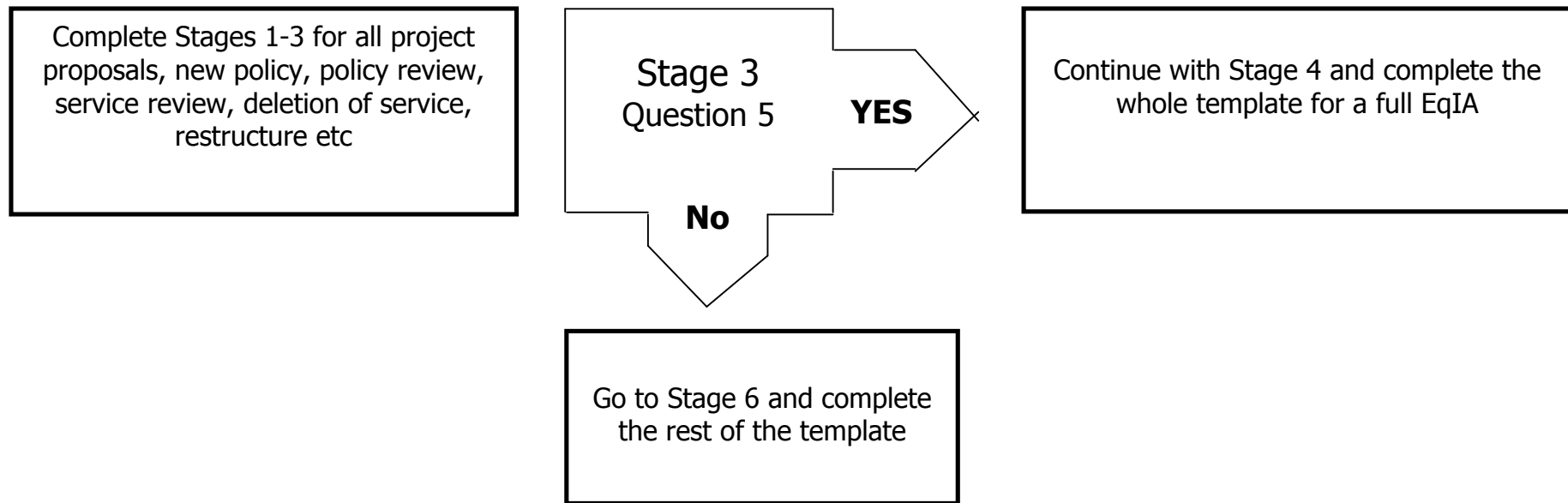


Equality Impact Assessment Template

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 they 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.
- Legal will NOT accept any report 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

Type of Decision: Tick ✓	<input type="checkbox"/> Cabinet	<input checked="" type="checkbox"/> x	<input type="checkbox"/> Portfolio Holder	<input type="checkbox"/> Other (explain)
Date decision to be taken:	14 July 2016			
Value of savings to be made (if applicable):	This is not applicable in the context of this programme			
Title of Project:	Together with Families Programme (Nationally known as Troubled Families Initiative)			
Directorate / Service responsible:	People's Services			
Name and job title of Lead Officer:	Charisse Monero: Head of Troubled Families Transformation			
Name & contact details of the other persons involved in the assessment:	Paul Hewitt; Divisional Director, Children & Young People's Service			
Date of assessment (including review dates):	13/06/2016			

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>This EQIA is written for Cabinet to approve the progress developments of the Together with Families Programme and to endorse the implementation framework.</p> <p>In 2011, the Government launched the National Troubled Families initiative, which provided extra funding to turn around the lives of 120,000 families with complex needs.</p> <p>In 2014, the programme was expanded aiming to reach 400,000 families by 2020. The long-term aims of the programme are to transform services that work with families and achieve better outcomes to create resilient communities less reliant on costly public services.</p> <p>The Troubled Families expanded phase began in Harrow in May 2015. As part of the expanded phase the criteria has widened to increase the identification of families with multiple needs. In order to be eligible for the programme families must meet at least two out of the six criteria's below:</p> <ul style="list-style-type: none"> • Parents and children involved in crime and anti – social behaviour; • Children who have not been attending school regularly; • Children who are in need of early help, children of all ages who need • Adults out of work or at risk of financial exclusion or young people at risk of worklessness; • Families affected by domestic violence and abuse; • Parents and children affected by a range of health problems;
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Harrow is expected to engage, work with and achieve positive outcomes with 1360 families over a 5 year period. 2015 -2020. Harrow's approach to the delivery of the expanded phase of the Troubled Families initiative is Together with Families. Our vision for the programme is to achieve the following:

- Reduce demand on public services by improving outcomes for families
- Increased resilience in families with more families benefitting from economic growth and employment
- Ending cycles of deprivation and disadvantage by focusing on early intervention and prevention services

The overarching aim is to implement Together With Families ways of working to deliver whole system and cultural change across the organisation.

Our approach and strategy is not to fund the set-up of a new service but to utilise funding effectively to identify capacity and build upon available resources in existing services. Our ambition is to mainstream the Together With Families programme into existing internal and external services and agencies. This in turn will generate savings and create long-term sustainable change.

Phase 2 of Harrow's Together with Families programme differs significantly from the first in its principles:

- **Expansion of referral criteria:** Broader nomination criteria, enabling a larger cohort of families to be identified for the programme
- **Local Service Transformation** - A significant emphasis on service transformation, transforming the way services are delivered locally across internal and external partners to embed an integrated whole family approach
- **Whole Family working:** Driving forward transformation in terms of workforce development. By ensuring 'Whole Family Working. One Family. One Plan. One Worker is at the heart of our practice and work with families
- **Multi- agency working:** Strong emphasis on wider partnership working and collaboration by bringing partners together to develop a joined-up approach to working with families with multiple and complex problems

The expanded criteria of the programme will require identification of a larger cohort of

families. This will require an in depth analysis and profiling of the families who are part of the programme. This will be achieved by:

- A detailed and comprehensive geographical ward by ward analysis of local cohort of families eligible for the expanded programme to understand the needs of the population and migration shifts
- Establishment of a Together Families matrix profile to identify eligibility for the expanded phase and project demand
- Development of a complex needs profile – to understand interlink between toxic trio: Domestic Violence, Parental Mental Health and Substance Misuse and linking this to deprivation indexes, and unemployment to ensure the programme is prioritising families with the highest needs
- On-going Outcomes Progress (PbR) analysis based on a ward-by-ward area to identify any comparative differences in families attaining outcomes.
- Establishing cross agency internal and external information-sharing pathways to share information at an individual level to support families and at a strategic level for analysis and planning to buy into joint investment

2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	x	Partners	x	Stakeholders	x
	Staff	x	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?

Extensive consultation and engagement activities have been undertaken to involve internal and external partners/ stakeholders in the development of the Together with Families Outcomes Plan. This has included: Partnership Stakeholder engagement events, outcomes focused workshops, 1-1 consultations with specific service areas etc.;

A Together with Families strategic board has been operational since October 2015. This

comprises of cross representation of a wide range of internal and external partners
The function of the board is to provide the strategic governance, monitor, oversee and the steer the trajectory of development and implementation of Together with Families programme in Harrow.

In order to steer the development of the transformative agenda of The Together with Families programme, a multidisciplinary transformation group has been formed. This group comprises of cross presentation to ensure a multiagency partnership approach is embedded to transform the way we work with families.

Extensive engagement and consultation work will continue with internal and external partners to achieve the long term transformative ambitions of the programme.

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.

Harrow is expected to engage, work with and achieve positive outcomes with 1360 families over a 5 year period. 2015 -2020. The identification of families for the Together with Families programme is based on specific referral criteria set by Department of Communities & Local Government. Families are nominated for the programme if they meet two out of the six criteria below.

1. Children not attending school regularly
2. Adults out of work and at risk of financial exclusion*
3. Health problems
4. Crime and antisocial behaviour
5. Domestic violence or abuse
6. Children who need help

This EQIA is based on the 244 family cohort identification for 2015/2016; a further EQIA will be developed on basis of new families identified as part of the Together with Families programme. A further 468 families is currently being identified for the 2016/2017 cohort.

(Where you have gaps (data is not available/being collated for any Protected Characteristic), you should 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>Based on the 244 family cohort 56% of individuals in the cohort were aged under 18, 8% were young adults aged between 18 and 24, and 32% were adults aged 25 and over</p>	<p>We will continue to analyse this cohort in the Together with Families programme through a variety of mechanisms below. This data information will continue to be monitored through quarterly National Impact Study Submissions and Family Progress Data submitted to Department of Communities and</p>

		Local Government. Further data analytical and intelligence work is being undertaken to develop a Together with Families matrix profile ward by ward to understand: the local family demographic/ migration shifts and to understand families with highest need and project demand. This includes triangulating information from various intelligence streams to develop a more comprehensive profiling of families who have multiple need and disadvantage. This will underpin the commissioning strategy for Together with Families to ensure detailed needs assessment are undertaken to determine future planning of the programme. Trend analysis will be monitored closely through production of monthly performance/ data reports submitted to the Together with Families strategic board. As well as regular data/ performance scrutiny meetings to ensure a strong grip on local family profile data and ensure we are meeting need.
Disability (including carers of disabled people)	The Together with Families criteria is based on a nomination criteria defined by the Department of Community and Local Government.	We will continue to analyse this cohort in the Together with Families programme through a variety of mechanisms below. Further data analysis work is continuous to ensure we are readily identifying Adults and Children with disabilities to ensure we are addressing their needs within the Together with Families programme.
Gender Reassignment	This is not an applicable criterion for the Together with Families programme.	The Together with Families programme is based on a six headline nomination criteria set by the Department of Communities and Local government – see stage 2
Marriage / Civil Partnership	This is not an applicable criterion for the Together with Families programme.	The Together with Families programme is based on a six headline nomination criteria set by the Department of Communities and Local government – see stage 2
Pregnancy and Maternity	As part of the Together with Families programme, we do anticipate pregnant mothers to be part of the cohort. This is an important analytical area which relates to our intention to ensure there is adequate earlier identification pathways in place to provide vulnerable mothers with pre natal support at the earliest point in child's journey.	We will continue to analyse this cohort in the Together with Families programme through a variety of mechanisms below. This data information will continue to be monitored through quarterly National Impact Study Submissions and Family Progress Data submitted to Department of Communities and Local Government. Further data analytical and intelligence work is being undertaken to develop a Together with Families matrix profile ward by ward to: understand the local family demographic/ migration shifts and to understand families with highest need and project demand. This includes triangulating information from various intelligence streams to develop more

		<p>comprehensive profiling of families who have multiple need and disadvantage. This will underpin the commissioning strategy for Together with Families to ensure detailed needs assessment are undertaken to determine future planning of the programme.</p> <p>Trend analysis will be monitored closely through production of monthly performance/ data reports submitted to the Together with Families strategic board.</p> <p>As well as regular data/ performance scrutiny meetings to ensure a strong grip on local family profile data and ensure we are meeting needs.</p>
Race	<p>Based on the 244 Troubled Families cohort, it was noted that there were significantly less individuals in the cohort from Asian or white backgrounds. It was noted a disproportionate number of black and mixed race population.</p>	<p>We will continue to analyse this cohort in the Together with Families programme through a variety of mechanisms below. This data information will continue to be monitored through quarterly National Impact Study Submissions and Family Progress Data submitted to Department of Communities and Local Government. Further data analytical and intelligence work is being undertaken to develop a Together with Families matrix profile ward by ward to understand: the local family demographic/ migration shifts and to understand families with highest need and project demand. This involves triangulating information from various intelligence streams to develop a more comprehensive profiling of families who have multiple need and disadvantage. This will underpin the commissioning strategy for Together with Families to ensure detailed needs assessment are undertaken to determine future planning of the programme.</p> <p>Trend analysis will be monitored closely through production of monthly performance/ data reports submitted to the Together with Families strategic board.</p> <p>As well as regular data/ performance scrutiny meetings to ensure a strong grip on local family profile data and ensure we are meeting needs.</p>
Religion and Belief	<p>This is not an applicable criterion for the Together with Families programme</p>	<p>The Together with Families programme is based on a six headline nomination criteria set by the Department of Communities and Local government – see stage 6.</p>
Sex / Gender	<p>See below</p>	<p>We will continue to analyse this cohort in the Together with Families programme.</p> <p>This data information will continue to be monitored through</p>

Age group	Female	Male	N/A	Total
Aged 0 to 4	54	69	9	132
Aged 5 to 9	68	90		158
Aged 10 to 15	83	86		169
Aged 16 to 17	26	38		64
Aged 18 to 24	38	40		78
Aged 25 to 29	29	11		40
Aged 30 to 39	84	35	2	121
Aged 40 to 49	53	36		89
Aged 50 to 59	16	24		40
Aged 60+	1	4		5
Not recorded	14	17	1	32
Grand Total	466	450	12	928

Slightly more females than males in the cohort

quarterly National Impact Study Submissions and Family Progress Data submitted to Department of Communities and Local Government.

Further data analytical and intelligence work is being undertaken to develop a Together with Families matrix profile ward by ward to: understand the local family demographic/ migration shifts and to understand families with highest need and project demand. This involves triangulating information from various intelligence streams to develop more comprehensive profiling of families who have multiple need and disadvantage. This will underpin the commissioning strategy for Together with Families to ensure detailed needs assessment are undertaken to determine future planning of the programme.

Trend analysis will be monitored closely through production of monthly performance/ data reports submitted to the Together with Families strategic board. As well as regular data/ performance scrutiny meetings to ensure a strong grip on local family profile data and ensure we are meeting needs.

Sexual Orientation

This is not an applicable criterion for the Together with Families programme

The Together with Families programme is based on a six headline nomination criteria set by the Department of Communities and Local government – see stage

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	NO	NO	NO	NO	NO	NO	NO	NO	NO

YES - If there is a risk of disproportionate adverse Impact on any **ONE** of the Protected Characteristics, complete a FULL EqIA.

- **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**?

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
Please see stage 6		

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)	✓			Please see stage 6	Please see stage 6
Disability (including carers of disabled people)	✓			Please see stage 6	Please see stage 6
Gender Reassignment				Please see stage 6	Please see stage 6
Marriage and Civil Partnership				Please see stage 6	Please see stage 6
Pregnancy and Maternity	✓			Please see stage 6	Please see stage 6
Race				Please see stage 6	Please see stage 6
Religion or				Please see stage 6	Please see stage 6

Belief					
Sex	✓			Please see stage 6	Please see stage 6
Sexual orientation				Please see stage 6	Please see stage 6

8. 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	
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	

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
Race / disability	<ul style="list-style-type: none"> • The Together with Families initiative will ensure all services are inclusive to children, young people and families and will give additional focus to the issue of disproportionate representation of young black men in the criminal justice system. This initiative will facilitate greater representation of black families receiving intensive support • The Together with Families initiative will ensure all services are inclusive to children, young people and families and will give additional focus on underperforming groups, such as white British boys underperformance in education • The Together with Families initiative will ensure all services are inclusive to children, young people and families and will give additional focus to children and adults with disabilities. 	Performance and Intelligence Data will be monitored and scrutinised through the production of monthly reports to the Monthly Together with Families Strategic Board. As well as through our commissioning strategy and programme evaluations on how needs are being addressed.	Charisse Monero	Monthly - On-going
	The Together with Families initiative will facilitate the inclusion of men and boys and the targeted approach will support accessing those men and boys who experience high levels of inequality - for	Performance and Intelligence Data will be monitored and scrutinised through the production of monthly reports to the Monthly Together with Families Strategic Board. As	Charisse Monero	Monthly - On-going

	instance boys more likely to be excluded from school.	well as through our commissioning strategy and programme evaluations on how needs are being addressed.		

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) to:</p> <ol style="list-style-type: none"> 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 	<p>The Together with Families initiative is an inclusive programme designed to engage and work with our most vulnerable and disadvantaged families in Harrow.</p>
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Stage 8: Recommendation

11. 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 EqIA and these are included in the Action Plan to be addressed.	
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 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 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?	Peoples DETG		
Signed: (Lead officer completing EqIA)	Charisse Monero	Signed: (Chair of DETG)	Johanna Morgan
Date:	4 July 2016	Date:	4 July 2016
Date EqIA presented at Cabinet Briefing (if required)	27.06.2016	Signature of DETG Chair (following Cabinet Briefing if relevant)	