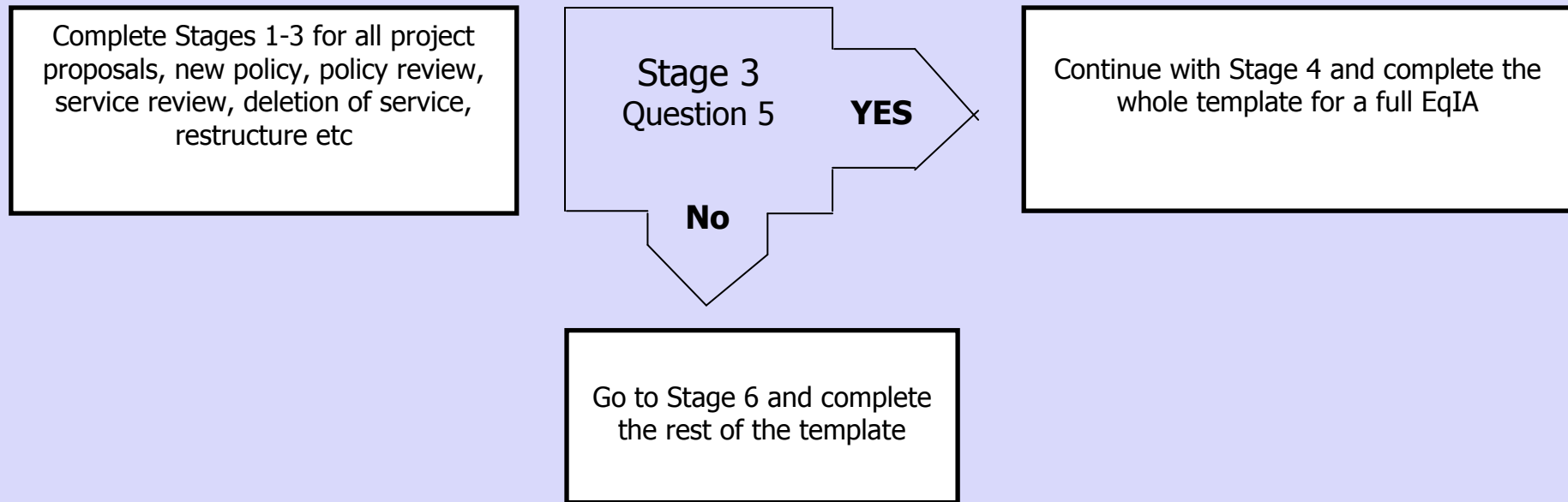


# Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process (EqIA). There is now just one Template. Lead Officers will need to complete **Stages 1-3** to determine whether a full EqIA 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 EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs 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 EqIA.

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

# Equality Impact Assessment (EqIA) Template

<b>Type of Decision: Tick ✓</b>	<input type="checkbox"/> Cabinet	<input type="checkbox"/> Portfolio Holder	<input checked="" type="checkbox"/> x	<input type="checkbox"/> Other (explain)	<input type="checkbox"/> Officer Decision
Date decision to be taken:	6 <sup>th</sup> November 2015				
Value of savings to be made (if applicable):	£284,000				
Title of Project:	Res SC06 Strategic Commissioning Savings (related to Commissioning Capacity in the Council)				
Directorate / Service responsible:	Resources & Commercial (Strategic Commissioning)				
Name and job title of Lead Officer:	Alex Dewsnap, Divisional Director Strategic Commissioning				
Name & contact details of the other persons involved in the assessment:	NA				
Date of assessment (including review dates):	6 <sup>th</sup> November 2015				

## Stage 1: Overview

<p><b>1. What are you trying to do?</b></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>The Policy and Business Intelligence teams are required to make a major contribution to the savings targets of Strategic Commissioning for 2016-17 and beyond. This has necessitated a review of the current staffing structure with the aim of reducing costs. This paper proposes changes that are driven by the budget reduction, but aim to maintain the best service possible within funding constraints.</p> <p>The Chief Executive implemented a structural change during 2015-16 which resulted in the establishment of People and Community Directorates. These sit alongside a Resources and Commercialisation Directorate and a strengthened Planning and Regeneration function, which now reports directly in to the Chief Executive. This new structure reflects the ambition in Harrow to regenerate the local area, and provide integrated and high-quality services, responding effectively to the major reduction in funding from central government. The restructure also moved responsibility for Community Development and voluntary sector commissioning into the Division.</p> <p>A fundamental part of the organisational restructure is to introduce more effective commissioning arrangements and co-ordinate strategic capability and capacity around this. To enable this, a Commissioning Network has been set up, sponsored by the Chief Executive and led by the Divisional Director of Strategic Commissioning with involvement of senior representatives from across the Council. Critical to the success of the Commissioning Network is the understanding and harnessing of the remaining 'strategic resource' across the authority, including policy and business intelligence</p>
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resource. The work of the Commissioning Network is informing the changes that are proposed in this document, but it is also recognised that this work is at an early stage. On completion of the restructure, we will enter into Phase 2 in January 2016, which will look at how best we can deploy the capacity and capability in the Council to support these new commissioning arrangements. Through this process we would set out how the Division best supports the Council so that there would be clarity on the role, expectations and standards for the Division.

This EQIA relates to changes to the staffing structure in the Strategic Commissioning Division in response to the budget reductions needed from 2016-17 onwards. The resulting structure aims to make savings while best meeting client and corporate demands on the services, before moving into a more fundamental review of our services and the commissioning capacity across the rest of the Council in 2016 as outlined above.

Proposals for changes directly affect staff in the Policy, Business Intelligence and Community Development Teams. The proposed changes will meet the staff savings target and will enable the teams to continue to deliver statutory and high priority services while responding to the major changes that are taking place in the organisation.

The proposal deletes vacant posts where possible to limit the impact on permanent staff. However, there is a direct impact which is that five members of staff at the senior analyst level will be reduced to three. One member of staff is on secondment to another part of the Council, but ostensibly there are five people with rights to the posts which will lead to a reduction by two. The Council's PMOC is being followed so ring fenced interviews will be held by the end of November. Given the make-up of these five members of staff, no conclusion on adverse impact can be ascertained until the ring fenced interviews have been completed.

<b>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</b>	Residents / Service Users		Partners		Stakeholders	
	Staff	x	Age		Disability	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	

	Sexual Orientation		Other	
<b>3.</b> Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none"> <li>Who are the partners?</li> <li>Who has the overall responsibility?</li> <li>How have they been involved in the assessment?</li> </ul>	No, but Directorates are impacted in that the division supports the rest of the Council.			

## 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)	All members of staff impacted are between the age of 30-40.	Overall the Council has an aging workforce, so the impact of this restructure will reduce staff numbers in the Council in age groups not over-represented.
Disability (including carers of disabled people)	None of the five members of staff has declared a disability	There is no adverse impact.
Gender Reassignment	None of the five members of staff is gender re-assigned.	There is no adverse impact.
Marriage / Civil Partnership	This data is not available.	There is no adverse impact.
Pregnancy and Maternity	One member of staff has recently been on paternity leave, but there are no maternity impacts in the group	There is no adverse impact.
Race	Three members of the staff group are white and two are BME.	There is no adverse impact at this stage, but there is a chance of disproportionate impact on one group as a result on interviews.

Religion and Belief	This data is not available.	There is no adverse impact.
Sex / Gender	One member of staff is female and the other four are male. The Council's workforce is predominantly female although with a significant reduction in female representation at more senior levels.	There is no adverse impact.
Sexual Orientation	This data is not available.	There is no adverse impact.

### 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?

	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 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**?

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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

**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.  <b>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7</b>	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc <b>(Also Include these in the Improvement Action Plan at Stage 6)</b>
		Minor ✓	Major ✓		
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					
<b>8. Cumulative Impact</b> – 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		
<b>9. Any Other Impact</b> – 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 it to happen?

### 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
None identified at this stage	NA	NA	NA	NA

### 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

1. The change proposed is not likely to have any direct impact however if it does, we will continue the work that supports the Council in eliminating discrimination, harassment and victimisation.
2. The proposal reduces staffing levels from five to three in the Senior Analyst roles so it is unlikely to have an impact on this area of the PSED
3. The change proposed is not likely to have any direct impact and work to deliver the Divisions' Development Plan focusing on fostering good relations.



<b>Stage 8: Recommendation</b>	
<b>11.</b> Please indicate which of the following statements best describes the outcome of your EqIA ( ✓ tick one box only)	
<b>Outcome 1</b> – 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.	x
<b>Outcome 2</b> – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	
<b>Outcome 3</b> – 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 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. <b>(Explain this in Q12 below)</b>	
<b>12.</b> If your EqIA is assessed as <b>outcome 3</b> explain your justification with full reasoning to continue with your proposals.	

<b>Stage 9 - Organisational sign Off</b>			
<b>13.</b> Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	This was agreed at Divisional Level under delegated authority, but forwarded to the chair of the Resources and Commercial Making a Difference Group for sign off. It will also make up the budget papers for Member consideration so will be scrutinised from this perspective.		
Signed: (Lead officer completing EqIA)	Alex Dewsnap	Signed: (Chair of DETG)	Alex Dewsnap
Date:	6 <sup>th</sup> November 2015	Date:	6 <sup>th</sup> November 2015
Date EqIA presented at the EqIA Quality Assurance Group (if required)	NA	Signature of DETG Chair	