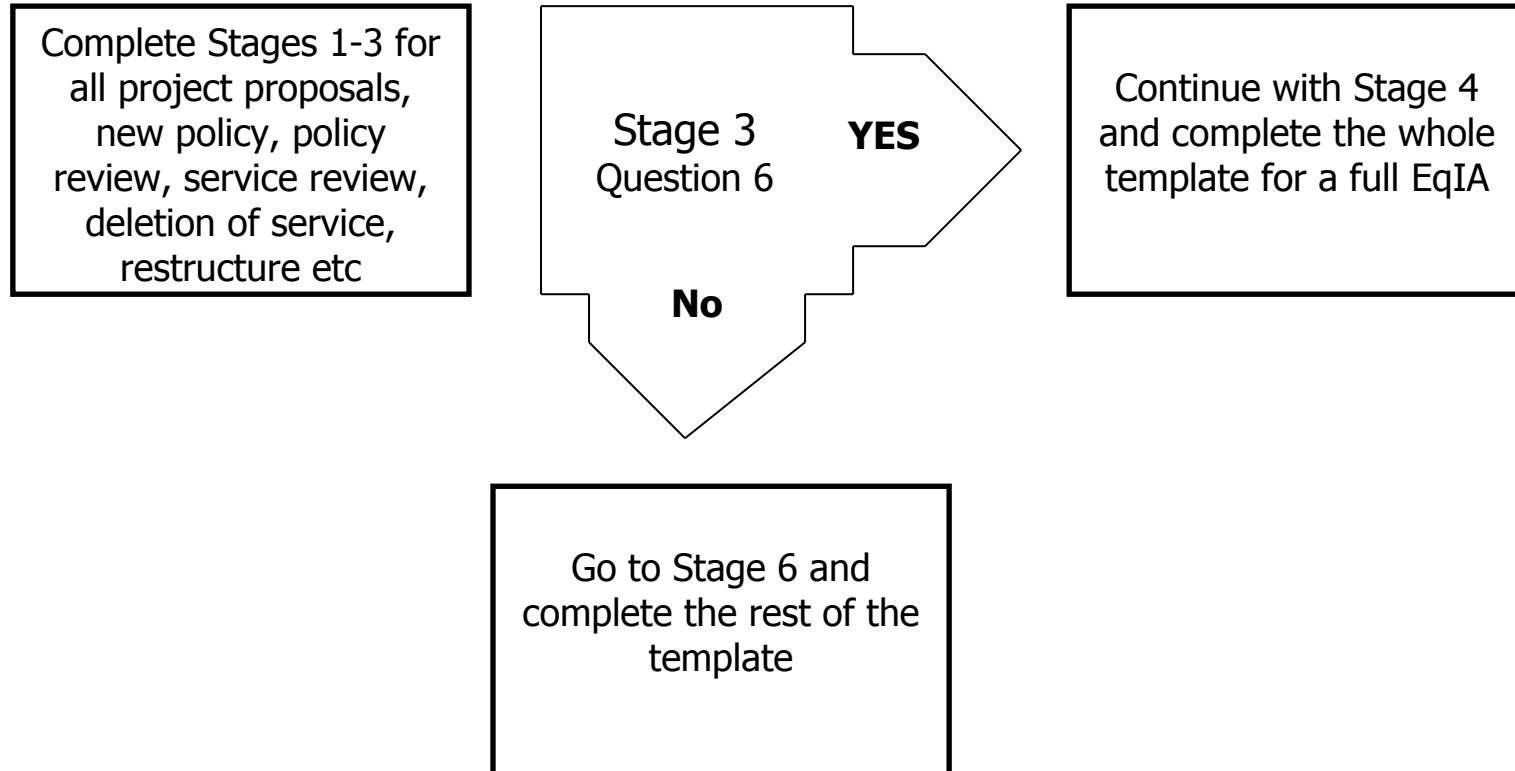


Appendix 1 - Equality Impact Assessment



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:	Procurement of Revenues and Benefits Third Party Support		
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:	8 th June 2015		
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)	The primary objective of the procurement is to secure the seamless provision of third party support from 1 st November 2015 when the existing resilience support contract with Capita is scheduled to end. The procurement requires a Service Provider to process Revenues and Benefits Work Types within the scope of the agreement.		

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 Revenues and Benefits Services is not a shared responsibility.</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 employee data records relating to the Revenues and Benefits services to which the procurement relates. 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	Revenues	Benefits
Ethnicity	BAME	36.08%	57.75%	38.10%	58.82%
	White	52.08%	42.25%	42.86%	32.35%
	Unknown	11.84%	0.00%	19.04%	8.83%
Sex	Male	22.36%	49.40%	38.10%	29.41%
	Female	77.64%	50.60%	61.90%	70.59%
Disability	Yes	1.81%	16.40%	0%	2.94%
	No	93.66%	83.60%	100.00%	97.06%
	Unknown	4.53%	0.00%	0.00%	0.00%
Age	16 to 24	3.34%	11.7%	0.00%	0.00%
	25 to 34	17.39%	30.4%	23.81%	23.53%
	35 to 44	22.67%		19.05%	29.41%
	45 to 54	32.76%	23.6%	42.86%	29.41%
	55 to 64	21.15%		14.28%	17.65%
	65+	2.69%	14.1%	0.00%	0.00%
	Unknown	0.00%	0.00%	0.00%	0.00%

		Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census	Revenues	Benefits
Religion or Belief	Christianity	11.00%	37.30%	0.00%	0.00%
	Hinduism	4.12%	25.30%	0.00%	0.00%
	Islam	1.44%	12.50%	0.00%	0.00%
	Judaism	0.57%	4.40%	0.00%	0.00%
	Jainism	0.51%	No category	0.00%	0.00%
	Sikh	0.39%	1.20%	0.00%	0.00%
	Buddhism	0.20%	1.10%	0.00%	0.00%
	Zoroastrian	0.02%	No category	0.00%	0.00%
	Other	0.86%	2.50%	0.00%	20.59%
	No Religion/Atheist	2.09%	9.60%	0.00%	0.00%
Unknown	78.81%	6.20%	100%	79.41%	
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	14.29%	5.88%
	No	95.98%			
Same gender assigned at birth?	Yes	95.47%	No category		
	No	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	Revenues	Benefits
	2011	2012	2013			
16 to 24	3.66%	3.00%	3.34%	11.7%	0.00%	0.00%
25 to 34	19.32%	40.39%	17.39%	30.4%	23.81%	23.53%
35 to 44	24.04%		22.67%		19.05%	29.41%
45 to 54	30.86%	54.28%	32.76%	23.6%	42.86%	29.41%
55 to 64	20.16%		21.15%		14.28%	17.65%
65+	1.97%	2.33%	2.69%	14.1%	0.00%	0.00%
Unknown					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	Revenues	Benefits
	2011	2012	2013			
Yes	1.84%	2.02%	1.81%	*16.40%	0%	2.94%
No	98.00%	97.77%	93.66%	*83.60%	100.00%	97.06%
Unknown	0.16%	0.22%	4.53%	-	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	<p>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 Revenues and Benefits service is not currently held.</p> <table border="1" data-bbox="730 443 1252 654"> <thead> <tr> <th data-bbox="730 443 1016 547">Same gender assigned at birth</th> <th data-bbox="1016 443 1252 547">Whole Council 5,125 %</th> </tr> </thead> <tbody> <tr> <td data-bbox="730 547 1016 584">Yes</td> <td data-bbox="1016 547 1252 584">95.47%</td> </tr> <tr> <td data-bbox="730 584 1016 620">No</td> <td data-bbox="1016 584 1252 620">0%</td> </tr> <tr> <td data-bbox="730 620 1016 654">Unknown</td> <td data-bbox="1016 620 1252 654">4.53%</td> </tr> </tbody> </table>	Same gender assigned at birth	Whole Council 5,125 %	Yes	95.47%	No	0%	Unknown	4.53%
Same gender assigned at birth	Whole Council 5,125 %								
Yes	95.47%								
No	0%								
Unknown	4.53%								
Marriage / Civil Partnership	<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>								
Pregnancy and Maternity	<p>Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and Revenues 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.</p> <table border="1" data-bbox="730 1046 1762 1249"> <thead> <tr> <th data-bbox="730 1046 1178 1150"></th> <th data-bbox="1178 1046 1386 1150">Whole Council 206 of 5,125 %</th> <th data-bbox="1386 1046 1574 1150">Revenues %</th> <th data-bbox="1574 1046 1762 1150">Benefits %</th> </tr> </thead> <tbody> <tr> <td data-bbox="730 1150 1178 1249">Percentage of workforce who have been pregnant and/or taken maternity leave in the two years</td> <td data-bbox="1178 1150 1386 1249">4.02%</td> <td data-bbox="1386 1150 1574 1249">14.29%</td> <td data-bbox="1574 1150 1762 1249">5.88%</td> </tr> </tbody> </table>		Whole Council 206 of 5,125 %	Revenues %	Benefits %	Percentage of workforce who have been pregnant and/or taken maternity leave in the two years	4.02%	14.29%	5.88%
	Whole Council 206 of 5,125 %	Revenues %	Benefits %						
Percentage of workforce who have been pregnant and/or taken maternity leave in the two years	4.02%	14.29%	5.88%						

Data included within this section has been obtained from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and Revenues 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	Revenues	Benefits
	2011	2012	2013			
Asian	22.64%	23.77%	24.08%	42.59%	33.33%	55.88%
Black	8.82%	9.33%	9.00%	8.24%	4.76%	2.94%
Mixed	2.15%	2.21%	2.15%	3.97%	0.00%	0.00%
Any other ethnic group	1.32%	1.19%	0.86%	2.95%	0.00%	0.00%
Total BAME	34.92%	36.49%	36.08%	57.75%	38.09%	58.82%
White	56.36%	54.46%	52.08%	42.25%	42.86%	32.35%
Unknown/Unclassified	8.71%	9.05%	11.84%	0.00%	19.05%	8.82%

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

	Whole Council 5,125 employees			Harrow Community Data 2011 Census	Revenues	Benefits
	2011	2012	2013			
Sex						
Male	24.07%	23.34%	22.36%	49.40%	38.10%	29.41%
Female	75.93%	76.66%	77.64%	50.60%	61.90%	70.59%

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 Revenues and Benefits service.

	Whole Council 5,125	Revenues	Benefits
	%	%	%
Heterosexual	15.92%		
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 Revenues and Benefits Service and census data is also available for comparing and reviewing the potential impact of the restructure. The procurement of third party support is anticipated to have a minimal local socio-economic impact as the posts used to fund the support are currently vacant and have been for some time. Additionally, third party support is already currently provided and has been for some time also.
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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)

Revenues and Benefits employee data records obtained from HR have been 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).
Collections and Benefits employees were consulted regarding the proposals that were included within the organisational restructure proposals. This document was also shared with Trade Union representatives from GMB and Unison and revisions made with due regard to representations and comments received.	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.	The posts being used to fund the support are all currently vacant. Consequently, there is no anticipated impact on a protected characteristic or group.	The organisational restructure proposals were revised to take account of comments and suggestions received including those that concerned the proposed complexity of third party support work.

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)			There are currently 34 employees within the Benefits team and 21 within the Revenues team. There is however no anticipated impact from this procurement on employees as the posts used to fund the service are currently vacant and have been for some time. There is no anticipated impact on customers as the procurement is for “back office” support and mirrors the existing “back office” service. Quality control checks are to be conducted on 10% of Benefit determinations in accordance with statutory provisions and similar checking will be undertaken for Revenues work. The work to be undertaken by the Third Party Contractor will be determined by Harrow Council employees and consequently, any work that is better suited to a response by Harrow Council employees will be retained for processing directly.	Consultation was undertaken regarding the third party support proposals as part of a proposed wider service organisation restructure. Due regard was given to questions and comments raised and these were used to review the proposals and amendments were made accordingly. The work to be undertaken by the Third Party Contractor will be determined by Harrow Council employees and consequently, any work that is better suited to a response by Harrow Council employees will be retained for processing directly.
Disability (including carers of disabled people)			There are currently 34 employees within the Benefits team and 21 within the Revenues team. There is however no anticipated impact from this procurement on employees as the posts used to fund the service are currently vacant and have been for some time. There is no anticipated impact on customers as the procurement is for “back office” support and mirrors the existing “back office” service.	Consultation was undertaken regarding the third party support proposals as part of a proposed wider service organisation restructure. Due regard was given to questions and comments raised and these were used to review the proposals and amendments were made accordingly. The work to be undertaken by the Third Party Contractor will be determined by Harrow Council employees and consequently, any work that is better suited to a response by Harrow Council employees will be retained for processing directly.

Gender Reassignment			There is no gender reassignment data held within the Revenues and Benefits employee data records although it is anticipated that there will not be any adverse impact arising from the proposals concerning this protected characteristic.	
Marriage and Civil Partnership			There is insufficient information recorded in the Revenues and Benefits employee data records from which to determine any potential impact although it is anticipated that there will not be any adverse impact arising from the proposals concerning this protected characteristic.	
Pregnancy and Maternity			<p>There are currently 34 employees within the Benefits team and 21 within the Revenues team. 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.</p> <p>There is however no anticipated impact from this procurement on employees as the posts used to fund the service are currently vacant and have been for some time. There is no anticipated impact on customers as the procurement is for “back office” support and mirrors the existing “back office” service.</p>	<p>Consultation was undertaken regarding the third party support proposals as part of a proposed wider service organisation restructure. Due regard was given to questions and comments raised and these were used to review the proposals and amendments were made accordingly.</p> <p>The work to be undertaken by the Third Party Contractor will be determined by Harrow Council employees and consequently, any work that is better suited to a response by Harrow Council employees will be retained for processing directly.</p>
Race			There are currently 34 employees within the Benefits team and 21 within the Revenues team. There is currently 58% of the Benefits team and 38% of the Revenues team within a BAME grouping. There is however no anticipated impact from this procurement on employees as the posts used to fund the service are currently vacant and have been for some time. There is no anticipated impact on customers as the procurement is for “back office” support and mirrors the existing “back office” service.	<p>Consultation was undertaken regarding the third party support proposals as part of the wider service organization restructure. Due regard was given to questions and comments raised and these were used to review the proposals and amendments made accordingly.</p> <p>The work to be undertaken by the Third Party Contractor will be determined by Harrow Council employees and consequently, any work that is better suited to a response by Harrow Council employees will be retained for processing directly.</p>

Religion or Belief			There is currently insufficient information recorded via employee data records from which to determine any potential impact although it is anticipated that there will not be any adverse impact arising from the proposals concerning this protected characteristic.		
Sex			There are currently 34 employees within the Benefits team and 21 within the Revenues team. There is currently 70.59% of the Benefits team, and 61.9% of the Revenues team that are female. There is however no anticipated impact from this procurement on employees as the posts used to fund the service are currently vacant and have been for some time. There is no anticipated impact on customers as the procurement is for “back office” support and mirrors the existing “back office” service.	Consultation was undertaken regarding the third party support proposals as part of the wider service organization restructure. Due regard was given to questions and comments raised and these were used to review the proposals and amendments made accordingly.	
Sexual orientation			There is insufficient information currently recorded via employee data records from which to determine any potential impact although it is anticipated that there will not be any adverse impact arising from the proposals concerning this protected characteristic.		
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	✓
			Across the organisation, the impact of cost reductions is likely to lead to further reductions in the number of posts. However, as this procurement is not anticipated to have an impact on a protected characteristic for the reasons outlined within this assessment, it is unlikely that there will be a cumulative impact arising from other proposals that may be considered.		

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	✓
	It is anticipated that there will be no other impact on individuals under this proposal as the posts to be used for funding the support are already vacant and have been for some time.			

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 no current evidence or concern to suggest that a potential adverse impact will arise from this procurement. Third Party Support arrangements already exist for the service and the posts being used to fund it are already vacant and have been for some time. There is no anticipated impact on customers either as the support is for “back office” services that replicate the current service processes.

	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</i>	

<i>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
There are no anticipated adverse impacts arising from this proposal.	Review impact of proposals within six months of the implementation date.	By completion of the review undertaken.	1 st May 2016	Fern Silverio	To be confirmed

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 Revenues and Benefits Management Team with overall responsibility resting with the Head of Service – Collections and Benefits. The timings and frequency of monitoring arrangements will be determined based upon the 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 regarding the proposals were received and considered during the organisational restructure consultation process in late 2014. These were considered and responded to with responses being circulated to all Collections and Benefits employees and 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 accordingly. 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
The Service Provider will be required to comply with the Public Sector Equality Duty as set out within the contract documents and in accordance with the provisions of their method statement submission concerning "Social Value".		

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

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

18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	EqIA Quality and Assurance		
Signed: (Lead officer completing EqIA)	Fern Silverio	Signed: (Chair of DETG)	
Date:	4 th June 2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	