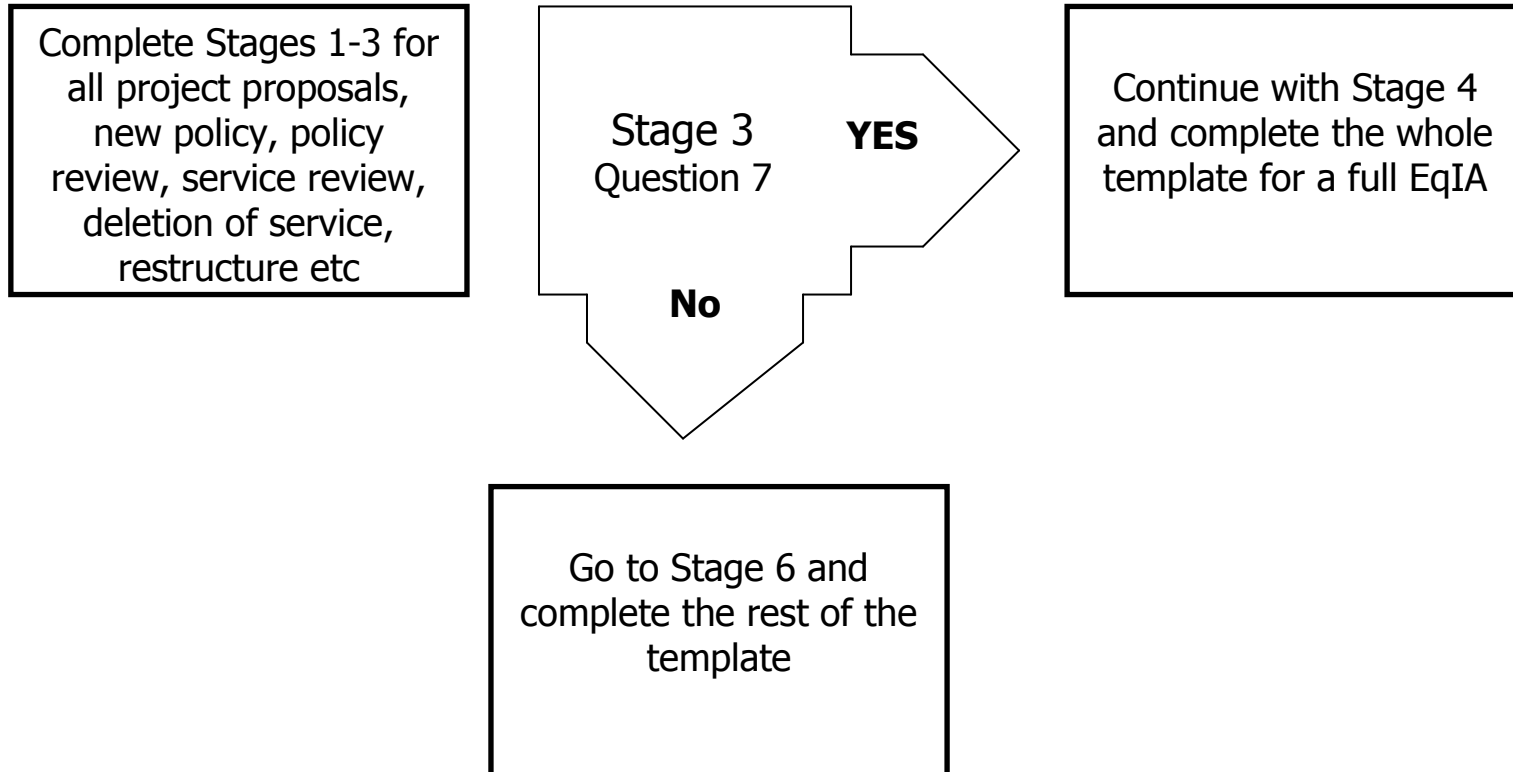


Equality Impact Assessment Template

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		X
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	Budget Saving	X	Other		
Title of Project:		RES 01 Finance & Assurance – Staff Savings			
Directorate / Service responsible:		Finance & Assurance			
Name and job title of lead officer:		Simon George, Director of Finance & Assurance			
Name & contact details of the other persons involved in the assessment:		Simon George			
Date of assessment:		3/2/15			
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>Reduce the cost of delivering the Finance & Assurance whilst minimising the effect on the service.</p> <p>The proposal itself results in the deletion of one management post and one post in the Internal Audit team (Quality Control Auditor)</p> <p>The posts identified for deletion are as a result of a review of work-patterns and output to identify synergies in an already small team.</p>			
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>		Residents / Service Users		Partners	Stakeholders
		Staff	X	Age	Disability
		Gender Reassignment		Marriage and Civil	Pregnancy and

		Partnership		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?

N/A

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)	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Disability (including carers of disabled people)	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Gender Reassignment	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf

Marriage / Civil Partnership	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Pregnancy and Maternity	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Race	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Religion and Belief	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Sex / Gender	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Sexual Orientation	Review of Annual Equality in Monitoring report 2013/14 http://modern.gov:8080/documents/s117883/FINAL%20revised%20Rpt%20incl%20Fin%20and%20Jon%20sign%20off%2024-11-14.pdf
Socio Economic	None

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?
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			(This may include further consultation with the affected groups, revising your proposals).
All staff in Directorate – Initial proposal	Distribution of consultation document and all staff meeting	<p>The three posts closed are all occupied by female members of staff.</p> <p>The new post created in the new structure (Graded at D1) will be occupied by one of the above members of staff.</p> <p>Of the two members of staff that will be made redundant one indicated they wanted to be considered for voluntary redundancy.</p> <p>Resources directorate staffing breakdown is 67.04% Female</p>	<p>A revised structure was consulted on with staff following feedback from circa 6 members of staff.</p> <p>None of the feedback pertained to equalities issues.</p>
All staff in the Directorate – Revised Proposal	Distribution of consultation document and all staff meeting	Post closures/creations above still pertain to the revised proposals	
<p>6. 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>			

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	X	X	X	X	X	X	X	X	X

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)

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. 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)				
Disability (including carers of disabled people)				
Gender				

Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
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? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	

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? If yes, what is the potential impact and how likely is to happen?	Yes		No	

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

	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)

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.	X
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

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

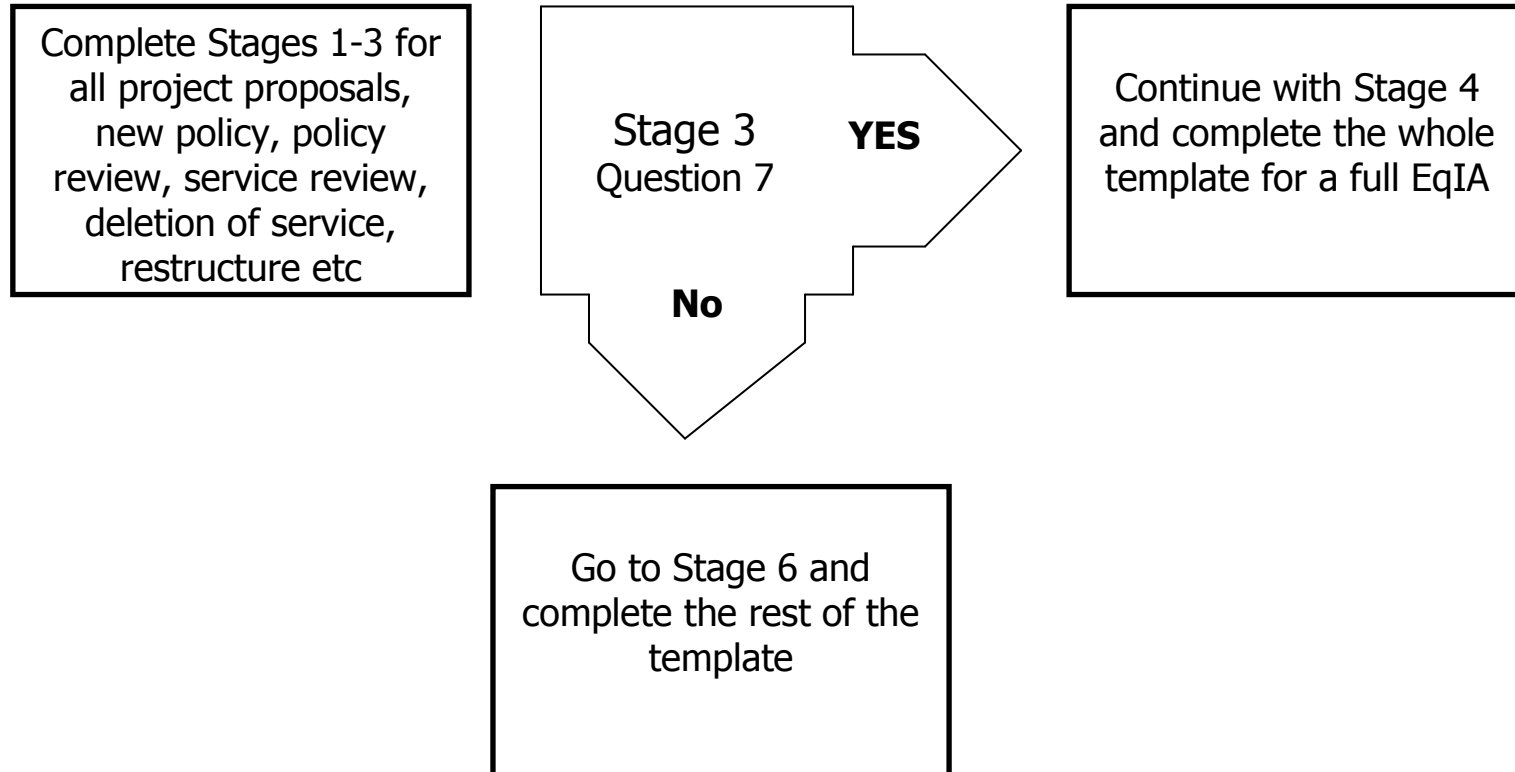
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Simon George	Signed: (Chair of DETG)	
Date:	04/02/2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

Equality Impact Assessment Template

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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:	RES 07 – Re-organisation of the HR, Development and Shared Service function - HR Service Transformation		
Directorate / Service responsible:	Resources - HRD and Shared Services		
Name and job title of lead officer:	Jon Turner - Divisional Director HRD and Shared Services		
Name & contact details of the other persons involved in the assessment:	Nicholas Toko - Project Manager		
Date of assessment:	13 th January 2015		

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>An HR Service Transformation project has been initiated in HRD&SS which forms part of Programme Minerva. The Minerva programme has overall responsibility to oversee the delivery of the HR Service Transformation project and savings initiatives across the Resources Directorate.</p> <p>The Council's Cabinet of the 15th January 2014 made a number of recommendations arising from the Minerva Project. The recommendations relevant to the HR Service Transformation project were to:</p> <ul style="list-style-type: none"> • Approve the launch of a two-year cost reduction programme aimed at achieving a savings target of 17% (i.e. £2.0m per annum) identified from the
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options analysis involving specific service areas including Human Resources and Organisational development.

A critical review of the HRD&SS function by the Chartered Institute of Personnel and Development (CIPD) and Institute of Employment Studies (IES) was also carried out and their findings and recommendations are set out in their Final Report May 2014.

The HR Service Transformation project aims to address the savings target of £495k in HRD&SS by 1 April 2015 and to implement the recommendations set out in the CIPD/IES Final Report.

The primary aims and objectives of the project are to achieve a total of £495k saving in operational costs within HRD (£432k) and Shared Services (Payroll and Pensions) (£62k) by:

- Developing an improved HR service delivery model
- Delivering the transformation on time, on quality and within budget
- Ensuring smooth transition to the new delivery model
- Managing change, communications and engagement across the wide range of stakeholders
- Effectively manage the impact and transition for affected staff
- Realise full year savings of £495K by 1 April 2015
- Act as a platform for delivering further savings in the future (2016/17 and beyond)

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	✓ HRD&SS part time and Fixed Term Contract workers
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? 	n/a			

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)

		HRD &SS	Whole Council	Excluding Schools	
		September 2014	31 March 2014	31 March 2014	
		52	5,093	2,192	
Age (including carers of young/older people)	16 to 24	0.00%	3.49%	1.19%	
	25 to 34	19.23%	17.26%	13.46%	
	35 to 44	15.38%	22.76%	21.44%	
	45 to 54	34.62%	31.73%	32.53%	
	55 to 64	30.77%	21.66%	26.69%	
	65+	0.00%	3.10%	4.70%	
Disability (including carers of disabled people)		HRD &SS	Whole Council	Excluding Schools	Harrow Community Data 2011 Census
		September 2014	31 March 2014	31 March 2014	
		52	5,093	2,192	

	Yes	1.92%	1.59%	3.10%	*Not collected in this format
Gender Reassignment	No data available				
Marriage / Civil Partnership	No data available				
Pregnancy and Maternity		HRD &SS	Whole Council	Excluding Schools	
	Year	September 2014	31 March 2014	31 March 2014	
	Total Workforce	52	5,093	2,192	
	Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31 March 2013	0.00% (0)	3.83% (195)	4.01% (88)	
Race		HRD &SS	Whole Council	Excluding Schools	Harrow Community Data 2011
		September 2014	31 March 2014	31 March 2014	
		52	5,093	2,192	
	Asian	15.38%	23.44%	21.58%	42.59%
	Black	11.54%	8.50%	14.37%	8.24%
	Mixed	1.92%	2.02%	2.05%	3.97%
	Any other ethnic group	0.00%	0.73%	0.68%	2.95%
	Total BAME	28.84%	34.69%	38.69%	57.75%
White	67.31%	47.52%	52.14%	42.25%	
Unknown/Unclassified	3.85%	17.79%	9.17%	0.00%	
Religion and Belief		HRD &SS	Whole Council	Excluding Schools	Harrow Community Data 2011 Census
		September 2014	31 March 2014	31 March 2014	
		52	5,093	2,192	
	Christianity	21.12%	11.00%	12.09%	37.30%
	Hinduism	5.77%	4.12%	4.11%	25.30%
	Islam	0.00%	1.44%	1.46%	12.50%
Judaism	0.00%	0.57%	0.50%	4.40%	

	Jainism	0.00%	0.51%	0.41%	No category
	Sikh	0.00%	0.39%	0.50%	1.20%
	Buddhism	0.00%	0.20%	0.27%	1.10%
	Zoroastrian	0.00%	0.02%	0%	No category
	Other	1.92%	0.86%	1.00%	2.50%
	No Religion/Atheist	1.92%	2.09%	2.78%	9.60%
	Unknown	69.23%	78.81%	76.87%	6.20%
Sex / Gender		HRD &SS	Whole Council	Excluding Schools	Harrow Community Data 2011 (Updated)
		September 2014	31 March 2014	31 March 2014	
		52	5,093	2,192	
	Male	21.15%	21.58%	38.28%	49.59%
	Female	78.85%	78.42%	61.72%	50.41%
Sexual Orientation		HRD &SS	Whole Council	Excluding Schools	
		September 2014	31 March 2014	31 March 2014	
		52	5,093	2,192	
	Heterosexual	19.23%	14.55%	18.57%	
	Gay Woman/ Lesbian	0.00%	0.06%	0.09%	
	Gay Man	0.00%	0.08%	0.14%	
	Bi-sexual	0.00%	0.14%	0.27%	
	Prefer not to say	1.92%	0.92%	1.14%	
	Other	0.00%	0.04%	0%	
Unknown	78.85%	84.21%	79.79%		
Socio Economic	To be added				
Other (Part Time & Fixed Term Contract Workers)		HRD &SS	Whole Council	Excluding Schools	
	Year	September 2014	31 March 2014	31 March 2014	
	Total Workforce	52	5,093	2,192	
	Part Time	21.15%	No data available	No data available	
	Full Time	78.85%			
There are no staff in HRD & SS on fixed term contract.					

5. What consultation have you undertaken on your proposals?

A high level functional structure was recommended in the CIPD/IES Final Report and was released to HRD&SS staff and Council Operations Board (COB) for comments and feedback. HRD&SS staff and COB were kept regularly informed and consulted on an informal basis as the final structure is developed. A final proposed structure was released on 10th November 2014, thereafter, formal consultation with HRD&SS employees commenced until Monday 8th December 2014. We also released a proposed structure and target operating model for informal comments and feedback in October 2014 to COB, Statutory Directors Board (SDB) and all (including HRD and SS staff) Council staff to invite comments and feedback prior to making any final amendments and formal consultation with HRD&SS staff.

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).
HRD&SS staff	Newsletters, Presentations, Meetings and 1:1s	Likely headcount reduction, potential adverse impact on HRD&SS equalities profile, particularly, gender and disability	Further consultation with the affected groups to minimise the impact of headcount reduction through voluntary exit and redeployment. Providing outplacement and transition support for all impacted staff.
Council Operations Board	Meetings, Presentations	Less face to face HR support for staff, particularly, line managers	Created a workstream looking at the training needs of line managers aligned to the potential future structure and model
Trade Unions	Meetings, Presentations	Likely headcount reduction and potential risk of redundancy affecting their members	Further consultation with the trade unions to minimise the impact of potential redundancy on their members
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?	None		

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?

For the characteristics with a “No” response, there is no data held or available for analysis. Consideration will be given to whether further actions need to be identified to address this part of the assessment.

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

We intend to identify the number of Council staff who currently do not have access to a PC and therefore do not have access to the HR Intranet or SAP HR Manager and Employee Self Service. The expected outcomes of the HR Service Transformation project will be less face to face HR support and greater support and information available on the intranet, via telephone and self service. As a

documents and website links here)	result staff with little or no access to a PC may be restricted to accessing this information via the intranet or self service. Line managers will also be affected by less face to face HR support and a greater requirement to access HR services by calling a single telephone number and raising a service request. In the majority of cases, queries will be resolved on first contact but if face to face HR support is necessary, particularly for more complex cases, the service request will be escalated for further face to face discussions. The estimated no of line managers impacted is c200. Those staff with no access to a PC is estimated at c400 employees. The impact of these changes on managers and staff with no access to a PC will be captured as part of the development of the Target Operating Model which is expected to be released on 10 th November 2014. The impact analysis will be presented to SDB and COB as part of the consultation process and to explore potential actions to address any issues or risks.
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9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

There has been no further consultation on the proposals as a result of the analysis at Stage 3. However, it is our intention to formally consult with the trade unions and to seek their views and comments and to develop the rest of the EqIA.

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. 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)	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Disability (including carers of disabled people)	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Gender Reassignment			No data available	Consideration will be given to whether further actions need to be identified to address this part of the assessment.
Marriage and Civil Partnership			No data available	Consideration will be given to whether further actions need to be identified to address this part of the assessment.
Pregnancy			According to current records, there are no HRD&SS	

and Maternity			staff currently on or due to go on maternity leave	Ongoing monitoring and review
Race	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all See section 4 for HRD&SS workforce profiles. HRD&SS staff and their protected characteristics.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Religion or Belief	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Sex	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Sexual orientation			No data available	Consideration will be given to whether further actions need to be identified to address this part of the assessment.
Other (Part Time & Fixed Term Contract	✓		The proposed structure is likely to have less posts than actual staff numbers and therefore there is a potential of redundancy affecting all HRD&SS staff and their protected characteristics. See section 4 for HRD&SS workforce profiles.	The new roles in the proposed future structure will be open to part time working / job share and any requests will be managed in line with the Council's Flexible Working Policy.

workers)			<p>Therefore there is a potential for less opportunity for flexible working arrangements.</p> <p>Staff currently employed on fixed term contracts may not be renewed as a means to avoid compulsory redundancies.</p>	<p>The impact of the changes on FTC workers will be reviewed throughout the project and impacted staff consulted and informed of any potential changes to their fixed term contracts.</p>				
<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	✓	No			
<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			No		
			<p>The wider impact of Council proposals to reduce cost is likely to result in redundancies in other services increasing competition and reducing the opportunities for redeployment.</p> <p>All protected characteristics could be affected, but women and “white” staff represent a greater proportion of the workforce and consequently are more likely to be affected.</p> <p>The majority of Council staff live in the local community. This is one of a number of Council proposals that may result in redundancies. Although there is relatively low local unemployment and growth in private sector employment opportunities, there may be an adverse socio-economic impact if those local authority staff who are made redundant are not able to find local alternative employment. The likelihood will depend on a range of factors: including their skills, mobility and their personal circumstances. The potential impact cannot be more specifically defined at this stage as other proposals affecting the Council will not be confirmed until the budget setting process is completed. This aspect of the assessment will therefore be kept under review and updated as appropriate.</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

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

There may be the potential for a protected characteristic to be disadvantaged by an adverse impact in relation to the proposed restructure. However, it is not possible to be more precise at this stage as the proposals are subject to prior consultation and review. Therefore, in the box above, the "no" option has been selected based upon the uncertainty of the current position whilst recognising that this will need to be kept under review. It is currently anticipated that consultation will commence on 10 November for a period of 2 weeks.

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)

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)	
<p>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.</p>	<p>The case for change is driven by budget cuts across the Council and HRD&SS is required to review it's service and meet it's savings target in the current financial year. There is also a case for change in how HR operates to meet service requirements and improve current ways of working. Headcount reduction will be an outcome, however, there is a commitment to supporting staff throughout the change programme whether for internal interviews or seeking other posts outside of the organisation, seeking volunteers for redundancy and avoiding compulsory redundancy and redeploying at risk staff to other posts within the Council wherever possible.</p>

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

Race	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented</p>	1 December 2014	Jon Turner	July 2014
Disability	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any</p>	1 December 2014	Jon Turner	July 2014

		recommendations implemented			
Gender	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented	1 December 2014	Jon Turner	July 2014
Religion or Belief	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group	1 December 2014	Jon Turner	July 2014

		(ETG) and any recommendations implemented			
Age	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented	1 December 2014	Jon Turner	July 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>	Ongoing monitoring and review of the EqIA throughout the project in order to identify the actual impact of the final proposals on the protected characteristics.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	The EqIA will be analysed on an ongoing basis, reported and presented to the Project Board for monitoring and decision making purposes.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	HRD&SS staff are concerned about the changes and the uncertainty regarding their roles. A fortnightly newsletter and regular face to face

meetings are being put into place to keep staff informed of the changes as they develop and to provide them with certainty and information whenever possible.

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
<p>The proposals do not affect the council's continued commitment to equality of opportunity in employment and the requirements of the PSED</p> <p>Positive action will be taken to ensure all affected staff are able to access information and appropriate support throughout the consultation and implementation phases of the project.</p>	<p>The project board are committed to equalities and ensuring that the potential changes do not have an adverse impact on any groups. The requirement to reduce headcount in light of the budget cuts and financial constraints is unavoidable but we will seek to minimise the impact of any potential redundancies through consultation, ongoing communication and engagement with staff, provide transition support to staff affected, fair and transparent processes in line with the Council's Protocol for Managing Organisational Change, voluntary redundancy and redeployment wherever possible.</p>	<p>We will seek to minimise the impact of any potential changes through consultation, ongoing communication and engagement with staff.</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.

<p>19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>HR Service Transformation Project Board</p>
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Signed: (Lead officer completing EqIA)	J Turner	Signed: (Chair of DETG)	
Date:	4 September 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

Update following HRD&SS consultation and selection process

As you will be aware the HR Service is changing from 1st April 2015. A new HR service delivery model will be introduced alongside new roles. The new service will be called HR Operations and Organisation Development.

We entered formal consultation with staff in HR Development & Shared Services about the new operating model from Monday 10th November until Monday 8th December 2014. The outcome of the consultation and the selection process that followed afterwards is listed below:

New structure - Changes to establishment	Reduced from 55.78 to 50.47 FTE Deleted 44.51 FTE Created 39.20 FTE
Voluntary redundancies (VR)	16 applications
Approved VR	11 (1 pending)
Assimilation	26
Notice of redundancy	12 (11 VR 1 Compulsory Redundancy)
Ring fenced competition	1 FTE post
Internal open competition	10.1 FTE posts
Next steps	Progress any unfilled vacancies to external recruitment Finalise EqIA once all posts have been filled
Current impact of consultation and selection	Majority of HRD&SS staff assimilated into new roles. A number of staff (15) volunteered to leave on voluntary redundancy grounds. 11 volunteers accepted. Those volunteers declined were on the basis that their knowledge, skills and experience is considered critical to the effectiveness of the new HR service. Transition and outplacement support was provided to all HRD&SS staff during the consultation process. The support included coping with change and 1:1 career coaching. Consultation with the trade unions took place; job matching and selection processes agreed with the exception of the use of Assessment Centres to fill ring fenced and open competition posts.

	<p>Flexible working arrangements will continue and will be considered in line with Harrow Policy. The new HR Service Centre will be open from 830am to 5pm so there will be a business need to cover an earlier start than normal.</p> <p>Some Council staff e.g. staff based at the depot do not have access to a PC and therefore they will be unable to readily access the new HR intranet for information. However, there will be a new single telephone number, staff will be able to contact HR for information.</p> <p>(Decrease) in Age Profile: 35 to 44 (↓4) 8 45 to 54 (↓1) 18 55 to 64 (↓6) 16</p> <p>(Decrease) in Ethnicity Profile: Asian (↓1) 8 Black (↓1) 6 White (↓9) 35</p> <p>(Decrease) in Religion/Belief: Profile Christianity (↓5) 11</p> <p>(Decrease) in Sexual Orientation Profile: Heterosexual (↓2) 10</p> <p>(Decrease) in Part Time/FTC Profile: Part Time (↓2) 11</p>
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Equalities Profile - Voluntary Redundancy Leavers

Age

16 to 24	0
25 to 34	0
35 to 44	4
45 to 54	1
55 to 64	6
65+	0

Disability

No changes

Gender Reassignment

No data available

Marriage / Civil Partnership

No data available

Pregnancy and Maternity

No changes

Ethnicity

Asian	1
Black	1
Mixed	0
Any other ethnic group	0
White	9
Unknown/Unclassified	0

Religion and Belief

Christianity	5
Hinduism	0
Islam	0
Judaism	0
Jainism	0
Sikh	0
Buddhism	0
Zoroastrian	0

Other	0
No Religion/Atheist	1
Unknown	0

Gender

Male	3
Female	8

Sexual Orientation

Heterosexual	2
Gay Woman / Lesbian	0
Gay Man	0
Bi-sexual	0
Prefer not to say	0
Other	0
Unknown	0

Socio Economic

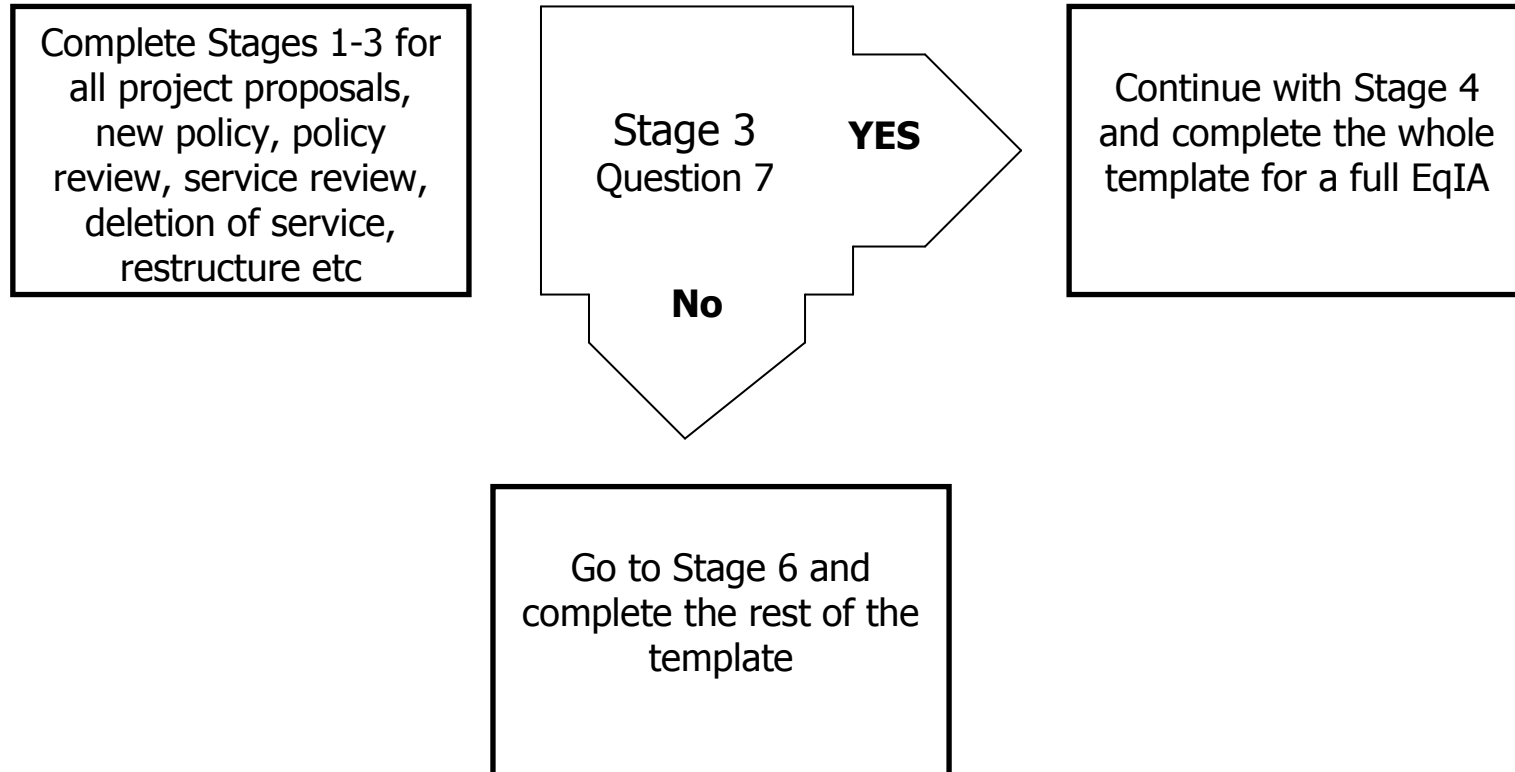
To be added

Other (Part Time and Fixed Term Contract Workers)

Part Time	2
Full Time	9

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:		RES 09 Transfer of Health & Safety Service to Environmental Services (efficiency savings and minor re-structuring).			
Directorate / Service responsible:		Resources / HR			
Name and job title of lead officer:		Jon Turner, Divisional Director			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		18 August 2014			
Stage 1: Overview					
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)		Reduce the cost of the corporate H&S Service through transferring and integrating the corporate H&S function with the Environmental Health Service in Environment & Enterprise. The integration enables efficiency savings which will be achieved through deletion of vacant posts and a minor restructuring within the Environmental Health Service. No redundancies are anticipated. Further efficiencies will be achieved by charging relevant payroll expenditure to the Pension Fund.			
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			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <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 corporate H&S Service transferred in August 2014 with the agreement of the Environment & Enterprise Directorate.</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)

Age (including carers of young/older people)	Workforce profile identifies younger people as being under-represented
Disability (including carers of disabled people)	Workforce profile identifies disabled people as being under-represented
Gender Reassignment	No reliable workforce data
Marriage / Civil Partnership	Workforce profile does not indicate any disproportionality
Pregnancy and Maternity	Workforce profile does not indicate any disproportionality
Race	Workforce profile identifies BAME as being under-represented
Religion and Belief	No reliable workforce data

Sex / Gender	Workforce profile identifies men as being under-represented
Sexual Orientation	No reliable workforce data
Socio Economic	No reliable workforce data

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).
Trade Unions	Consultation on options to deliver service savings through the Minerva project	None	This proposal is based on the proposals submitted by Unison in response to the consultation
Environmental Services	Consultation with Directorate and Service management on Unison's proposal	None	The proposal has been implemented and the transfer took effect in August 2014.

<p>6. 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>	Workforce Profile
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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?

The impact is likely to affect all staff equally i.e. any disproportionate impact will be consistent with the current workforce disproportionality

	Age (including	Disability (including	Gender Reassignment	Marriage and Civil	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
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	carers)	carers)		Partnership					
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)

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. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil				

Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
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? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
11a. Any Other Impact – Considering what else is happening within the	Yes		No	

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?

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](#)

	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)

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

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	
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ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
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

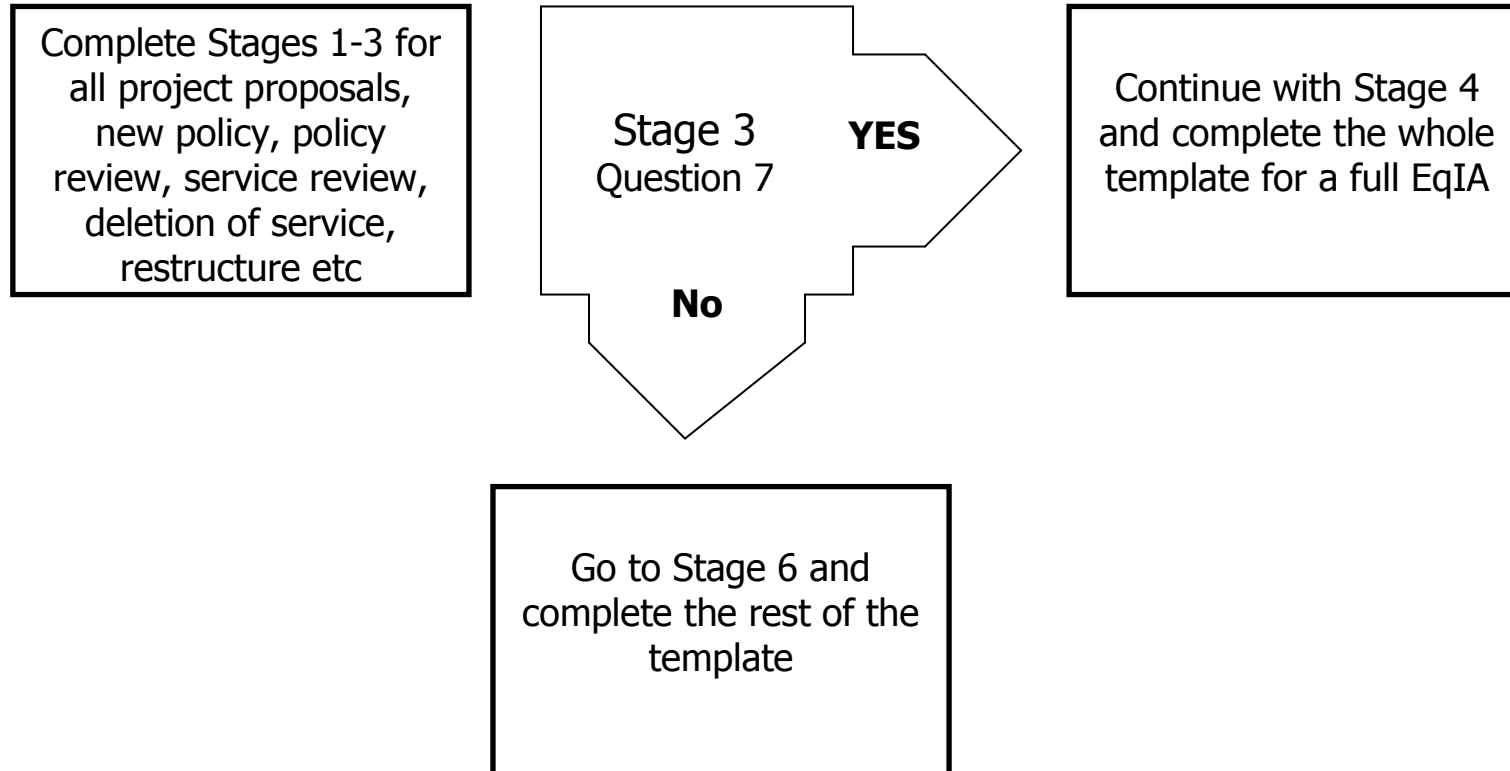
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	J Turner	Signed: (Chair of DETG)	A Dewsnap
Date:	August	Date:	02/02/15
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	A Dewsnap

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:		RES 10 Occupational Health Service Reduction	
Directorate / Service responsible:		Resources / HR	
Name and job title of lead officer:		Jon Turner, Divisional Director	
Name & contact details of the other persons involved in the assessment:			
Date of assessment:		February 2015	

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>Reduce the cost of the contracted OH Service through replacement of pre-employment checks with applicant declarations and reducing the number of OH referrals under the contract by making use of the Governments Fit for Work Service (see below) and referring only complex / high risk cases e.g. advice on support and adjustments for staff with disabilities and those which involve termination of employment.</p> <p>Fit for Work provides:</p> <p>Free health and work advice through a website and telephone line to help with absence prevention.</p> <p>Free referral for an occupational health assessment for employees who have reached, or whose GP expects them to reach, four weeks of sickness absence. The service will help employees to return to work sooner. Employees will normally</p>
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be referred by their GP, but employers can also make a referral after four weeks of absence.

From 1st January 2015 the Government is also introducing a tax exemption of up to £500 (per year, per employee) on medical treatments recommended to help their employees return to work. This will be applicable to treatments recommended by health professionals within Fit for Work and health professionals within employer-arranged occupational health services.

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:

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

Current service is provided by a contractor

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)	<p>Workforce profile identifies younger people as being under-represented.</p> <p>The Council has an ageing workforce with the majority of employees being aged 45 and over. Incidence of health related problems and disability increases with age and it is therefore likely that there are more</p>
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	referrals amongst our older employees. This would be consistent with the disproportionality in the workforce, however we do not have the data to support this.		
Disability (including carers of disabled people)	<p>Workforce profile identifies disabled people as being under-represented.</p> <p>The Council has an ageing workforce (see above) and, as the incidence of disability increases with age, it is possible that there may be more referrals for disabled employees. Employees referred for advice on ill-health retirement are also likely to meet the legal definition of being disabled.</p> <p>Although, we do not have the data to support this, the proposals do not impact on the current arrangements for seeking OH advice on support and adjustments for staff with disabilities or ill-health retirement.</p>		
Gender Reassignment	No reliable workforce data		
Marriage / Civil Partnership	Workforce profile does not indicate any disproportionality		
Pregnancy and Maternity	Workforce profile does not indicate any disproportionality		
Race	Workforce profile identifies BAME as being under-represented		
Religion and Belief	No reliable workforce data		
Sex / Gender	Workforce profile identifies men as being under-represented		
Sexual Orientation	No reliable workforce data		
Socio Economic	No reliable workforce data		
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).

Environmental Services	Email seeking views on service impact for Schools	None	
OH Contractor	Data on protected characteristics of employees referred to OHS	The contractor does not record this data	We are discussing with the contractor how best to capture data on the protected characteristics

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.

Workforce Profile

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?

Based on the information set out in section 4 above, the impact is assessed as being likely to affect all staff equally i.e. any disproportionate impact will be consistent with the current workforce disproportionality

	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>Collection of data on protected characteristics from OH contractor</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).

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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
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? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
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? If yes, what is the potential impact and how likely is to happen?	Yes		No	

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](#)

	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)

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

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

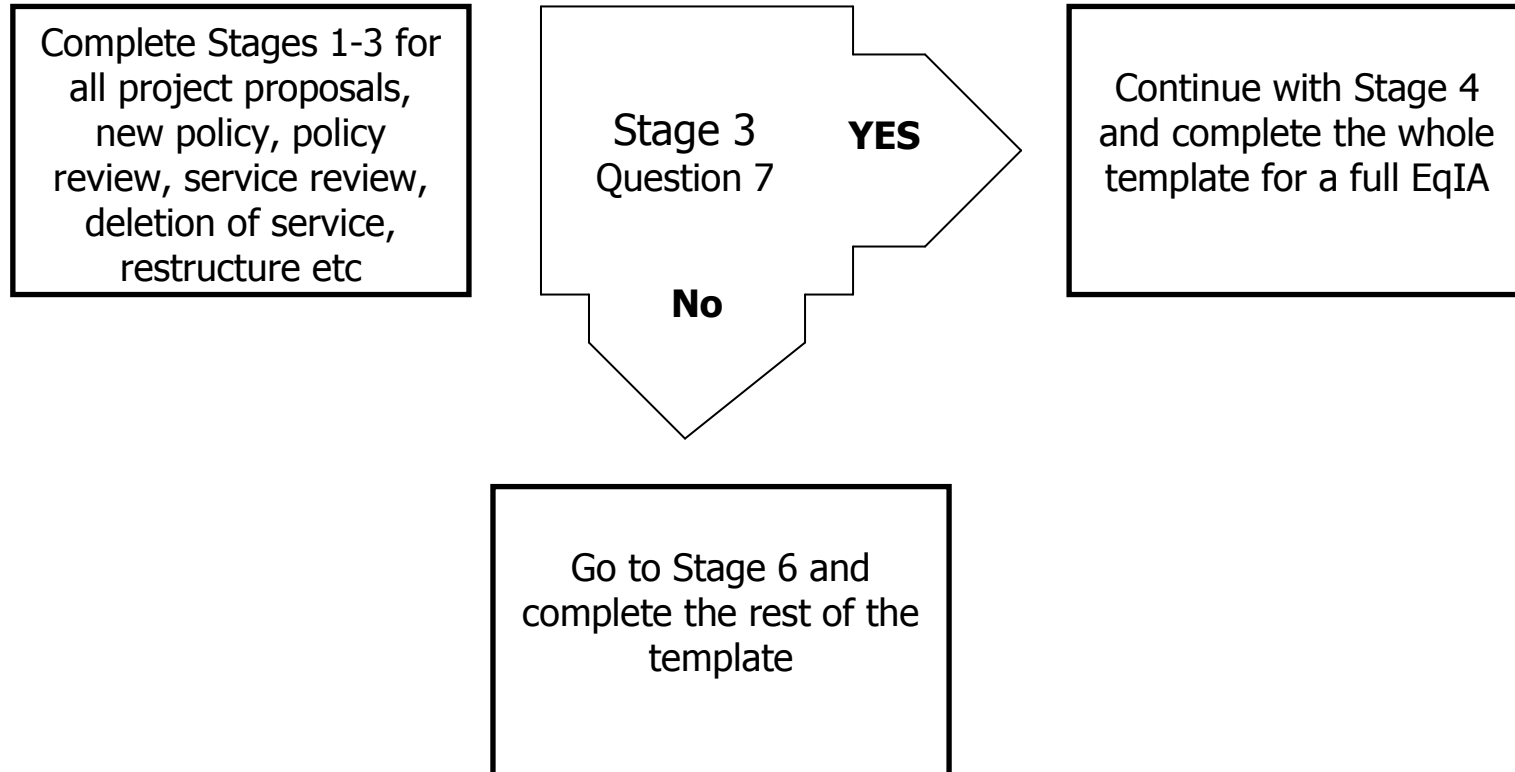
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	J Turner	Signed: (Chair of DETG)	A Dewsnap
Date:	January 2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group	January 2015	Signature of ETG Chair	

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:		RES 11 Reduce Corporate learning & development			
Directorate / Service responsible:		Resources / HR			
Name and job title of lead officer:		Jon Turner, Divisional Director			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		18 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>Reduce cost of corporate L&D</p> <p>The Corporate L&D Budget funds delivery of the Corporate Learning and Development Programme including Member Development. The Programme content is a blend of 'in-house' and commissioned events, activities and e' learning. The proposal is predicated on significantly reducing the volume of commissioned content and making greater utilisation of knowledge and skills within the workforce to deliver future events, activities and e'learning.</p> <p>Administrative support would be provided through the new HR service and 'train the trainer' development would be provided to improve the confidence and capability of employees delivering programme content.</p>			

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>Much of the current service is commissioned from contractors</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)

Age (including carers of young/older people)	Workforce profile identifies younger people as being under-represented
Disability (including carers of disabled people)	Workforce profile identifies disabled people as being under-represented
Gender Reassignment	No reliable workforce data
Marriage / Civil Partnership	Workforce profile does not indicate any disproportionality

Pregnancy and Maternity	Workforce profile does not indicate any disproportionality
Race	Workforce profile identifies BAME as being under-represented
Religion and Belief	No reliable workforce data
Sex / Gender	Workforce profile identifies men as being under-represented
Sexual Orientation	No reliable workforce data
Socio Economic	No reliable workforce data

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).

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.

Workforce Profile

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?

The impact is likely to affect all staff equally i.e. any disproportionate impact will be consistent with the current workforce disproportionality

	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)

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?
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			(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. 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)				
Disability (including carers of disabled people)				

Gender Reassignment							
Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							
Sexual orientation							
11. Cumulative Impact – Considering what else is happening within the				Yes		No	

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?

<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		No	

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

	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)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and	✓
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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

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.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?

Signed: (Lead officer completing EqIA)	J Turner	Signed: (Chair of DETG)	A Dewsnap
Date:	18/08/15	Date:	020215
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	A Dewsnap

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:		RES 12 Reduction in Legal cost, in the initial instance by growing the business.	
Directorate / Service responsible:		Resources / Legal Practice / Legal & Governance	
Name and job title of lead officer:		Hugh Peart – Director Legal and Governance	
Name & contact details of the other persons involved in the assessment:		Jessica Farmer – Head of legal	
Date of assessment:		15 January 2015	
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>To provide a cost effective service that achieves an increase of £144K savings/growth.</p> <p>To increase the practice so that additional work may be completed and attract greater income generation for the council. To more effectively use resources and optimise on opportunities.</p> <p>Reduce operating costs and be able to secure new work.</p> <p>There should be no negative impact for internal or external clients.</p>	

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? 	N/A					
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. <p>(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)</p>						
Age (including carers of young/older people)	There will be no negative impact, though employment opportunities may arise.					
Disability (including carers of disabled people)	There will be no negative impact, though employment opportunities may arise.					
Gender Reassignment	There will be no negative impact, though employment opportunities may arise.					
Marriage / Civil Partnership	There will be no negative impact, though employment opportunities may arise.					
Pregnancy and Maternity	There will be no negative impact, though employment opportunities may arise.					

Race	There will be no negative impact, though employment opportunities may arise.
Religion and Belief	There will be no negative impact, though employment opportunities may arise.
Sex / Gender	There will be no negative impact, though employment opportunities may arise.
Sexual Orientation	There will be no negative impact, though employment opportunities may arise.
Socio Economic	There will be no negative impact, though employment opportunities may arise.

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).
Current staff within the legal practice have all been made aware and been involved in discussions with potential boroughs that may join the practice.	Team meetings, seminars, departmental meetings.	There will be no negative impact.	N/A

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)

This could provide potential new employment for lawyers, solicitors, administrative staff etc.

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. 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)				
Disability (including carers of disabled people)				

Gender Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				

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? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	✓

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? If yes, what is the potential impact and how likely is to happen?	Yes		No	
	This is an opportunity for growth and has no negative impact.			

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

	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)

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

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

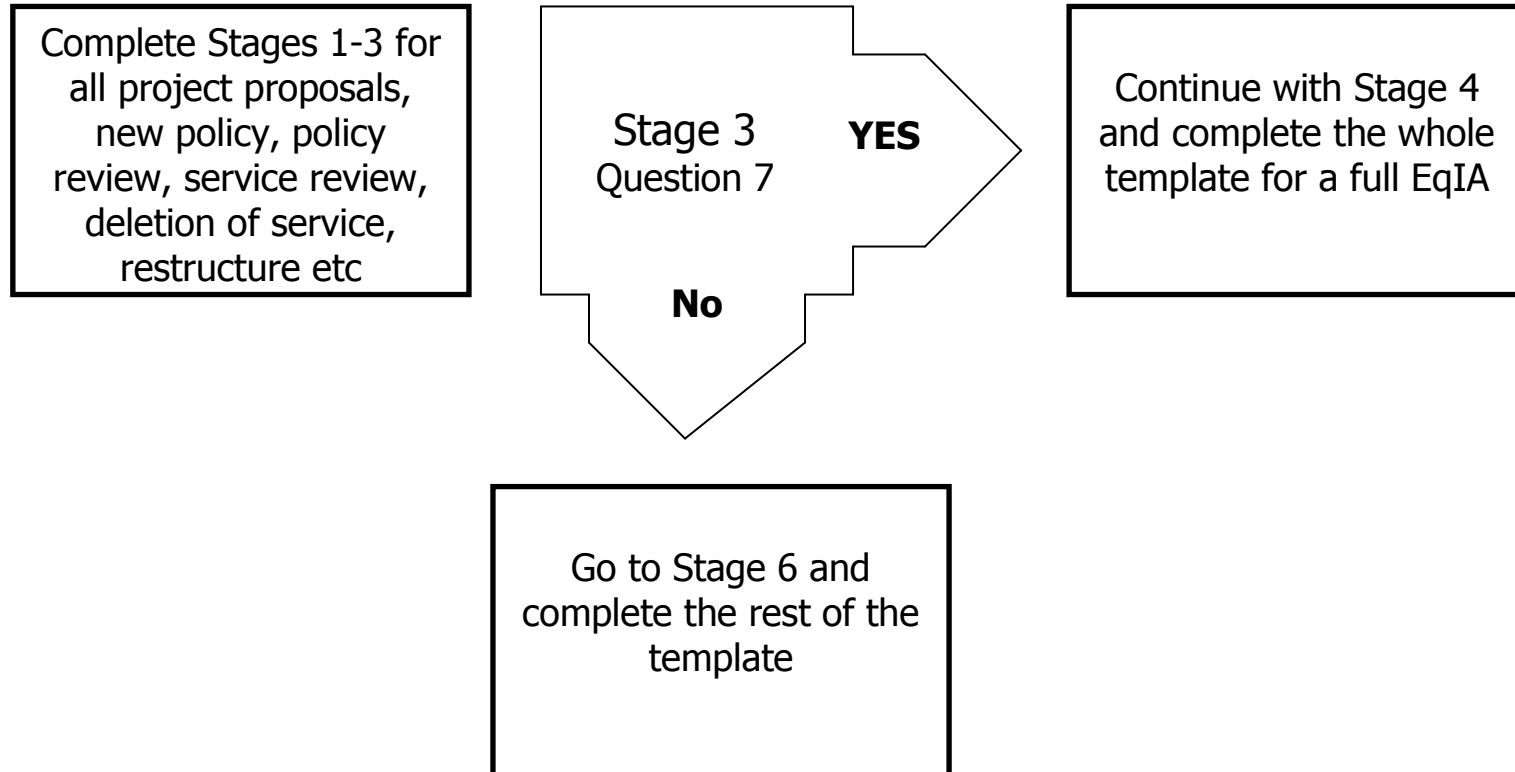
The completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	H Peart	Signed: (Chair of DETG)	
Date:	15/01/15	Date:	

Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	
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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:	RES 13 Amalgamation of two teams to become Democratic and Electoral Services and staff reduction – Major Office (Mayoral Support Team Consultation)		
Directorate / Service responsible:	Resources / Mayoralty / Legal & Governance		
Name and job title of lead officer:	Elaine McEachron – Democratic & Electoral Services Manager		
Name & contact details of the other persons involved in the assessment:	Hugh Peart – Director of legal and Governance Services		
Date of assessment:	15 January 2015		

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>Mayoral Support - To provide a cost effective service that achieves the savings of £36K by the deletion of one post from the current structure.</p> <p>Democratic and Electoral Services – To provide a cost effective service following a restructure that achieves the required saving of £50k following the outcome of the Commissioning Panel.</p> <p>Currently there are two separate teams that will be amalgamating to become Democratic and Electoral Services. This will fully integrate the staff across the two areas so they can assist via cross working.</p> <p>The service will be 'fit' for purpose and be able to meet the challenges</p>
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	There will be no impact on public engagement in committee meetings or the services of the major to the community by reduction in one post.				
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? 	N/A				

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)	No negative impact.
Disability (including carers of disabled people)	No negative impact.
Gender Reassignment	No negative impact.
Marriage / Civil Partnership	No negative impact.

Pregnancy and Maternity	No negative impact.
Race	No negative impact.
Religion and Belief	No negative impact.
Sex / Gender	No negative impact.
Sexual Orientation	No negative impact.
Socio Economic	No negative impact.

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).
Mayoral Office Staff and Unions	Meetings and provision of Consultation Document	No impact on different groups/protected characteristics.	N/A

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

<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>	N/A
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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. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				

Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
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? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	✓
11a. Any Other Impact – Considering what else is happening within the	Yes		No	✓

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?

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](#)

	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)

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

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	
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ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
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

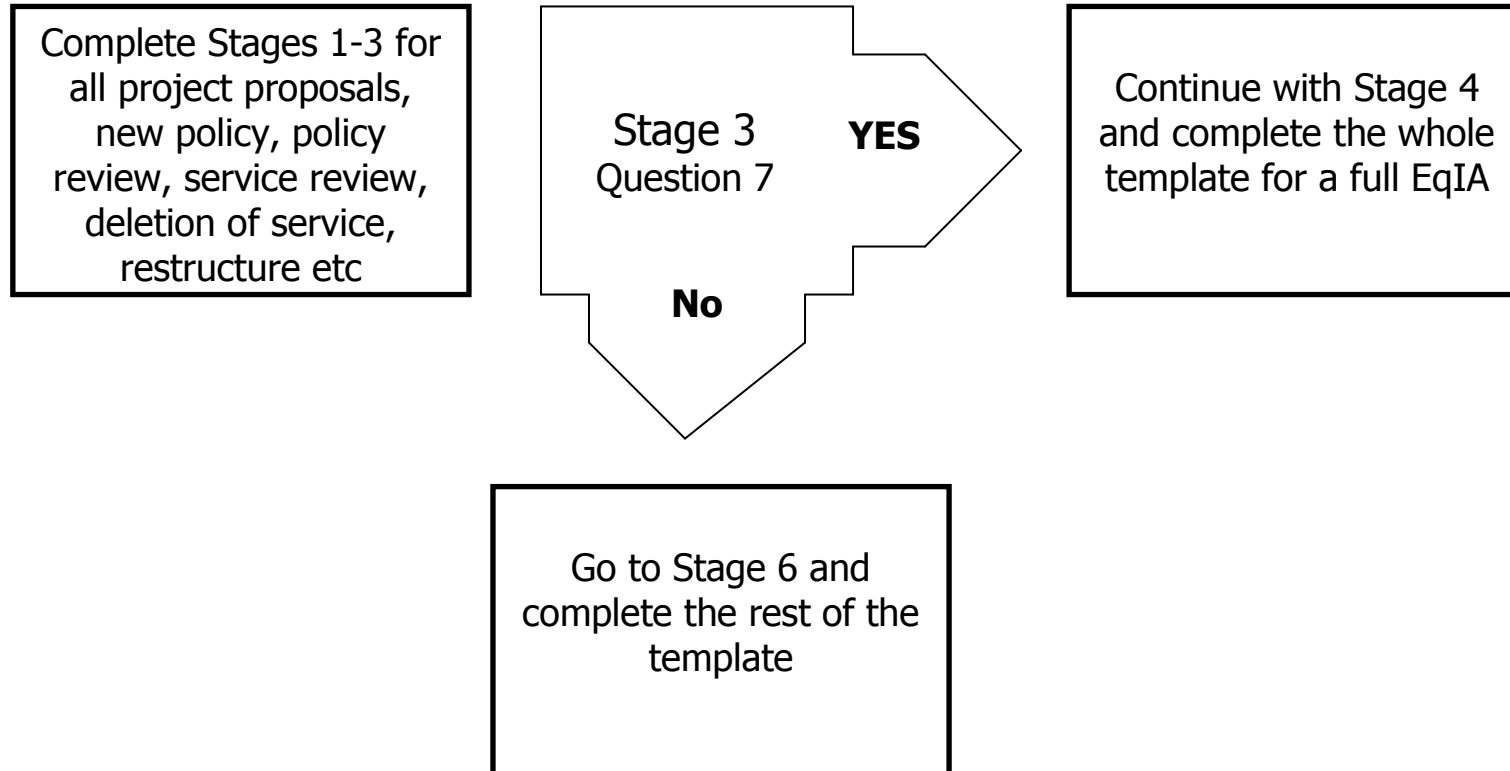
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Elaine McEachron	Signed: (Chair of DETG)	
Date:	15 January 2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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:	RES 15 Restructuring of the Commercial, Contracts & Procurement Division's function.					
Directorate / Service responsible:	Resources – Commercial, Contracts & Procurement					
Name and job title of lead officer:	Terry Brewer – Divisional Director, Commercial, Contracts & Procurement					
Name & contact details of the other persons involved in the assessment:	Terry Brewer terry.brewer@harrow.gov.k					
Date of assessment:	21/08/14					
Stage 1: Overview						
1. What are you trying to do? (Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)	Reduce staffing costs through a minor restructure in the current financial year (without any reductions in post numbers) to achieve a £50k saving in 2015/16. The deletion of 5 posts across 2 financial years (2017/18 and 2018/19).					
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		Pregnancy and	

		Partnership		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?

Overall responsibility for the savings delivery lies within Commercial, Contracts and Procurement, however its implementation will require working in partnership with other directorates and services within the Council.

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)

- 0-4: 6.7%, 5-15: 13.4%, 16-64: 65.8%, 65+: 14.1%
- As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.

Disability (including carers of disabled people)

- 8,160 people in Harrow were recipients of Disability Living Allowance (DLA) in February 2012.
- As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.

Gender Reassignment

- No information collected.
- As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be

	<p>completed where appropriate to do so.</p>
Marriage / Civil Partnership	<ul style="list-style-type: none"> • No information collected. • As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Pregnancy and Maternity	<ul style="list-style-type: none"> • No information collected, though ONS data reveals 3,585 births in Harrow in 2012. • As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Race	<ul style="list-style-type: none"> • 2011 ONS data: • White 42%, Mixed 4%, Asian/Asian British 43%, Black/African/Caribbean/Black British 8%, Other 3% • As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Religion and Belief	<ul style="list-style-type: none"> • Christian: 37%, Hindu: 25%, Muslim: 12%, No religion: 10%, Jewish: 4%, Other: 2%, Sikh: 1%, Buddhist: 1% • As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Sex / Gender	<ul style="list-style-type: none"> • 50.6 per cent of Harrow's residents are females: 49.4 per cent are males • As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.

Sexual Orientation	<ul style="list-style-type: none"> No information collected. As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so. 		
Socio Economic	<ul style="list-style-type: none"> In April 2013, 5,712 businesses were paying business rates to Harrow Council. Between 20-21% of Harrow's households were receiving Housing Benefit and/or Council Tax Benefit in December 2012. 2.9% (4,386) of Harrow's working population were unemployed in February 2012. In February 2012, around 11,400 of Harrow's working age residents were in receipt of either ESA, IS, IB or SDA. As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so. 		
<ul style="list-style-type: none"> 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).
Where necessary, further consultation will be undertaken with staff and any affected groups in particular to shape the delivery of these proposals, in keeping with the ambition of the	The savings delivery programme is based on the manifesto and strategy of the current administration and the Council's MTFS through to 2018/19.	There is no disproportionate impact of different groups.	No equalities issues identified.

Administration to consult and engage.			

<ul style="list-style-type: none"> 6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? <p>List the Title of reports / documents and websites here.</p>	<ul style="list-style-type: none"> ONS data, census data from 2011, Harrow Vitality Profiles, Disability statistics from the Harrow Council website.
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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

<ul style="list-style-type: none"> 8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis 	
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at Stage 3? <ul style="list-style-type: none"> (include this evidence, including any data, statistics, titles of documents and website links here) 			
<ul style="list-style-type: none"> 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. 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)				

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

Sexual orientation									
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? If yes, which Protected Characteristics could be affected and what is the potential impact?					Yes		No		
					No impact				
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? If yes, what is the potential impact and how likely is to happen?					Yes		No		
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									
	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)

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
All	Ensure that where appropriate key initiatives resulting from objectives within the Category Management approach have initial Equality Impact Assessments undertaken, and where necessary full EqIAs.	Documentation completed in accordance Council policy.	Before the end of 2015/16 and annually thereafter.	Terry Brewer, Divisional Director, Commercial, Contracts & Procurement	
All	The progress against this approach will be reviewed at least every six months	Progress reports provided to Scrutiny	To fit with the Scrutiny	Terry Brewer, Divisional Director,	

	with Scrutiny.	and their feedback to these.	cycle.	Commercial, Contracts & Procurement	

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>	The progress against this Strategy will be reviewed at least every six months with Scrutiny.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	As above, with Scrutiny.
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
The initiatives that deliver this approach are not likely to have any direct impact however if	The initiatives that deliver this approach are not likely to have any direct impact however if	The initiatives that deliver this approach are not likely to have any direct impact however if

they do, will always seek to support the Council in eliminating discrimination, harassment and victimisation.	they do, will always seek to support the advancement of equality of opportunity.	they do, will always seek to support the fostering of good relations between different groups.
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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?	None at this stage		
Signed: (Lead officer completing EqIA)	Terry Brewer	Signed: (Chair of DETG)	Alex Dewsnap
Date:	4/08/14	Date:	04/08/14
Date EqIA presented at the EqIA Quality Assurance Group	N/A	Signature of ETG Chair	

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	Retender of a Service		Other	Full Council	
Title of Project:		RES 16 Communications Service Retender			
Directorate / Service responsible:		Resources, Strategic Commissioning			
Name and job title of lead officer:		Alex Dewsnap			
Name & contact details of the other persons involved in the assessment:		Tom Whiting			
Date of assessment:		December 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>In 2008 Harrow Council made a decision to restructure, develop and outsource its Communication Services to the City of Westminster Council (the WCC). The contract commencement date was 1st May 2008 and expires on 31st March 2015 without the option to extend. A decision was taken in 2012 not to exercise the break clause which could have come into effect on 31st March 2013, on the basis of satisfaction with the current provider.</p> <p>A competitive tendering procedure has been carried out initiating with an invitation for organisations to show an interest in bidding for the contract. Having subsequently viewed the full scope of the Services and the Council's specification for the Services, 5 organisations confirmed they did wish to bid. Those 5 were taken through a qualification procedure, 3 passed through as capable of providing the Council's requirements.</p>
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	<p>The 3 successful organisations were subsequently invited to submit a full tender (offer) to the Council for the Contract to provide the Services for an initial period of 3 years 10 months (to align with the Political cycle) with, at the Council's absolute option, extension for further periods up to an additional 4 years.</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	x	Partners	x	Stakeholders	x
	Staff	x	Age	x	Disability	x
	Gender Reassignment	x	Marriage and Civil Partnership	x	Pregnancy and Maternity	x
	Race	x	Religion or Belief	x	Sex	x
	Sexual Orientation	x	Other			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <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 Communications service is ran on behalf of the Council so all other Directorates are impacted by the choice of provider the Council makes. The Housing Service currently contract each year to use the current provider of the service. The OJEU has formally mentioned other public sector partners so there is scope to use the successful organisation to provide communications support for other partners such as the police or Clinical Commissioning Group.</p> <p>There is one member of Harrow staff in the Communications service and they will be subject to TUPE under this proposal.</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 the 2011 census. It shows the known make up of staff working for Harrow Council and residents in Harrow.

		Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	36.08%	57.75%
	White	52.08%	42.25%
	Unknown	11.84%	0.00%
Sex	Male	22.36%	49.40%
	Female	77.64%	50.60%
Disability	Yes	1.81%	16.40%
	No	93.66%	83.60%
	Unknown	4.53%	0.00%
Age	16 to 24	3.34%	11.70%
	25 to 34	17.39%	30.40%
	35 to 44	22.67%	
	45 to 54	32.76%	23.60%
	55 to 64	21.15%	
	65+	2.69%	14.10%
	Unknown	0.00%	0.00%
Religion or Belief	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%
Sexual Orientation	Heterosexual	15.92%	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	95.98%	
Same gender assigned at birth?	Yes	95.47%	No category
	No	0.00%	
	Unknown	4.53%	
Age (including carers of young/older people)	There is no direct impact on this group in recommending the new service provider.		
Disability (including carers of disabled people)	There is no direct impact on this group in recommending the new service provider.		
Gender Reassignment	There is no direct impact on this group in recommending the new service provider.		

Marriage / Civil Partnership	There is no direct impact on this group in recommending the new service provider.		
Pregnancy and Maternity	There is no direct impact on this group in recommending the new service provider.		
Race	There is no direct impact on this group in recommending the new service provider.		
Religion and Belief	There is no direct impact on this group in recommending the new service provider.		
Sex / Gender	There is no direct impact on this group in recommending the new service provider.		
Sexual Orientation	There is no direct impact on this group in recommending the new service provider.		
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).
The Portfolio Holder and CSB have been consulted as part of this proposal to reprocure the service.	Meetings.	There are no direct impacts from the decision to retender.	No equalities issued identified
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.	None		

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	X	X	X	X	X	X	X	X	X

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)

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. 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)				
Disability (including carers of disabled people)				

Gender Reassignment							
Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							
Sexual orientation							
11. Cumulative Impact – Considering what else is happening within the				Yes		No impact	

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?

<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		No	

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

	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)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and	X
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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
None identified. Campaign activity will be considered for its equality impacts, but this is separate to the relet of the service.					

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>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></p>	<p>The contract provides for performance monitoring against outcomes targets on a regular basis.</p>
<p>16. 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>The measurement of the outcomes are reported through the quarterly Strategic Performance Report.</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

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
<p>The Councils' communications follows the governmental code of best practice and as such will uphold this duty. The successful provider will be expected to act in this light.</p>	<p>The Councils' communications follows the governmental code of best practice and as such the annual Communications Plan if effectively delivered, will support the advancement of equality of opportunity. The successful provider will be expected to act in this light.</p>	<p>The Councils' communications follows the governmental code of best practice and as such the annual Communications Plan if effectively delivered, will support the fostering of good relations between different groups. The successful provider will be expected to act in this light.</p>

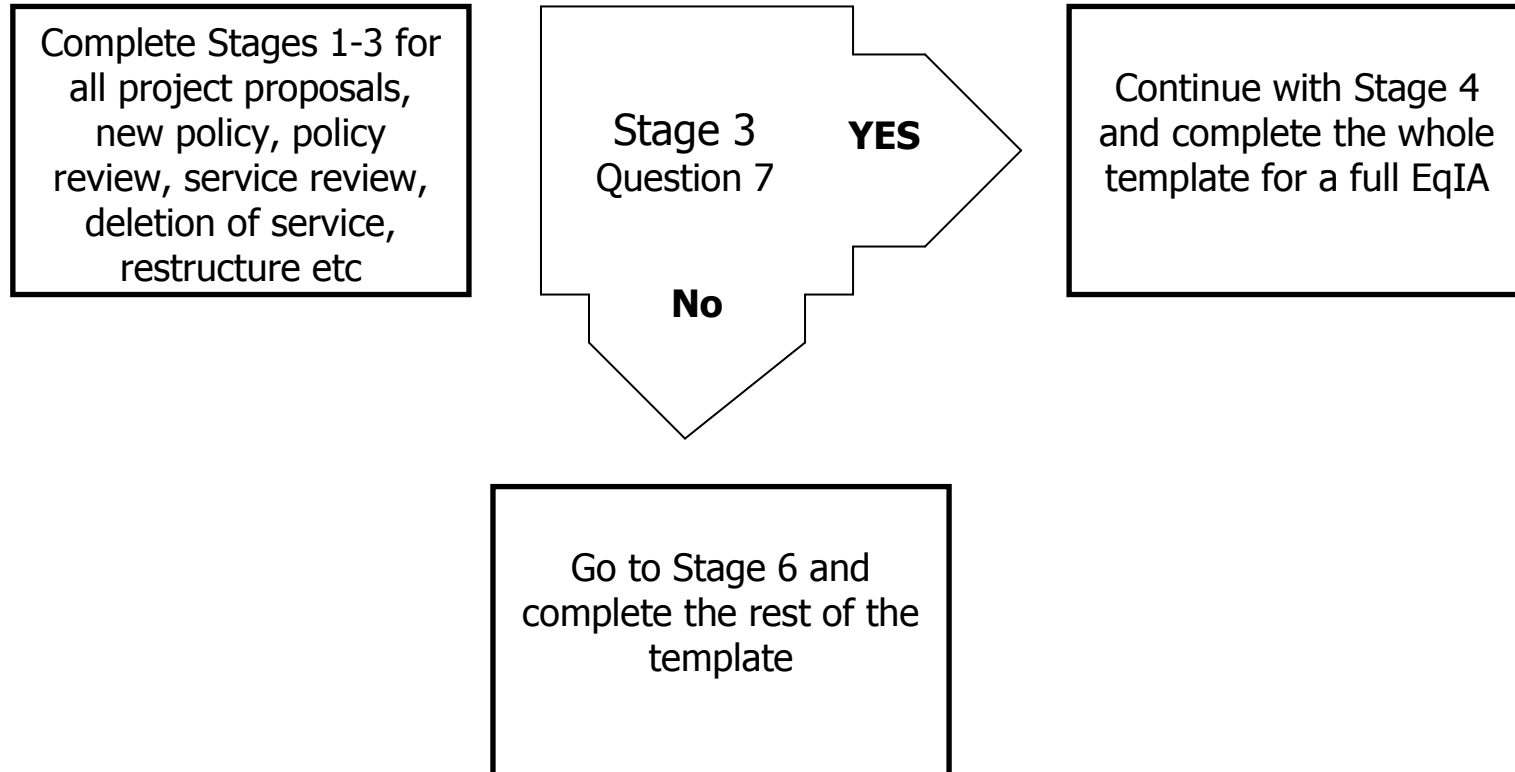
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	None at this stage		
Signed: (Lead officer completing EqIA)	Alex Dewsnap	Signed: (Chair of DETG)	Alex Dewsnap
Date:	08/12/14	Date:	08/12/14
Date EqIA presented at the EqIA Quality Assurance Group	5/1/15	Signature of ETG Chair	

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:		RES 17 Reducing the budget provision for commissioning Local HealthWatch		
Directorate/Service responsible:		Resources		
Name and job title of lead officer:		Alex Dewsnap		
Name & contact details of the other persons involved in the assessment:		Mike Howes		
Date of assessment:		15 th January 2015		

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 Health and Social Care Act 2012 created a new body called Local HealthWatch. The Act required local authorities with adult social care responsibilities to commission a Local HealthWatch from 1st April 2013. A tender was let for providing this service until 31st March 2015. Although the contract allowed for the term to be extended, substantial changes in the amount available for the service led to a re-commissioning process for a new service to operate from 1st April 2015. This proposal relates to the re-commissioning of the service. The budget for the service has reduced by 43%</p> <p>The service specification remains unaltered in scope in that it calls for the successful tenderer to benefit patients, users of services, carers and the public by helping them get the best out of services, improving outcomes, and helping services to be more responsive to what people want and need. Local HealthWatch</p>
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will work with communities to influence commissioners to design and provide better health and social care services. The extent of outreach and pro-active collection of residents' views, experiences and aspirations will reduce in line with the reduced resources available to support Healthwatch but all of its statutory services will continue to be delivered and, in some cases, enhanced.

In particular, the new specification calls for a significant increase in the number of times that the unique feature of HealthWatch to undertake "Enter and View" visits at health and social care establishments will be exercised.

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:

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

No

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.

Harrow Healthwatch has collected performance data on the number of contacts made with the public, the number of enquiries received and the number of signposting responses given. The data relates to the type of contact made, the subject matter and the form of advice and/or

assistance provided. It does not include identification of the protected characteristic profile of those making contact.

It can, however, be inferred from the range of events attended, subject matter of the public events arranged and types of information provided that the profile of the people assisted by the organisation reflects the profile of health and social care users rather than the population of Harrow as a whole. This profile includes a higher proportion of older people, disabled people and minority ethnic people than the Borough's general population profile.

(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)	
Disability (including carers of disabled people)	
Gender Reassignment	
Marriage / Civil Partnership	
Pregnancy and Maternity	
Race	
Religion and Belief	
Sex / Gender	
Sexual Orientation	
Socio Economic	

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
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			with the affected groups, revising your proposals).
Portfolio Holder and Scrutiny Leads	Sought comments on the draft specification	Concerns around access to the governance arrangements for the provider	Draft Specification was amended in line with comments received

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.

London HealthWatch Commissioners Group provided anecdotal benchmark material about the range and quantity of local HealthWatch activity across most London Boroughs which identified that Harrow Healthwatch was not out of line with other providers.

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	X	X	X	X	X	X	X	X	X

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. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
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? If yes, which Protected Characteristics could be affected and what is the potential impact?	Yes		No	
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? If yes, what is the potential impact and how likely is to happen?	Yes		No	

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](#)

	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 Q13a 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)

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.	X
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
Insufficient user data to enable detailed analysis to be undertaken	Improve monitoring of the protected characteristics of the users of Harrow HealthWatch to provide better comparisons with the Population	Monitoring reports	Quarterly	Mike Howes	Yes

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>	Monitoring reports
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Reported to Health Sub-Committee and Health and Wellbeing Board
17. Have you received any complaints or compliments about the	No

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
	Helping Commissioners to provide for the health and social care needs of the whole population	

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?			
Signed: (Lead officer completing EqIA)	A Dewsnap	Signed: (Chair of DETG)	A Dewsnap
Date:	15/01/15	Date:	February 2015
Date EqIA presented at the EqIA Quality Assurance Group		Signature of DETG Chair	A Dewsnap

Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Resources	Officer completing the template:	Alex Dewsnap
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		Res 18 – Decommissioning of Harrow Senior Residents Assembly	

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	<p>The Division currently has a budget of £9k to support Harrow Senior Residents Assembly, which is a budget to support the costs of administration, such as printing and room bookings, rather than any staff support. The support for this work was significantly reduced four years ago when there were 1.5 staff employed to support the group as well as an administration budget. With the withdrawal of all funding the group will have to raise its own funds if needed as the Council support, other than officer advice, will be stopped.</p>
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	<p>Older people will be the main group impacted by this proposal.</p>
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	<p>The Assembly hold 4 events a year at which speakers engage older people about issues such as Health, Crime and Financial wellbeing. The Assembly’s events usually attract around 80 participants. The budget is transferred to the Assembly to manage their own administration, purchasing etc. and an annual account is presented.</p>
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	<p>Yes, although this is a small budget reduction in the context of the Council’s spend supporting older people.</p>

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of ‘High’ relevance for Age and Disability and of ‘Low’ relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
	IMPACT					

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance	B Impact	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Low/ Medium/ High	Positive/ Negative/ Neutral			
Age (including carers of young/older people)	h	m	Yes, as this funding supports networking and an opportunity to bring older people together to discuss issues that affect them as a group.	Potential impact is medium on the basis of the size of the funding cut in the context of the Council's overall budget. However, it is recognised that there is likely to be an impact given this is a group that has been active for a number of years, and loss of this funding could dissolve it.	4

Disability (including carers of disabled people)	m	L	The proportion of disabled members of the Network is unknown, but there could be an impact here, but it would be lesser than the age protected characteristic,	Age can lead to a greater level of disability, so it is recognised that there is a potential for an impact on this characteristic.	2
Gender Reassignment	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Marriage and Civil Partnership	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Pregnancy and Maternity	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Race	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Religion or Belief	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Sex	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Sexual orientation	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	There is the potential that this proposal would have a disproportionate impact on the protected characteristic of age.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	There is a potential for this on the protected characteristic of age.

Signature - Lead Officer	Alex Dewsnap	Date	12/08/14
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Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	Resources	Officer completing the template:	Alex Dewsnap
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		Res 27 – Decommissioning of Scrutiny Projects Budget	
<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>		<p>The support for Scrutiny activity following the Policy Team changes has been reduced accordingly. However, there is still a projects budget for Scrutiny Councillors to call upon to support specific reviews. However, Scrutiny is still able to deliver its work programme without necessarily having a discreet projects budget. The scrutiny projects budget is £12k, and this proposal is to reduce it to zero.</p>	
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>		<p>Scrutiny Councillors and the delivery of their work programmes are the key group affected by this proposal.</p>	
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>		<p>Overall use of Scrutiny projects budget which has been underspent in each of the last four years.</p>	
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>		<p>No.</p>	

5. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

Example: Reviewing the criteria of freedom passes will be of ‘High’ relevance for Age and Disability and of ‘Low’ relevance to the other protected characteristics.

B - Assessment of potential impact

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristics, use the tables and matrix below and enter a score against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
		IMPACT				

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance	B Impact	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Low/ Medium/ High	Positive/ Negative/ Neutral			
Age (including carers of young/older people)	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1

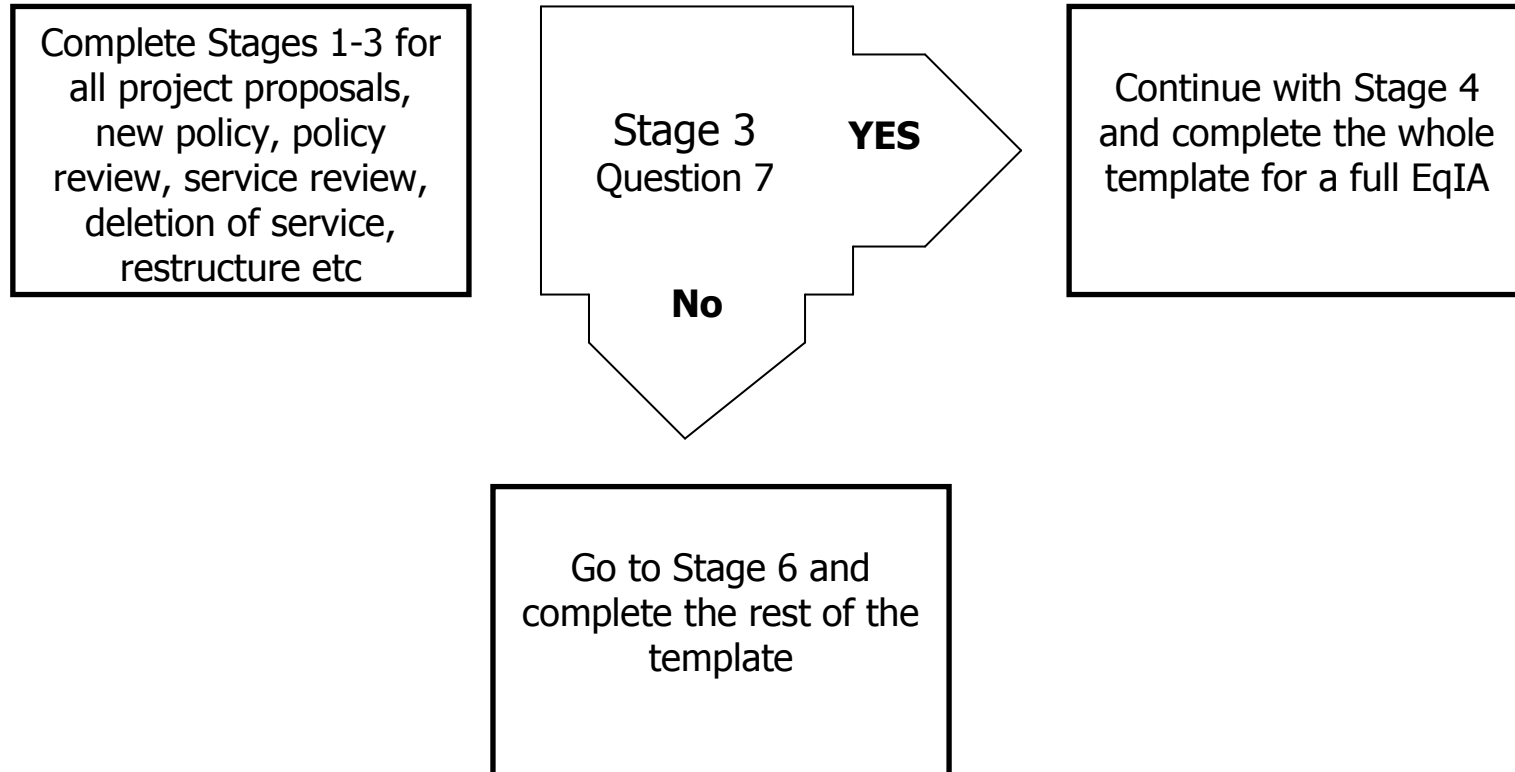
Disability (including carers of disabled people)	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Gender Reassignment	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Marriage and Civil Partnership	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Pregnancy and Maternity	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Race	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Religion or Belief	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Sex	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1
Sexual orientation	L	L	Not known, but unlikely that this proposal would impact on this group.	As per the description	1

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	There are no likely disproportionate equalities impacts from this proposal.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	No.

Signature - Lead Officer	Alex Dewsnap	Date	12/08/14
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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:		RES 20 - Staff savings in Business Intelligence Unit			
Directorate / Service responsible:		Resources – Strategic Commissioning			
Name and job title of lead officer:		David Harrington, Head of Business Intelligence			
Name & contact details of the other persons involved in the assessment:		Alex Dewsnap, Divisional Director			
Date of assessment:		Feb 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>Contribute to savings target of the Division through staff restructure. The main impact for consideration is the reduction of management costs by deletion of one Business Intelligence Partner (BIP) post from 1 April 2015. One BIP has come forward for voluntary redundancy (VR). There is a further contribution made through vacant posts and one staff member has chosen to move onto flexible retirement arrangements, but there are no equalities implications relating to these changes.</p>			
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>		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			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? • How have they been involved in the assessment? 	<p>Overall responsibility for the savings delivery lies within Strategic Commissioning, however its implementation will require working in partnership with other directorates and services within the Council.</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)

Age (including carers of young/older people)	<p>Harrow age profile from Census 2011 - 0-4: 6.7%, 5-15: 13.4%, 16-64: 65.8%, 65+: 14.1%</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. The age profile of the affected staff group is currently 20% 60 – 70, 40% 50-60 and 40% 40-50.</p> <p>With VR this profile will change to 25% 60 – 70, 25% 50-60 and 50% 40-50.</p>
Disability (including carers of disabled people)	<p>8,160 people in Harrow were recipients of Disability Living Allowance (DLA) in February 2012.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. None of the affected staff are registered disabled.</p>
Gender Reassignment	<p>No information collected.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or</p>

	<p>other stakeholders. None of the affected staff have been involved in gender reassignment as far as is known.</p>
Marriage / Civil Partnership	<p>No information collected.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. There is no data on marriage / civil partnership status of affected staff group but no negative impact is anticipated</p>
Pregnancy and Maternity	<p>No information collected, though ONS data reveals 3,585 births in Harrow in 2012.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders.</p>
Race	<p>2011 ONS data for Harrow:</p> <p>White 42%, Mixed 4%, Asian/Asian British 43%, Black/African/Caribbean/Black British 8%, Other 3%</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. Current profile is White 40%, Asian/Asian British 60%.</p> <p>Following VR the profile will be White 50% and Asian/Asian British 50%.</p>
Religion and Belief	<p>Christian: 37%, Hindu: 25%, Muslim: 12%, No religion: 10%, Jewish: 4%, Other: 2%, Sikh: 1%, Buddhist: 1%</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. There is no data on religion and belief of affected staff group but no negative impact is anticipated.</p>
Sex / Gender	<p>50.6 per cent of Harrow's residents are females: 49.4 per cent are males</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. Current profile is Male 40%, Female 60%.</p> <p>Following VR the profile will be Male 50% and Female 50%.</p>

Sexual Orientation	<p>No information collected.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. There is no data on sexual orientation of affected staff group but no negative impact is anticipated.</p>
Socio Economic	<p>In April 2013, 5,712 businesses were paying business rates to Harrow Council.</p> <p>Between 20-21% of Harrow's households were receiving Housing Benefit and/or Council Tax Benefit in December 2012.</p> <p>2.9% (4,386) of Harrow's working population were unemployed in February 2012.</p> <p>In February 2012, around 11,400 of Harrow's working age residents were in receipt of either ESA, IS, IB or SDA.</p> <p>As this proposal concerns reduction in management post by one, it is unlikely to impact on residents or other stakeholders. No negative impact anticipated.</p>

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).
<p>Affected staff group, portfolio holder, Strategic Commissioning management team, unions.</p> <p>Direct reports affected by the reduction of one post were spoken to in one-to-one meetings.</p>	<p>Written consultation document, staff meetings, response to questions.</p>	<p>No disproportionate impact on groups or protected characteristics was identified</p>	<p>No equalities issues identified.</p>

<p>6.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>ONS data, census data from 2011, Harrow Vitality Profiles, Disability statistics from the Harrow Council website.</p>

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</p>	
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documents and website links here)			
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. 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)			

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

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? If yes, which Protected Characteristics could be affected and what is the potential impact?					Yes		No			
					No impact					
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? If yes, what is the potential impact and how likely is to happen?					Yes		No			
12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? <i>(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</i>										
	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.										
<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

13. 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 anypotential for unlawful conduct or disproportionate impactand 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
All	The impact of this change will be reviewed after six months and then as part of the annual planning process on an ongoing basis	Progress reports through management line.	October 2015	David Harrington, Head of Business Intelligence	2015-16 plan, will be in place March 2015.

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>	Impact will be reviewed after six months and then as part of the annual planning process.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	As above
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
The change proposed is not likely to have any direct impact however if they do, will always seek to support the Council in eliminating discrimination, harassment and victimisation.	The change proposed is not likely to have any direct impact however if they do, will always seek to support the advancement of equality of opportunity.	The change proposed is not likely to have any direct impact however if they do, will always seek to support the fostering of good relations between different groups.

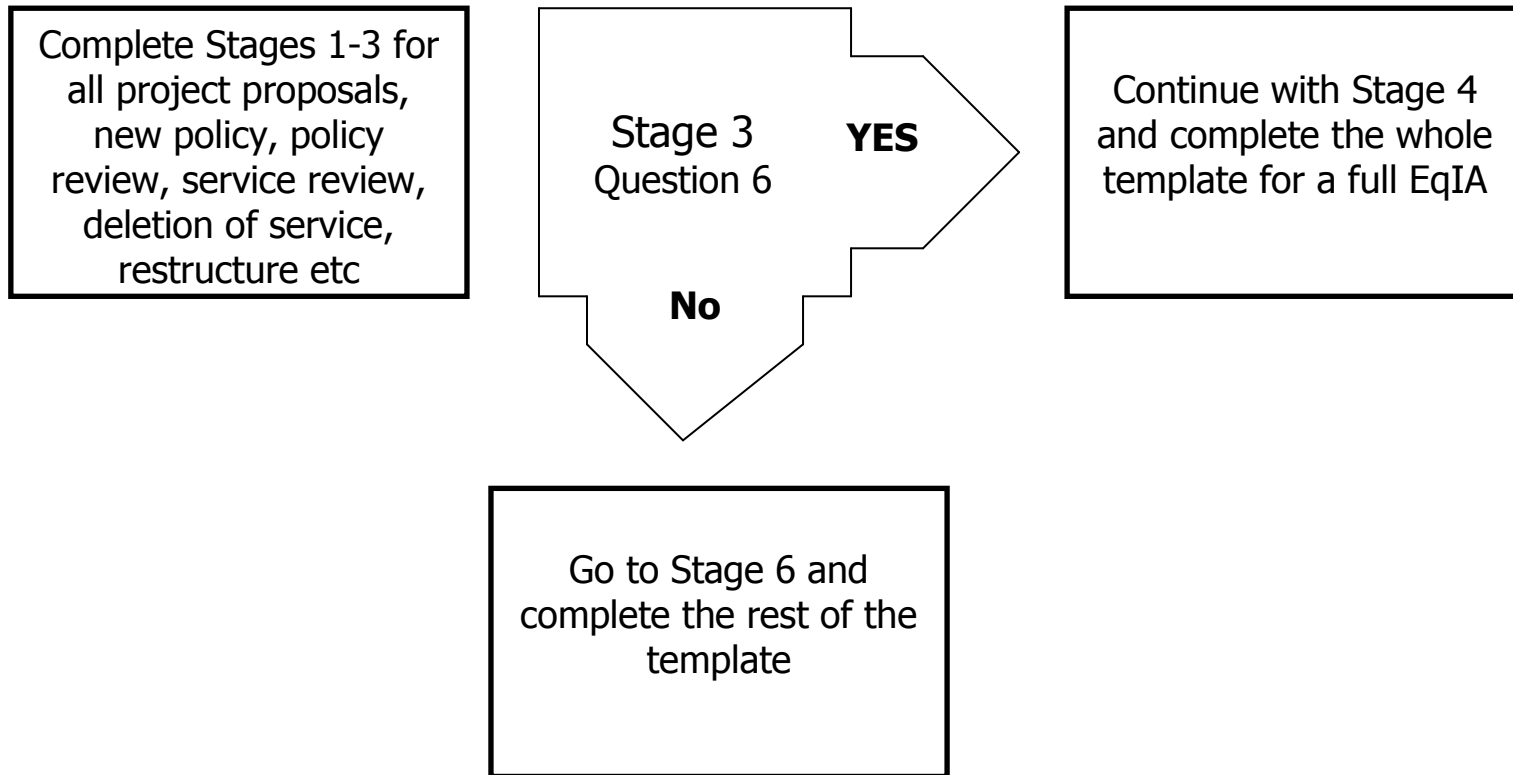
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	None at this stage
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Signed: (Lead officer completing EqIA)	David Harrington	Signed: (Chair of DETG)	A Dewsnap
Date:	5/2/2014	Date:	05/02/15
Date EqIA presented at the EqIA Quality Assurance Group	N/A	Signature of ETG Chair	Pp A Dewsnap

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		Cabinet	
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	✓
Title of Project:	RES 22 - Collections and Benefits Restructure		
Directorate / Service responsible:	Resources / Collections and Benefits		
Name and job title of lead officer:	Neil Gann – Project Manager		
Name & contact details of the other persons involved in the assessment:	Neil Gann – Project Manager Fern Silverio – Head of Service		
Date of assessment:	28 th May 2014 (updated 12 th December 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 intention of the restructure is to yield the level of savings previously identified through Project Minerva and agreed by Cabinet in January 2014.</p> <p>The restructure is intended to take account of changes to the service as a consequence of implementing new technologies and processes. In particular, the increased use of e-forms integrated to back office systems, greater customer self service and support from the Council's private sector partner through remote processing have all assisted towards achieving the required cost reductions.</p> <p>Where there is the potential for synergies in roles and responsibilities, these have been achieved through the proposed merger of roles and more generic job</p>
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	<p>descriptions.</p> <p>There are also some proposed changes falling outside of the original Project Minerva savings identified that have been included within the restructure plans to facilitate a co-ordinated approach.</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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	✓		
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <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 collection of 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 restructure applies. 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	0.00%	14.29%	5.88%	0.00%
	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 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 age 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.

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.

Ethnic Classification	Whole Council 5,125 employees			Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
	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%

Religion and Belief

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.

	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.

Sex	Whole Council 5,125 employees			Harrow Community Data 2011 Census	TPO	Revenues	Benefits	Cashiers
	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%

Sexual Orientation

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.

	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 for comparing and reviewing the potential impact of the restructure. The restructure of the Collections and Benefits Department is anticipated to have a minimal local socio-economic impact as 14 of the posts to be deleted are currently vacant and have been for some time. There are 3 further posts to be deleted affecting 4 post-holders and 2 new posts to be created.
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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, 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 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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
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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.

8. 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).
<p>Collections and Benefits employees have been consulted regarding the proposals and also Trade Union representatives from GMB and Unison.</p>	<p>Meetings and Presentations were used. Responses were given to written, verbal and electronic questions received as part of the consultation process. A final response taking into consideration all of the comments and proposals submitted was issued to employees and their Trade Union representatives.</p>	<p>There are 3 posts to be deleted for which there is a job holder in place. The other 14 posts to be deleted are all vacant.</p> <p>Of the 4 post-holders identified as "at risk" as a consequence of the restructure, 2 are male and 2 are female, 1 is from a BAME group, 2 are in the age range 45 to 54, 1 is in the age range 55 to 64 and 1 is in the age range 16 to 24. As the age range of the department is proportionately higher in the 45 to 64 range (i.e. 51%) it was anticipated that the potential for impact was likely to fall on post-holders in the upper age ranges.</p>	<p>The restructure proposals have been revised to take account of comments and suggestions received. In particular, the existing number of Revenues G6 posts will be retained and the proposal to re-evaluate Benefit roles in anticipation of the phased introduction of Universal Credit has been deferred pending greater clarity regarding future work activities and volumes.</p>

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 ✓	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)	✓		<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>It was previously identified that a potential for a differential impact existed based upon age as the greater proportion of the Collections and Benefits department as a whole was 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. Of the 4 post-holders identified as being “at risk”, 2 are in the 45 to 54 age range, 1 is in the 55 to 64 age range and 1 is in the 16 to 24 age range.</p>	<p>Consultation has been undertaken regarding the proposals and due regard was given to questions and comments raised. These were used to review the proposals and amendments were made to these accordingly. Implementation plans will comply with Council policies regarding equalities, change management and organizational change and recruitment.</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>There is unlikely to be a potential for a differential impact based upon disability as 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 and their post is unaffected by the current proposals.</p>	

Gender Reassignment			There is no gender reassignment data held within the Collections and Benefits employee data records.	
Marriage and Civil Partnership			There is insufficient information recorded in the Collections and Benefits employee data records from which to determine any potential impact.	
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. The proposed restructure will impact on the resourcing of the service but there will be no adverse impact in relation to pregnancy / maternity.	
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. There is currently 58% of the Benefits team, 38% of the Revenues team, 33% of the Cashiers team and 75% of the TPO team within a BAME grouping. Of the 4 post-holders identified as being "at risk" under the restructure proposals, one is within a BAME group.	Consultation has been undertaken regarding the proposals and due regard was given to questions and comments raised. These were used to review the proposals and amendments were made to these accordingly. Implementation plans will comply with Council policies regarding equalities, change management and organizational change and recruitment.
Religion or Belief			There is currently insufficient information recorded via employee data records from which to determine any potential impact.	
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. There is currently 70.59% of the Benefits team, 61.9% of the Revenues team, 66.67% of the Cashiers team and 75% of the TPO team that are female. Of the 4 post-holders identified as being "at risk", 2 are female and 2 are male.	Consultation has been undertaken regarding the proposals and due regard was given to questions and comments raised. These were used to review the proposals and amendments were made to these accordingly. Implementation plans will comply with Council policies regarding equalities, change management and organizational change and recruitment.

Sexual orientation			There is insufficient information currently recorded via employee data records from which to determine any potential impact.				
<p>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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>				Yes	✓	No	
<p>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?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>				Yes	✓	No	
				<p>Across the organisation, the impact of cost reductions is anticipated to lead to further reductions in the number of posts. However, it is not possible to be more precise about the potential cumulative impact at this stage as this will be dependent upon a number of factors.</p> <p>As the project workstreams under Programme Minerva affect a number of posts within the Resources Directorate, there is the potential for a number of personnel to be affected by the cost reduction programme. There is also 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.</p>			

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

Of the 4 post-holders identified as being "at risk" under the restructure, 3 are in the age range of 45 to 64. Two of these post-holders roles do not job match and may mean the post-holders being eligible for potential re-deployment under the Council's PMOC. The other 2 post-holders are ring-fenced for a single post. There is a potential for a protected characteristic to be disadvantaged as a consequence of the restructure as the majority of the employees in the department are in the 45 to 54 age range and 3 of the post-holders affected are in the 45 to 64 age range. However, any applications and interviews required under the restructure will be undertaken in accordance with Council recruitment and selection procedures and policies and support will be provided to applicants in terms of completing an application form and interview practice as appropriate.

	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. <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	

<p>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)</p>	
<p>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)</p>	
<p>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.</p>	

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
Age	Statistical data available concerning the workforce composition and stakeholders that may be specifically affected by the proposals will be considered and evaluated prior to progressing with any restructure. Where a 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.	Performance measures / targets will be considered in relation to the specific restructure proposals agreed and to be progressed.	To be determined as part of the implementation plan for the agreed restructure proposals.	Fern Silverio	To be determined as part of the implementation 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.

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 monitoring arrangements have been determined based upon the indicative timescale for implementation.
15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	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.

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

A range of comments / complaints regarding the proposals were received during the consultation process. These were considered and responded to with responses being circulated to all Collections and Benefits employees and their Trade Union representatives. Following the closure of the consultation period, due regard was given to all responses received and changes were made to the original proposals. The outcome of the consultation was circulated to all Collections and Benefits employees and their Trade Union representatives.

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)

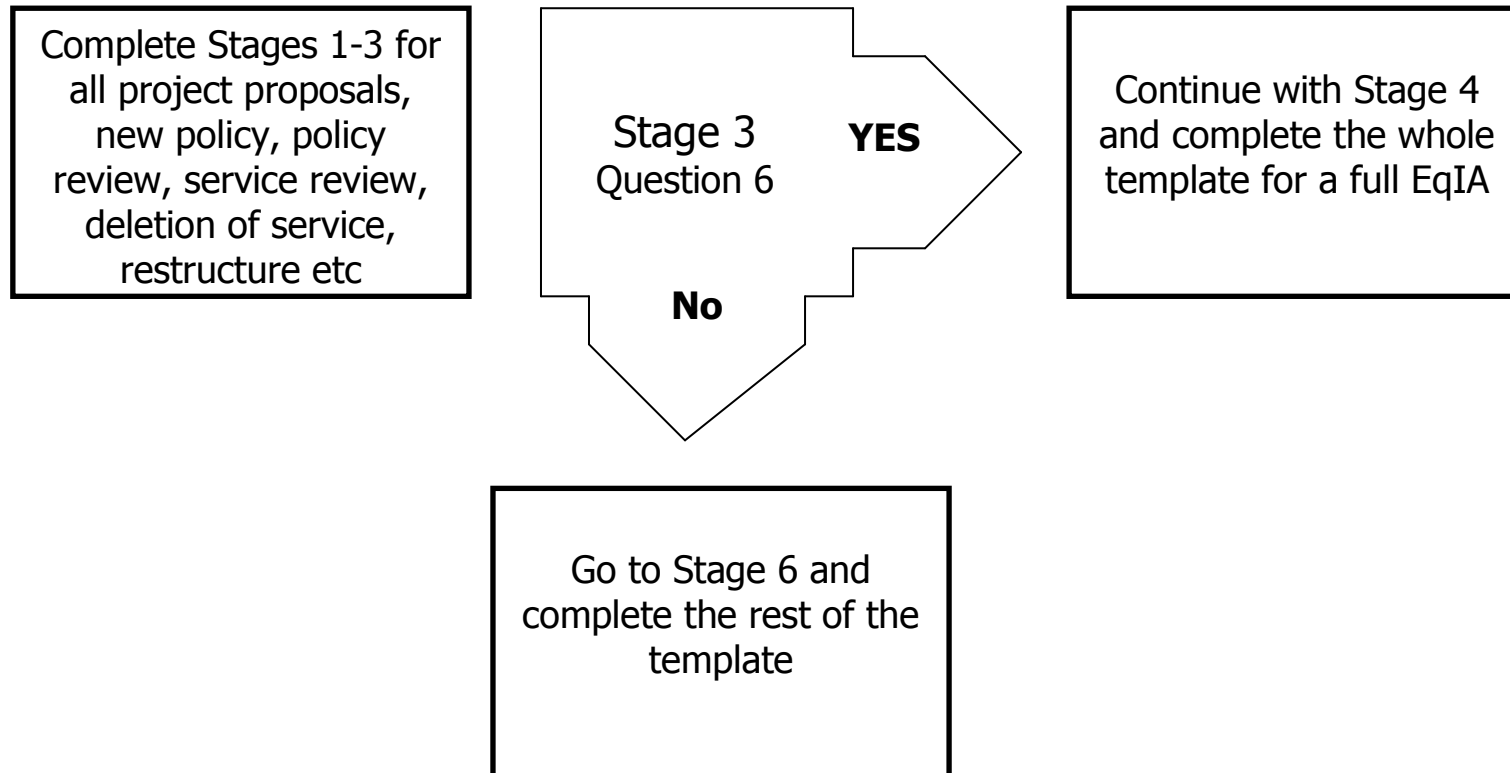
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
<p>Consideration was given to how the proposals would contribute towards the PSED. Information regarding the proposals and their implications for employees was communicated through meetings and presentations and advice and support provided through HR and Trade Union representatives. A formal consultation process was undertaken for employees to submit comments and for alternative options to be considered and evaluated as appropriate. Frequently asked questions were captured and responded to accordingly with details of these provided to employees.</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.

<p>18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>EqIA Quality and Assurance</p>		
<p>Signed: (Lead officer completing EqIA)</p>	<p>Fern Silverio</p>	<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>	<p>12th December 2014</p>	<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group</p>		<p>Signature of ETG Chair</p>	

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			Cabinet	✓
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other		✓	Other	
Title of Project:		RES 23 Increased income from Harrow Helpline and reduction in staffing costs		
Directorate / Service responsible:		Resources / Access Harrow		
Name and job title of lead officer:		Jonathan Milbourn – Head of Customer Service and Access Harrow		
Name & contact details of the other persons involved in the assessment:		Griselda Colvin – Service Manager Access Harrow Extension 2349		
Date of assessment:		2 nd February 2015		

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>This Equalities Impact Assessment relates to a proposal to increase prices for the Helpline and Telecare service to reflect expenditure associated with providing it. This is an initial assessment prior to determining the precise nature and amount of Telecare charges and the revision of any current Helpline charge exemptions that will be the subject of public consultation and any price increase to be applied to existing Helpline charges.</p> <p>The Helpline and Telecare services are discretionary services provided to residents that mainly live alone and who are at risk of an emergency. The service operates through a pendant alarm that is worn around the neck or wrist. If the resident becomes unwell or has a fall, they can activate the alarm by pressing the pendant which then goes through to the Council Helpline Operators. The service is available 24 hours a day, 365 days a year.</p>
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	<p>There are currently approximately 8800 alarm systems monitored by the Harrow Helpline Service with 22 posts resourcing the service. This number includes those being monitored on behalf of other authorities and customers. The proposal entails increasing some charges for existing chargeable services, as well as increasing the volumes of customers applying for and using the service. The proposal entails carrying out consultation to consider customer and stakeholder views as to whether the Telecare Service should be chargeable and also whether some of the existing charge exemptions should be revised. The proposal also entails reducing service costs through more efficient and effective working arrangements.</p> <p>The current anticipated timetable for the proposals is as follows:</p> <p>Determine proposals for Helpline pricing changes - February 2015 Determine proposals for Telecare pricing – February 2015 Conduct public consultation for Telecare pricing proposals March / April 2015 Evaluate consultation responses – April / May 2015 Report to Cabinet – June 2015 Implementation subject to Cabinet decision – June 2015</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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			
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <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 the Helpline service for access by vulnerable members of the community is through Access Harrow within the Resources Directorate. The service is delivered on behalf of Adults Social Care. This assessment has been prepared in consultation with representatives from Adults Social Care.</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)

Age (including carers of young/older people)	Evidence and data has been obtained from Harrow Vitality Profiles and mid-year ONS population estimates. Specific data for the service is not currently held and has therefore been addressed within the improvement action plan at stage 7.
Disability (including carers of disabled people)	Evidence and data has been obtained from Harrow Vitality Profiles and mid-year ONS population estimates. Specific data for the service is not currently held and has therefore been addressed within the improvement action plan at stage 7.
Gender Reassignment	Evidence and data necessary to review the potential impact of the project proposal is limited and has therefore been addressed within the improvement action plan at stage 7.
Marriage / Civil Partnership	Evidence and data has been obtained from the "Jontec" system used to administer the service and has been compared with 2011 census data for evaluation.
Pregnancy and Maternity	Evidence and data necessary to review the potential impact of the project proposal is limited and has therefore been addressed within the improvement action plan at stage 7.
Race	Evidence and data has been obtained from the "Jontec" system used to administer the service and has been compared with 2011 census data for evaluation.
Religion and Belief	Evidence and data has been obtained from the "Jontec" system used to administer the service and has been compared with 2011 census data for evaluation.
Sex / Gender	Evidence and data has been obtained from the "Jontec" system used to administer the service and has been compared with 2011 census data for evaluation.
Sexual Orientation	Evidence and data necessary to review the potential impact of the project proposal is limited and has therefore been addressed within the improvement action plan at stage 7.

Socio Economic	Evidence and data necessary to review the potential impact of the project proposal is limited and has therefore been addressed within the improvement action plan at stage 7.
<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>Data in relation to Helpline customers has been evaluated in comparison to the following additional sources of data where applicable.</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, 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 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.</p> <p>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.</p> <p>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.</p>

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?

The proposals to which this Equalities Impact Assessment apply relate to charges and costs for the service and not the service performance itself. Evidence to support the characteristics for which a disproportionate adverse impact may occur is shown in Appendix 1 to this assessment.

	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)

An analysis of Helpline customer characteristics and other relevant data has been included and evaluated in Appendix 1 to this assessment.

8. What consultation have you undertaken on your proposals?			
External consultation and consultation with employees is to be undertaken.			
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).
Adults Social Care	Meetings with Director of Adults Social Care.	Not applicable.	Not applicable.

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	Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.	What measures can you take to 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)
	✓	✓	Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9	
Age (including carers of young/older people)			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data and based on the fact that there is a greater probability of eligibility for the service after pension credit age is reached.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.

Disability (including carers of disabled people)			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data and based on the fact that there is a greater probability of eligibility for the service for residents with limited mobility or who have support from carers.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Gender Reassignment			There is limited information currently held about existing customers from which to determine and evaluate the potential impact of the proposal.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Marriage and Civil Partnership			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Pregnancy and Maternity			There is limited information currently held about existing customers from which to determine and evaluate the potential impact of the proposal.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Race			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Religion or Belief			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.

Sex			There is limited information currently held on the Helpline system about customers from which to determine and evaluate the potential impact of the proposal. An analysis has therefore been undertaken based upon 2011 census data.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.
Sexual orientation			There is limited information currently held about existing customers from which to determine and evaluate the potential impact of the proposal.	Data from applications received is not currently held in a format that can be accessed. However, consultation undertaken will include a monitoring request to enable an analysis and evaluation to be undertaken.

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	
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Evidence and data necessary to review the potential impact of the proposal for all protected characteristics is currently incomplete and has therefore been addressed within the improvement action plan at stage 7. There is the potential for a cumulative impact on a protected characteristic. In particular, any reduction in levels of disposable income and financial support available to customers may limit their ability to pay for Helpline services.

Other Council budget proposals may impact upon Helpline customers although it is not possible to determine the nature and extent of these at present as future service proposals have not yet been finalised. It is therefore intended that this aspect of the assessment should be kept under regular review and revisited following any consultation process undertaken and as supporting data emerges.

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	
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The potential for wider impact will ultimately be dependent upon budget proposals to be considered by the Council when the budget and Council Tax levels are set. It is not therefore possible to be more precise about the potential impact of these at this stage as this will be dependent upon a number of factors. This aspect of the assessment will therefore be kept under review as more information is obtained and updated accordingly.

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](#)

There is the potential for a protected characteristic to be disadvantaged by an adverse impact as set out within this assessment. However, it is not possible to be more precise at this stage as there is currently an absence of complete information about customers accessing the service and final proposals have not yet been determined or agreed. This assessment will therefore be kept under review having regard to emerging data and findings and the outcome of the proposed consultation.

	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)

<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.</p>	
<p>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></p>	
<p>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)</p>	✓
<p>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)</p>	

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.

This initial assessment is to support proposals for which the potential introduction of charges or revision of current charge exemptions shall be subject to public consultation. It is also intended to support a price increase for existing charges that is to be determined concurrently with a reduction in service costs.

The existing charges and charge exemptions for Helpline have not been reviewed for a number of years despite changes in the service costs. Additionally, the subsidy that previously was available to the Council for Telecare services has ceased.

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
Age, Race, Disability, Marital Status, Religion or belief and Gender.	Statistical and equalities data for customers and stakeholders that may be specifically affected by the proposal will be considered and evaluated prior to recommending any proposals. Where a 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. Consultation with customers and key stakeholders including representative organisations located within the Borough will be undertaken and included in the evaluation prior to making any recommendation.	Service standards / targets will be considered in relation to any specific proposals agreed and to be progressed.	To be determined as part of the implementation plan for any agreed proposals.	Jonathan Milbourn	To be determined as part of the implementation plan for any agreed proposals.

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>Monitoring will be undertaken by the Access Harrow Management Team with overall responsibility resting with the Head of Customer Service and Access Harrow. The timings and frequency of monitoring arrangements will be determined based upon the indicative timescale for implementation if the proposal is to be progressed. This Equality Impact Assessment will be kept under review having regard to emerging data and findings and the results of the proposed consultation.</p>
<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 and also included in any report that may be submitted to Cabinet in the future concerning the outcomes from the consultation to be conducted and any proposed price increase for existing charges. This Equality Impact Assessment will be kept under review having regard to emerging data and findings and the results of the proposed consultation.</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>Not applicable at present as proposals have not yet been finalised and subject to consultation. Consultation and the analysis of equalities data obtained from it will be given due consideration prior to determining recommendations. This Equality Impact Assessment will be kept under review having regard to emerging data and findings and the results of the proposed consultation.</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 to how the proposals will contribute towards the PSED. Information regarding the proposal and its implications for customers and stakeholders will be communicated through reports, meetings and presentations as appropriate. Consultation will be undertaken with customers and other stakeholders for them to submit their comments and for alternative options to be considered and evaluated as appropriate. Approval for implementation will be obtained via the Council's standard approvals process for such matters.</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)	Jonathan Milbourn	Signed: (Chair of DETG)	
Date:	2 nd February 2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

Appendix 1

The composition of the Helpline service customer base for the Harrow Borough area only is set out below:

Total Harrow clients	2954
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Free Service	
Over 75's	363
Adults referral	492
Integrated Care Package	13
"Passported" Benefits	306
Supported Accommodation Local Authority Schemes	510
Total	1684

Paying Clients	
Total Private harrow Clients	610
Private Harrow Schemes	659
Total	1269

Gender

Table 1 below shows the gender of all Helpline customers (including residents of other Boroughs) and indicates that the greater proportion is female although there are approximately 10% of customers for whom gender is not currently known. Based upon this information, there is the potential for a disproportionate impact on the grounds of gender. This contrasts with the 2011 census that indicated that there were 47.79% male and 52.21% female residents.

Table 1

Gender

Description	Customer Count	Percentage
Female	5323	59.48
Male	2788	31.15
Not Specified	533	5.96
Unknown	305	3.41
Total:	8949	100

Religion and Belief

Table 2 below indicates the religious beliefs of all Helpline customers (including residents of other Boroughs). The beliefs with the highest proportions of customers have been highlighted for ease of reference. The greatest proportion of customers currently exist within the “unknown” category representing the fact that religious beliefs for nearly half of all Helpline customers is not currently known.

Results from the 2011 census indicated the following proportions:

Christian – 40.99%

Hindu – 19.03%

Jewish – 7.61%

Muslim – 8.86%

Sikh – 1%

Buddhist – 0.83%

Other – 2.82%

No religion – 11.6%

Not stated – 7.26%

The Helpline data has a considerably higher number of customers than the census for whom their religion is unknown and which could impact upon the relative proportions of other religions. However, in broad terms, the religions comprising the greater proportions of residents appear to be similar to the representation of the Helpline service.

There is a potential for a disproportionate impact on the grounds of religious belief, particularly in relation to the beliefs highlighted.

Table 2

Description	Customer Count	Percentage
7th DAY ADV.	13	0.15
AGNOSTIC	8	0.09
ANGLICAN	12	0.13
ATHEIST	9	0.10
BAHAI	6	0.07
BAPTIST	47	0.53
BUDDHIST	24	0.27
C OF E	618	6.91
CATHOLIC	287	3.21
CE	37	0.41
CH OF GOD PROPHECY	7	0.08
CHRISTIAN	985	11.01
CHRISTIAN SCIENCE	2	0.02
CHURCH OF ENGLAND	159	1.78
CHURCH OF SCOTLAND	6	0.07
DU	3	0.03
FREE CHURCH	2	0.02
GREEK ORTH.	32	0.36
HINDU	919	10.27
HUMANIST	2	0.02
ISH	1	0.01
ISLAM	46	0.51
JAIN	49	0.55
JEHOVAH'S W.	27	0.30

Description	Customer Count	Percentage
JEWISH	452	5.05
L D S MORMON	1	0.01
LIM	2	0.02
METHODIST	72	0.80
MORAVIAN	2	0.02
MUSLIM	278	3.11
NONE	47	0.53
PENTECOSTAL	14	0.16
PRESBYTERIAN	5	0.06
PROTESTANT	8	0.09
QUAKER	2	0.02
RASTAFARIAN	2	0.02
RC-CATHOLIC	472	5.27
SALVATION ARMY	5	0.06
SIKH	30	0.34
SPIRITUALIST	1	0.01
UNITARIAN	2	0.02
UNITED REFORM CHURCH	3	0.03
UNKNOWN	4246	47.45
WELSH CHAPEL	1	0.01
Description	Customer Count	Percentage
ZOROASTRIAN	3	0.03
Total:	8949	100.00

Marital Status

Table 3 below indicates the marital status of all Helpline customers (including residents of other Boroughs) and shows that the marital status is unknown for the greatest proportion of Helpline customers. It is also possible that some customers may have indicated they are “married”, when they are “widowed” particularly as there are 7055 (i.e. 89.2%) single occupancy properties suggesting that many of the existing customers are single.

The 2011 census data indicated that single residents accounted for 26.36% of the Borough population with married and civil partnerships accounting for 58.29%, separated / divorced 6.92% and widowed 8.43%.

The apparent variance between the two sets of data appears to be primarily due to the large number of Helpline customers whose marital status is unknown (i.e. 85.26%) and the eligibility grounds for access to the Helpline service which is predominantly for single persons. There is a potential for a disproportionate impact on the grounds of marital status particularly for those customers that are widowed or married and who comprise the greater proportion of service customers at present.

Table 3

Marital Status

Description	Customer Count	Percentage
Divorced	50	0.56
Married	604	6.75
Not Disclosed	7630	85.26
Separated	6	0.07
Single	172	1.92
Widowed	487	5.44
Total:	8949	100

Race

Table 4 below indicates the race of all Helpline customers (including those resident in other Boroughs) highlighting those with the highest proportions of customers for ease of reference.

Table 4

Ethnic Origin

Description	Customer Count	Percentage
Afro Caribbean	5	0.06
Asian - Bangladeshi (S)	3	0.03
Asian - British	311	3.48
Asian - Chinese (S)	13	0.15
Asian - Indian (S)	181	2.02
Asian - Other (S)	182	2.03
Asian - Pakistani (S)	23	0.26

Description	Customer Count	Percentage
Black - African (S)	51	0.57
Black - Caribbean(S)	156	1.74
Black - Other (S)	18	0.20
Black - British	153	1.71
British	147	1.64
Caribbean	38	0.42
English	32	0.36
Greek	1	0.01
Irish - Other	14	0.16
Italian	6	0.07
Jamaican	1	0.01
Mixed - Other (S)	5	0.06
Mixed - White and Asian (S)	4	0.04
Mixed - White and Black African (S)	2	0.02
Mixed - White and Black Caribbean (S)	2	0.02
Nepalese	1	0.01
Other (S)	36	0.40
Spanish	1	0.01
Sri Lankan	2	0.02
Unknown	6187	69.14
White - British (S)	1054	11.78
White - Caribbean	2	0.02
White - Irish (S)	120	1.34
White - Other (S)	198	2.21
Total:	8949	100

This contrasts with the 2011 census data that indicated the following:

White British – 47.83%

White Other – 8.83%

Mixed – 3.67%

Asian / Asian British 33.1%

Black / Black British 4.48%

Arab and other 2.1%

The greatest proportion of Helpline customers currently exist within the “unknown” category representing the fact that the race of almost 70% of all Helpline customers is not currently known.

There is a potential for a disproportionate impact on the grounds of race, particularly in relation to those groups highlighted.

Age

The age composition of all Helpline customers (including other Boroughs to whom the service is provided is as follows:

16 to 19 = 16
20 to 24 = 37
25 to 29 = 63
30 to 34 = 80
35 to 39 = 68
40 to 44 = 84
45 to 49 = 136
50 to 54 = 215
55 to 59 = 253
60 to 64 = 372
65 to 69 = 587
70 to 74 = 734
75 to 79 = 1171
80 to 84 = 1466
85 to 89 = 1535
90 to 94 = 1011
95 to 99 = 313
100 to 109 = 79

Total 8220

The reason for the difference between the total number of customers identified for the protected characteristic of age and the total number of customers identified for other protected characteristics is that where a customer age is unknown, it is not reported at all. There are currently 729 records where the customer age is not known.

Based upon the ONS 2013 mid-year population estimates published for the Borough, there were 35,500 residents out of the population of 243,400 (i.e. 14.6%) that were of pension credit age. This compared to 34,700 out of a Borough population of 242,400 (i.e. 14.3%) in 2012 and represented an overall increase of 800. This compares to 11.4 per cent of London's population and 17.3 per cent of the population nationally.

Additionally, it was projected that the proportion of Harrow's population aged 65 and over could increase by 25.4% over the next decade, showing a potential increase of 8,830 residents in this age group. Harrow's population aged 80 and over is also projected to grow by 2,980, or 30.6%, over the decade. This is above both the national rate of 27.7% and London's rate of 22.2%. The longer-term projections indicate that by 2037, Harrow's over 80 population could be approximately 20,200 which is more than double (+107.4%) the current over 80 population of 9,700. The number of Helpline customers of pension credit age (including other Boroughs) as a proportion of the customers for whom their age is known is 6,896. This equates to 83.9% of the total customer base. There is therefore a potential for a disproportionate impact on persons of pension credit age (i.e. aged 65 and over).

Disability

The mobility status of Helpline customers is not currently known. However, based upon 2011 census results for the Borough overall, the following information has been determined:

There were 16,187 (6.8%) residents in Harrow with a limiting long-term illness / health problem or disability that significantly affected their day-to-day activities. Limiting long-term illness (LLTI) generally affects older people to a greater extent and overall, 8,724 of residents aged 65 and over (i.e. 54%) had an LLTI significantly limiting their activities. The next largest group affected by LLTI was the working age group (i.e. aged 16 to 64) with 6,788 residents (i.e. 52%). There were 655 residents (i.e. 4.1%) of the 16,167 with a severely limiting LLTI aged 15 and under. Based upon the above information and the eligibility grounds for the Helpline service, there is a potential for a disproportionate impact to occur based upon disability.

Pregnancy and Maternity

The number of Helpline customers that are either pregnant or have recently given birth is not known as this information is not currently held. However, based upon eligibility grounds for the Helpline service, it is currently anticipated that there is unlikely to be the potential for a disproportionate adverse impact for this protected characteristic arising from the proposal.

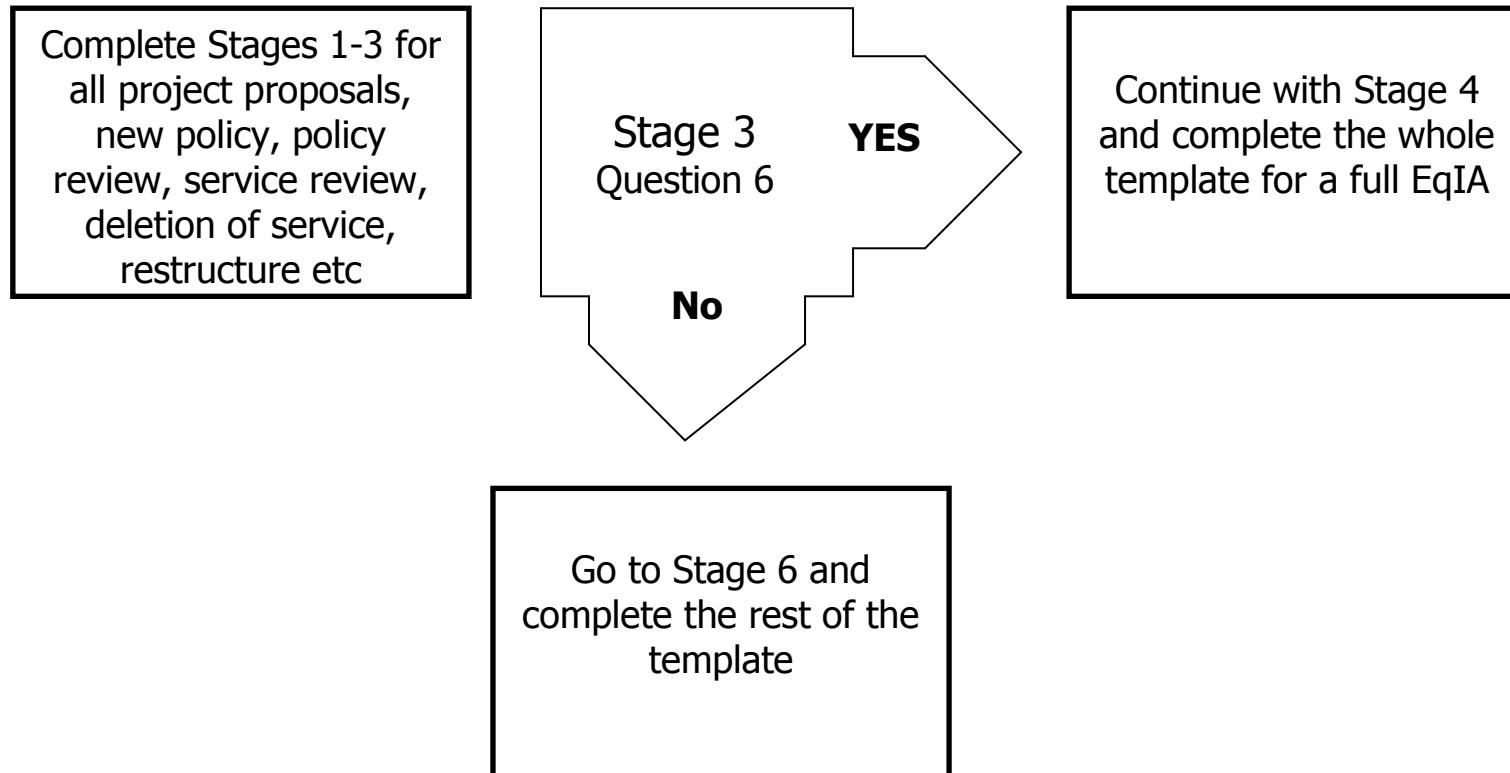
Sexual Orientation

The sexual orientation of Helpline customers is not known as this information is not currently held. However, there is no current evidence to suggest that there is likely to be the potential for a disproportionate adverse impact for this protected characteristic arising from the proposal.

Gender Reassignment

The number of Helpline customers that are either pregnant or have recently given birth is not known as this information is not currently held. However, there is no current evidence to suggest that there is likely to be the potential for a disproportionate adverse impact for this protected characteristic arising from the proposal.

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		Cabinet	✓
Capital		Portfolio Holder	
Service Plan		Corporate Strategic Board	
Other	✓	Other	
Title of Project:		RES25 IT Service Re-procurement	
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 Rahim St John – Head of Business Transformation Partnership	
Date of assessment:		2 nd February 2015	

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 initial period of the existing Incremental Partnership Agreement with Capita expires in November 2015. The variation to the above agreement for the provision of IT Services has a break clause permitting cessation of the contract in November 2015 subject to at least 12 months prior written notice. It has previously been agreed through Cabinet that a re-procurement of the ICT service should be undertaken due to the likelihood for changes in future demand for the provision of ICT Services and back-office transactional support services. It is also anticipated that other activities, particularly relating to channel shift and flexible working, will increase volumes of online activity, data storage requirements and requirements</p>
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	for extended system availability in the future. The ICT Service represents the largest cost base within the Resources Directorate and there have been significant changes in the market over the past three years in particular.					
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 ICT Services is not a shared responsibility although other services within the organisation have responsibility for devolved applications that are not intended to form a part of the ICT Service re-tender. Additionally, other service users across the organisation may be affected by the re-procurement.</p> <p>The responsibility for the ICT services within the contract package 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)

As future ICT service provision is subject to final tenders following a competitive dialogue process, the impact of a preferred bidder's proposal cannot be determined at this stage. However, as the service is a re-procurement, the impact on external customers to the Council is not currently anticipated to have a significant impact. This EqIA is therefore predominantly focused on internal service users. The following table has been taken from the Harrow Annual Equality in Employment Monitoring Report 2012/13, 2011 national census and current employee data records. 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	ICT Client Team (8 posts)
Ethnicity	BAME	40.60%	36.08%	57.75%	50%
	White	46.37%	52.08%	42.25%	50%
	Unknown	13.03%	11.84%	0.00%	0%
Sex	Male	25.85%	22.36%	49.40%	37.5%
	Female	74.15%	77.64%	50.60%	62.5%
Disability	Yes	2.14%	1.81%	16.40%	0%
	No	97.44%	93.66%	83.60%	100%
	Unknown	0.43%	4.53%	0.00%	0%
Age	16 to 24	1.50%	3.34%	11.7%	0%
	25 to 34	21.37%	17.39%	30.4%	12.5%
	35 to 44	27.35%	22.67%		12.5%
	45 to 54	29.91%	32.76%	23.6%	75%
	55 to 64	18.80%	21.15%		0%
	65+	1.07%	2.69%	14.1%	0%
	Unknown	0.00%	0.00%	0.00%	0%

		Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	ICT Client Team (8 posts)
Religion or Belief	Christianity	8.12%	11.00%	37.30%	12.5%
	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%	87.5%
	Unknown	82.48%	78.81%	6.20%	
Sexual Orientation	Heterosexual	8.55%	15.92%	No category	100%
	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	12.5%
	No	93.38%	95.98%		
Same gender assigned at birth?	Yes	99.57%	95.47%	No category	100%
	No	0.00%	0.00%		0%
	Unknown	0.43%	4.53%		0%

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

Age	Whole Council 5,125 employees			Excluding Schools 2,375 employees			Harrow Community Data 2011 Census	ICT Client Team (8 posts)
	2011	2012	2013	2011	2012	2013		
16 to 24	3.66%	3.00%	3.34%	2.73%	2.21%	1.47%	11.7%	0%
25 to 34	19.32%	40.39%	17.39%	15.05%	36.50%	14.15%	30.4%	12.5%
35 to 44	24.04%		22.67%	22.39%		21.68%		12.5%
45 to 54	30.86%	54.28%	32.76%	31.36%	58.09%	33.14%	23.6%	75%
55 to 64	20.16%		21.15%	25.78%		25.81%		0%
65+	1.97%	2.33%	2.69%	2.69%	3.20%	3.75%	14.1%	0%
Unknown								0%

There are three broad age groups for residents in the Borough comprising 0-15, 16-64 and 65+.

The proportion of residents within these groups is as follows:

0 to 15 = 20.1%
 16 to 64 = 65.8%
 65+ = 14.1%

The median age of residents in Harrow is 36 years, younger than the national median age of 39 years, but older than London's median age of 33.

Age (including carers of young/older people)

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, employee data records for the ICT Client Team and the 2011 census.

Disabled	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census	ICT Client Team (8 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%
No	98.00%	97.77%	93.66%	96.29%	96.30%	96.25%	-	*83.60%	100%
Unknown	0.16%	0.22%	4.53%	0.08%	0.12%	0.42%	-	-	0%

Notes

*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.

Gender Reassignment

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records. There was no data available from the 2011 census for this protected characteristic.

	Whole Council 5,125	Excluding Schools 2,375	ICT Client Team 8
	%	%	
Yes	95.47%	99.58%	0%
No	0%	0%	100%
Unknown	4.53%	0.42%	0%

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.

The 2011 national census indicated that Harrow has a very high percentage of married couples with 53.7 per cent of residents (aged 16+) in a marriage and above the national level of 46.6 per cent. This ranks Harrow as first in London. There has been a 25 per cent increase in the number of married people living in Harrow over the past decade. Correspondingly, the borough has lower levels of people with other marital and civil partnership status. Harrow is ranked last (33rd) in London for single people that have 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.

Pregnancy and Maternity

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records. There was no data available for this characteristic from the 2011 national census. 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	ICT Client Team 1 of 8
	%	%	%
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%	12.5%

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13, employee data records and the 2011 national census. The ethnic composition of the workforce and Borough residents' 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	ICT Client Team
	2011	2012	2013	2011	2012	2013			
Asian	22.64%	23.77%	24.08%	20.48%	20.52%	21.60%	10.67%	42.59%	37.5%
Black	8.82%	9.33%	9.00%	13.96%	14.32%	14.11%	20.39%	8.24%	0%
Mixed	2.15%	2.21%	2.15%	1.91%	1.87%	1.89%	2.75%	3.97%	0%
Any other ethnic group	1.32%	1.19%	0.86%	1.44%	1.29%	0.80%	1.85%	2.95%	0%
Total BAME	34.92%	36.49%	36.08%	37.79%	37.99%	38.40%	35.67%	57.75%	37.5%
White	56.36%	54.46%	52.08%	56.16%	55.06%	54.44%	64.33%	42.25%	62.5%
Unknown/Unclassified	8.71%	9.05%	11.84%	6.05%	6.95%	7.16%	8.03%	0.00%	0%

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, 2011 national census and employee data records.

	Whole Council 5,125 employees			Excluding Schools 2,375 employees			London Councils Data 2013 Exc Schools	Harrow Community Data 2011 Census	ICT Client Team (8 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%	37.5%
Female	75.93%	76.66%	77.64%	62.29%	61.05%	62.32%	62.33%	50.60%	62.5%

Sexual Orientation

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and employee data records. There is no 2011 census data available for this protected characteristic.

	Whole Council 5,125 %	Excluding Schools 2375 %	ICT Client Team (8 posts)
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%	100%

Socio Economic	<p>Data has been obtained in relation to Harrow Council employees and census data is also available to compare and review the potential impact of any options that may subsequently be agreed for implementation. The re-tender of 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. A provision concerning Equalities and Diversity has therefore been included within the ICT re-tender contract terms and provisions accordingly.</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 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.</p> <p>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</p>
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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 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?

As ICT tender submissions have not yet been received, there are no proposals that can currently be referred to. Consequently, the risk of an adverse impact cannot at this stage be determined. Whilst there is the potential for an adverse impact, this will need to be kept under review and evaluated once tender submissions are received and a preferred bidder is appointed.

	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?			
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).
Cross Party Member Steering Group	Meetings and Presentations	Not applicable	Not applicable
Overview and Scrutiny Committee	Meetings and Presentations	Not applicable	Not applicable
CSB	Meetings and Presentations	Not applicable	Not applicable
Internal Operations Board	Meetings and Presentations	Not applicable	Not applicable
Stakeholder Consultative Group	Meetings and Presentations	Not applicable	Not applicable
Resources DMT	Meetings and Presentations	Not applicable	Not applicable
IT Board	Meetings	Not applicable	Not applicable
Trade Unions (GMB and UNISON)	Meetings	Not applicable	Not applicable

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?

It is not currently possible to state whether there is likely to be an adverse impact on any groups as tenders for the ICT service are not due to be received until later this month. The impact will be evaluated once final tenders have been received although as the project is a re-procurement of the ICT Service, the impact is currently anticipated to be minimal.

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)	N/A	N/A	There may be a potential for a differential impact based upon age as the greater proportion of Council employees (i.e. service users) are above the age of 45. (i.e. 53.91%). However, this age group proportion reduces to 23.6% for the Borough population as a whole. As the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.	
Disability (including carers of disabled people)	N/A	N/A	There may be a potential for a differential impact based upon disability particularly as 16.4% of Borough residents have indicated that they have a long term illness or disability. However, as the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.	

Gender Reassignment	N/A	N/A	There is unlikely to be a potential for a differential impact based upon gender re-assignment as 95.47% of the workforce have the same gender as they were assigned at birth with the remaining 4.53% unknown. Additionally, as the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.	
Marriage and Civil Partnership	N/A	N/A	There is insufficient information recorded in the Harrow Council employee data records on which to determine any potential impact. Whilst there is a high proportion of residents in the Borough that are married, living together as husband and wife, civil partners or living together as civil partners, as the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.	
Pregnancy and Maternity	N/A	N/A	Approximately 4% of the Council workforce has been pregnant / on maternity leave within the past 2 years. The proportion of residents that have been pregnant or on maternity leave during the past two years is unknown. As the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.	
Race	N/A	N/A	There may be a potential for a differential impact based upon race as 34.92% of employees are within a BAME grouping. Additionally, 57.75% of the Borough population is within a BAME grouping. However, as the project is a re-procurement of the ICT service, the potential for an adverse impact arising is considered to be low.	
Religion or Belief	N/A	N/A	There is currently insufficient information recorded via employee data records from which to determine any potential impact. Whilst there are a number of religions represented within the Borough, it is anticipated that as the project is a re-procurement of the ICT service, the potential for an adverse impact arising will be low.	

Sex	N/A	N/A	There may be a potential for a differential impact based upon gender as the greater proportion of the workforce is represented by female employees. (i.e. 77.6%). For the Borough as a whole, the proportion of residents is broadly comparable (i.e. 49.4% male and 50.6% female). As the project is an ICT re-procurement, it is currently anticipated that the likelihood of an adverse impact arising is low.				
Sexual orientation	N/A	N/A	There is insufficient information currently held in employee data records from which to determine any potential impact. Equally, there is no data available from the 2011 census from which to be able to determine any potential impact. As the project is an ICT re-procurement, it is currently anticipated that the likelihood of an adverse impact arising for this characteristic is low.				
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	
				Dependent upon detailed tender submissions received, users of the service across the organisation may be affected. However, it is not possible to be more precise about the effects of this at this time. Across the organisation, the impact of cost reductions is anticipated to lead to further reductions in the number of posts. However, 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	
				There is the potential for service users to be affected by the re-procurement. There is also 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 is likely to experience any potential adverse impact in relation to the ICT re-procurement. 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 updated once tender submissions are received and a preferred bidder appointed.

	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. <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
	Statistical data available concerning the workforce composition and stakeholders that may be affected will be considered and evaluated prior to progressing with any changes to ICT policy or proposals for implementation. Where a potential for adverse impact is identified, mitigating actions will be considered and due regard given to potential implications arising under the Council’s Public Sector Equality Duty.	Performance measures / targets will be determined in relation to the specific options / proposals to be progressed.	To be determined as part of the project plan for the option under consideration	Rahim St John	To be determined as part of the re-procurement project implementation 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.

<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>Monitoring will be undertaken by the ICT Client team. The timings and frequency of proposal monitoring arrangements will be determined having regard to specific policies and proposals to be implemented under the ICT re-procurement.</p>
<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 in the manner determined and agreed as appropriate for the specific policy or proposal under consideration.</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>None.</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
There are contractual provisions relating to compliance for Equality and Diversity.		

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)	Simon Peck	Signed: (Chair of DETG)	
Date:	2 nd February 2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	