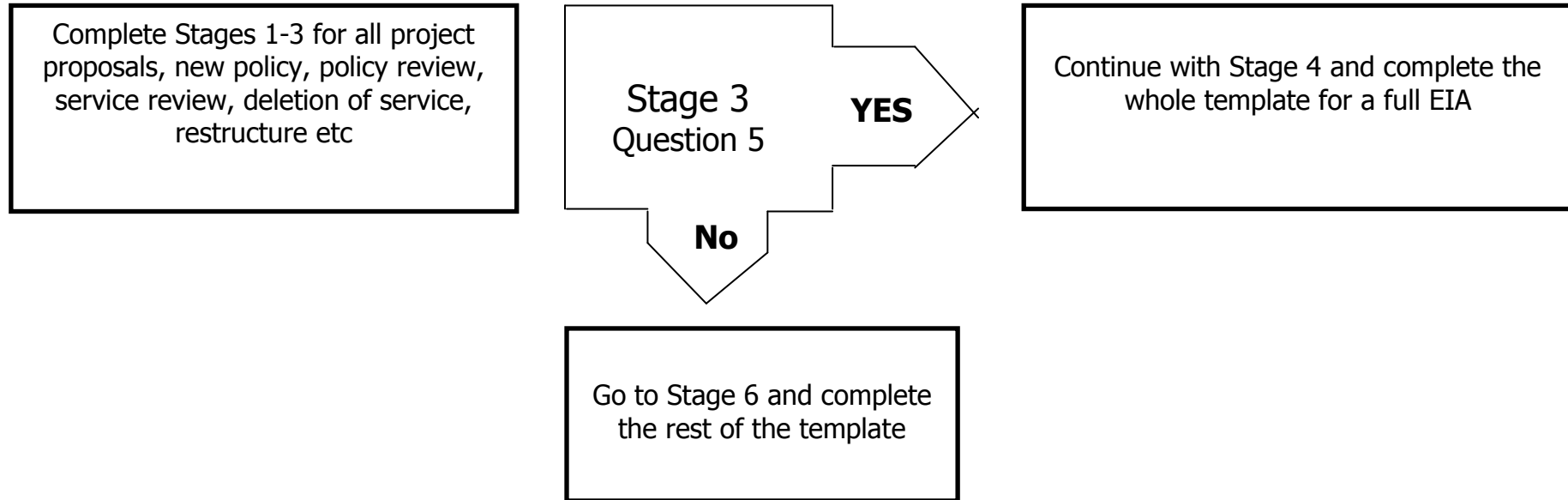


Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process (EIA). There is now just one Template. Lead Officers will need to complete **Stages 1-3** to determine whether a full EIA is required and the need to complete the whole template.



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EIAs and preferably completed the EIA E-learning Module.
- You are also encouraged to refer to the EIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EIAs need to be signed off by your Directorate Equality Task Groups. EIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EIA.

The EIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EIA) Template

Type of Decision: Tick ✓	<input type="checkbox"/>	Cabinet	<input checked="" type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	<input type="checkbox"/>
Date decision to be taken:	18 th February 2016						
Value of savings to be made (if applicable):	The savings relating to the 2016/17 Revenue Budget total £11.8m.						
Title of Project:	Revenue Budget 2016/17 and the Medium Term Financial Strategy 2016/17 to 2019/20						
Directorate/Service responsible:	Resources and Commercial/Finance Division						
Name and job title of Lead Officer:	Dawn Calvert						
Name & contact details of the other persons involved in the assessment:	Sharon Daniels						
Date of assessment (including review dates):	4 th February 2016						

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain your proposals here 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 set the revenue budget for 2016/17 and the Medium Term Financial Strategy (MTFS) for 2016/17 to 2019/20.</p> <p>The Council's Corporate Plan approved by Council in February 2015 set out a vision and Council priorities and the draft budget for 2016/17 and MTFS have been prepared in line with these priorities.</p> <p>The MTFS agreed by Cabinet and Council in February 2015 showed a balanced budget position for 2015/16 and an estimated total budget gap of £52.4m, (£23.2m for 2016/17, £15.3m for 2017/18 and £13.9m for 2018/19). This budget gap was based on an indicative central government grant settlement for 2016/17 alongside a number of assumptions on council tax, inflation and movements on government grants. In balancing the 2015/16 budget, savings of £30.9m were agreed which in addition to the £52.4m gap for the period 2016/17 onwards gives a total savings of £83m over the period 2015/16 to 2018/19.</p> <p>In July 2015, Cabinet received a budget planning process update report which</p>
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reaffirmed the total budget gap of £52.4m over the three year period 2016/17 to 2018/19:

2016/17	£23.198m
2017/18	£15.286m
2018/19	£13.899m

A package of savings and growth items which produce a net £11.8m reduction in the Council's forecast expenditure for 2016/17 is set out in the revenue budget report. Each element of the spending reduction is supported by an individual EqIA which looks at the impact that the change in the form or level of service provision is likely to have on people who share one or more of the protected equality characteristics.

This overall EIA seeks to identify any cumulative equality impact of the proposals considered together which might not be discernible from consideration of the EIAs for each of the individual proposals.

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?

All Directorates

Stage 2: Evidence & Data Analysis

4. What evidence is available to assess the potential impact of your proposals? 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, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)

Protected Characteristic	Evidence	Analysis & Impact																																				
Age (including carers of young/older people)	<p>Harrow age profile from Census 2011 – 0-4: 6.7%, 5-15: 13.4%</p> <p>Staff profile and Census data</p> <table border="1" data-bbox="472 571 1171 1241"> <thead> <tr> <th></th> <th>Whole Council</th> <th>Excluding Schools</th> <th>2011 Census</th> </tr> </thead> <tbody> <tr> <td>Year</td> <td>2015</td> <td>2015</td> <td></td> </tr> <tr> <td>Total</td> <td>4,798</td> <td>2,042</td> <td></td> </tr> <tr> <td>16-24</td> <td>3.83%</td> <td>1.37%</td> <td>13.1%</td> </tr> <tr> <td>25-34</td> <td>17.22%</td> <td>12.93%</td> <td>16.3%</td> </tr> <tr> <td>35-44</td> <td>23.59%</td> <td>21.89%</td> <td>14.2%</td> </tr> <tr> <td>45-54</td> <td>31.20%</td> <td>32.62%</td> <td>13.2%</td> </tr> <tr> <td>55-64</td> <td>21.05%</td> <td>26.25%</td> <td>10.5%</td> </tr> <tr> <td>65+</td> <td>3.11%</td> <td>4.95%</td> <td>14.1%</td> </tr> </tbody> </table>		Whole Council	Excluding Schools	2011 Census	Year	2015	2015		Total	4,798	2,042		16-24	3.83%	1.37%	13.1%	25-34	17.22%	12.93%	16.3%	35-44	23.59%	21.89%	14.2%	45-54	31.20%	32.62%	13.2%	55-64	21.05%	26.25%	10.5%	65+	3.11%	4.95%	14.1%	<p>There are 43 individual EIAs supporting proposals in this budget. Of these, 11 highlight potential disadvantage to people who share the protected characteristic related to age.</p> <p>These EIAs relate to changes in services or the impact on services of staffing changes. There is potential, cumulative impact from a number of proposals under the Project Infinity banner which relate to changes in services for adults and Members are recommended to pay particular attention to these EIAs.</p> <p>In three cases, the identified impact relates to staff who might be affected when detailed re-structure plans have been developed, consultation undertaken and interviews and redeployment have taken place. In these circumstances, it is too early to be able to judge the actual impact.</p>
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Disability (including carers of disabled people)	8,160 people in Harrow were recipients of Disability Living Allowance (DLA) in February 2012.	There are 43 individual EIAs supporting proposals in this budget. Of these, 12 highlight potential disadvantage to people who share the protected characteristic related to disability.																																				

	<p>Staff profile</p> <table border="1" data-bbox="472 148 1272 368"> <thead> <tr> <th></th> <th>Whole Council</th> <th>Excluding schools</th> </tr> </thead> <tbody> <tr> <td>Year</td> <td>2015</td> <td>2015</td> </tr> <tr> <td>Total</td> <td>4,798</td> <td>2,042</td> </tr> <tr> <td>Yes</td> <td>1.44%</td> <td>2.94%</td> </tr> </tbody> </table>		Whole Council	Excluding schools	Year	2015	2015	Total	4,798	2,042	Yes	1.44%	2.94%	<p>These EIAs relate to changes in services or the impact on services of staffing changes. There is potential, cumulative impact from a number of proposals under the Project Infinity banner which relate to changes in services for adults and members are recommended to pay particular attention to these EIAs.</p> <p>In all cases, there are proposals to mitigate the impact of these savings.</p>
	Whole Council	Excluding schools												
Year	2015	2015												
Total	4,798	2,042												
Yes	1.44%	2.94%												
Gender Reassignment	<p>No information collected</p> <p>Staff profile</p> <p>The decision has been taken not to report on this protected characteristic as the low level of data available may mean that individuals could be identified.</p>	<p>None of the individual EIAs has identified any potential impact on people who share the protected characteristic relating to gender reassignment.</p>												
Marriage/Civil Partnership	<p>No Information collected</p>	<p>None of the individual EIAs has identified any potential impact on people who share the protected characteristic relating to marriage or civil partnership.</p>												
Pregnancy and Maternity	<p>Staff profile</p> <table border="1" data-bbox="472 1278 1272 1380"> <thead> <tr> <th></th> <th>Whole Council</th> <th>Excluding schools</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Whole Council	Excluding schools				<p>None of the individual EIAs has identified any potential impact on people who share the protected characteristic relating to pregnancy or maternity.</p>						
	Whole Council	Excluding schools												

	Year	2015	2015		
	Total	4,798	2,042		
		3.79%	4.01%		
Race	Staff profile and Census data				<p>There are 43 individual EIAs supporting proposals in this budget. Of these, 6 highlight potential disadvantage to people who share the protected characteristic related to race.</p> <p>Three of these EIAs relate to changes in services or the impact on services of staffing changes from a number of proposals under the Project Infinity banner which relate to changes in services for adults. There is potential, cumulative impact and Members are recommended to pay particular attention to these EIAs.</p> <p>One EIA refers to a reduction in the services available to promote healthy living in schools.</p> <p>The remaining two relate to access for children with disabilities where there may be language issues for either the children themselves or their carers and the Prevent Programme.</p> <p>In all cases, there are proposals to mitigate the impact of these savings.</p>
		Whole Council	Excluding schools	2011 Census	
	Year	2015	2015		
	Total	4798	2042		
	Asian	27.34%	22.33%	42.59%	
	Black	9.44%	15.03%	8.24%	
	Mixed	2.33%	2.06%	3.97%	
	Any other ethnic group	1.06%	0.73%	2.95%	
	Total BAME	40.18%	40.16%	57.75%	
	White	52.17%	51.42%	42.25%	
Not Known	7.65%	8.42	0		
Religion and Belief	Staff profile and Census data				<p>There are 43 individual EIAs supporting proposals in this budget. Of these, 1 highlights potential disadvantage to people who share the protected characteristic related to religion and belief. This proposal concerns funding for the Prevent Programme and there is mitigation proposed to limit, and potentially, remove all potential disadvantage.</p>
		Whole	Excluding	2011	

		Council	Schools	Census	
	Year	2015	2015		
	Total	4798	2042		
	Christianity	8.13%	11.41%	37.30%	
	Hinduism	3.48%	4.31%	25.30%	
	Islam	0.90%	1.37%	12.50%	
	Judaism	0.35%	0.49%	4.40%	
	Jainism	0.42%	0.44%	No data	
	Sikh	0.35%	0.49%	1.20%	
	Buddhism	0.17%	0.24%	1.10%	
	Zoroastrian	0.02%	0%	No data	
	Other	0.73%	0.98%	2.50%	
	No Religion	1.71%	2.89%	9.6-%	
	Unknown	83.74%	77.38%	6.20%	
Sex/Gender	Staff profile and Census data				<p>There are 43 individual EIAs supporting proposals in this budget. Of these, 4 highlight potential disadvantage to people who share the protected characteristic related to sex/gender.</p> <p>Of these, a number relate to the impact that service changes may have on carers and probability that carers are more likely to be female and that, in the case of adult social care, females are more likely to be care recipients due to their greater life expectancy.</p>
		Whole Council	Excluding schools	2011 Census	
	Year	2015	2015		
	Total	4798	2042		

	Male	21.72%	38.05%	49.59%	In one case, the identified impact relates to staff who might be affected when detailed re-structure plans have been developed, consultation undertaken and interviews and redeployment have taken place. In these circumstances, it is too early to be able to judge the actual impact.
	Female	78,28%	61.51%	50.41%	

Sexual Orientation	Staff profile			None of the individual EIAs has identified any potential impact on people who share the protected characteristic relating to sexual orientation.
		Whole Council	Excluding schools	
	Year	2015	2015	
	Total	4798	2042	
	Heterosexual	14.17%	20.47%	
	Lesbian	0.06%	0.10%	
	Gay	0.17%	0.34%	
	Bi-sexual	0.17%	0.34%	
	Prefer not to say	1.00%	1.52%	
	Other	0.04%	0.00%	
Unknown	84.39%	77.23%		

Stage 3: Assessing Potential Disproportionate Impact

5. 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 numbers input below set out where disproportionate impact has been assessed to exist in the budget proposals. They therefore show which protected characteristics are most impacted:

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes	11	12	0	0	0	6	1	4	0
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 EIA
- 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 6

Stage 4: Further Consultation/Additional Evidence

6. What further consultation have you undertaken on your proposals as a result of your analysis at **Stage 3**?

The budget consultation is carried out annually and it is not as a result of any 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? E.g. revising your proposals
The recent online budget consultation for the 2016-17 financial year comes in the second year of a four year budget programme, which began last year with the Take Part Consultation. This saw almost 20,000 people give their views about the £83 million of savings Harrow Council has to find over four years.	There were only 11 respondents to the general survey, with roughly three-quarters of those (72%) saying they were not satisfied with the proposed draft budget for 2016-17. 18% agreed with the savings but very little comment was offered on alternative proposals and so it is not possible to say what if any impact there is on different groups/protected	N/A

<p>In December, a budget consultation survey was published on the Council's web-site in relation to the Cabinet's draft budget proposals for 2016-17 after the meeting on 10 December 2015. The draft budget reported to December Cabinet has also been available to view on the Council's website.</p> <p>Following the pre-publication of the draft budget before Cabinet on 10 December, there was huge interest in the media and among the general public about Public Health savings and in particular savings against the Health Visiting Service.</p> <p>In part, due to this public feedback, those Health Visiting Service savings were not brought forward to the Cabinet meeting. The media and public response to this engagement outcome was positive.</p> <p>Aside from Public Health, other issues in the proposed budget did not draw much general interest.</p> <p>There were only 11 respondents to the general survey, with roughly three-quarters of those (72%) saying they were not satisfied with the proposed draft budget for 2016-17. 18% agreed with the savings.</p> <p>The only alternative savings proposition recommended by more than one respondent was that the Council should make further</p>	characteristics.	
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<p>senior management savings. In context, the Council has reduced its senior management budget significantly in recent years.</p> <p>The next consultation stage is likely to bring a much higher response, as a number of individual service-area proposals for future years will be consulted upon in the coming months.</p>		
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Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		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 7	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 6)
		Minor	Major		
Age (including carers of young/older people)		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule
Disability (including carers of disabled people)			✓	The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule
Gender				No potential disadvantage has been identified	No potential disadvantage has been identified and therefore, no mitigation has been

Reassignment					proposed		
Marriage and Civil Partnership				No potential disadvantage has been identified	No potential disadvantage has been identified and therefore, no mitigation has been proposed		
Pregnancy and Maternity				No potential disadvantage has been identified	No potential disadvantage has been identified and therefore, no mitigation has been proposed		
Race		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule		
Religion or Belief				The detail of the potential impact can be found in the individual EIA as highlighted in the attached schedule	The detail of mitigation proposals can be found in the individual EIA as highlighted in the attached schedule		
Sex		✓		The detail of the potential impact can be found in the individual EIAs as highlighted in the attached schedule	The detail of mitigation proposals can be found in the individual EIAs as highlighted in the attached schedule		
Sexual orientation				No potential disadvantage has been identified	No potential disadvantage has been identified and therefore, no mitigation has been proposed		
8. Cumulative Impact – Considering what else is happening				Yes	✓	No	

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?

The cumulative budget equalities assessment has taken account of 43 individual assessments which are shown on the table attached to this document. For those savings where a full assessment has been undertaken the impact both before and after mitigating actions is known. In these cases if the initial assessment has highlighted a negative impact, the assessments show mitigating actions which officers believe will reduce the impact of the proposal on the protected characteristics. For these assessments, it is the impact after mitigating actions that has been used to identify the cumulative impact. Members are asked to consider whether the combined impact of the various proposals that affect the same protected characteristic groups is likely to cause disadvantage.

13 assessments, or 29%, are highlighting a negative impact on one or more of the protected groups, with age, disability, race and sex being the most impacted upon groups. The impact per group is shown in the table above.

In the attached table to this assessment, those saving proposals that are showing a negative impact on any of the characteristics are highlighted in blue.

Officers have indicated ways that these impacts can be mitigated and these are detailed in the individual assessments. The individual equalities impacts will be kept under review as the projects are initiated and throughout the life time of the projects. Officers will put in place appropriate mitigation where this is possible. Where mitigations are not possible this will be reported through the Council's performance framework.

Impact on Staff

While no cumulative disproportionate impact has been identified from an examination of the EIAs for the individual proposals contained in the budget report, there may be a disproportionate cumulative impact on staff in one or more of the protected characteristic groups when all of the staffing re-organisations envisaged as part of the budget proposals are fully worked up. Each proposal impacting on staff will be the subject of a full EIA before the proposal can be implemented.

Providing each individual full EIA on the proposals that affect staff does not identify an unjustified or unexplained disproportionate impact, any cumulative disproportionate impact will be incidental to the setting of the budget rather than a consequence of a policy or practice that is discriminatory. It is the case that an application of a fair process in a number of work areas across the Council could produce an overall disproportionate impact but that unlikely possibility cannot prevent the setting of a budget.

9. 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 it to happen?	Yes	✓	No	
	Budget savings which impact on the capacity of frontline services and local employment will add to the impact of national austerity measures affecting, for example, other public services, such as the Police and the National Health Service and the level of economic activity in the Borough. These impacts are most likely to affect most significantly those who are least able to cope with their effects.			

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure/Target	Lead Officer/Team	Target Date
Please see individual EIAs				

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010

2. Advance equality of opportunity between people from different groups	
3. Foster good relations between people from different groups	

Stage 8: Recommendation

11. 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 of opportunity are being addressed.

Outcome 2 – Minor Impact: Minor adjustments to remove/mitigate adverse impact or advance equality of opportunity have been identified by the EIA and these are listed in the Action Plan above.

Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. In this case, the justification needs to be included in the EIA 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 Q12 below)**

12. If your EqIA is assessed as **outcome 3** explain your justification with full reasoning to continue with your proposals.

Stage 9 - Organisational sign Off

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

Signed: (Lead officer completing EIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EIA presented at the EIA Quality Assurance Group (if required)		Signature of DETG Chair	