed: (Chair of DETG) C Yarde
Date:	August 2014	Date: 03/02/15
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair Pp C Yarde