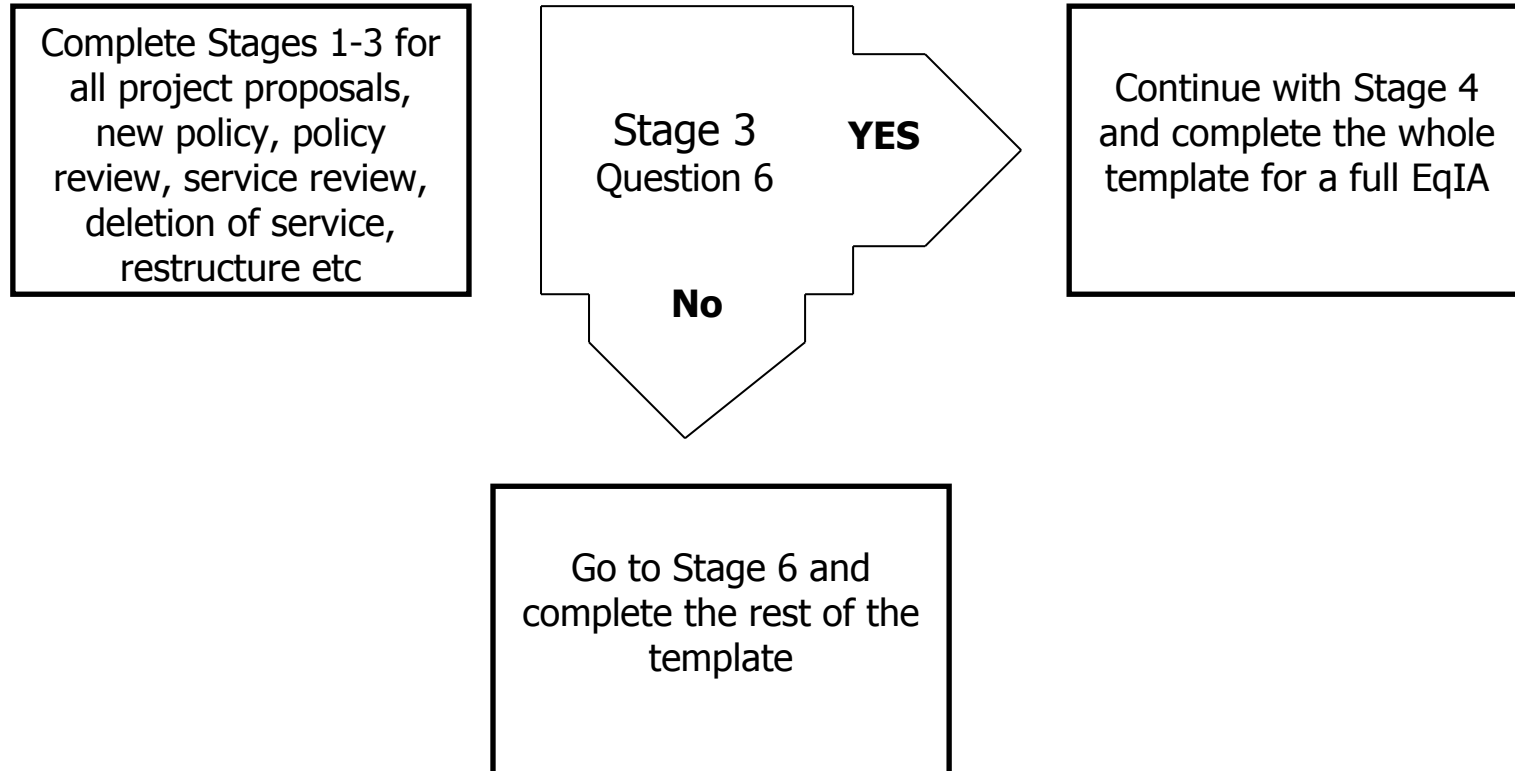


Appendix 5 - Equality Impact Assessment for ICT Procurement



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:		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:		6 th March 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)

The specification for the provision of the ICT service is broadly comparable with the existing ICT service specification with improvements made where appropriate. Consequently, there is no significant impact anticipated for external customers to the Council. This EqlA has 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%		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.

	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)
Disabled	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%

<p>Marriage / Civil Partnership</p>	<p>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.</p> <p>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.</p>												
<p>Pregnancy and Maternity</p>	<p>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.</p> <table border="1" data-bbox="728 719 1798 991"> <thead> <tr> <th data-bbox="728 719 1176 821"></th> <th data-bbox="1176 719 1384 821"> Whole Council 206 of 5,125 </th> <th data-bbox="1384 719 1592 821"> Excluding Schools 98 of 2,375 </th> <th data-bbox="1592 719 1798 821"> ICT Client Team 1 of 8 </th> </tr> <tr> <th data-bbox="728 821 1176 858"></th> <th data-bbox="1176 821 1384 858"> % </th> <th data-bbox="1384 821 1592 858"> % </th> <th data-bbox="1592 821 1798 858"> % </th> </tr> </thead> <tbody> <tr> <td data-bbox="728 858 1176 991"> Percentage of workforce who have been pregnant and/or taken maternity leave in the two years to 31st March 2013 </td> <td data-bbox="1176 858 1384 991"> 4.02% </td> <td data-bbox="1384 858 1592 991"> 4.13% </td> <td data-bbox="1592 858 1798 991"> 12.5% </td> </tr> </tbody> </table>		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%
	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%

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.

Sex / Gender

Sex	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			
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%

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.

Sexual Orientation

	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 the ICT service specification is broadly comparable with the existing one and based upon the preferred supplier's tender submission, there is no risk of an adverse impact currently anticipated.

	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?

As the ICT service specification is broadly comparable with the existing one and based upon the preferred supplier's tender submission, there is no risk of an adverse impact currently anticipated. This will however be kept under review in relation to policies and projects that may be considered in the future.

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 is no anticipated adverse impact arising from the preferred supplier's submission.	
Disability (including carers of disabled people)	N/A	N/A	There is no anticipated adverse impact arising from the preferred supplier's submission.	
Gender Reassignment	N/A	N/A	There is no anticipated adverse impact arising from the preferred supplier's submission...	

Marriage and Civil Partnership	N/A	N/A	There is no anticipated adverse impact arising from the preferred supplier's submission.	
Pregnancy and Maternity	N/A	N/A	There is no anticipated adverse impact arising from the preferred supplier's submission.	
Race	N/A	N/A	There is no anticipated adverse impact arising from the preferred supplier's submission.	
Religion or Belief	N/A	N/A	There is no anticipated adverse impact arising from the preferred supplier's submission.	
Sex	N/A	N/A	There is no anticipated adverse impact arising from the preferred supplier's submission.	
Sexual orientation	N/A	N/A	There is no anticipated adverse impact arising from the preferred supplier's submission.	

<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	✓
	As this is a re-procurement of the ICT Service and the service specification is broadly comparable with the existing one, there is no cumulative impact currently anticipated from the preferred supplier's submission.			

10a. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is to happen?	Yes		No	✓
	As this is a re-procurement of the ICT Service and the service specification is broadly comparable with the existing one, there is no other impact currently anticipated from the preferred supplier's submission.			

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 preferred supplier's tender submission. 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.

	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.	✓
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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 future 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 relevant 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 any specific policies and proposals to be implemented.</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	