

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	16 th February 2017						
Value of savings to be made (if applicable):	£187k						
Title of Project:	PA_03 Reduce People Service Commissioning Team						
Directorate / Service responsible:	People Services						
Name and job title of Lead Officer:	Chris Greenway						
Name & contact details of the other persons involved in the assessment:	Johanna Morgan: 6841						
Date of assessment (including review dates):	Initial: 6 th September 2016 update: 27 th January 2017						

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>The People Services Strategic Commissioning team comprises of 5.6 FTE and work across both Adult and Children's services. (x3 Children's x2.6 Adult's) the team was merged following the last commissioning panel process which resulted in a saving of £150k (2016/17).</p> <p>The People Services Strategic Commission Team are responsible for developing and implementing Strategic Commissioning Strategies across adults and children's services to identify current and future service needs and develop services and delivery models to maximise outcomes for users cost effectively. The Team work working in partnership with internal services and corporate teams including finance and procurement, and external partners including Providers to gather market intelligence and coproduce solutions. The team work with services and partners to implement transformation and government initiatives.</p> <p>All strategic commissioning plans including Learning Disability & Autism, Dementia, Carers, End of Life, Early Years, and Family Services etc are all developed by this small team.</p> <p>The reduction of this team will result in the removal of capacity to strategically plan and commission across People Services, and the ability to think and act creatively about using resources to the best advantage of our community. This may impact on the realisation of efficiencies within service areas of Adults and Children's services and in addition, specifically for adults services all future purchases being spot purchases, rather than commissioning exercises.</p>
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	<p>Savings Proposal:</p> <p>The Proposal is to reduce the capacity and deliver a saving of £187k for 2017/18</p>			
<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users		Partners	
	Staff	✓	Age	✓
	Gender Reassignment		Marriage and Civil Partnership	
	Race		Religion or Belief	
	Sexual Orientation		Other	
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <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 responsibility for this proposal remains within the People Directorate.</p>			
<p>Stage 2: Evidence & Data Analysis</p>				
<p>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.</p> <p>(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)</p>				
Protected Characteristic	Evidence		Analysis & Impact	
Age (including carers of young/older people)	Staff Records		All Staff impacted are which are of working age.	

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	Staff are of working age	
Disability (including carers of disabled people)	Staff Records	No Staff have declared they have a disability therefore, we have no evidence of a differential impact on this group at this time.
Gender Reassignment	Staff Records	No staff have declared they have undergone gender reassignment therefore we have no evidence of a differential impact on this group at this time.
Marriage / Civil Partnership	Staff Records	We have no evidence of a differential impact on this group at this time
Pregnancy and Maternity	Staff Records	There are staff with this protected characteristic. However there is no impact on their legal and statutory rights.
Race	Staff Records Staff are from a variety of different racial groups	This proposal has an impact on a mix of staff from a variety of different racial groups, and we have no evidence of a differential impact on this group at this time.
Religion and Belief	Staff Records Staff have declared a variety of different religions and beliefs	This proposal has an impact on a mix of staff of different religions and beliefs, and we have no evidence of a differential impact on this group at this time
Sex / Gender	Staff Records All Staff impacted are female	The staff impacted by this proposal are all female.

Sexual Orientation	Staff Records	We have no evidence of a differential impact on this group at this time
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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	x							x	
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
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		proposals
If this proposal is accepted, all staff members will be consulted formally		

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)		✓		If this proposal is accepted the staff affected are all within the 'working age' bracket, however this is to be expected with proposals directly impacting staff.	There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Disability (including carers of disabled people)					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the

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					necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Gender Reassignment					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Marriage and Civil Partnership					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Pregnancy and Maternity					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary

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					redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Race					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Religion or Belief					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.
Sex		✓		If this proposal is accepted, all staff impacted are female	There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive

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					and timely support services will be put in place for all staff during the period of consultation.			
Sexual orientation					There would be full and early engagement with staff and trade unions, including a full consultation process. In order to avoid redundancies, the Council's redeployment procedures would be utilised, and the Council would strive to ensure alternative employment within the range of services it provides. Staff would be offered additional training to ensure they have the necessary skills to take up a new role. Voluntary redundancy would be offered to all staff. Sensitive and timely support services will be put in place for all staff during the period of consultation.			
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	
					This proposal is one of many across the Council which may see a reduction in staffing levels, as a result there is likely to be increased pressure on redeployment opportunities.			
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:								
<ul style="list-style-type: none"> 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
Sex, Age	Consultation with staff and trade unions, and review of redeployment options	Outcomes for the Staff concerned	Johanna Morgan	

Stage 7: Public Sector Equality Duty

- 10.** How do your proposals meet the Public Sector Equality Duty (PSED) 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

The proposal impacts on a very small number of staff, and as such, redeployment and other internal mechanisms should go some way to limit the adverse impacts of the proposals.

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	

<p>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)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	<p>Harrow Legal Services</p>		
<p>Signed: (Lead officer completing EqIA)</p>	<p>Chris Greenway</p>	<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>	<p>3.2.17</p>	<p>Date:</p>	
<p>Date EqIA presented at Cabinet Briefing (if required)</p>		<p>Signature of DETG Chair (following Cabinet Briefing if relevant)</p>	