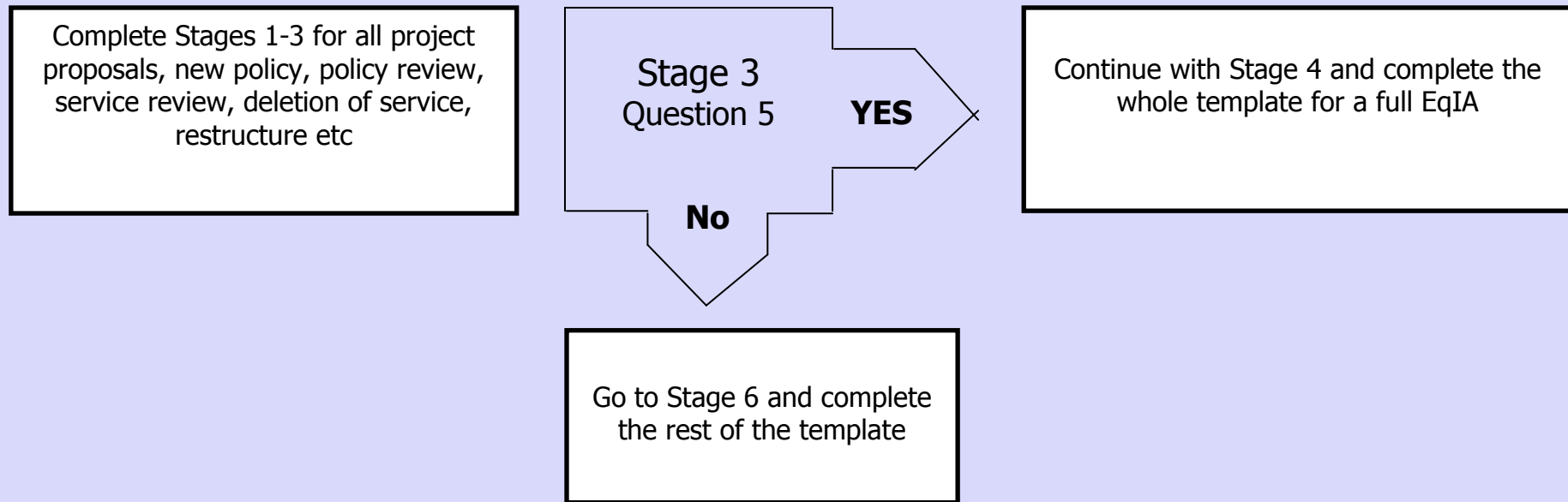


Equality Impact Assessment Template

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

Type of Decision: Tick ✓	<input type="checkbox"/>	Cabinet	<input type="checkbox"/>	Portfolio Holder	<input checked="" type="checkbox"/>	Other (explain)	<input type="checkbox"/>	Staff Consultation
Date decision to be taken:								
Value of savings to be made (if applicable):	£20,000 in 2018/19; £30,000 in 2019/20							
Title of Project:	Review of Postage							
Directorate / Service responsible:	Resources / Business Support							
Name and job title of Lead Officer:	Jonathan Milbourn – Head of Service							
Name & contact details of the other persons involved in the assessment:								
Date of assessment (including review dates):								

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>Stage I is to delete a vacant post saving £20,000 revenue</p> <p>Stage II is to reduce the cost of postage by moving to a hybrid mail solution</p>							
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	<input type="checkbox"/>	Partners	<input type="checkbox"/>	Stakeholders	<input type="checkbox"/>		
	Staff	<input checked="" type="checkbox"/>	Age	<input type="checkbox"/>	Disability	<input type="checkbox"/>		
	Gender Reassignment	<input type="checkbox"/>	Marriage and Civil Partnership	<input type="checkbox"/>	Pregnancy and Maternity	<input type="checkbox"/>		
	Race	<input type="checkbox"/>	Religion or Belief	<input type="checkbox"/>	Sex	<input type="checkbox"/>		
	Sexual Orientation	<input type="checkbox"/>	Other	<input type="checkbox"/>		<input type="checkbox"/>		
<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? 	<ul style="list-style-type: none"> • No 							

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)	Not Applicable	
Disability (including carers of disabled people)	Not Applicable	
Gender Reassignment	Not Applicable	
Marriage / Civil Partnership	Not Applicable	
Pregnancy and Maternity	Not Applicable	
Race	Not Applicable	
Religion and Belief	Not Applicable	
Sex / Gender	Not Applicable	
Sexual Orientation	Not Applicable	

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**?

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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
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					

<p>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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	Yes		No	X
<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	Yes		No	X

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

Stage 7: Public Sector Equality Duty

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

- 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 EqIA has not identified any potential for unlawful conduct or disproportionate impact

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 EqIA 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 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)	

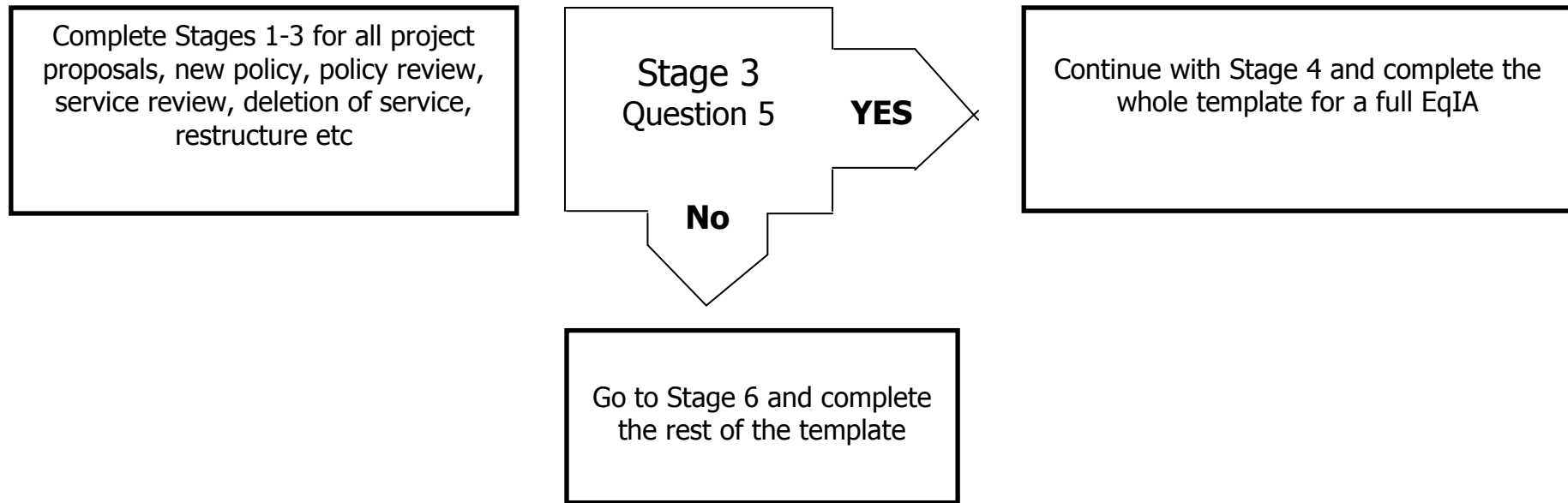
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
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Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Jonathan Milbourn	Signed: (Chair of DETG)	
Date:	15 th December 2017	Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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.
- 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 ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£40k						
Title of Project:	PA_04 Care Act Retender Savings						
Directorate / Service responsible:	People Directorate/ Adult Social Care						
Name and job title of Lead Officer:	Bernie Flaherty – Director of Adult Social Care Chris Greenway – Head of Safeguarding Assurance and Quality Services						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):	August 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 contracts commissioned in line with the Care Act 2014 will be retendered with an expectation that services can be re-procured at lower cost, to make a saving of £75k.</p> <p>In addition, the Independent Mental Capacity Act Advocacy and the Independent Care Act Advocacy will be combined into a single contract to make service improvements in line with national best practice; this is expected to make a small saving of £8k. The total saving for this proposal, subject to the procurement process, is therefore £83k.</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		Stakeholders	✓	
	Staff		Age		Disability		
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity		
	Race		Religion or Belief		Sex		
	Sexual Orientation		Other				
<p>3. Is the responsibility shared with another directorate,</p>							

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? 	The responsibility is not shared with any other directorate, authority or organisation.
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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 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)	The services all include Older People as a client group they support. Data regarding each of these services is being collected as part of the re-procurement, but it is likely that many older people will access the services; for example the Information and Advice service supported at least 317 people in the last quarter of the 2016/17 monitoring report.	At this stage, the service is being retendered it will still perform similar functions.
Disability (including carers of disabled people)	The services all include People with a disability as a client group they support. Data regarding each of these services is being collected as part of the re-procurement, but it is likely that the majority of people accessing the services will have disabilities as they all relate to care and support.	At this stage, the service is being retendered it will still perform similar functions.
Gender Reassignment	It is unlikely that there will be any adverse impacts on this protected characteristic	
Marriage / Civil	It is unlikely that there will be any adverse impacts on	

Partnership	this protected characteristic	
Pregnancy and Maternity	It is unlikely that there will be any adverse impacts on this protected characteristic	
Race	This proposal relates to the provision of information and advice and advocacy services who all provide support to those from different ethnic backgrounds particularly those with communication issues, a reduction in this service is likely to have a disproportionate impact on this group	At this stage, the service is being retendered it will still perform similar functions.
Religion and Belief	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sex / Gender	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sexual Orientation	It is unlikely that there will be any adverse impacts on this protected characteristic	

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				x			
No			x	x	x		x	x	x

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
Impacted organisations will be consulted, to understand better the impacts on the people they support.		

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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
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					

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	x	No	
	The Service Providers impacted by this proposal have been subject to a number of other funding reductions and changes, as a result the people they support are likely to experience a cumulative impact.			
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	x	No	
	There is a risk of challenge with the group of service providers impacted by these proposals. They have already faced significant funding reductions (£420k in 2016/17) as a result there is significant risk of challenge and the cumulative impact mentioned above.			

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
All	The organisations impacted by the proposal will be identified, and those staff will be consulted accordingly		Bernie Flaherty/ Chris Greenway	

Stage 7: Public Sector Equality Duty

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

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

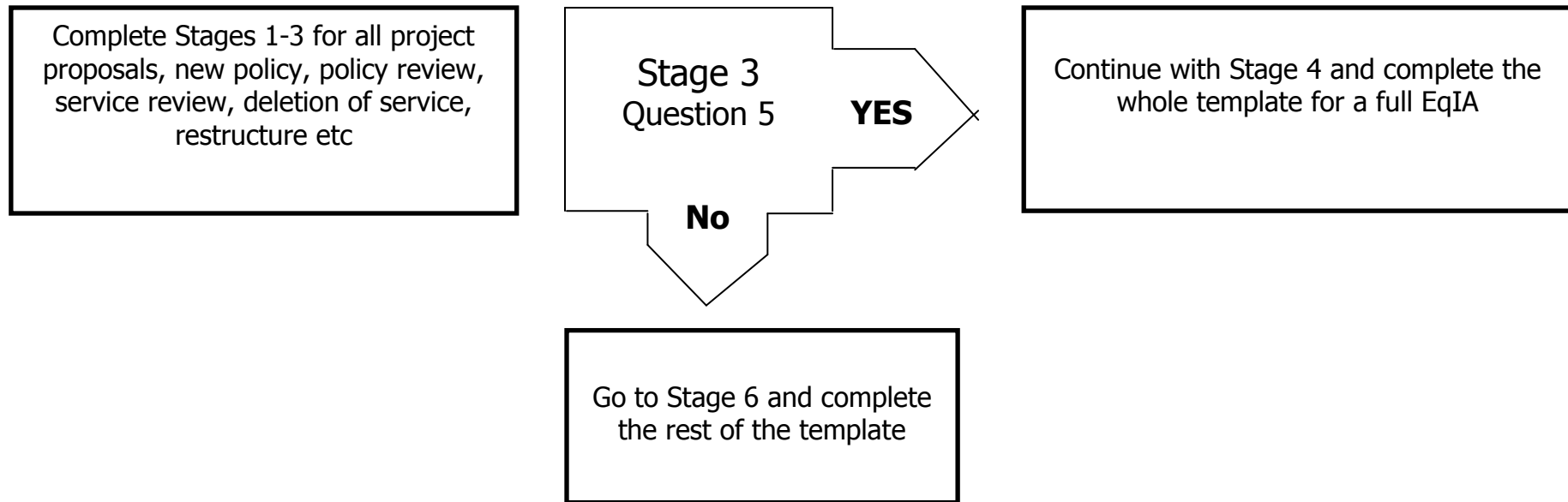
sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

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.
- 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 ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£200k						
Title of Project:	PA_03 Review of Floating Support Contracts						
Directorate / Service responsible:	People Directorate/ Adult Social Care						
Name and job title of Lead Officer:	Bernie Flaherty – Director of Adult Social Care Chris Greenway – Head of Safeguarding Assurance and Quality Services						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):	August 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 OP (Hestia), EMI and Mental Health (non-accommodation) based floating Support schemes will be combined into one contract and the proposal will be to move to an intensive short term support model instead of the current long term (up to 2 years) regular floating support. This should deliver a 50% saving on these contracts.</p> <p>The accommodation based services will be combined into one contract but the model of delivery will remain the same so may achieve a 10% efficiency on those contracts. The sensory service will remain the same and is unlikely to yield a saving but is already supporting up to 200 people instead of the commissioned 10 units. Overall this proposal should deliver around £200,000 saving.</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		Stakeholders		
	Staff		Age	✓	Disability	✓	
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity		
	Race		Religion or Belief		Sex		
	Sexual Orientation		Other				
<p>3. Is the responsibility shared with another directorate,</p>							

<p>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 is shared with the Housing Directorate, as a joint procurement exercise will be carried out to deliver these savings, although we could tender independently, the contract is following the same model as Housing.</p>
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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 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>As part of the analysis of the existing contracts we asked the Providers to complete a template requiring details about the clients they support including their protected characteristics, these are coming back at the moment and will be updated as they come through.</p> <p>There are 2 contracts currently focusing on older people, these two contracts will be retendered as one, covering older people and Elderly Mentally Infirm as one.</p>	<p>The delivery model is shorter more intensive support more in line with national best practice. The service users impacted by the proposal have been sent a questionnaire about their service and any suggestions they have to build into the tender. It is intended that more older people will be supported by the new model, but with all vulnerable people change must be adequately managed and carefully discussed.</p>
Disability (including carers of disabled people)	<p>As part of the analysis of the existing contracts we asked the Providers to complete a template requiring details about the clients they support including their protected characteristics, these are coming back at the moment and will be updated as they come through.</p> <p>The services in question all provide support to disabled people, the reconfiguration will have an impact on</p>	<p>The delivery model is shorter more intensive support more in line with national best practice. The service users impacted by the proposal have been sent a questionnaire about their service and any suggestions they have to build into the tender. It is intended that more people will be supported by the new model, but with all vulnerable people change must be adequately managed and carefully discussed.</p>

	people with disabilities.	
Gender Reassignment	It is unlikely that there will be any adverse impacts on this protected characteristic	
Marriage / Civil Partnership	It is unlikely that there will be any adverse impacts on this protected characteristic	
Pregnancy and Maternity	It is unlikely that there will be any adverse impacts on this protected characteristic	
Race	It is unlikely that there will be any adverse impacts on this protected characteristic	
Religion and Belief	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sex / Gender	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sexual Orientation	It is unlikely that there will be any adverse impacts on this protected characteristic	

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			x	x	x	x	x	x	x

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
Impacted Service users and their carers will be consulted if this proposal is accepted		

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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
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					

<p>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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	Yes	x	No	
	<p>This proposal will have an impact on Voluntary Sector organisations provide support to older people and people with disabilities. There is a risk that other decisions, namely VCS reductions that will have a disproportionate impact on these characteristics.</p>			
<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	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
All	Service users and their carers will be consulted about changes, as well as consultation with providers if necessary.		Bernie Flaherty/ Chris Greenway	

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 is intended to improve service delivery for the current clients of these services and those with these protected characteristics

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

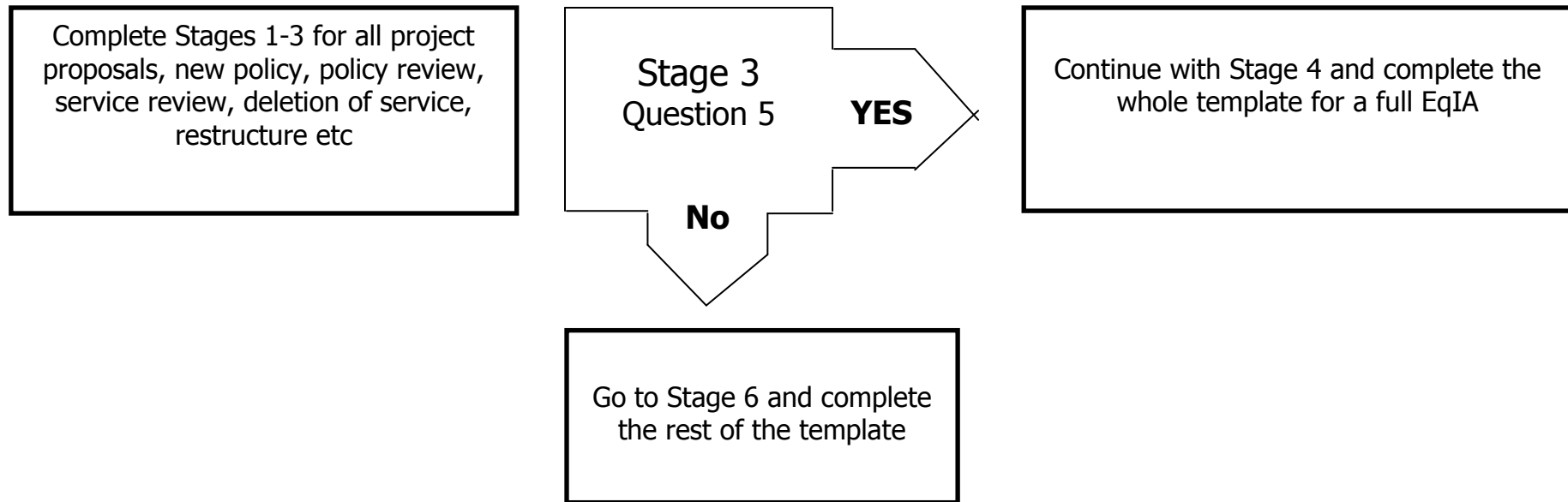
sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

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.
- 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 ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£50						
Title of Project:	PA_02 Housing Provision with Floating Support						
Directorate / Service responsible:	People Directorate/ Adult Social Care						
Name and job title of Lead Officer:	Bernie Flaherty – Director of Adult Social Care Chris Greenway – Head of Safeguarding Assurance and Quality Services						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):	August 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>This savings proposal is to move or place 45 existing clients in Residential or Supported Accommodation into Community self-contained accommodation with floating support and additional personal care packages to maintain their independence.</p> <p>This proposal would be working with housing colleagues to initially create a floor in a sheltered block and medium term a complete block to allow two cohorts of service users (learning disability and mental health) to be accommodated in the Community.</p> <p>This savings proposal is based on review of people with a learning disability and mental health noting that the achievement of the savings is dependent on individual assessments with service users and their families/ advocates, and suitable lower cost alternatives being available to meet assessed needs. Savings are therefore subject to change.</p> <p>This proposal will also require a piece of joint strategic commissioning work between Housing and Adults to ascertain if this is an effective way forward and if there is scope to build more of this specialised accommodation as part of the Councils regeneration plans. It is essential that Housing and Adults work very closely together on this initiative.</p> <p>This project is a longer term solution to provide alternative community based support. Further exploration of the options will confirm the savings potential, both in terms of the phasing of the savings and the total savings that could be delivered.</p>						
2. Who are the main groups / Protected Characteristics	Residents / Service Users	✓	Partners		Stakeholders		

that may be affected by your proposals? (✓ all that apply)	Staff		Age	✓	Disability	✓
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	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 is shared with the Housing Directorate, as a strategic commissioning exercise will need to be carried out to deliver these savings.</p>
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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 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>There is a risk that reducing the capacity for other groups of older persons that would normally be placed in sheltered accommodation could lead to additional homeless pressure (although in the over 55 age group there is a lower risk of homelessness)</p> <p>Reducing the availability of sheltered schemes to older people may lead to further Adult Social Care pressures as these housing options in the Community are not available to frail and elderly older people.</p>	<p>If this proposal is accepted, work will be carried out to understand the full impact including where older people may be disproportionately impacted by the risks outlined in the evidence column.</p>

Disability (including carers of disabled people)	Due to the nature of this proposal and the likely impacted service users there is a possibility that people disabilities will be impacted by this proposal.	If this proposal is accepted, work will be carried out to understand the full impact including where disabled people may be disproportionately impacted by the risks outlined in the evidence column.
Gender Reassignment	It is unlikely that there will be any adverse impacts on this protected characteristic	
Marriage / Civil Partnership	It is unlikely that there will be any adverse impacts on this protected characteristic	
Pregnancy and Maternity	It is unlikely that there will be any adverse impacts on this protected characteristic	
Race	It is unlikely that there will be any adverse impacts on this protected characteristic	
Religion and Belief	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sex / Gender	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sexual Orientation	It is unlikely that there will be any adverse impacts on this protected characteristic	

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			x	x	x	x	x	x	x
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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
Impacted Service users and their carers will be consulted if this proposal is accepted		

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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
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					

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	
	It is intended that this will be a positive impact for those people impacted by the proposal. These will be people with disabilities. That may be disadvantaged by other projects and reductions cross Council.			

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
All	Service users and their carers will be consulted about changes, as well as consultation with providers if necessary.		Bernie Flaherty/ Chris Greenway	

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

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	

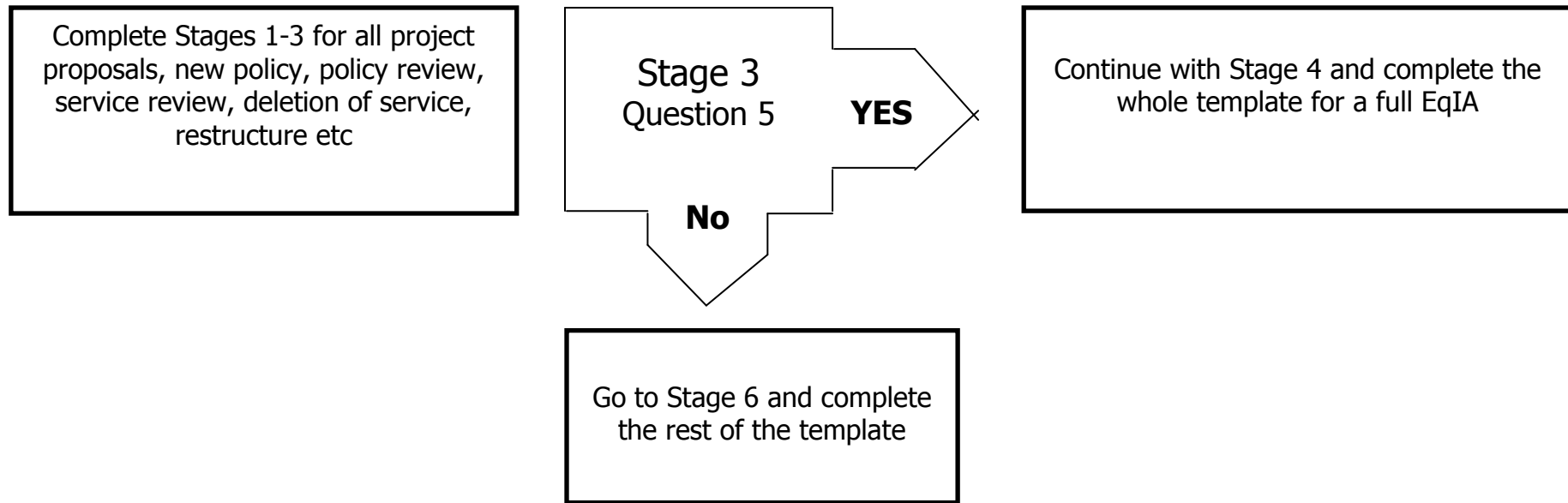
sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

Equality Impact Assessment Template

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- 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 ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£2.360m						
Title of Project:	PA_05 Harrow is Home						
Directorate / Service responsible:	People Directorate/ Adult Social Care						
Name and job title of Lead Officer:	Seth Mills – Service Manager, Long Term Care Management & All Age Disabilities Shaun Riley – Service Manager, Personalisation Anne Mosley – Service Manager, Personalisation						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):	December 2017						

Stage 1: Overview

1. What are you trying to do?

(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)

Adult social care provides support in a variety of ways to those people living in Harrow who have the highest level of care and support needs, for example those with a disability and long term illness, older people and unpaid carers. Social care helps people to do everyday things and protects people from harm who are unable to keep themselves safe. The numbers of people who might need care and support in the future is expected to rise significantly. The numbers of people living with (for example) dementia, learning disability or poor mental health will all increase and the associated rise in demand for health and social care services comes at a time when funding is decreasing. Therefore, prioritising an emphasis on keeping people independent or regaining their independence after injury or illness takes on even greater significance.

The aim of this project is to promote, maintain and enhance people's independence in their family and community so that they are stronger, healthier, more resilient and less reliant on formal social care services. There will be a number of work streams underpinning this project to help residents to help themselves, to provide help when it is needed and to help residents live their lives.

For most people, long-term support from the Council will be the exception rather than the rule and we will need to manage people's expectation, ensuring people have accurate and timely information. For the majority, we will provide 'fit-for-purpose' support that helps people to build on their current strengths and develop their abilities to look after themselves, rather than be dependent on Council support

	This approach represents a considerable cultural shift for staff, citizens and partners - away from a model which looks at problems rather than strengths and towards the promotion of social (family and friends) and individual responsibility; resilient communities and ensuring that the Council focuses on its priority: to support the most vulnerable citizens with the right support at the right time. Where people do need longer-term services, the Council will share the care responsibility with the person, their family and their community.				
2. Who are the main groups / 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? 	No				

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 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)	The Promoting Independence Team will work with a group of people who have been recently discharged from hospital to help them to regain confidence and skills, using aids and adaptations in their own homes	

	<p>and tailor-made rehabilitation programmes. The project will also support employment, explore volunteering and social inclusion activities by maximising community assets.</p> <p>Evidence suggests that:</p> <ol style="list-style-type: none"> 1) Those discharged from hospital within ten weeks - most people discharged from hospital are expected to make some or full recovery within that period 2) Those in receipt of care for over three years – working 18-75 year olds with a variety of disabilities to re-establish their resilience and independence . 	
Disability (including carers of disabled people)	<ul style="list-style-type: none"> • Core Cluster - An approach to the delivery of care to younger adults with disabilities. <p>This approach consists of a network or ‘cluster’ of homes which are linked to a ‘hub’ or ‘core’ of skilled care and support staff, enabling service users to have their own homes (supported by a tenancy). This approach helps promote and support independent living and empowers these young adults under the banner of ‘resilient communities’.</p>	
Gender Reassignment	It is unlikely that there will be any adverse impacts on this protected characteristic	
Marriage / Civil Partnership	It is unlikely that there will be any adverse impacts on this protected characteristic	
Pregnancy and Maternity	It is unlikely that there will be any adverse impacts on this protected characteristic	
Race	It is unlikely that there will be any adverse impacts on	

	this protected characteristic	
Religion and Belief	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sex / Gender	It is unlikely that there will be any adverse impacts on this protected characteristic	
Sexual Orientation	It is unlikely that there will be any adverse impacts on this protected characteristic	

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, 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
Staff Consultation around the likely pathways required to support this model of service delivery		

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)					
Disability (including carers of disabled people)					

Gender Reassignment							
Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							
Sexual orientation							
8. Cumulative Impact – Considering what else is happening within the				Yes	x	No	

<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>				
<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	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
All	Service users and their carers will be consulted about changes, as well as consultation with providers if necessary.		Visva Sathasivam	

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 proposal is intended to improve service delivery for the current clients of these services and those with these protected characteristics</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)

<p>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.</p>	
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<p>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.</p>	
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<p>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)</p>	
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<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	
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Stage 9 - Organisational sign Off

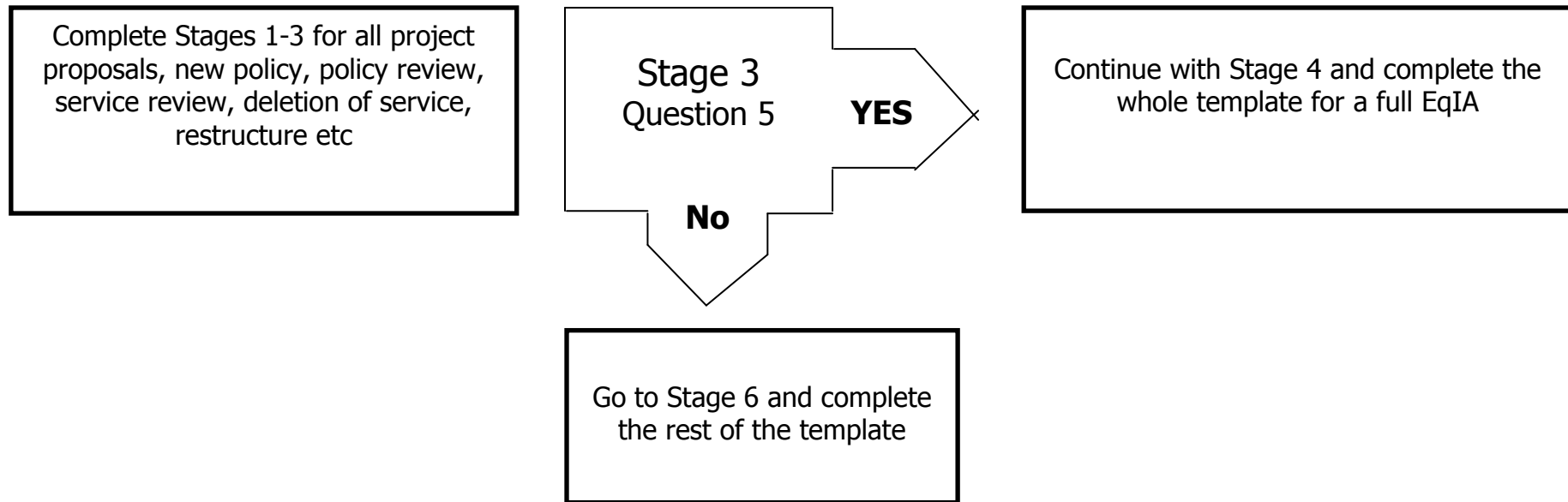
<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	
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<p>Signed: (Lead officer completing EqIA)</p>		<p>Signed: (Chair of DETG)</p>	
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Date: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

Equality Impact Assessment Template

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- 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.
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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	TBC						
Value of savings to be made (if applicable):	£205,000						
Title of Project:	Parking Review						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	Ian Slaney						
Name & contact details of the other persons involved in the assessment:	Ian Slaney						
Date of assessment (including review dates):	14/08/2017						

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>General efficiency review to reduce the costs of running Parking Services. Changes include:</p> <ul style="list-style-type: none"> The introduction of Virtual Permits system and a review of general parking operations which will reduce administrative costs. <p>Outcomes Impact</p> <p>Efficient and Effective Organisation. With the introduction of virtual permits, the operation becomes more business-like.</p> <p>Risks</p> <p>Virtual Permits: Purchase of new operational equipment and back office systems to be agreed between Parking and Revenues and Benefits.</p>						
<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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?

N/A
Where the proposed service changes will impact on other services, consultation will be undertaken.

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 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)	The 2011 Census estimated there were 239,100 people living in Harrow Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15 20.1%, 16-64 65.8%, 65+ 14.1%.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is required. If agreed, wider consultation would need to be undertaken.
Disability (including carers of disabled people)	6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is required. If agreed, wider consultation would need to be undertaken.
Gender Reassignment	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected.

		<p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
Marriage / Civil Partnership	No data available to demonstrate that this group would be disproportionately affected.	<p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
Pregnancy and Maternity	No data available to demonstrate that this group would be disproportionately affected.	<p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
Race	<p>The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7th nationally for ethnic diversity. 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>The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African.</p>	<p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
Religion and Belief	The 2011 Census showed the following religions in Harrow: Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish 4.41%; Muslim 12.5%; Sikh 1.15%; other religions 2.49%.	<p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is required.</p> <p>If agreed, wider consultation would need to be undertaken.</p>
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	No data available to demonstrate that this group would be disproportionately affected.

		Further preparatory work is required. If agreed, wider consultation would need to be undertaken.
Sexual Orientation	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is required. If agreed, wider consultation would need to be undertaken.

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, 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

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)					
Disability (including carers of disabled people)					

Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					
8. Cumulative Impact – Considering what else is happening within the				Yes	No

<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>				
<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	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
None identified at this stage	If agreed, further work will be undertaken to mitigate any risks	Consultation undertaken and results used to shape future service delivery	Ian Slaney	Ongoing

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty	Future work will include the development of an implementation framework
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(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	supported by clear objectives.
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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.	X
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.	
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Stage 9 - Organisational sign Off

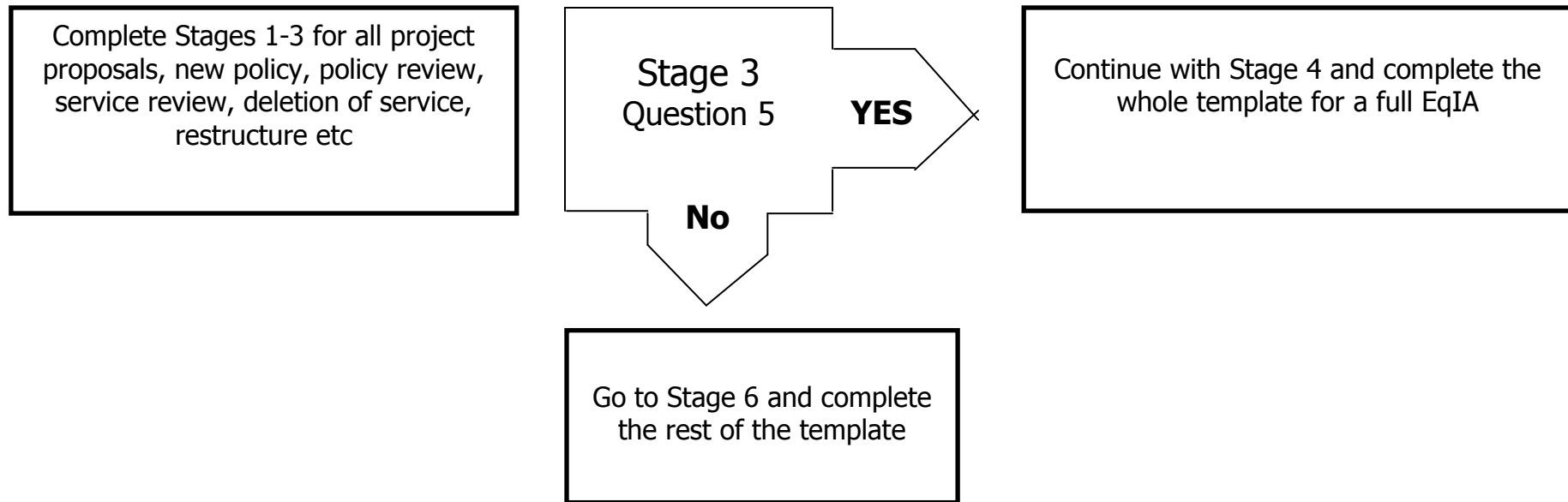
13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.
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Signed: (Lead officer completing EqIA)	Ian Slaney	Signed: (Chair of DETG)	Dave Corby
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Date:	14/08/2017	Date:	17/08/2017
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

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.
- 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	TBC 13/7/17						
Value of savings to be made (if applicable):	£20,500 (2019/20)						
Title of Project:	Changes to the Household Reuse Recycling Centre at Forward Drive						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	Rebecca Johnson						
Name & contact details of the other persons involved in the assessment:	Simon Baxter						
Date of assessment (including review dates):	11/08/2017						

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>Cabinet approved the following changes to the HRRC at Forward Drive at its meeting in July 17.</p> <ul style="list-style-type: none"> - Restrict access for non-residents to HRRC by introducing a charging regime for non residents these were introduced in November 2017 - Introduce charges for non household waste (e.g. building waste) deposited at HRRC by residents / non residents proposed to be introduced in June/ July 2018 - Upgrade trade waste controls proposed to be introduced in June/ July 2018 <p>Implementation of the proposed changes will be split into three phases, with phase 1 (restricting access for non-residents) being implemented from 13/11/2017. The further two phases are intended to be rolled out towards the later end of 2018/19 reporting period.</p> <p>Implementation costs to be met from anticipated saving in year 1, with net saving to be generated from year 2 onwards (i.e. 2019/20)</p> <p>Outcomes Impact</p> <p>The proposed savings will make a difference for communities by providing a better quality of service due to reduced queuing times at the site. Reducing the number of visitors to the site will allow for residents to have better control over their service and will also create a more efficient and effective service both for the customer and operationally.</p>
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Risks

The key risks associated with the proposed changes are that by preventing out of borough residents from entering the site, despite it being their closest CA Site geographically, that there may lead to an increase in fly tipping in the surrounding area around Forward Drive. To address this risk significant promotion will take place in the two months lead up to the implementation date along with a pre implementation review of the potential fly tipping hotspots in the immediate area around the site. Once the change has been implemented there will be monitoring of any increase in fly tipping and targeted action will take place if found to be an issue.

There is further risk associated with public perception of the change as borough residents may initially see the change as an encroachment on their privacy, however this will be addressed via significant promotion during the two months lead up to the implementation in order to advise residents that the changes will make the site easier to use and access.

There may be a health and safety risk for staff members in regards to a potential increase in violence and aggression from visitors to the site that are out of the borough and prevented from accessing the site. This will be addressed by ensuring that the neighbouring boroughs are contacted prior to the changes to advise them of the potential impact on their residents. There will also be signage around the site advising visitors before they get to the meet and greet member of staff that they will not be allowed access.

Key Milestones:

Phase 1 – Borough residency checks

- Promotion start date – 11/09/2017
- Implementation start date – 13/11/2017

Phase 2 – Increased trade waste controls

- Proposed implementation date – June 2018

Phase 3 – Chargeable DIY waste

- Proposed promotion start date – Sept 2018
- Proposed implementation start date – Nov 2018

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: <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	N/A					

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 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>The 2011 Census estimated there were 239,100 people living in Harrow</p> <p>Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15 20.1%, 16-64 65.8%, 65+ 14.1%.</p>	<p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Further preparatory work is needed.</p>

Disability (including carers of disabled people)	6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is needed. .
Gender Reassignment	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is needed.
Marriage / Civil Partnership	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is needed. .
Pregnancy and Maternity	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is needed.
Race	The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7 th nationally for ethnic diversity. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other. The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is needed. .
Religion and Belief	The 2011 Census showed the following religions in Harrow:	No data available to demonstrate that this group would be

	Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish 4.41%; Muslim 12.5%; Sikh 1.15%; other religions 2.49%.	disproportionately affected. Further preparatory work is needed.
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is needed.
Sexual Orientation	No data available to demonstrate that this group would be disproportionately affected.	No data available to demonstrate that this group would be disproportionately affected. Further preparatory work is needed.

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, 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

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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
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					

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
None identified at this stage	If agreed, further work will be undertaken to mitigate any risks	Consultation undertaken and results used to shape future service delivery.	Rebecca Johnson	Ongoing

Stage 7: Public Sector Equality Duty

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

- 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

Future work will include the development of an implementation framework supported by clear objectives.

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.	x
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?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.		
Signed: (Lead officer completing EqIA)	Rebecca Johnson	Signed: (Chair of DETG)	Dave Corby
Date:	11/08/2017	Date:	17/08/2017
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)
Date decision to be taken:	12 October 2017					
Value of savings to be made (if applicable):	Est £100k p.a.					
Title of Project:	Housing Related Support Services (S1- housing only)					
Directorate / Service responsible:	Community- Housing Services					
Name and job title of Lead Officer:	Jane Fernley Head of Business Development and Transformation Housing Services Community Directorate Jane.Fernley@harrow.gov.uk Internal: 2283 External: 020 8424 1283					
Name & contact details of the other persons involved in the assessment:	Meghan Zinkewich-Peotti Housing Strategy Project Manager Housing Services Community Directorate Meghan.Zinkewich-Peotti@harrow.gov.uk Internal: 2346 External: 020 8424 1346					
Date of assessment (including review dates):	16 Aug. 17 (reviewed 9 Jan 2018)					
Stage 1: Overview						
1. What are you trying to do? (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)	There are currently several housing related support and prevention services which originated under the former Supporting People programme. They provide housing related support to vulnerable people living in all tenures, to enable them to continue to live independently. The contracts for these services end in March 2018 and no further extensions are contractually possible. The services are not in line with current practice or Care Act provisions, and as such we are proposing to retender the services and bring them in line with current statutory and preventative practice.					

The Housing contracts are as follows:

- **Floating Support**
 - Generic- Look Ahead
 - Substance Misuse and Ex-offenders - Look Ahead
- **Accommodation Based Support**
 - Substance Misuse and Ex-offenders Supported Housing- Look Ahead

People (Adults) also commission services under this programme.

The recommended option is to commission new remodelled services under new contracts commencing in April 2018. The remodelled service will provide a more cost effective, flexible approach to meeting the immediate needs of our clients.

2. Who are the main groups / 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?

This exercise is cross directorate, with Officers working together on the procurement from both Housing and Adult Services. The lots will be separated and contracts will be managed within the relevant department.

Providers were approached jointly to provide data in the same format to ensure they are involved in this assessment.

The overall responsibility is shared across both services.

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 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>Profile of Harrow residents at 2011 Census: In 2011 Harrow had a usual resident population of 239,056. 48,060 (20.1%) were aged 0-15, 157,330 (65.8%) were aged 16-64 and 33,670 (14.1%) were aged 65+. 18% of Harrow's households are comprised solely of residents aged 65 and over.</p> <p>Generic Floating Support</p> <p>This service is for adults. The profile of the current service users (July 2017) is as follows:</p> <table border="1" data-bbox="483 810 1285 928"> <tr> <td>Under 16</td> <td>0 %</td> <td>16-24</td> <td>5%</td> </tr> <tr> <td>25-44</td> <td>37%</td> <td>45-64</td> <td>57%</td> </tr> <tr> <td>65 and over</td> <td>1%</td> <td></td> <td></td> </tr> </table> <p>Substance Misuse and Ex-offenders Floating Support</p> <p>This service is for adults. The profile of the current service users (July 2017) is as follows:</p> <table border="1" data-bbox="483 1190 1285 1308"> <tr> <td>Under 16</td> <td>0 %</td> <td>16-24</td> <td>8%</td> </tr> <tr> <td>25-44</td> <td>51%</td> <td>45-64</td> <td>41%</td> </tr> <tr> <td>65 and over</td> <td>0%</td> <td></td> <td></td> </tr> </table> <p>Supported Housing for Substance Misuse and Ex-</p>	Under 16	0 %	16-24	5%	25-44	37%	45-64	57%	65 and over	1%			Under 16	0 %	16-24	8%	25-44	51%	45-64	41%	65 and over	0%			<p>Generic Floating Support- The majority (57%) of the users of the generic floating support service are aged 45-64 years, followed by 25-44 years (37%).</p> <p>Substance Misuse and Ex-offenders Floating Support- The majority (51%) of the users of the substance misuse and ex-offenders floating support service are aged 25-44 years, followed by 45-64 years (41%).</p> <p>Supported Housing for Substance Misuse and Ex-offenders- Half of the users of the supported housing for substance misuse and ex-offenders service are aged 45-64 years.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have a major adverse impact on any of the protected characteristics and will provide additional support to all age groups, how this is provided to best meet the needs of people of all ages will be decided as part of the engagement with providers and service users in advance of the tender process.</p>
Under 16	0 %	16-24	5%																							
25-44	37%	45-64	57%																							
65 and over	1%																									
Under 16	0 %	16-24	8%																							
25-44	51%	45-64	41%																							
65 and over	0%																									

	<p>offenders</p> <p>This service is for adults. The profile of the current service users (July 2017) is as follows:</p> <table border="1" data-bbox="488 263 1288 379"> <tr> <td>Under 16</td> <td>0 %</td> <td>16-24</td> <td>17%</td> </tr> <tr> <td>25-44</td> <td>33%</td> <td>45-64</td> <td>50%</td> </tr> <tr> <td>65 and over</td> <td>0 %</td> <td></td> <td></td> </tr> </table>	Under 16	0 %	16-24	17%	25-44	33%	45-64	50%	65 and over	0 %			
Under 16	0 %	16-24	17%											
25-44	33%	45-64	50%											
65 and over	0 %													
<p>Disability (including carers of disabled people)</p>	<p>Profile of Harrow residents at 2011 Census:</p> <p>In 2011 Harrow had a usual resident population of 239,056. 34,850 (14.6%) of residents had a limiting long-term illness or disability which limited their day-to-day activities.</p> <p>Generic Floating Support</p> <p>The profile of the current service users (July 2017) shows that 73% current service users identify as having a disability and 27% service users do not identify as having a disability.</p> <p>Substance Misuse and Ex-offenders Floating Support</p> <p>The profile of the current service users (July 2017) shows that 22% current service users identify as having a disability and 78% service users do not identify as having a disability.</p> <p>Supported Housing for Substance Misuse and Ex-offenders</p>	<p>Generic Floating Support- The majority (73%) of the users of the generic floating support service identify as having a disability.</p> <p>Substance Misuse and Ex-offenders Floating Support- The majority (78%) of the users of the substance misuse and ex-offenders floating support service do not identify as having a disability.</p> <p>Supported Housing for Substance Misuse and Ex-offenders- 33% of users of the supported housing for substance misuse and ex-offenders service identify as having a disability.</p> <p>The majority of the floating support service users do not identify as having a disability.</p> <p>Changes to these services will have impacts on disabled people, though this is to be expected with services provided to vulnerable clients. The new provision will need to provide support to clients will all different needs and disabilities.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a</p>												

	<p>The profile of the current service users (July 2017) shows that 33% current service users identify as having a disability and 67% service users do not identify as having a disability.</p>	<p>more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have a major adverse impact on any of the protected characteristics and will provide additional support to people with disabilities and mental health needs. How this is provided to best meet the needs of people of people with disabilities and mental health needs will be decided following engagement with providers and service users in advance of the tender process. Some of the feedback around the existing provision has highlighted the points of the service that people would like to see preserved, and this detailed feedback will form the service specification.</p>
<p>Gender Reassignment</p>	<p>Profile of Harrow residents: There is limited data held about this protected characteristic for the population and in relation to these groups and services. The England/Wales Census and Scottish Census have not asked if people identify as transgender. The charity GIRES estimated in their Home Office funded study in 2009 the number of transgender people in the UK to be between 300,000 and 500,000.</p> <p>Generic Floating Support</p> <p>No data available though it appears that there may be service users who identify as transgender.</p> <p>Substance Misuse and Ex-offenders Floating Support</p> <p>The profile of the current service users (July 2017) shows that all service users indicated that they have not undergone gender reassignment. There is no data</p>	<p>The data available for this protected characteristic is limited. This is a nationally recognised issue when commissioning services, The Transgender Equality Report produced by the House of Commons Select Committee published that the Office for National Statistics (ONS) anticipate “some 650,000 people are likely to be gender incongruent to some degree”. Any service commissioned must be prepared to work with people who have undergone gender reassignment as this figure is expected to rise in coming years.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people a variety of needs, including taking account of those who may have undergone, or may be considering gender reassignment.</p>

	<p>available for the other service users.</p> <p>Supported Housing for Substance Misuse and Ex-offenders</p> <p>No data available.</p>	
<p>Marriage / Civil Partnership</p>	<p>Profile of Harrow residents at 2011 Census: In 2011 Harrow had a usual resident population of 239,056. Harrow had a very high percentage of married couples. 53.7 per cent of residents (aged 16+) were in a marriage. The borough had lower levels of people with other marital and civil partnership status.</p> <p>Generic Floating Support</p> <p>The profile of the current service users (July 2017) shows that 90% current service users are single, 8% are married and for 2% the information is unknown.</p> <p>Substance Misuse and Ex-offenders Floating Support</p> <p>The profile of the current service users (July 2017) shows that 89% current service users are single, 3% is married and for 8% the information is unknown.</p> <p>Supported Housing for Substance Misuse and Ex-offenders</p> <p>The profile of the current service users (July 2017) shows that all current service users are single.</p>	<p>The majority of the users of the generic floating support service and of the substance misuse and ex-offenders floating support service are single. All users of the supported housing for substance misuse and ex-offenders service are single.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people a variety of needs, including taking account of marital/ civil partnership issues that may arise as part of the support required throughout this contract.</p>

<p>Pregnancy and Maternity</p>	<p>Profile of Harrow residents: ONS births figures show Harrow as having 3,585 live births in 2012. There is limited data held about this protected characteristic for the population and in relation to these groups and services.</p> <p>Generic Floating Support</p> <p>No data available.</p> <p>Substance Misuse and Ex-offenders Floating Support</p> <p>No data available.</p> <p>Supported Housing for Substance Misuse and Ex-offenders</p> <p>No data available.</p>	<p>The data available for this protected characteristic is limited.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people a variety of needs, including taking account of any needs which might arise in relation to pregnancy and maternity. This may have particular relevance in terms of the floating support contract with support potentially provided to mothers experiencing post-natal depression and other concerns during or following pregnancy.</p>
<p>Race</p>	<p>Profile of Harrow residents at 2011 Census: In 2011 Harrow had a usual resident population of 239,056. In 2011 44% of residents were Asian. Harrow's Indian group was the borough's largest minority ethnic group, with a population of 63,050 (26.4%). Other Asian groups accounted for 11.3% of Harrow's residents. Sri Lankans were the largest population group in this category in Harrow. 42.2% of residents were White, including 30.9% (73,830) White British. 8.2% of Harrow's residents were categorised in the Other White group, which comprised people from a large variety of backgrounds (mainly from other parts of Europe). 9.7% (23,105) of residents were Black, including Black African (3.6%) Black Caribbean</p>	<p>Generic Floating Support- The majority (53%) of the users of the generic floating support service are White/White British, followed by Asian/Asian British (16%) and Black/Black British (15%). When compared to the overall population of Harrow White and Black service users are overrepresented in this client group and Asian service users are underrepresented. It is not clear at this stage why this might be the case but there may be low awareness of these support services amongst residents from these specific groups and/or referral agencies. There may be also other sources of support available through family, friends or community or faith groups.</p>

(2.8%) and Other Black (1.8%). 4.1% of residents were included in the Arab and Other grouping.

Generic Floating Support

Profile of current service users at July 2017

Asian or Asian British 16%
Black or Black British 15%
Other ethnic background 10%
White or White British 53%
Refused (0)
Information not held 6%

Substance Misuse and Ex-offenders Floating Support

Profile of current service users at July 2017

Asian or Asian British 16%
Black or Black British 33%
Other ethnic background 5%
White or White British 46%
Refused (0)
Information not held (0)

Supported Housing for Substance Misuse and Ex-offenders

Profile of current service users at July 2017

Black or Black British 33%
White or White British 66%
Refused (0)
Information not held (0)

Substance Misuse and Ex-offenders Floating Support- A large proportion (46%) of the substance misuse and ex-offenders floating support service users are White, followed by Black (33%) and Asian (16%). When compared to the overall population of Harrow Black service users are overrepresented in this client group and Asian service users are underrepresented. However this client group is small (37).

Supported Housing for Substance Misuse and Ex-offenders- 66% of the service users of the supported housing for substance misuse and ex-offenders service are White and 33% are Asian.

There is a mix of different backgrounds receiving support from these services, which reflects the diverse make up of residents in Harrow. One of the key themes from the survey was that users were grateful to have support and information provided in their own languages, this will be included within future service specifications to ensure this part of the provision is not lost.

The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people with a variety of needs, The services currently support a mix of ethnicities and any new service procured going forward must continue to do this, and to make sure they are equipped to deal with diverse client groups in a culturally appropriate way.

<p>Religion and Belief</p>	<p>Profile of Harrow residents at 2011 Census: In 2011 Harrow had a usual resident population of 239,056. Religious affiliation is very high in Harrow. In 2011 37.3% (89,168) of residents were Christians, 25.3% (60,410) were Hindus, 4.4% (10,530) were Jewish and 12.5% (29,880) were Muslims 2.5% (5,945) people were followers of Other Religions, including Sikhs, Buddhists, Jains and Zoroastrians 9.6% (22,870) of residents stated that they had no religion 6.2% didn't answer this question.</p> <p>Generic Floating Support</p> <p>Profile of current service users at July 2017: Buddhist 0% Christian 56% Hindu 9% Jain 0% Jewish 1% Muslim 16% Sikh 0% Zoroastrian 0% No religion/Atheist 2% Other 14% Refused 0% Information not held 2%</p> <p>Substance Misuse and Ex-offenders Floating Support</p> <p>Profile of current service users at July 2017: Buddhist 0% Christian 46% Hinduism 8% Jainism 0%</p>	<p>Generic Floating Support- The majority (56%) of the users of the generic floating support service are Christian, followed by Muslim (16%). When compared to the overall population of Harrow Christian service users are overrepresented in this client group and Hindu and Jewish service users are underrepresented. It is not clear at this stage why this might be the case but there may be low awareness of these support services amongst residents from these specific groups and/or referral agencies. There may be also other sources of support available through family, friends or community or faith groups.</p> <p>Substance Misuse and Ex-offenders Floating Support- A large proportion (46%) of the substance misuse and ex-offenders floating support service users are Christian, followed by No Religion/Atheist (27%). When compared to the overall population of Harrow Christian service users are overrepresented in this client group and Hindu and Jewish service users are underrepresented. However this client group is small.</p> <p>Supported Housing for Substance Misuse and Ex-offenders- 46% of service users of the supported housing for substance misuse and ex-offenders service are Christian. Christian service users are overrepresented and service users from other faiths are underrepresented.</p> <p>It is not expected that this proposal will have an adverse impact on any of the protected characteristics and will provide additional support to people with a variety of needs continuing to support people of all religions and beliefs in an appropriate way that takes account of the requirements associated with different religious</p>
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	<p>Judaism 0% Muslim 8% Sikh 0% Zoroastrian 0% No religion/Atheist 27% Other 11% Refused 0% Information not held 0%</p> <p>Supported Housing for Substance Misuse and Ex-offenders</p> <p>Profile of current service users at July 2017:</p> <ul style="list-style-type: none"> • 83% Christian • 17% Other religion 	<p>backgrounds.</p>
<p>Sex / Gender</p>	<p>Profile of Harrow residents at 2011: Harrow had a usual resident population of 239,056. 49.4 per cent of residents were males and 50.6 per cent were females.</p> <p>Generic Floating Support</p> <p>This service is for adult men and adult women. The profile of the current service users (July 2017) shows that 54 59% service users are women and 40% are men. 1% service user identifies as transgender (no further details available).</p> <p>Substance Misuse and Ex-offenders Floating Support</p> <p>This service is for adult men and adult women. The profile of the current service users (July 2017) shows that of the current service users 73% are men and 27% are women.</p>	<p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users.</p> <p>It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people with a variety of needs continuing to support people of both gender.</p>

	<p>Supported Housing for Substance Misuse and Ex-offenders</p> <p>All current service users are men, as at July 2017.</p>	
Sexual Orientation	<p>The ONS advises that in 2015, 1.7% of the UK population identified themselves as lesbian, gay or bisexual (LGB). In 2015, the population of London had the largest percentage who identified themselves as lesbian, gay or bisexual (LGB) at 2.6%.</p> <p>Profile of Harrow residents: There is limited data held about this protected characteristic for the population and in relation to these groups and services.</p> <p>Nationally gathered statistics by the University of Cambridge (and published in the Journal of General Internal Medicine) stated that 12% of lesbian women and 19% of bisexual women reported mental health problems. This is compared to 6% of heterosexual women. 11% gay men and 15% bisexual men reported mental health problems, compared to just 5% of straight/ heterosexual males.</p> <p>Generic Floating Support</p> <p>Profile of current service users at July 2017 96% heterosexual 3% did not wish to disclose 1% bisexual</p> <p>Substance Misuse and Ex-offenders Floating</p>	<p>The majority of the users of the generic floating support service are heterosexual. All users of the substance misuse and ex-offenders floating support service and of the supported housing for substance misuse and ex-offenders service are heterosexual.</p> <p>The proposal being considered for floating support is that the services are remodelled and re-provided on a more intensive basis, potentially for a shorter term and to more service users. It is not expected that this will have an adverse impact on any of the protected characteristics and will provide additional support to people with a variety of needs.</p> <p>The new service will need to be respectful of the needs of the LGBT community and be aware of specific support provided to this group, especially in relation to the mental health services.</p>

Support

Profile of current service users at July 2017
100% heterosexual

Supported Housing for Substance Misuse and Ex-offenders

All current service users are heterosexual, as at July 2017.

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			✓	✓	✓	✓	✓	✓	✓

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
Postal survey of current service users August/Sept 2017	<p>The results from the survey are in line with the data in the table above. The survey highlighted some concerns about potential impacts on mental health and older people and requested additional support/ information.</p> <p>One of the key messages from the service users in the postal survey was support provided in their own language.</p>	<p>Further consultation with service users to understand the impacts of changing this service, took place on 19th October 2017. The results of this survey feed into the comments and actions detailed above, and provide considerations for the new service specification. One of the clear highlights was a need to ensure material is available in different languages and the availability of translator/ interpreter support.</p> <p>The new service will need to ensure they have access to translators and interpreters and are able to provide support in the client's language – this will form one of the requirements of the service specification.</p>
Market Engagement Event with providers and the Voluntary Community Sector on 12 October (Face to Face)	<p>Providers highlighted the need to ensure service users were not adversely impacted by the proposal and wanted to make sure that the transition takes account of the needs of service users, in relation to care and support and their protected characteristics.</p> <p>Providers expressed concerns about limiting the hours (as the current contracts do) and instead welcomed room for creative ways to deliver support.</p>	<p>Further consultation with service users to understand the impacts of changing this service, on 19th October 2017 Service users during this consultation discussed the impacts on vulnerable people and stressed the need for the process to be managed in a sensitive way that takes account of the needs of individuals in terms of their vulnerability and their protected characteristics. One of the clear highlights was a need to ensure material is available in different languages and the availability of translator/ interpreter support.</p>
Service User consultation event on 19 October	Service users highlighted the things that	Officers have recorded all concerns,

(Face to Face)		mattered most to them about the service and in particular the parts of the service they would be afraid to lose.		suggestions and ideas and will factor these into the new service specification.	
<p>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?</p>					
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)		✓		While this proposal is a positive change, it is impacting on people who do not always respond to change easily.	As a result any change will need to be sensitively delivered and carefully managed and monitored post implementation.
Disability (including carers of disabled people)		✓		While this proposal is a positive change, it is impacting on people who do not always respond to change easily.	As a result any change will need to be sensitively delivered and carefully managed and monitored post implementation.
Gender Reassignment					
Marriage and					

Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					
<p>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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	Yes	x	No		
	The service provision in the Borough will change as a result of this proposal. This is in addition to changes and reductions in finances to VCS organisations and may have a cumulative impact on the ability to access support for service users primarily from the Age and Disability related characteristics.				
<p>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</p>	Yes	x	No		
	There are lots of changes proposed that impact on vulnerable people, including changes to benefits allowances, support provision				

users socio economic, health or an impact on community cohesion? If yes, what is the potential impact and how likely is it to happen?	in the community and other changes. While this proposal is a positive change, it is impacting on people who do not always respond to change easily. As a result any change will need to be sensitively delivered and carefully managed.
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Stage 6 – Improvement

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
All areas	A method statement question will be included in the procurement process to ascertain how the provider will make their service accessible and will provide an inclusive service. This should include regard to language and culture.	Procurement process	Procurement	December
All areas	Diversity data will be requested as part of the quarterly monitoring of the new contracts. These will be reviewed and any trends will be identified and discussed.	Quarterly monitoring records	Housing (BDT- Housing Strategy) and Adults	Quarterly
Gender Reassignment / Pregnancy and Maternity	Clarity will be sought on this data during the quarterly monitoring of the new contracts to understand whether any service users identify as having undergone gender reassignment as there is limited data.	Quarterly monitoring records	Housing (BDT- Housing Strategy) and Adults	Quarterly

Age / Disability	Post implementation monitoring will be conducted to identify any potential impact.	Quarterly monitoring records	Housing (BDT- Housing Strategy) and Adults	September 2018
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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 provision of housing related support services tailored to the needs of service users assists vulnerable people to live independently and therefore contributes to equality of opportunity. We propose to continue to support vulnerable residents but the proposal out for consultation is that the service is remodelled and re-provided on an intensive basis, shorter term and to more service users.</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.	

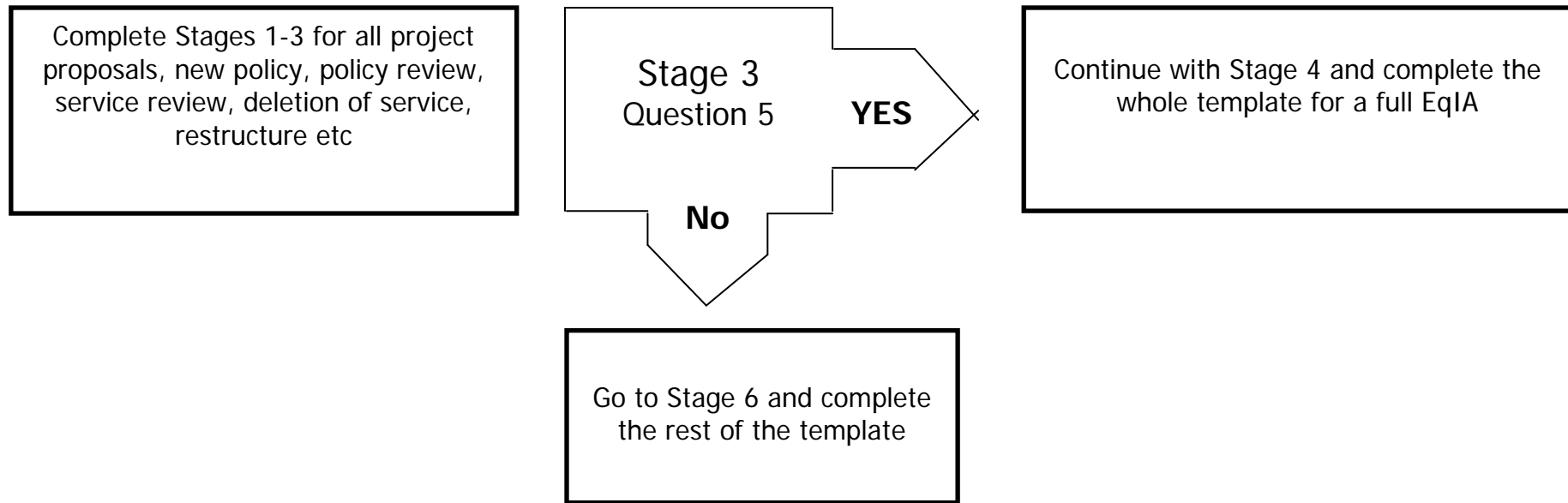
Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Chair of Community DETG
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Signed: (Lead officer completing EqIA)	Jane Fernley	Signed: (Chair of DETG)	Dave Corby
Date:		Date:	10/01/18
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

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.
- 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	December 2016 COM SOso8 and CE 8						
Value of savings to be made (if applicable):	£200K 17/18, pension (tbc) and redundancy costs (estimated at £30k each X5) but tbc £34K 17/18, £34K 18/19						
Title of Project:	Phase 2 Environment & Culture review – Regulatory Services TE fully Staff efficiency						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	Simon Baxter – Divisional Director						
Name & contact details of the other persons involved in the assessment:	Richard LeBrun - Environmental Services Manager						
Date of assessment (including review dates):	21/10/2016						

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>Review of Enforcement and Technical Support functions across the Division and the Council.</p> <p>Revised approach to prioritise commercial / income generating work and health and safety issues and to undertake all other services at a statutory minimum only so in lower quartile of performance London wide and meeting the lowest level of Food Standards Agency and other regimes. Also to explore the opportunity of bringing Trading Standard back in-house (however to note that there is already £40k saving target in 17/18 as part of the current SLA arrangement with Brent).</p> <p>This was originally planned as Phase 2 of the Environment and Culture review but may now need to be fast tracked. (potential deletion of 7 posts)</p> <p>Although shown as amber, the risk, given that there has been no preparatory work, is high as are the impacts on the public and the environment</p> <p>Without having completed the Phase 2 review, the saving figure represents a high level estimate only. Posts deletion will be inevitable but the exact numbers cannot be confirmed until a stage.</p> <p>Risks</p>
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	<p>The exact saving can only be confirmed following the review.</p> <p>A focus on minimum statutory work will impact on the wider public and other service areas e.g. increase in complaints allied to low level of front line resource around street cleansing and fly-tipping etc</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	✓	Stakeholders	✓
	Staff	✓	Age	✓	Disability	✓
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race	✓	Religion or Belief	✓	Sex	✓
	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? 	No					

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 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)	Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be

	20.1%, 16-64 65.8%, 65+ 14.1%. No data available to demonstrate that this group would be disproportionately affected.	disproportionately affected. Wider consultation will be needed for those directly affected.
Disability (including carers of disabled people)	No data available to demonstrate that this group would be disproportionately affected.	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be disproportionately affected. Wider consultation will be needed for those directly affected.
Gender Reassignment	No data available to demonstrate that this group would be disproportionately affected.	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be disproportionately affected. Wider consultation will be needed for those directly affected.
Marriage / Civil Partnership	No data available to demonstrate that this group would be disproportionately affected.	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be disproportionately affected. Wider consultation will be needed for those directly affected.
Pregnancy and Maternity	No data available to demonstrate that this group would be disproportionately affected.	Further preparatory work will need to be undertaken. No data available to demonstrate that this group would be disproportionately affected. Wider consultation will be needed for those directly affected.

Race	<p>The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7th nationally for ethnic diversity. 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>No data available to demonstrate that this group would be disproportionately affected.</p>	<p>Further preparatory work will need to be undertaken.</p> <p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Wider consultation will be needed for those directly affected.</p>
Religion and Belief	<p>No data available to demonstrate that this group would be disproportionately affected.</p>	<p>Further preparatory work will need to be undertaken.</p> <p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Wider consultation will be needed for those directly affected.</p>
Sex / Gender	<p>No data available to demonstrate that this group would be disproportionately affected.</p>	<p>Further preparatory work will need to be undertaken.</p> <p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Wider consultation will be needed for those directly affected.</p>
Sexual Orientation	<p>No data available to demonstrate that this group would be disproportionately affected.</p>	<p>Further preparatory work will need to be undertaken.</p> <p>No data available to demonstrate that this group would be disproportionately affected.</p> <p>Wider consultation will be needed for those directly affected.</p>

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, 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

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)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and					

Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					

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
Staff Impact	If agreed, the process will be managed through the PMOC policy; redeployment opportunities will be sought staff will be consulted and this eia will be updated in light of those consultation responses.	Preparatory work and wider consultation complete.	Richard LeBrun	2017/18

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>Once the preparatory work is complete mitigations will be identified to reduce the potential negative impacts.</p>
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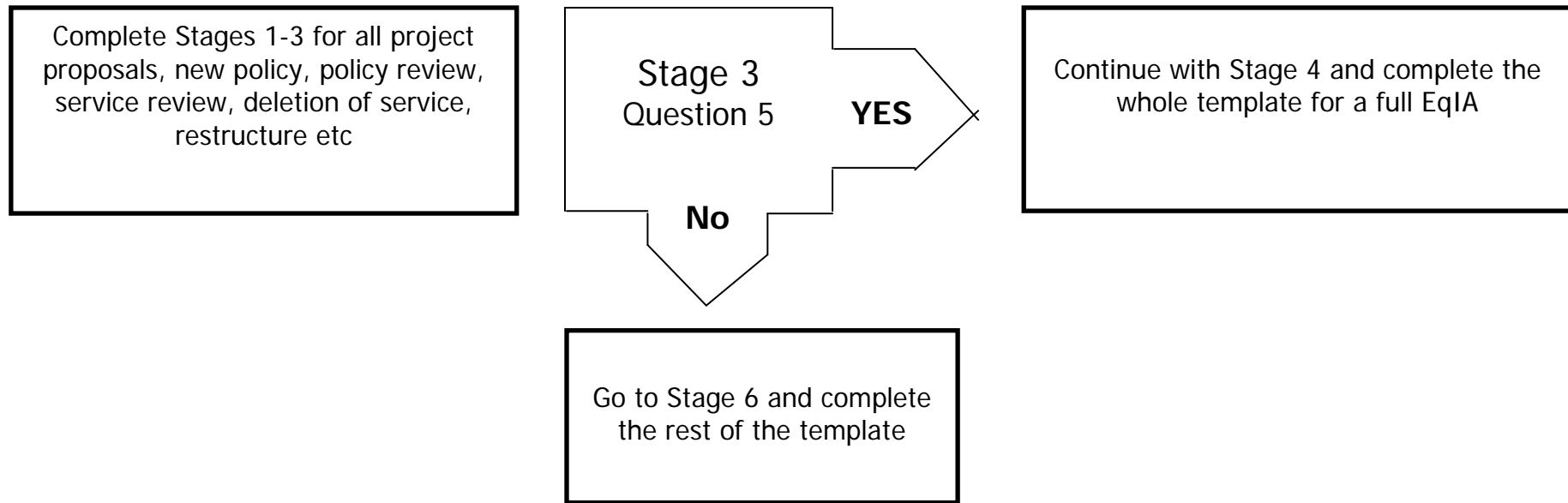
Stage 8: Recommendation

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.	X
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?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.		
Signed: (Lead officer completing EqIA)	Simon Baxter	Signed: (Chair of DETG)	Dave Corby
Date:	26/10/2016	Date:	26/10/2016
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

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.
- 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	December 2016						
Value of savings to be made (if applicable):	£150K - 2018/19 com s11						
Title of Project:	Route optimisation on food waste						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	Simon Baxter- Divisional Director						
Name & contact details of the other persons involved in the assessment:	Alan Whiting – Environmental Services Manager						
Date of assessment (including review dates):	21/10/2016						

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>An opportunity to optimise food waste collection routes arises following the recent communication from WLWA that a planning permission to construct a food waste transfer facility at Victoria Road will be submitted.</p> <p>The service employs 6 food waste collection crews. Food waste is currently delivered to the transfer station in Brentford. The journey time to and from the transfer station means that it is difficult to seek efficiencies under the current arrangement.</p> <p>Victoria Road is geographically closer and therefore it will reduce travelling time for tipping food waste.</p> <p>Indicative timetable suggested by WLWA is that the new facility at Victoria Road will be made available in 18 months' time (i.e. around April 2018), subject to achieving a successful planning application.</p> <p>Initial assessments by the service indicate that the routes can be optimised to achieve efficiencies; however a route optimisation exercise will need to be carried out to confirm the number of rounds that can come out. At this stage, it is considered possible to reduce the number of rounds from 6 to 5.</p> <p>In order to provide the most efficient service, considerations will need to be given on the vehicle type & size. Any changes to vehicle requirements may have a financial impact on the annual hire charge. Currently the food waste vehicles are on short term hire. At this stage, it is assumed</p>
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	<p>the budget provision for these short term hire vehicles is sufficient to cover the hire cost of new vehicles (if any is required). There are some agency staff used by the service no permanent staff will be effected by route optimisation. There will be no impact on the public the service will be the same but there may be a change on the collection day.</p> <p>Risks</p> <p>Delay in the construction of food waste facility at Victoria Road and/or availability of the site.</p>
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<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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			

<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? 	No
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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 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	The 2011 Census estimated there were 239,100 people living in Harrow	

young/older people)	Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15 20.1%, 16-64 65.8%, 65+ 14.1%.	No significant impact on this group; the service will be the same but there may be a change on the collection day Consultation will be undertaken as part of the project if required .
Disability (including carers of disabled people)	6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.	No significant impact on this group; the service will be the same but there may be a change on the collection day Consultation will be undertaken as part of the project if required.
Gender Reassignment	Data not currently available for this protected characteristic.	No data available to demonstrate that this group would be disproportionately affected. Consultation will be undertaken as part of the project if required.
Marriage / Civil Partnership	Data not currently available for this protected characteristic.	No data available to demonstrate that this group would be disproportionately affected. Consultation will be undertaken as part of the project.
Pregnancy and Maternity	Data not currently available for this protected characteristic.	No data available to demonstrate that this group would be disproportionately affected. Consultation will be undertaken as part of the project if required.
Race	The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7 th nationally for ethnic diversity. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct groups relative to each other. The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African	No significant impact on this group; the service will be the same but there may be a change on the collection day Consultation will be undertaken as part of the project if required.
Religion and Belief	The 2011 Census showed the following religions in Harrow: Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish	No significant impact on this group; the service will be the same but there may be a change on the collection day

	4.41%; Muslim 12.5%; Sikh 1.15%; Other religions 2.49%.	Consultation will be undertaken as part of the project if required
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	No significant impact on this group; the service will be the same but there may be a change on the collection day Consultation will be undertaken as part of the project if required.
Sexual Orientation	Data not currently available for this protected characteristic	No data available to demonstrate that this group would be disproportionately affected. Consultation will be undertaken as part of the project if required.

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, 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

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)					
Disability (including carers of disabled people)					

Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					
8. Cumulative Impact – Considering what else is happening within the				Yes	No

<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>				
<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	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
Residents	If agreed further work will be completed (including a route optimisation exercise) with regard to the implementation of the project to ensure that any risks are mitigated.	Agreed action plan with clear objectives in place.	Alan Whiting	Sept 2017

Stage 7: Public Sector Equality Duty					
10. How do your proposals meet the Public Sector Equality Duty (PSED) to: <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 			Future work will include the development of a clear implementation framework supported by clear objectives.		
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.				X	
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?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.

Signed: (Lead officer completing EqIA)	Simon Baxter	Signed: (Chair of DETG)	Dave Corby
Date:	26/10/2016	Date:	26/10/2016
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

Equality Impact Assessment Template

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:		Harrow Borough Council and Buckinghamshire County Council Shared HR Service		
Directorate / Service responsible:		Resources - HRD and Shared Services		
Name and job title of lead officer:		Jon Turner - Divisional Director HRD and Shared Services		
Name & contact details of the other persons involved in the assessment:		Marion Child - Project Manager		
Date of assessment:		31 st October 2015		

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Project: An HR Service Transformation project team has been initiated in HRD&SS which looks at further collaboration with Buckinghamshire County Council, in respect of the delivery of a shared HR service. A business case is currently being drawn up to look at the options for a new HR service delivery model and a decision on whether to proceed is expected early in 2016.</p> <p>Background: The Council implemented a transformation of its internal HR and OD Service in</p>
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	<p>April 2015, however further savings in the region of £250k remain necessary and no further opportunities exist internally to deliver these. The Council undertook an exercise to explore the opportunities of shared services with other Councils and Buckinghamshire County Council expressed an interest in exploring the possibility of a shared HR service.</p> <p>A Joint Programme Board, including senior officers and Cabinet Members from both councils agreed to explore the option of a shared HR Service.</p> <p>The primary aims and objectives of the HBC/BCC Shared HR Service project are to:</p> <ol style="list-style-type: none"> 1. Deliver savings/financial benefits of £250k for Harrow Borough Council by 2017/18 2. Create efficiency, capacity, resilience and career opportunities for colleagues. 3. Maintain or improve customer experience/satisfaction 4. Maximise return on commercial work 5. Better use of technology and self-service opportunities 6. Future proofing, to be able to flex and adapt to continued challenges and growth <p>The project is currently in the exploration phase, with a business case looking at the possible delivery model planned for presentation early in 2016. A decision will then be made as to whether this project is taken forward for implementation.</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users		Partners		Stakeholders	✓
	Staff HRD & SS 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?

The responsibility for delivery of this project is shared with Buckinghamshire County Council.

A joint project manager has been funded, with operational leads from across both organisations leading on development of the business case. If a decision is made to proceed with implementation, a joint implementation project team will be created.

Overall responsibility for the decision as to whether Harrow Borough Council proceed with to proceed with a shared HR service will sit with Harrow Cabinet.

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 only stakeholders who will be directly affected by this proposed project if it goes ahead, will be staff within the HR Service, whose posts are in scope. The following data is in respect of the current 'in scope' staff only. This could change as a result of the Business Case.

Age (including carers of young/older people)

Age Band	Count	Percentage
16-24	1	3.45

	<table border="1"> <tr> <td>25-34</td> <td>9</td> <td>31.03</td> </tr> <tr> <td>35-44</td> <td>3</td> <td>10.34</td> </tr> <tr> <td>45-54</td> <td>7</td> <td>24.14</td> </tr> <tr> <td>55-64</td> <td>9</td> <td>31.03</td> </tr> <tr> <td>Grand Total</td> <td>29</td> <td>100.00</td> </tr> </table>	25-34	9	31.03	35-44	3	10.34	45-54	7	24.14	55-64	9	31.03	Grand Total	29	100.00			
25-34	9	31.03																	
35-44	3	10.34																	
45-54	7	24.14																	
55-64	9	31.03																	
Grand Total	29	100.00																	
Disability (including carers of disabled people)	<table border="1"> <thead> <tr> <th>Disability</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>No Disability</td> <td>28</td> <td>96.55</td> </tr> <tr> <td>Yes - a form of Disability</td> <td>1</td> <td>3.45</td> </tr> <tr> <td>Grand Total</td> <td>29</td> <td>100.00</td> </tr> </tbody> </table>	Disability	Count	Percentage	No Disability	28	96.55	Yes - a form of Disability	1	3.45	Grand Total	29	100.00						
Disability	Count	Percentage																	
No Disability	28	96.55																	
Yes - a form of Disability	1	3.45																	
Grand Total	29	100.00																	
Gender Reassignment	Zero																		
Marriage / Civil Partnership	<table border="1"> <thead> <tr> <th>Marital Status</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Seperated</td> <td>1</td> <td>3.45</td> </tr> <tr> <td>Married</td> <td>13</td> <td>44.83</td> </tr> <tr> <td>Not declared</td> <td>3</td> <td>10.34</td> </tr> <tr> <td>Single</td> <td>12</td> <td>41.38</td> </tr> <tr> <td>Grand Total</td> <td>29</td> <td>100.00</td> </tr> </tbody> </table>	Marital Status	Count	Percentage	Seperated	1	3.45	Married	13	44.83	Not declared	3	10.34	Single	12	41.38	Grand Total	29	100.00
Marital Status	Count	Percentage																	
Seperated	1	3.45																	
Married	13	44.83																	
Not declared	3	10.34																	
Single	12	41.38																	
Grand Total	29	100.00																	
Pregnancy and Maternity	Staff currently on maternity leave																		

Maternity	Count	Percentage
Maternity Leave	1	3.45
Not on maternity leave	28	96.55
Grand Total	29	100.00

Ethnicity	Count	Percentage
Asian	6	20.69
Black	4	13.79
Mixed	1	3.45
White	18	62.07
Grand Total	29	100.00

Religious Denomination Key	Count	Percentage
Christianity	6	20.69
Hinduism	1	3.45
No Religion/ Atheist	1	3.45
Not declared	20	68.97
Other	1	3.45
Total	29	100.00

Gender	Count	Percentage
Female	24	82.76

	Male	5	17.24
	Grand Total	29	100.00

Sexual Orientation	Sexual Orientation	Count	Percentage
	Heterosexual	11	37.93
	Not Declared	17	58.62
	Prefer not to say	1	3.45
	Grand Total	29	100.00

Socio Economic	Date not available.
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Other (Part Time & Fixed Term Contract Workers)	Data to be confirmed
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5. What consultation have you undertaken on your proposals?

The Business Case will be presented to COB and Cabinet for final decision early in 2016.

HRD&SS staff are being kept regularly informed and consulted on an informal basis as the final structure is developed. A final proposed structure is due to be released early 2016, thereafter, formal consultation with HRD&SS employees will commence.

It is anticipated that Head Teachers and Schools will be kept informed and consulted with on an informal basis via the HSIPC group, with regard to any impact on Service Delivery,

Joint HBC/BCC communications are expected for the wider council 'internal customer' base, to keep them informed of progress once a decision is made to implement a change in the model of service delivery.

None of the proposals are expected to have any impact on protected characteristics of the wider stakeholder group, with all customers receiving at least the same level of service, if not better.

This project is currently at the Business Case phase. Consultation is currently limited to staff in scope and likely to be impacted. Once a decision

is made, consultation on the actual changes and any wider stakeholder impact will be planned and implemented in line with the following:

Who will be consulted?	What consultation methods will be used?	What are the likely impacts on the different groups / Protected Characteristics?	What actions will you take to address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
HRD&SS staff	Email, Newsletters, Presentations, Meetings and 1:1s	<p>Likely headcount reduction at a management level. Potential further reductions over the next 1 – 3 years as processes are standardised.</p> <p>This may lead to a possible adverse impact on HRD&SS equalities profiles.</p>	Specific consultation with the affected groups to minimise the impact of headcount reduction through voluntary exit and redeployment. Providing outplacement and transition support for all impacted staff.
Council Operations Board	Meetings, Presentations	<p>Consideration of impact on internal customer base.</p> <p>Potential changes to HR support for staff, particularly, line managers but this will not lead to any adverse impact in relation to equalities profiles.</p>	Implementation will need to consider training needs of line managers and users, in relation to any future changes in delivery model.
Trade Unions	Meetings, Presentations	Likely headcount reduction and potential risk of redundancy affecting their members	Further consultation with the trade unions to minimise the impact of potential redundancy on their members
<p>6. 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>	None		

Stage 3: Assessing Potential Disproportionate Impact

7. 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?

For the characteristics with a “No” response, there is no data held or available for analysis. Consideration will be given to whether further actions need to be identified to address this part of the assessment.

NB: There may be the potential for a protected characteristic to be disadvantaged by an adverse impact in relation to the proposed restructure, however any impact is deemed minimal. The project is in the development of a Business Case phase and as such it is not possible to determine the exact impact, expected to be phased over the next 1 – 3 years.

Therefore, in the box below, the “no” option has been selected based upon the uncertainty of the current position whilst recognising that this will need to be kept under review. It is currently anticipated that consultation will commence in the Spring of 2016.

	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, 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

<p>8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?</p> <p>(include this evidence, including any data, statistics, titles of documents and website links here)</p>	
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9. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

There has been no further consultation on the proposals as a result of the analysis at Stage 3. Should the project move from Business Case to Implementation, further analysis will be undertaken and at that time we anticipate engaging trade unions and to seek their views and comments and to further develop this EqIA.

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).

Stage 5: Assessing Impact and Analysis – Possible potential impact, if the Business Case goes forward to Implementation. Once that decision is made, further analysis will be done to update this EQIA.

10. 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	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in	Further consultation on the proposed future structure.

carers of young/older people)			scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Disability (including carers of disabled people)	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Gender Reassignment			None	
Marriage and Civil Partnership	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Pregnancy and Maternity	✓		Two staff are on maternity leave at the point of developing the Business Case. If either are still on maternity leave, their post may be at risk of redundancy.	Further consultation on the proposed future structure. Specific rules applying to staff on maternity leave will apply, if applicable. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV

				preparation, retirement.
Race	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Religion or Belief	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Sex	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Sexual orientation	✓		The proposed structure is likely to have a small reduction in posts across both councils, creating a risk of redundancy affecting all HRD&SS staff in scope and their protected characteristics. See section 4 for HRD&SS workforce profiles.	Further consultation on the proposed future structure. Provide outplacement and transition support for all staff helping them to cope with change, 1:1 coaching, prepare for interviews as part of the selection process and explore options for their future, for example, job search and CV preparation, retirement.
Other (Part Time & Fixed	✓		Data to be confirmed	

Term Contract workers)					
11. 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	✓	
	The project has no cumulative impact on the wider council.				
11a. 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	✓	
	There will be minimal redundancies across both councils and the wider impact is therefore negligible.				

12. 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									
	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
There may be the potential for a protected characteristic to be disadvantaged by an adverse impact in relation to the proposed restructure, however any impact is deemed minimal. The project is in the development of a Business Case phase and as such it is not possible to determine the exact impact, expected to be phased over the next 1 – 3 years. Therefore, in the box above, the “no” option has been selected based upon the uncertainty of the current position whilst recognising that this will need to be kept under review. It is currently anticipated that consultation will commence in the Spring of 2016.									

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

13. 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. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

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 13a 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)

✓

13a. If your EqIA is assessed as **outcome 3 or you have ticked 'yes' in Q12**, explain your justification with full reasoning to continue with your proposals.

This EQIA is being drawn up before the Business Case is completed, therefore further analysis will be undertaken once a decision is made as to which delivery model the Council will adopt and what potential impact this may have.

The case for change is driven by budget cuts across the Council and HRD&SS is required to further review its service and meet its savings target. Headcount reduction, although anticipated to be very limited in numbers, is expected to be an outcome across both councils. However there is a commitment to supporting staff throughout the change programme whether for internal interviews or seeking other posts outside of the organisation, seeking volunteers for redundancy and avoiding compulsory redundancy and redeploying

at risk staff to other posts within the Council wherever possible.

Stage 7: Improvement Action Plan – not anticipated to start until after the Business Case has been signed off and a decision made to implement a new delivery model

If a decision is made to proceed, it is anticipated that the changes will be phased from 2016 – 2018 and as such consultation etc will span the period of implementation.

14. 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
Race	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented	2016 - 2018	Jon Turner	TBC

Disability	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented	2016 - 2018	Jon Turner	TBC
Gender	Further consultation with affected staff and their trade union representatives Outplacement and transition support for affected staff Voluntary exits and redeployment as a means to avoid redundancy Ongoing monitoring and review of the EqIA throughout the project	Staff consulted on the proposed future structure Outplacement and transition support made available to all HRD&SS staff throughout the project Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any	2016 - 2018	Jon Turner	TBC

		recommendations implemented			
Religion or Belief	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented</p>	2016 - 2018	Jon Turner	TBC
Age	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to</p>	2016 - 2018	Jon Turner	TBC

		Project Board and Equalities Task Group (ETG) and any recommendations implemented			
Maternity	<p>Further consultation with affected staff and their trade union representatives</p> <p>Outplacement and transition support for affected staff</p> <p>Voluntary exits and redeployment as a means to avoid redundancy</p> <p>Ongoing monitoring and review of the EqIA throughout the project</p>	<p>Staff consulted on the proposed future structure</p> <p>Outplacement and transition support made available to all HRD&SS staff throughout the project</p> <p>Completion and submission of predictive and reactive EqIAs to Project Board and Equalities Task Group (ETG) and any recommendations implemented</p>	2016 - 2018	Jon Turner	TBC

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.

15. 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? *(Also Include in Improvement Action Plan at Stage 7)*

The project if implemented, is anticipated to be phased across a 3 year period.

Ongoing monitoring and review of the EqIA throughout the project in order to identify the actual impact of the final proposals on the protected characteristics.

<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>The EqIA will be analysed on an ongoing basis, reported and presented to the Project Board for monitoring and decision making purposes.</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No decision has yet been made. This will follow the publication of the full Business Case early in 2016.</p> <p>To date, staff in scope have been kept informed of progress and no specific feedback has been received.</p> <p>Staff engagement will increase if a Cabinet Decision to proceed is confirmed and at that point, regular opportunities to feedback and ask questions will be provided via key point so contact, newsletters and FAQs.</p>

Stage 9: Public Sector Equality Duty

18. 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
<p>The proposals do not affect the council's continued commitment to equality of opportunity in employment and the requirements of the PSED</p> <p>Positive action will be taken to ensure all affected staff are able to access information and appropriate support throughout the consultation and implementation phases of the project.</p>	<p>The project board are committed to equalities and ensuring that the potential changes do not have an adverse impact on any groups.</p> <p>The anticipated reduction in headcount, in light of the budget cuts and financial constraints, is unavoidable but we will seek to minimise the impact of any potential redundancies through consultation, ongoing communication and engagement with staff, provide transition support to staff affected, fair and transparent</p>	<p>We will seek to minimise the impact of any potential changes through consultation, ongoing communication and engagement with staff.</p>

Any selection process will be fair and transparent and will include accessible support where required.	processes in line with the Council's Protocol for Managing Organisational Change, voluntary redundancy and redeployment wherever possible.	
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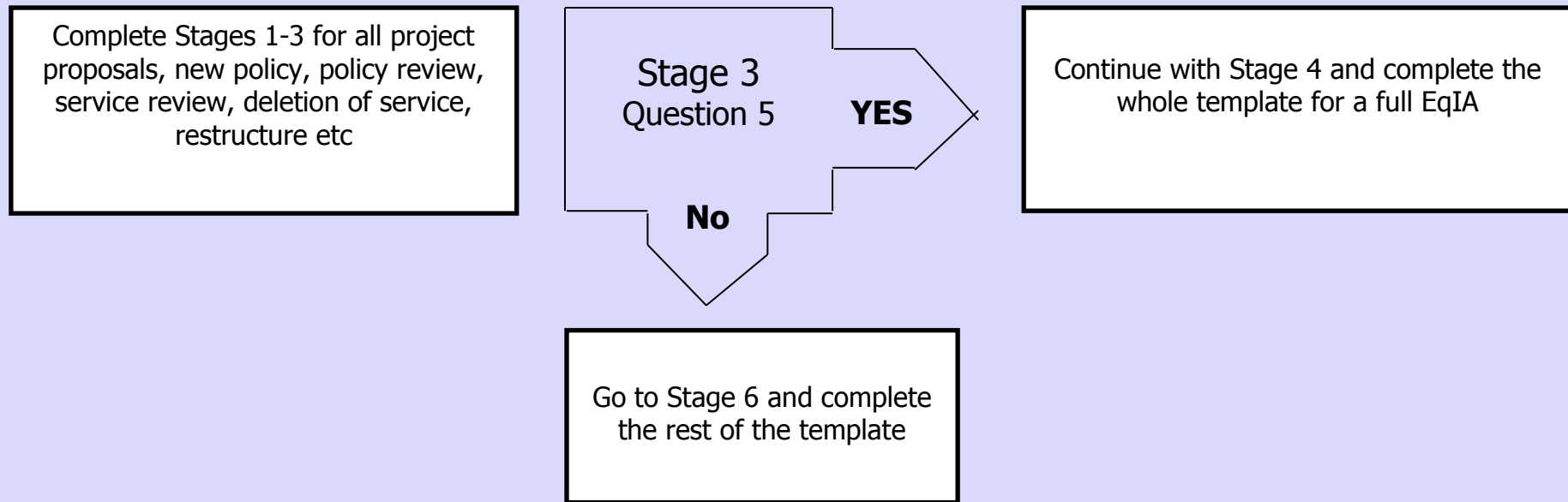
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	HR Shared Service Project Team		
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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

Type of Decision: Tick ✓		Cabinet		Portfolio Holder	✓	Other (explain)	Cabinet if shared service entered into. CSB otherwise.
Date decision to be taken:	January 2016						
Value of savings to be made (if applicable):	£290,000 cumulative in 2016/17 and 2017/18						
Title of Project:	Commercial & Procurement Shared Services						
Directorate / Service responsible:	Resources & Commercial – Commercial, Contracts & Procurement						
Name and job title of Lead Officer:	Terry Brewer – Divisional Director, Commercial, Contracts & Procurement						
Name & contact details of the other persons involved in the assessment:	Rob Bonneywell – x8209 – rob.bonneywell@harrow.gov.uk						
Date of assessment (including review dates):	16/11/15						

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>Shared service with two other local authorities (Brent and Buckinghamshire) is being explored and a business case is being drafted. Harrow's Director of Commercial and Procurement is already the Head of Procurement at Brent and further team integration is being considered.</p> <p>Unless it is possible to share services with other councils it is anticipated that a further 8 posts will need to be deleted in the years up to 2018/19.</p>						
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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				
<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? 	Overall responsibility for the savings delivery lies within Commercial, Contracts and						

- Who has the overall responsibility?
- How have they been involved in the assessment?

Procurement, however its implementation will require working in partnership with other directorates and services within 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.

The following table has been taken from the Harrow Annual Equality in Employment Monitoring Report 2012/13 and current employee data records relating to the Procurement Team. 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.

		Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	40.60%	36.08%	57.75%
	White	46.37%	52.08%	42.25%
	Unknown	13.03%	11.84%	0.00%
Sex	Male	25.85%	22.36%	49.40%
	Female	74.15%	77.64%	50.60%
Disability	Yes	2.14%	1.81%	16.40%
	No	97.44%	93.66%	83.60%
	Unknown	0.43%	4.53%	0.00%
Age	16 to 24	1.50%	3.34%	11.7%
	25 to 34	21.37%	17.39%	30.4%
	35 to 44	27.35%	22.67%	
	45 to 54	29.91%	32.76%	23.6%
	55 to 64	18.80%	21.15%	
	65+	1.07%	2.69%	
	Unknown	0.00%	0.00%	0.00%

		Resources Directorate 468 employees	Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Religion or Belief	Christianity	8.12%	11.00%	37.30%
	Hinduism	3.42%	4.12%	25.30%
	Islam	1.28%	1.44%	12.50%
	Judaism	0.21%	0.57%	4.40%
	Jainism	0.21%	0.51%	No category
	Sikh	1.07%	0.39%	1.20%
	Buddhism	0.00%	0.20%	1.10%
	Zoroastrian	0.00%	0.02%	No category
	Other	0.43%	0.86%	2.50%
	No Religion/Atheist	2.78%	2.09%	9.60%
	Unknown	82.48%	78.81%	6.20%
Sexual Orientation	Heterosexual	8.55%	15.92%	No category
	Gay Woman/ Lesbian	0.00%	0.06%	
	Gay Man	0.21%	0.08%	
	Bi-sexual	0.00%	0.14%	
	Prefer not to say	0.21%	1.07%	
	Other	0.00%	0.04%	
	Unknown	91.03%	82.69%	
Pregnancy/ maternity in last 2 years?	Yes	6.62%	4.02%	No category
	No	93.38%	95.98%	
Same gender assigned at birth?	Yes	99.57%	95.47%	No category
	No	0.00%	0.00%	
	Unknown	0.43%	4.53%	

(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)	See table above for statistical evidence	As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Disability (including carers of disabled people)	See table above for statistical evidence	As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Gender Reassignment	See table above for statistical evidence	As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Marriage / Civil Partnership	See table above for statistical evidence	As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Pregnancy and Maternity	See table above for statistical evidence	As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Race	See table above for statistical evidence	As this programme of savings delivery is focused on the

		cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Religion and Belief	See table above for statistical evidence	As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Sex / Gender	See table above for statistical evidence	As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Sexual Orientation	See table above for statistical evidence	As this programme of savings delivery is focused on the cutback of staff, this section is unlikely to apply. If consultations later determine a potential impact on this group an Initial EQIA will be completed where appropriate to do so.

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	✓	✓	✓	✓	✓	✓	✓	✓	✓

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**?

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. 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)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					

Sex					
Sexual orientation					

<p>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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	Yes		No	

<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	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
All	Monitoring the impact of the proposals/changes once they have been implemented	As proposals are further refined and in particular business cases drafted for CSB and/or Cabinet, this EQIA should be reviewed to ensure the answers provided are still valid.	Terry Brewer, Divisional Director, Commercial, Contracts & Procurement	Ongoing

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

The initiatives that deliver this approach are not likely to have any direct impact however if they do, will always seek to support the Council in eliminating discrimination, harassment and victimisation.

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 EqIA 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 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>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	
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Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>	<p>Terry Brewer</p>	<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>	<p>16/11/15</p>	<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>	

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓		Cabinet	✓	Portfolio Holder	✓	Other (explain)	Procurement Gateway
Date decision to be taken:	Dec 2016 RES 15						
Value of savings to be made (if applicable):	£24k						
Title of Project:	Occupational Health Service Contract						
Directorate / Service responsible:	Procurement						
Name and job title of Lead Officer:	Munira Kachwala – Commercial Contract Manager						
Name & contact details of the other persons involved in the assessment:	Terry Brewer, Tom Whiting						
Date of assessment (including review dates):	24.11.16						

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>Re-procurement of the contract for Occupational Health Services and Employee Assistance Programme. With the aim of achieving savings of approx. £24K. The re-procurement will be undertaken utilising a procurement framework arrangement put in place by ESPO (Eastern Shires Purchasing Organisation), a local authority owned purchasing and supply consortium. <u>There should be no change to the service as a result of this procurement.</u></p> <p>The requirement is for the provision of a business led comprehensive and highly integrated range of occupational health services (OHS) to enable the Council to meet their service needs and common law and statutory duties of care for the health, safety and welfare of its employees in their working environment.</p>
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2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	<input type="checkbox"/>	Partners	<input type="checkbox"/>	Stakeholders	<input type="checkbox"/>
	Staff	<input checked="" type="checkbox"/>	Age	<input checked="" type="checkbox"/>	Disability	<input checked="" type="checkbox"/>
	Gender Reassignment	<input type="checkbox"/>	Marriage and Civil Partnership	<input type="checkbox"/>	Pregnancy and Maternity	<input type="checkbox"/>
	Race	<input type="checkbox"/>	Religion or Belief	<input type="checkbox"/>	Sex	<input type="checkbox"/>
	Sexual Orientation	<input type="checkbox"/>	Other	<input type="checkbox"/>		<input type="checkbox"/>
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? 	Partners – ESPO (Eastern Shire Procurement Organisation) Project Sponsor – Terry Brewer, Divisional Director. Commercial, Contracts and Procurement Project Manager – Munira Kachwala Division – Human Resources and Development & Shared Services and Procurement					
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 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)	As this service includes pre-employment screening, ill health referrals and ill health retirement cases, it may impact older staff.	The contract will enable the Council and its managers to make recruitment and absence management decisions fairly and without bias using common law and statutory duties of care for the health, safety and welfare of its employees in their working environment.
Disability (including carers of disabled people)	As this service includes pre-employment screening, ill health referrals and ill health retirement cases, it may impact staff with disability.	The Occupational Health contract is pivotal in supporting managers understand and support the Council's commitment to disabled staff, adhere to the Disability Discrimination Act and to make decisions on reasonable adjustments.
Gender Reassignment		
Marriage / Civil Partnership		
Pregnancy and Maternity		
Race		
Religion and Belief		
Sex / Gender		
Sexual Orientation		

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	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and					

Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					

<p>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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	Yes		No	✓
<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	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
All	It is a requirement of the Contract Specification that all clinicians involved in providing this service must be familiar with all relevant legislation, for example, but not exclusively, the Equality Act 2010; the Health & Safety at Work Act; the Management of Health & Safety at Work Regulations; the Human Rights Act 1998, taking into account any updates in law.	KPIs, Annual reporting on Equality, Contract Review meetings	Munira Kachwala	Ongoing

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) to:</p> <p>1. Eliminate unlawful discrimination, harassment and victimisation</p>	<p>By working in partnership with the Occupational Health Provider who been procurement through the ESPO framework and have a track record of working with other public sector employers and strategically addressing the</p>
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<p>and other conduct prohibited by the Equality Act 2010</p> <p>2. Advance equality of opportunity between people from different groups</p> <p>3. Foster good relations between people from different groups</p>	<p>requirements of the Public Sector Equality Duty through contractual compliance as well as work with the council positive action such as Health and Wellbeing events, training and educating all their internal teams and clinical staff and working closely with staff and managers to achieve a workforce that reflects its community and eliminates discrimination.</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.	
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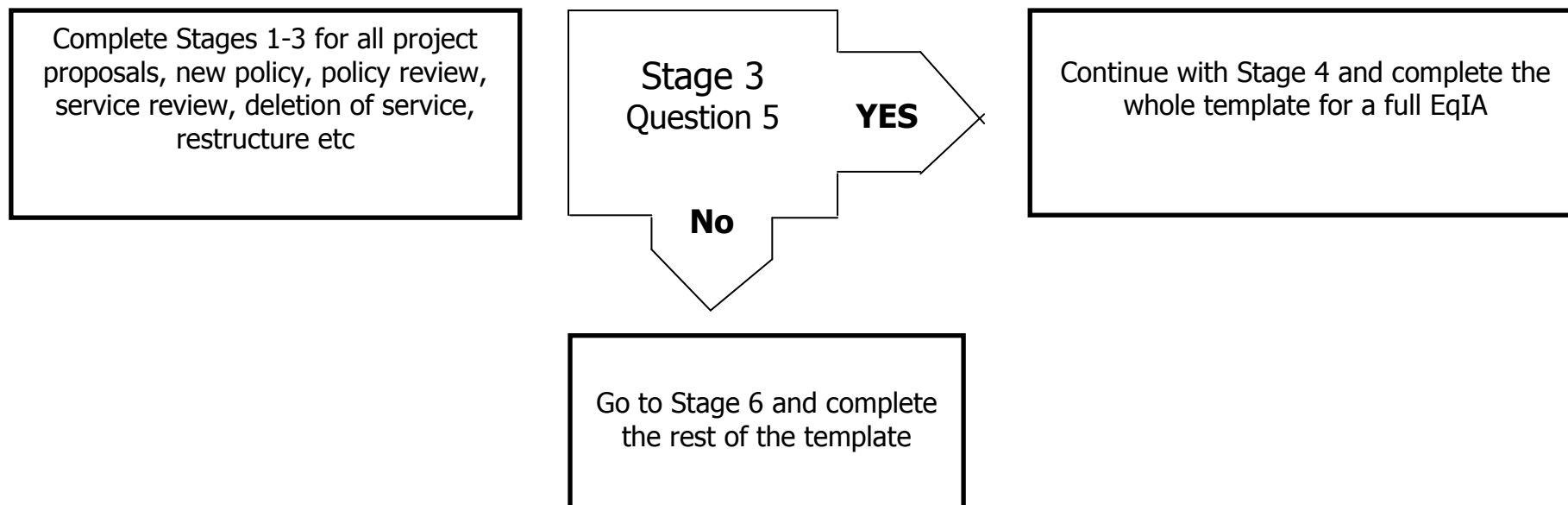
Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Munira Kachwala	Signed: (Chair of DETG)	
Date:	24.11.16	Date:	

Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	
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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.
- 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 checked="" type="checkbox"/> Cabinet <input type="checkbox"/> Portfolio Holder <input type="checkbox"/> Other (explain)
Date decision to be taken:	8 December 2016 – Cabinet
Value of savings to be made (if applicable):	£734,000 over 3 years (2017/18 to 2019/20)
Title of Project:	Voluntary and Community Sector Funding Proposals 2016/17
Directorate / Service responsible:	Resources and & Commercial / Strategic Commissioning People's Services / Adult Social Services
Name and job title of Lead Officer:	Nahreen Matlib, Senior Policy Officer
Name & contact details of the other persons involved in the assessment:	<p>Jasbinder Baddhan, Community Sector Development Officer</p> <p>Rachel Dickinson – Care Act programme lead</p> <p>Cross-directorate project group overseeing the coordination of the consultation around VCS funding proposals.</p> <p>VCS organisations through a number of consultation events in October 2016.</p>
Date of assessment (including review dates):	September – November 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 consultation presents a joined up proposal from a number of areas in the Council (Adult Social Care, Revenues and Benefits, Community Grants and Housing) about the future relationship and funding arrangements for the Voluntary and Community Sector over the next three years 2017/18 – 2019/20.</p> <p>The funding proposals and on-going financial challenges faced by the Council set the context for a strategic shift in the Council's relationship with the Voluntary and Community Sector to focus on statutory service delivery, the provision of general information & advice and working in partnership with the sector to support it to access and generate alternative sources of funding and build strong local consortia.</p> <p>The proposal builds on pre-consultation and co-production work carried out with the Voluntary and Community Sector and service users during the spring and summer of 2016 principally around the creation of a new Information, Advice and Advocacy Strategy</p>

	<p>(see separate report and EQIA on 8 December 2016 Cabinet agenda) and have been the subject of extensive consultation with the sector and service users during September and October.</p> <p>The proposal is to:</p> <ol style="list-style-type: none"> 1. Continue funding statutory Care Act and advocacy service provision. 2. Tender for a generalist advice service for 3 years 3. Introduce a tapered fund allocated via a grants process for specialist and non-statutory information and advice that the Voluntary and Community Sector could access over the next two years and would reduce incrementally to zero by year 3. 4. Provide support through officer capacity and other initiatives such as crowdfunding to assist the sector and the community to bring in additional income. 5. Arrange a Harrow Crowdfunding platform with a specialist provider to support access to this alternative funding option and a Council Top Up Fund which would be used to contribute towards Crowdfunding initiatives. 6. Continue to fund a Voluntary and Community Sector infrastructure organisation on the same or similar specification as now. 					
<p>2. Who are the main groups / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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			
<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 development and delivery of the consultation process has been shared with a cross-directorate project group, with representatives drawn from Resources & Commercial and People's Services.</p> <p>The Voluntary and Community Sector (VCS) have been involved in the development of</p>					

this EQIA through four consultation events in October.

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 should include this as an action to address in your Improvement Action Plan at Stage 6)

OVERALL IMPACT

Under these proposals some organisations who are currently funded will no longer receive funding – since 2013/14 approximately 25 organisations have received an annual small grant award and 15 organisations were awarded a 3-year outcome based grant (OBG).

¹Mind in Harrow provided analysis of 2013/14 and 2014/15 external funding levels for the 2015 Take Part consultation. This forecast the impact of the proposed cut of voluntary sector capacity to deliver preventative services benefitting the four priority client groups (learning disability, mental health, physical disability, older people) and their carers funded external sources. For example, for the organisations under the Harrow Community Action consortium that deliver the Harrow Care Act Information and Advice Service² (Harrow Carers, Harrow Mencap, Age UK, HAD, Mind in Harrow) and other local adult social care providers, the combined impact was forecast as:

- The loss of over £1,000,000 funding per annum from Big Lottery, charitable grant-making trust and national government sources not being raised for Harrow services.
- As a result, over 350 volunteers supported by these externally funded projects not recruited and trained to contribute to service delivery.
- As a result, over 6,000 people from the priority vulnerable groups not benefitting from a range of preventative outcomes, including improved mental and physical health, increased social integration, better sustained caring role and reduced need for care and support.
- Even if only 10% of 6,000 people access FACS eligible personal budget resources following the loss of voluntary sector externally funded services, it is estimated the financial impact on the Council could be very significant, totalling hundreds of thousands of pounds or more per annum.

There are 287 VCS organisations on the Harrow Community Action (third sector support organisation) database. The council currently funds 13 organisations through the Outcome Based Grants programme, 16 through the Small Grants programme and 13 through Adult SLAs (2016/17 grants) and this represents 38 different organisations. So at most, the council funds 13% of VCS organisations through this route. These groups

¹ Mind in Harrow evidence submission in relation to impact of Council proposed funding cut to all VCS funding 2015-16 (January 2015)

² Support & Wellbeing Information Service Harrow (SWiSH)

VCS report appendix 1 - EQIA

support the delivery of a range of activities to a diverse cross-section of people from across the borough. In the latest grants monitoring report, the number of beneficiaries of these grant funded services during the monitoring period October 2014 to March 2015 was 69,989³.

Organisations identified specific protected characteristics relating to their service users in their 2014-15 monitoring forms:

OBGs (15)

Age	10
Disability	6
Race	2
Sex	2
All	1

Small grants (25)

Age	21
Disability	8
Race	9
Sex	4
Religion	1
Gender reassignment	2
Marriage	1

The quality of monitoring across the organisations is not consistent. Monitoring returns highlight that not all organisations have accurately captured the protected characteristics that represent their service users, and therefore caution should be exercised when considering the further analysis (by protected characteristic) given below.

The data used below relates to that provided by organisations in receipt of community grants (OBGs and small grants) for 2014/15 as part of the annual monitoring process. This is the latest live information that the council holds, as monitoring information for 2015/16 is yet to be collected and analysed. At the request of some VCS organisations, the monitoring for 2015-16 has been delayed given the consultation activity around funding proposals 2016/17. We recognise that the information below therefore relates to a period before the funding reductions for 2015-16⁴ and therefore the projects and number of beneficiaries may not necessarily reflect current activity.

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	2011 Census	The resident population of Harrow according to the 2011 Census was 239,100. Census data by age for the whole borough was as follows:

³ It should be noted that funding was then reduced by 42% from April 2015 and therefore the number of beneficiaries is likely to have fallen

⁴ Cabinet, 19 March 2015 – Cabinet report and accompanying EQIA can be found at:
<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=62361&Ver=4>

VCS report appendix 1 - EQIA

	Community Grants Scheme 2014/15 returns	Age Group	Total	Percentage
		0-4 year olds	15,916	4%
		5-17 year olds	38,746	16%
		18-24 year olds	21,435	9%
		25-49 year olds	72,703	30%
		50-59 year olds	44,579	19%
		60-74 year olds	29,430	12%
		75-89 year olds	14,641	6%
		90 years old and over	1,606	1%
		Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:		
OBGs				
	Organisation	Project description	Number of beneficiaries (actual)	
	ADHD & Autism Support Harrow	The Transitions Project	101	
	Age UK Harrow	Sustainable Services Project	1590	
	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	
	Harrow Law Centre	Harrow Law Centre	1165	
	HARROW SHOPMOBILITY	Promoting Integration and Independence of Disabled People	3686	
	Ignite Trust	Expression Youth Community	529	

VCS report appendix 1 - EQIA

	Relate London North West	Emotional Support for Individuals and Families	1005
	Roxeth Youth Zone	The Space Project	1454
	South Harrow Christian Fellowship	Supporting the Elderly	70
	St Luke's Hospice	Home service for the residents of Harrow	146
	The WISH Centre	Sexual Violence Prevention, Advocacy and Support Service	2869
		TOTAL	15741
	Small grants		
	Organisation	Project description	Number of beneficiaries (actual)
	9th Kenton Group	Scouting activities for children aged 6-14 years	95
	Harrow Athletic Club	Quaadkids and Super 8 athletics	133
	Harrow Bengalee Association	Senior Citizen / Family Support	292
	Indian Association of Harrow (IAH)	Community Seniors Club	200
	Navnat Yuva Vadil Mandal	Provision of Transport Facility For The Harrow Elderly and Disabled Members.	53
	Harrow Community Radio	Being the voice of Harrow	3040
	Russian Immigrants Association (RIA)	Drop in Centre	222
	Somali Cultural and Educational Association (SCEA)	Educational Support	30
African Women Welfare	Empowering African Women Through Education	15	
Harrow Environmental Forum	Environmental activity and learning school and teacher support	1500	
Harrow United Deaf Club	HUDC's bringing people together project	615	
Herts Inclusive Theatre	Acting up - adult drama group	200	
London Kalibari	London Kalibari working in and	400	

VCS report appendix 1 - EQIA

			involving the community									
		Radio Northwick Park	Radio Northwick Park running costs	7700								
		South Harrow Christian Fellowship	Youth enrichment project	90								
		Tamil Association	Women outreach project	77								
		VAH Co-operative	Harrow trustee network better governance and trustee diversity pilot	141								
			TOTAL	14803								
			<p>The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.</p> <p>Adult SLA funded services 2015-16</p> <table border="1"> <thead> <tr> <th>Organisation</th> <th>SLA details</th> <th>Expected number of users (based on SLA numbers)</th> </tr> </thead> <tbody> <tr> <td>Age UK Harrow</td> <td>Core Services, Befriending, Reablement user Survey. Services provided to Harrow Residents aged 65+</td> <td>3,008</td> </tr> </tbody> </table> <p>POPPI data suggests an increase in the number of people aged 65 and over by 14% by 2020 and 29% by 2025. The biggest predicted increase is in people over 85 (26% increase by 2020) this amounts to 14.83% of the population of Harrow who are 65+ and 2.07% that are 85+; this is predicted to increase to 15.63% of the population who are 65+ and 2.37% who are 85+ by 2020.</p> <p>With evidence of an ageing population, and social care records evidencing that the majority of people present with more/ more complex needs the proposal to reduce the funding to Age UK Harrow who provide specific services aimed at people aged 65 and over is likely to have a negative impact on people aged 65 and over.</p> <table border="1"> <tr> <td>Harrow Carers</td> <td>Core Services to support</td> <td>2,970</td> </tr> </table>		Organisation	SLA details	Expected number of users (based on SLA numbers)	Age UK Harrow	Core Services, Befriending, Reablement user Survey. Services provided to Harrow Residents aged 65+	3,008	Harrow Carers	Core Services to support
	Organisation	SLA details	Expected number of users (based on SLA numbers)									
	Age UK Harrow	Core Services, Befriending, Reablement user Survey. Services provided to Harrow Residents aged 65+	3,008									
	Harrow Carers	Core Services to support	2,970									
		POPPI PANSI data										

VCS report appendix 1 - EQIA

	<p>Harrow Joint Strategic Needs Assessment (JSNA 2015-2020)</p>		<p>carers in Harrow including training, respite, day trips and support groups</p>	
<p>Disability (including carers of disabled people)</p>	<p>Census 2011</p>	<p>In 2015, the Department of Health estimated 12% of people aged 16 or over in England in 2009/10 were looking after or giving special help to a sick, disabled or elderly person. Half were caring for someone who was living with them. The Census (2011) showed there were 24,620 carers in Harrow, an increase of over 4000 (almost 20%) from ten years earlier. With an increase in the number of older people, and people requiring care and support it is likely that the number of carers in the Borough will continue to increase.</p> <p>The Care Act 2014 introduced new responsibilities for Councils to provide support for carers, this support is also provided by Harrow Carers and is not included within these proposals. While there may be some impact on the level of support provided by Harrow Carers, there is significant funding still accessible to carers support in the form of the Care Act Contract.</p> <p>Disability – 17.3% of Harrow’s working age population classified themselves as disabled, a total of 26,600 people⁵. 8,370 individuals, 3.4% of the population, receive Disability Living Allowance.⁶</p> <p>The table below shows the proportion of people who self-reported in the census that they provide some form of unpaid care.</p>		
				<p>Harrow</p>
		<p>People providing no unpaid care (% of total population) (2011)</p>	<p>89.7 (214,436)</p>	
		<p>People providing unpaid care, 1-19 hours per week (% of total population) (2011)</p>	<p>6.65 (15,889)</p>	

⁵ In 2011/2012, ONS, Annual Population Survey

⁶ In February 2014, Rate is calculated using the ONS 2013 Mid-Year Estimates

Community Grants Scheme 2014/15 returns	People providing unpaid care, 20-49 hours per week (% of total population) (2011)	1.65 (3,947)	
	People providing unpaid care, 50+ hours per week (% of total population) (2011)	2 (4,784)	
	Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:		
	OBGs		
	Organisation	Project description	Number of beneficiaries (actual)
	ADHD & Autism Support Harrow	The Transitions Project	101
	Harrow Association of Disabled People	Overcoming barriers of poverty and exclusion	570
	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126
	Harrow Law Centre	Harrow Law Centre	1165
	HARROW SHOPMOBILITY	Promoting Integration and Independence of Disabled People	3686
Mind in Harrow	Harrow Mental Health Information Service	9949	
St Luke's Hospice	Home service for the residents of Harrow	146	
	TOTAL	18743	
Small grants			
Organisation	Project description	Number of beneficiaries (actual)	
Asperger's Syndrome Access to Provision	Improving Social Understanding, teaching autistic client show to understand themselves and others	30	
Navnat Yuva Vadil Mandal	Provision of Transport Facility For The Harrow Elderly and Disabled	53	

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	Members.	
Harrow Community Radio	Being the voice of Harrow	3040
Harrow Town Cricket Club - Ladies Section	Ongoing development of female cricket	45
Harrow United Deaf Club	HUDDC's bringing people together project	615
Herts Inclusive Theatre	Acting up - adult drama group	200
Radio Northwick Park	Radio Northwick Park running costs	7700
	TOTAL	11683

The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.

Adult SLA funded services 2015-16

Organisation	SLA details	Expected number of users (based on SLA numbers)
HAD	Support to people with a disability to overcome worklessness, poverty, homelessness and to more lead independent lives	1,950
Mind	Core services, to support people in Harrow suffering from a mental health condition, and the people who care for them. Funding for the Harrow User Group (HUG) providing training around representation and participation for people with mental health difficulties	48
Harrow Mencap	Core Services to support people	520

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	POPPI PANSI data		in Harrow with a learning disability. In particular, employment and volunteering support, outreach and community activities	
		Tanglewood	Contribution towards the running of a learning disability group running on a Monday evening with an average of 50 attendees per week	50
		National Autistic Society	Small Support group for people with Autism and Asperger's that meets monthly. Includes outings and trips as well as arranged group sessions	20
		Middlesex Association for the Blind	Part time co-ordinator to manage volunteer in Harrow. Specialist home visiting service to recruit and train volunteers to support people in Harrow who are blind, deafblind and visually impaired	70
		Hillingdon Aids Response Trust	Services to support adults and children in Harrow impacted by HIV and AIDS	139
			Total	2,767
<p>Due to the nature of support provided by Adult Social care, and the role the existing organisations play in supporting people in the community it is likely that these proposals will have a negative impact on people with disabilities. PANSI data suggests that the number of people with a learning disability is increasing year on year from 3,782 in 2014 to 3,958 by 2025, these proposals impact Harrow Mencap and Tanglewood and NAS who provide support specifically to people with a learning</p>				

		<p>disability.</p> <p>The same data states that the number of people aged 18-64 with a moderate or serious physical disability is also increasing from 14,908 in 2014 to 15,956 in 2020. This proposal impacts several organisations providing support to people with physical disabilities.</p> <p>The mental health data for Harrow states that the number of people 18-64 predicted to have a common mental disorder is also increasing, from 24,975 in 2014 to 26,064 in 2020, with 11,168 of these people predicted to have two or more psychiatric disorders increasing to 11,674 by 2020 . This proposal impacts Mind in Harrow, who specifically support people in Harrow with mental health difficulties, and as such this proposal is likely to have a specific impact on people with a mental health related disability.</p>																							
<p>Gender Reassignment</p>	<p>Community Grants Scheme 2014/15 returns</p>	<p>Census data is not currently available for this group.</p> <p>Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:</p> <p>OBGs</p> <table border="1" data-bbox="752 847 2096 1007"> <thead> <tr> <th>Organisation</th> <th>Project description</th> <th>Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>Harrow Citizens Advice Bureau</td> <td>AdviceLine for Harrow</td> <td>3126</td> </tr> <tr> <td colspan="2">TOTAL</td> <td>3126</td> </tr> </tbody> </table> <p>Small grants</p> <table border="1" data-bbox="752 1086 2096 1345"> <thead> <tr> <th>Organisation</th> <th>Project description</th> <th>Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td>African Women Welfare</td> <td>Empowering African Women Through Education</td> <td>15</td> </tr> <tr> <td>Harrow Town Cricket Club - Ladies Section</td> <td>Ongoing development of female cricket</td> <td>45</td> </tr> <tr> <td colspan="2">TOTAL</td> <td>60</td> </tr> </tbody> </table>			Organisation	Project description	Number of beneficiaries (actual)	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	TOTAL		3126	Organisation	Project description	Number of beneficiaries (actual)	African Women Welfare	Empowering African Women Through Education	15	Harrow Town Cricket Club - Ladies Section	Ongoing development of female cricket	45	TOTAL		60
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Marriage / Civil Partnership	<p>Office of National Statistics</p> <p>Community Grants Scheme 2014/15</p>	<p>Harrow Vitality Profile shows within Harrow 53.7% of residents (aged 16+) are in a marriage. The number of Civil Partnerships recorded are:</p> <table border="1" data-bbox="752 960 2096 1382"> <thead> <tr> <th data-bbox="752 960 1850 1031"></th> <th data-bbox="1850 960 2096 1031">Harrow</th> </tr> </thead> <tbody> <tr> <td data-bbox="752 1031 1850 1101">Civil Partnerships, females (% of females aged 16+) (2012)</td> <td data-bbox="1850 1031 2096 1101">.01 (6)</td> </tr> <tr> <td data-bbox="752 1101 1850 1171">Civil Partnerships, males (% of males aged 16+) (2012)</td> <td data-bbox="1850 1101 2096 1171">.02 (11)</td> </tr> <tr> <td data-bbox="752 1171 1850 1241">Civil Partners aged under 35 (% of all Civil Partnerships) (2008)</td> <td data-bbox="1850 1171 2096 1241">38.24 (13)</td> </tr> <tr> <td data-bbox="752 1241 1850 1311">Civil Partners aged 35-49 (% of all Civil Partnerships) (2008)</td> <td data-bbox="1850 1241 2096 1311">55.88 (19)</td> </tr> <tr> <td data-bbox="752 1311 1850 1382">Civil Partners aged 50 and over (% of all Civil Partnerships) (2008)</td> <td data-bbox="1850 1311 2096 1382">5.88 (2)</td> </tr> </tbody> </table>		Harrow	Civil Partnerships, females (% of females aged 16+) (2012)	.01 (6)	Civil Partnerships, males (% of males aged 16+) (2012)	.02 (11)	Civil Partners aged under 35 (% of all Civil Partnerships) (2008)	38.24 (13)	Civil Partners aged 35-49 (% of all Civil Partnerships) (2008)	55.88 (19)	Civil Partners aged 50 and over (% of all Civil Partnerships) (2008)	5.88 (2)
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returns

Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:

OBGs

Organisation	Project description	Number of beneficiaries (actual)
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126
TOTAL		3126

Small grants

Organisation	Project description	Number of beneficiaries (actual)
Russian Immigrants Association (RIA)	Drop in Centre	222
TOTAL		222

The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.

Adult SLA funded services 2015-16

Organisation	SLA details	Expected number of users (based on SLA numbers)
None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 8% stated that they serve people of this group.		

The information relating to Marriage/ civil partnership is not currently collected in relation to the Adult SLAs, none of the organisations are funded specifically to provide support in relation to marital

		status and as such it is unlikely that there will be a disproportionate impact on this protected characteristic.			
Pregnancy and Maternity	Community Grants Scheme 2014/15 returns	Census data is not currently available for this group.			
		Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:			
		OBGs			
		Organisation	Project description	Number of beneficiaries (actual)	
		Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	
		TOTAL		3126	
Small grants					
Organisation	Project description	Number of beneficiaries (actual)			
None					
The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.					
Adult SLA funded services 2015-16					
Organisation	SLA details	Expected number of users (based on SLA numbers)			
None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.					

		The information relating to pregnancy/ maternity is not currently collected in relation to the Adult SLAs, none of the organisations are funded specifically to provide support connected to pregnancy or maternity and as such it is unlikely that there will be a disproportionate impact on this protected characteristic .		
Race	Census 2011	Census data shows the ethnic breakdown for Harrow as follows:		
		Ethnic Group	Total	Percentage
	White British	73,826		31%
	White Other	27,165		11%
	Mixed	9,499		4%
	Asian or Asian British	101,808		43%
	Black or Black British	19,708		8%
	Arab and Other Group	7,050		3%
	Community Grants Scheme 2014/15 returns	Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:		
		OBGs		
Organisation	Project description	Number of beneficiaries (actual)		
EACH Counselling and Support	Trauma, Violence and Abuse Counselling and Support	0		
Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126		
Mind in Harrow	Harrow Mental Health Information Service	9949		
	TOTAL	13075		

Small grants		
Organisation	Project description	Number of beneficiaries (actual)
Harrow Anti-Racist Alliance	Community Support Service (CSS)	302
Harrow Bengalee Association	Senior Citizen / Family Support	292
Indian Association of Harrow (IAH)	Community Seniors Club	200
Somali Cultural and Educational Association (SCEA)	Educational Support	30
Harrow Environmental Forum	Environmental activity and learning school and teacher support	1500
London Kalibari	London Kalibari working in and involving the community	400
VAH Co-operative	Harrow trustee network better governance and trustee diversity pilot	141
TOTAL		2865

The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.

Adult SLA funded services 2015-16

Organisation	SLA details	Expected number of users (Actual from 2014 monitoring report)
DAWN Yakeen	Specialist Counselling for Asian Women	72

Ethnicity data seen showed that 69 clients identify as Indian, 13 as Pakistani, 6 as Afghani, 8 as Sri Lankan, with other users identifying as Iranian and Iraqi. All service users from DAWN – Yakeen are

		Asian, and as such these proposals have a much greater impact on this protected characteristic. In particular Asian Women, and Asian women with a mental health difficulty.		
Religion and Belief	Census 2011	Census data (2011) shows the religious breakdown for Harrow:		
				Harrow
		People stating religion as Christian (% of total population) (2011)	37.31 (89,181)	
		People stating religion as Buddhist (% of total population) (2011)	1.13 (2,700)	
		People stating religion as Hindu (% of total population) (2011)	25.27 (60,407)	
		People stating religion as Jewish (% of total population) (2011)	4.41 (10,538)	
		People stating religion as Muslim (% of total population) (2011)	12.5 (29,881)	
		People stating religion as Sikh (% of total population) (2011)	1.15 (2,752)	
		People stating religion as Other Religions (% of total population) (2011)	2.49 (5,945)	
		People stating religion as No Religion (% of total population) (2011)	9.57 (22,871)	
	People not stating religion (% of total population) (2011)	6.18 (14,781)		
Community Grants Scheme 2014/15 returns	Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:			
	OBGs			
	Organisation	Project description	Number of beneficiaries (actual)	
	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	
	TOTAL		3126	

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Organisation	Project description	Number of beneficiaries (actual)															
Harrow Anti-Racist Alliance	Community Support Service (CSS)	302															
TOTAL		302															
Sex / Gender	<p>Census 2011</p> <p>Community Grants Scheme 2014/15 returns</p>	<p>Of Harrow's total population (242,400), 119,900 (49.5%) are male and 122,400 (50.5%) are female</p> <p>Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:</p> <p>OBGs</p> <table border="1"> <thead> <tr> <th data-bbox="752 1034 1211 1114">Organisation</th> <th data-bbox="1211 1034 1673 1114">Project description</th> <th data-bbox="1673 1034 2134 1114">Number of beneficiaries (actual)</th> </tr> </thead> <tbody> <tr> <td data-bbox="752 1114 1211 1153">Harrow Citizens Advice Bureau</td> <td data-bbox="1211 1114 1673 1153">AdviceLine for Harrow</td> <td data-bbox="1673 1114 2134 1153">3126</td> </tr> <tr> <td data-bbox="752 1153 1211 1193">Roxeth Youth Zone</td> <td data-bbox="1211 1153 1673 1193">The Space Project</td> <td data-bbox="1673 1153 2134 1193">1454</td> </tr> <tr> <td data-bbox="752 1193 1211 1265">The WISH Centre</td> <td data-bbox="1211 1193 1673 1265">Sexual Violence Prevention, Advocacy and Support Service</td> <td data-bbox="1673 1193 2134 1265">2869</td> </tr> <tr> <td colspan="2" data-bbox="752 1265 1673 1305">TOTAL</td> <td data-bbox="1673 1265 2134 1305">7449</td> </tr> </tbody> </table> <p>Small grants</p>	Organisation	Project description	Number of beneficiaries (actual)	Harrow Citizens Advice Bureau	AdviceLine for Harrow	3126	Roxeth Youth Zone	The Space Project	1454	The WISH Centre	Sexual Violence Prevention, Advocacy and Support Service	2869	TOTAL		7449
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The WISH Centre	Sexual Violence Prevention, Advocacy and Support Service	2869															
TOTAL		7449															

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Organisation	Project description	Number of beneficiaries (actual)
Asperger's Syndrome Access to Provision	Improving Social Understanding, teaching autistic client show to understand themselves and others	30
Harrow Athletic Club	Quadkids and Super 8 athletics	133
Tamil Association	Women outreach project	77
	TOTAL	240

The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.

Adults SLA

Organisation	SLA details	Expected number of users (Actual from 2014 monitoring report)
DAWN Yakeen	Specialist Counselling for Asian Women	72

DAWN Yakeen, provides support mainly to Asian Women (though the programme has recently extended to include male service users) if the proposal is accepted, and DAWN are no longer able to provide the support as they are now, it is likely that there will be a disproportionate impact on Asian Women in Harrow.

HART – While the data relating to the gender split of users at HART is not considered in this EQIA, nationally out of the 6095 people diagnosed with HIV ⁷ 75% of these were men, the support provided to sufferers and their families in Harrow is not specifically targeted at men, but it is likely that more clients will be men, due to the nature of the gender split for HIV sufferers on a national level.

⁷ www.nat.org.uk/we-inform/HIVStatistics

Sexual Orientation	Equality Matters – Reducing Inequality in Harrow, August 2016	Census data is currently not available for this group.			
		Sexual Orientation – It is estimated that 6% of the UK population are lesbian, gay and bisexual (LGB), which would equate to approximately 14,430 of our residents. ⁸			
		Of the 2014/15 funded organisations the following provide services specifically targeting people in this protected characteristic group:			
		OBGs			
		Organisation	Project description	Number of beneficiaries (actual)	
	Harrow Citizens Advice Bureau	AdviceLine for Harrow		3126	
		TOTAL		3126	
	Community Grants Scheme 2014/15 returns	Small grants			
		Organisation	Project description	Number of beneficiaries (actual)	
		None			
The list shows only those organisations/services specifically targeting this group, as noted in their annual grants monitoring form. Other organisations and services may also provide services from this group.					
Adult SLA funded services 2015-16					
Organisation	SLA details	Expected number of users (based on SLA numbers)			
None of the currently funded organisations provide services specifically targeting this group however of the 86 organisations responding to the 2015 Take Part survey, 7% stated that they serve people of this group.					

⁸ Equality Matters – Reducing Inequality in Harrow, August 2016

	<p>While the information around the sexual orientation of the clients impacted by these proposals has not been captured, nationally gathered statistics by the University of Cambridge (and published in the Journal of General Internal Medicine) stated that 12% of lesbian women and 19% of bisexual women reported mental health problems. This is compared to 6% of heterosexual women. 11% gay men, and 15% bisexual men reported mental health problems, compared to just 5% of straight/heterosexual males. This means that there may be an impact on the group, and special care will need to be taken when looking at the support available in the market for the LGBT community, and with this proposal directly impact people with mental health difficulties.</p> <p>The council is not aware of any groups in Harrow that specifically provide information and advice to the LGBT community, however we do know that some of our LGBT and gender reassigned residents use services in neighbouring Ealing⁹. Harrow does not have a local specialist LGBT forum through which to support the local LGBT community, although there is a LGBT youth group based in Harrow. Data shows increased prevalence of domestic violence, hate crime¹⁰ and health inequalities in the LGBT community and therefore for example more need for information and advice in these areas for the LGBT community.</p> <p>The council has not had any grant applications from specific groups supporting the LGBT community in the last 5 years.</p>
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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	✓	✓	✓	✓	✓	✓	✓	✓	✓
No									

⁹ West London LGBT Forum

¹⁰ <https://www.theguardian.com/society/2016/oct/08/homophobic-attacks-double-after-brexit-vote>

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
Preliminary consultation – developing ideas with the VCS (May – July 2016) <ul style="list-style-type: none"> • With service providers – questionnaires, telephone surveys, workshops (facilitated by New Local Government Network), co-production event, 	As this tranche of consultation activity relates primarily to developing an Information, Advice & Advocacy Strategy (IAAS) for the borough, the results and implications for different groups / protected characteristics reflect more relevance to the IAAS development rather than funding proposals per se. As there is a separate EQIA for the IAAS, please refer to the IAAS EQIA for consultation results. Additional issues raised of relevance to the funding proposals are: Access With fewer organisations receiving grant funding from the council, organisations providing services to specific communities may no longer exist or may no longer be able to specialise in specific community languages.	Ensuring the new service for information and advice adequately reflects the need for translation into community

<p>discussion meeting to hear VCS concerns. 39 different organisations have been engaged with through these consultation exercises.</p> <ul style="list-style-type: none"> • With service users – questionnaires, meetings with user groups, face to face meetings with service users to develop case studies 	<p>Training and quality assurance</p> <p>Users argued that there was a lack of expert advisors due to a reduced flow of volunteers into the VCS sector in recent years, and because organisations may struggle to retain these volunteers once they are fully trained. ‘Volunteers receive intense training but then leave and move on’ was a common response. The VCS may therefore require a stronger base for attracting volunteers and incentivising them to remain in their positions once trained.</p> <p>The proposal to have a generalist advice service, VCS organisations have told us, risks undermining groups that specialise and often target specific protected characteristics.</p>	<p>languages (including new communities coming into Harrow), the provision of interpreters and demonstration of cultural sensitivity. For example the tapered fund could be used by the service for translation and interpretation provision.</p> <p>Volunteer use will be part of service specification for the generalist information and advice service. 3-year service provision will give a level of assurance to investing in volunteering.</p> <p>Infrastructure organisation for supporting the VCS to maximise volunteers into the VCS so as to build up capacity and knowledge of specialisms.</p> <p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p>
<p>Co-production of</p>	<p>As this tranche of consultation activity relates primarily to developing an</p>	<p>Most of these actions were</p>

VCS report appendix 1 - EQIA

<p>Information, Advice and Advocacy strategy between Council and VCS: (Event on 17 October 2016)¹¹</p> <ul style="list-style-type: none"> • Workshop style – about 20 attendees 	<p>Information, Advice & Advocacy Strategy (IAAS) for the borough, the results and implications for different groups / protected characteristics reflect more relevance to the IAAS development rather than funding proposals per se. As there is a separate EQIA for the IAAS, please refer to the IAAS EQIA for consultation results.</p> <p>Additional issues (not captured in the above) of relevance to the funding proposals emerging from this event are:</p> <p>Vulnerable groups Social care groups and migrant groups were identified by the VCS as particularly vulnerable and therefore perhaps most impacted by the funding proposals. The most in need must be identified through partnership work within the VCS.</p> <p>Social isolation A common concern surrounded social isolation, especially for the elderly and those with disabilities, who currently use support from VCS organisations for information and advice, but also a range of other support e.g. face to face contact, befriending, building up confidence/skills. This rests on the point stressed by the VCS that their organisations offer more than just information and advice, and that by their services potentially no longer being available a lot of preventative work will be lost, at the expense of vulnerable people on the edge of 'crisis point'.</p> <p>Signposting/referrals The VCS told us of the tendency for referring organisations to refer to their own service rather than elsewhere. This may not be possible if the number of organisations and the services they offer funded by the council are reduced. It was suggested that there be a database which maps all services available in the local VCS, and that a Continuous Professional Development programme be run with the aim of improving collaboration between providers.</p>	<p>suggested by the VCS at the event:</p>
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¹¹ Given that the majority of OBG and small grants are awarded in the area of information and advice, there are significant overlaps between the development of the new Information, Advice & Advocacy strategy/services and the funding landscape for the VCS going forward.

	<p>Furthermore it was suggested that a digital portal similar to the HAT may improve accessibility/referral pathways.</p> <p>Attracting alternative funding A number of organisations raised that without council funding they would struggle to continue to provide the services they currently do, and this may particularly hit projects that are additional to core provision. External funding will be difficult to attract due increased competition and may not cover statutory/core services. Also, without council funding, organisations can lose the infrastructure capacity needed to apply for other funding (e.g. staff capacity) and external bodies often check if the applicant is backed by council funding before awarding grants. There will be need to apply for funding with good marketing which reflects the priorities of external funding bodies.</p> <p>Some organisations pointed out that crowdfunding is not a universally suitable or attractive alternative to more traditional ways of raising funds. Crowdfunding may not be attractive to all clientele, as Shopmobility (whose clientele are predominantly elderly) noted. Also as the WISH Centre and Young Harrow Foundation noted, not all causes are equally attractive or global enough to attract funds through crowdfunding e.g. young Asian girls who are victims of sexual violence, addressing gang culture. The more attractive causes are ones that most people can relate to or see as relevant to them e.g. animal welfare, environmental causes, health and wellbeing.</p> <p>There is a skillset needed within organisations to successfully access crowdfunding and organisations need an awareness around how best to market/showcase their services so that they have a presence in the wider Harrow community.</p>	<p>Infrastructure organisation to support organisations in pulling together funding applications and marketing.</p> <p>Crowdfunding platform to be set up by the council to support VCS. However crowdfunding will not substitute funding levels or all types of activities. A suggested mitigation to this was for the council to support robust bids for alternative funding before funding ceases. The council should help the VCS lever in funding proactively and work with HCA to identify alternative funding sources and the best ways to support applications.</p> <p>Council to set up a session between the crowdfunding partner and local VCS to explore how crowdfunding can best work in Harrow and how local opportunities for income maximisation can be realised.</p>
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	<p>Timeframe for changes Support is needed now to stop small organisations from closing due to being financially unviable, although even some of the larger organisations have said they may close if they lose their grants and core funding.</p> <p>Although there were requests for the council to prolong the tapering of funds so as to allow organisations to acclimatise to the funding landscape/demands, the funding envelope for the council cannot sustain this.</p> <p>The 'value add' of VCS organisations Many VCS organisations provide more than just information/advice which is at risk of being lost if the organisations ceased to exist e.g. work on prevention/ intervention, engagement and outreach, user involvement. The impact of this may be unknown as there will be a critical period of time within which organisations will assess whether they can continue in the new funding environment. CAB referred to the escalation of cases to the council, especially of vulnerable social care cases, that will increase should people no longer be able to have their needs met through the VCS. In addition, there is data/intelligence gathering that the VCS do that may be lost.</p>	<p>Explore Hackney giving scheme which informs local philanthropists about local needs and encourages businesses to donate. Whilst most businesses in Harrow are small, the VCS organisations at the co-production event suggested that there are still untapped resources here.</p> <p>Encourage services to amalgamate/merge where possible to better enjoy economies of scale and maximise income across a larger geographical area.</p> <p>Outreach work on key areas of support, as identified in the needs analysis (e.g. welfare reform), to be included in the service specification for the generalist advice service.</p>
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	<p>Staff/Volunteers DAWN raised the impact not only on vulnerable people but also the counsellors and interns who rely on working in specialist organisations for their professional development. Without access to clients of certain groups, their skills and expertise may be lost from the local sector.</p>	<p>Peer to peer advocates was suggested by the VCS – training members of the public to conduct outreach and engagement work on behalf of the VCS, and identifying vulnerable members of the public who may need assistance.</p>
<p>Consultation with the VCS on funding proposals (22 September to 31 October 2016)</p> <ul style="list-style-type: none"> • Online and paper consultation¹² - 25 responses from 19 organisations were received. In addition, 8 written submissions covering 21 organisations were also received • 2 open discussion meetings (26 September attended by 4 organisations, 6 October attended by 8 organisations) 	<p>Issues emerging from consultation responses (additional to the above) are:</p> <p>Volunteering Capturing people through volunteering opportunities can help harness and grow their social skills and engagement, and therefore in part address their social isolation. Organisations who know their clients and each individual’s multitude of issues can best identify these people where it is suitable.</p> <p>Holistic approach to information/advice services Adopting a holistic approach raises the fear that the sector could lose the specialism of some services which will no longer be funded in the traditional route. The holistic approach should be towards client group needs rather than provide for all groups of clients, “responding to people’s needs rather than people’s labels”.</p> <p>Specific clientele It was raised that historically larger grants have been awarded to organisations that serve adults (“the big players in the VCS”) and this puts organisations supporting children and young people at a disadvantage. It should not be</p>	<p>Developing volunteering support capacity within VCS whilst recognising that not all organisations will want the formality/recognition of Community Click. See above point regarding peer-to-peer advocates. Volunteering will be part of the service specification for the new generalist information and advice service.</p>

¹² Consultation documents available at: <https://consult.harrow.gov.uk/consult/ti/VCSfund/consultationHome%20%20>

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<ul style="list-style-type: none"> 4 consultation events were held in the Council over 3 days from the 10th – 13th October during the daytime and evening, which provided opportunities for the VCS to let us know their views and the implications of our proposals (In total 21 organisations attended). <p>There were 25 responses from 19 different organisations to the online questionnaire. Furthermore, the quality of the equalities data completed as part of the online responses was poor (with respondents answering for their own individual protected characteristics rather than that of their service users) and therefore compromising the analysis of equalities implications that can be carried out in Stage 5 of the EQIA.</p>	<p>assumed that all information/advice needs of all children and young people can be met through schools.</p> <p>Impact of closure of large information/advice organisations due to loss of core funding</p> <p>There is a popular view amongst the written submissions that the loss of core Adult SLA grants will impact on the most vulnerable residents in Harrow.</p> <p>In its written response to the consultation, Citizens Advice Harrow (CAH) stated that if it were to close its services entirely because of financial unviability (e.g. the loss of core funding impacts upon the ability to secure other funding, CAB is unable to charge for its services), the impact of any closure would result in:</p> <ul style="list-style-type: none"> The loss of the face to face service (over 11,000 clients contact in 2015-16) The loss of the telephone advice service (AdviceLine calls in excess of 10,000 in 2015-16) The loss of the email enquiry service 9 locally based outreach services, supporting some of the most vulnerable families, would cease to take place All the preventative work, financial capability and energy switching education would stop The entire skilled workforce would be made redundant and 58 skilled volunteers would be lost, many of them speaking community languages. <p>CAH questioned 'where the axe would fall', as if they only offer service in times of crisis, they lose the opportunity for early preventative work and enabling clients' empowerment, whilst if they cut every aspect of service, clients would suffer 'at all stages of the customer journey'.</p> <p>CAH data on current service users shows that the majority are on a low income, have a mental or physical disability, are long-term sick, are women, are black or are from a minority-ethnic background. These clients, they state already experience 'higher than average rates of unemployment, debt and homelessness'.</p>	
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<p>Analysis of the qualitative evidence provided by the written responses to the consultation as well as the general questions in the online consultation is given by theme.</p>	<p>Service user monitoring for 2015/16 showed that:</p> <ul style="list-style-type: none"> • 59% of service users were women • 65% BME • 33% disabled • 26% had long-term health conditions <p>CAH therefore stated that the cuts would impact 'thousands' of vulnerable and low income people, their children and hard-to-reach groups such as those with long term ill-health or disabilities, mental health conditions, from BAME communities or with low qualifications – as they would be 'deprived of access to an independent, free advice service'. The organisation also stated that the community trust built up with vulnerable people through current delivery of service would be lost as a result of the proposals.</p> <p>Age UK Harrow raised particular concerns about older people suffering from social exclusion who may not be supported or prevented from reaching 'crisis' point due to cuts to Adult SLA core funding. This is because Age UK Harrow states that services such as the befriending project ('the only one in Harrow that supports older isolated people') would need to close.</p> <p>Mind in Harrow believes that cuts to Adult SLA funding will have strongly adverse impacts on two areas of its service: The Harrow Mental Health User Involvement Project ('HUG' Project – which aims to engage and promote the voice of people with mental health issues) and Mind's core services (which cover a broad range of areas such as increasing mental health awareness in the community and challenging stigma, offering wellbeing info and advice and increasing peer-to-peer support opportunities).</p> <p>The Mental Health User Involvement Project receives £24,735 per annum from Adult SLA core funding, which is match funded by NHS Harrow Clinical Commissioning Group (CCG) for NHS service user involvement activities. As such, the project is 'entirely reliant on Harrow Council funding for all of its running costs'. Mind states that there is no alternative means of funding support because</p>	
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the primary purpose of the project is to support the legal obligations of the Council to consult and engage with Harrow mental health users.

Mind in Harrow is sceptical that crowd-funding would raise more than to fund small-scale time-limited activities (ie £2-3,000). If any grants were to be provided through crowd-funding, Mind states these would be restricted to specific projects and the same exclusions would apply as for other grants as explained above.

Impact on protected characteristics: In 2016, the HUG project has 600 members/beneficiaries. Equalities data of those who attended a recent HUG forum showed that:

- 59% were women
- 65% were above the age of 51 (including 18% aged 66+)
- 5% Black or Black British, 36% Indian, 12% Other Asian, 6% mixed parentage, 38% white British or other white background, and 3% other ethnic groups.
- 100% had mental health problems and 10% on Autistic spectrum

MiH believes the closure of the project which would result from the loss of Adult SLA funding would be 'indirect discrimination' towards those with mental health conditions, because they are less able to participate in consultations without support (struggle to access digital and need advocacy).

Mind in Harrow's Core Services support per year over 7,000 Harrow residents experiencing mental health needs or their carers through 13 recovery, preventative and community outreach projects in partnership with CNWL NHS Foundation Trust, other public sector partners, private and community organisations. The organisation states that 'this very significant contribution to the Harrow adult social care economy is often not recognised and its preventative impact often not quantified.'

Mind in Harrow assert that the majority of the service users impacted by the Core Services funding cut will have a mental health disability and at one or more other

	<p>'protected characteristics' under the Care Act 2010. Demographic profile of users of MiH's Core Services:</p> <p>Demographic profile of respondents</p> <ul style="list-style-type: none"> • Gender: 55% Female, 45% Male • Age ranges: 0% (20 and under), 12% (21 – 35), 35% (36 – 50), 43% (51 – 65), 9% (66+) • Ethnicity: 2% Black or Black British, 36 % Indian, 12% Other Asian Background, 9% Mixed Parentage, 51% White British or Other White Background, 2% Other Ethnic Groups • Disability: 100% mental health problems <p>MiH states that unless Harrow Council aligns to VCS priorities for sustainability urgently, Mind in Harrow will close within the next 2-3 years</p> <p>The Harrow VCS forum response¹³ found that 3 organisations believed it was 'very likely' that reduction of Adult SLAs would have a significant impact on their beneficiaries: 'Service users would be in crisis, children and families adult social care rates would escalate.'</p> <p>With regard to the loss of OBGs, there was a view that this would cause organisations to close, which would impact the most vulnerable residents, such as those experiencing domestic violence, and the retired and elderly experiencing social isolation. It was also felt that the closure of organisations would lead to increased demand for key public services such as Harrow Council ASC/NHS, which would overwhelm them: 'The withdrawal of grants will severely reduce the sector's ability to deliver against need. This will increase discrimination.'</p>	
<p>Engagement with residents and service users over the</p>	<p>Much of the feedback through these engagements reinforced the messages from the VCS as given above. Additional issues emerging are:</p>	

¹³ This response includes feedback from Capable Communities, Citizens Advice Harrow, Friends of Bentley Priory Nature Reserve, Harrow Domestic & Sexual Violence, Harrow Women's Centre, Newcleus, South Harrow Christian Fellowship, Talk:Harrow, Voluntary Action Harrow Co-operative

<p>Council's proposed changes to Adult SLAs funding - As well as seeking participation from the VCS representatives in the above, the Council also made particular efforts to engage with service users likely to be affected by changes to Adult SLAs funding in order to fully understand the impacts of these proposals on vulnerable people as well as the organisations that support them, and the long term implications on the Council.</p> <p>In terms of the Adult SLAs, the consultation process involved:</p> <ul style="list-style-type: none"> • Informal meetings, such as a Disability Day Service meeting, Mental Health User Group meeting and Learning Disability group. • Four formal meetings from 21st October – 27th October, each of 	<p>Paying for services Users of VCS organisations were willing to pay for services that they are currently not being charged for (e.g. helping with paperwork, befriending, handyman, and support groups). For example, users of Age UK Harrow services said that they would be happy to pay for some services they currently receive for free as it would help the organisation to remain financially viable.</p> <p>Strategic development of meeting the needs of disadvantaged people in the borough Age UK Harrow identified the role Age UK Harrow and other VCS organisations play in the '<i>strategic development of meeting the needs of disadvantaged people in the Borough</i>' through the LSAB and other strategic groups. The reduction in financial support provided will prevent this input being possible and Age UK Harrow urged the Council to consider some form of funding to allow for this. One suggestion included within their letter is '<i>you may want to consider giving us premises without the commercial rent</i>' Age UK Harrow also mentioned within their questionnaire response that premises with a non-commercial rent would support their sustainability. Throughout the consultation events many VCS organisations including Age UK Harrow cited the burden of rent and requested the Council to explore more options around providing more affordable rents/ rents with benefits in kind as a form of mitigation and suggests that '<i>Putting all the money in information and Advice is not the right move</i>'.</p> <p>Service user voice and engagement Mind in Harrow's Harrow User Group (HUG) involves many service users who have been involved in a number of Harrow consultations in the past including (but not limited to); the fairer contributions policy change, the Health and Wellbeing strategy, Take Part, the Bridge closure and service redesign and many more. The user group felt that the current Council proposal, which would see the Council funding to HUG (50% Council funded 50% health funded) cut would mean that the Council would fail to meet its requirements around consultation and</p>	<p>The Council to work closely with VCS organisations to support them towards sustainability, this includes considering viable projects that could be funded through the crowdfunding platform, support to put costed services onto the electronic system My Community ePurse (this would allow them to advertise costed services to people with personal budgets). It is accepted however that users paying for services alone is unlikely to replace the full amount currently received by many organisations through core funding.</p> <p>The Council does not underestimate its duties under the Equality Act and the common law duty to consult. If the funding proposal is accepted the Council will ensure that officer capacity is used, as it</p>
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<p>which was attended by users from the client groups impacted by the proposal in receipt of Adult SLAs (including Mind in Harrow's 'Harrow User Group' service users, Carers connected to Harrow Carers, and service users from Harrow Mencap and Age UK respectively)</p> <ul style="list-style-type: none"> A meeting open to all 13 organisations in receipt of Adult SLAs which would be directly impacted by the Council's proposals. 	<p>engagement of a vulnerable group who otherwise would not be able to engage fully.</p> <p>Mind in Harrow felt they would struggle to receive additional funding for this user group due to the nature of the service provided and the benefit to statutory services in allowing the voice of mental health service users to be heard, and says that without the service the Council will not have the <i>'capacity to properly consult mental health service users'</i> and goes on to state that <i>'we believe from several years of evidence provided below that Harrow Council does not have the in-house capacity to fulfil this function, owing to reductions in commissioning and contracting staff'</i>.</p> <p>Their response also goes on to outline the impact the proposal will have on the service users, and refers to a potential breach of equality legislation and common law duties to consult that may happen should the service be cut as part of this savings proposal.</p>	<p>does for all clients groups, to prevent unlawful discrimination be it direct or indirect on the basis of any protected characteristic.</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 ✓		

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Age (including carers of young/older people)			✓	<p>See above (Stage 4) comments relating to:</p> <ul style="list-style-type: none"> • Social isolation • Attracting alternative funding • Specific clientele • Paying for services 	<p>Infrastructure organisation to support organisations in pulling together funding applications and marketing.</p> <p>Crowdfunding platform to be set up by the council to support VCS. However crowdfunding will not substitute funding levels or all types of activities. A suggested mitigation to this was for the council to support robust bids for alternative funding before funding ceases. The council should help the VCS lever in funding proactively and work with HCA to identify alternative funding sources and the best ways to support applications.</p> <p>Council to set up a session between the crowdfunding partner and local VCS to explore how crowdfunding can best work in Harrow and how local opportunities for income maximisation can be realised.</p> <p>Explore Hackney giving scheme which informs local philanthropists about local needs and encourages businesses to donate. Whilst most businesses in Harrow are small, the VCS organisations at the co-production event suggested that there are still untapped resources here.</p> <p>Encourage services to amalgamate/merge where possible to better enjoy economies of scale and maximise income across a larger geographical area.</p> <p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p> <p>The Council to work closely with VCS organisations to support</p>
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					<p>them towards sustainability, this includes considering viable projects that could be funded through the crowdfunding platform, support to put costed services onto the electronic system My Community ePurse (this would allow them to advertise costed services to people with personal budgets). It is accepted however that users paying for services alone is unlikely to replace the full amount currently received by many organisations through core funding.</p> <p>Criteria for the use of the Tapered fund has been broadened so that complimentary services which support residents seeking information, advice and advocacy services can be supported. Some of those services currently funded by Adults SLAs and Community Grants would be able to access this funding, albeit time limited and lesser amounts of funding than was previously available.</p> <p>Funding for organisations that support young people specifically, especially around violence, vulnerability and exploitation could be funded by the Mayor’s Office of Policing and Crime, as an alternative source of funding.</p> <p>It has been recommended that the contracts under the Care Act, including the SWISH service, (providing information and advice in line with the Care Act requirements) are extended; at present this is delivered by a consortium of 5 organisations one of which is Age UK Harrow, Age UK Harrow are also part of the consortium providing Independent Care Act Advocacy, this should go some way to mitigate the adverse impact of these proposals on older people and protects some level of funding for Age UK Harrow.</p>
Disability			✓	See above (Stage 4) comments relating to:	Explore the HAT portal as a possible solution to developing and supporting the proposals in the consultation

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<p>(including carers of disabled people)</p>				<ul style="list-style-type: none"> • Social isolation • Signposting • The value add of the VCS • Vulnerable groups • The closure of organisations due to loss of core funding 	<p>Peer to peer advocates was suggested by the VCS – training members of the public to conduct outreach and engagement work on behalf of the VCS, and identifying vulnerable members of the public who may need assistance.</p> <p>Outreach work on key areas of support, as identified in the needs analysis (e.g. welfare reform), to be included in the service specification for the generalist advice service.</p> <p>Criteria for the use of the Tapered fund has been broadened so that complimentary services which support residents seeking information, advice and advocacy services can be supported. Some of those services currently funded by Adults SLAs and Community Grants would be able to access this funding, albeit time limited and lesser amounts of funding than was previously available.</p> <p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p> <p>It has been recommended that the SWISH service, providing information and advice in line with the Care Act requirements and the Independent Care Act Contracts are extended; at present SWISH is delivered by a consortium of 5 organisations, many of these providing support to people with disabilities including; learning disability, physical disabilities, mental health and their carers.</p> <p>In addition, the Independent Care Act Advocacy contract is provided across all client groups and needs relating to disability, this should go some way to mitigate the impact of these proposals on people with disabilities in Harrow and their</p>
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					carers.
Gender Reassignment		✓			<p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.</p> <p>None of the SLAs provided by Adults specifically support people who have undergone gender reassignment, and most provide support irrespective of this characteristic as such no specific mitigations are required for this characteristic.</p>
Marriage and Civil Partnership		✓			<p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.</p> <p>None of the SLAs provided by Adults specifically support needs relating to marriage and civil partnership, and most provide support irrespective of this characteristic as such no specific mitigations are required for this characteristic.</p>

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Pregnancy and Maternity		✓			<p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.</p> <p>None of the SLAs provided by Adults specifically support needs relating to pregnancy and maternity, and most provide support irrespective of this characteristic as such no specific mitigations are required for this characteristic.</p>
Race			✓	<p>See above (Stage 4) comments relating to:</p> <ul style="list-style-type: none"> • Vulnerable groups • The closure of organisations due to loss of core funding 	<p>Ensuring the new service for information and advice adequately reflects the need for translation into community languages (including new communities coming into Harrow), the provision of interpreters and demonstration of cultural sensitivity. For example the tapered fund could be used by the service for translation and interpretation provision.</p> <p>Criteria for the use of the Tapered fund has been broadened so that complimentary services which support residents seeking information, advice and advocacy services can be supported. Some of those services currently funded by Adults SLAs and Community Grants would be able to access this funding, albeit time limited and lesser amounts of funding than was previously available.</p> <p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p>

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					DAWN provides services specifically to Asian women, and as such this characteristic is likely to be negatively impacted by these proposals. Support will be provided to DAWN around crowdfunding for this particular project.
Religion or Belief		✓			<p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p> <p>None of the SLAs provided by Adults specifically support particular religions/ beliefs, and most provide support irrespective of religious background as such no specific mitigations are required for this characteristic.</p>
Sex		✓		<p>See above (Stage 4) comments relating to:</p> <ul style="list-style-type: none"> The closure of organisations due to loss of core funding 	<p>Infrastructure organisation to support organisations of all sizes/specialisms to attract alternative sources of funding for their services.</p> <p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.</p>
Sexual orientation		✓			<p>The needs analysis for the Information, Advice and Advocacy Strategy does not identify gender reassignment, marriage, pregnancy, sex or sexual orientation as high need areas and provision of information and advice on these areas exists elsewhere. With regards understanding need for other areas that the Council is proposing to cut funding for through the cut</p>

					<p>to Adult Social Care SLAs and Community Grants, there has not been a clear impact established, so the Council will continue to request providers of services to develop systems to capture equalities data so that where such groups are directly in receipt of services, future impacts can be understood.</p>				
<p>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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>					<table border="1" style="width: 100%;"> <tr> <td style="width: 20%;">Yes</td> <td style="width: 30%;"></td> <td style="width: 20%;">No</td> <td style="width: 30%; text-align: center;">✓</td> </tr> </table> <p>Across the council, the impact of budget reductions is likely to be sustained over the medium-term and this is likely to lead to changes in how services are commissioned. However it is not anticipated that there should be a significant impact on any particular protected characteristic.</p>	Yes		No	✓
Yes		No	✓						
<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>					<table border="1" style="width: 100%;"> <tr> <td style="width: 20%;">Yes</td> <td style="width: 30%;"></td> <td style="width: 20%;">No</td> <td style="width: 30%; text-align: center;">✓</td> </tr> </table> <p>Harrow is one of the lowest funded councils in London and a recent review identified that in 2015/16 Harrow’s revenue spending power per head is projected to be £159 (or 17.3%) lower than the London average which ranks Harrow 26th out of the 32 London Boroughs. The amount of Government funding we receive continues to reduce from a total of £86.9m in 2013/14 to £42.7m in 2018/19 as a result of the national public sector austerity measures. Harrow Council will therefore have £83 million less to spend in 2018 compared with 2014.</p> <p>Local government faces sustained cuts to its funding from central government over the forthcoming years. This is likely to lead to changes in how/what services are commissioned and provided. However the council will mitigate against any significant adverse impact on any particular protected characteristic.</p>	Yes		No	✓
Yes		No	✓						
<p>Stage 6 – Improvement Action Plan</p>									

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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
<p>Major adverse impact may impact on the following protected characteristics:</p> <ul style="list-style-type: none"> Age Disability Race <p>Minor adverse impact may impact on the following protected characteristics:</p> <ul style="list-style-type: none"> Religion and belief Gender reassignment Marriage/civil partnership 	<ul style="list-style-type: none"> Crowdfunding platform to be set up by the council to support VCS. However crowdfunding will not substitute funding levels or all types of activities. A suggested mitigation to this was for the council to support robust bids for alternative funding before funding ceases. The council should help the VCS lever in funding proactively and work with HCA to identify alternative funding sources and the best ways to support applications. Council to set up a session between the crowdfunding partner and local VCS to explore how crowdfunding can best work in Harrow and how local opportunities for income maximisation can be realised. Ensure HCA is supporting the VCS to be able to maximise volunteers into the VCS so as to build up capacity and knowledge of specialisms. Explore Hackney giving scheme which informs local philanthropists about local needs and encourages 	<p>Performance measures to be built into the new contract(s) for information, advice and advocacy.</p> <p>Review impact of proposals within 12 months of the new contracts starting.</p>	<p>Rachel Gapp / Policy Team</p>	<p>1st July 2018.</p>

VCS report appendix 1 - EQIA

<ul style="list-style-type: none"> • Pregnancy/ maternity • Sex / gender • Sexual orientation 	<p>businesses to donate. Whilst most businesses in Harrow are small, the VCS organisations at the co-production event suggested that there are still untapped resources here.</p> <ul style="list-style-type: none"> • Encourage services to amalgamate/merge where possible to better enjoy economies of scale and maximise income across a larger geographical area. • The Council to work closely with VCS organisations to support them towards sustainability, this includes considering viable projects that could be funded through the crowdfunding platform (as set out above), support to put costed services onto the electronic system My Community ePurse (this would allow them to advertise costed services to people with personal budgets). It is accepted however that users paying for services alone is unlikely to replace the full amount currently received by many organisations through core funding. • Criteria for the use of the Tapered fund has been broadened so that complimentary services which support residents seeking information, advice and advocacy services can be supported. Some of those services currently funded by Adults SLAs and Community Grants would be able to access this funding, albeit time limited and lesser amounts of funding than was previously available. 			
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VCS report appendix 1 - EQIA

	<ul style="list-style-type: none"> • Funding for organisations that support young people specifically, especially around violence, vulnerability and exploitation could be funded by the Mayor’s Office of Policing and Crime, as an alternative source of funding. • Include outreach work on key areas of support, as identified in the needs analysis (e.g. welfare reform), in the service specification for the generalist advice service. • Include volunteering will be part of the service specification for the new generalist information and advice service. • In its Information, Advice & Advocacy Strategy, the Council recognises that one risk of procuring services (generalist and targeted) in a holistic way is the potential loss of specialist providers, and this may impact groups of particular protected characteristics, although the expansion of the tapered fund would mitigate this risk more than the original proposal • Help the VCS explore avenues to exploit local philanthropy and tap into local businesses for donations. • Extend the SWISH service, providing information and advice in line with the Care Act requirements and the Independent Care Act Contracts. 			
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	<ul style="list-style-type: none"> Review impact of proposals within 12 months of the new Information and Advice contract starting. Monitoring will be undertaken by the Policy Team, as contract managers, with overall responsibility resting with the Divisional Director for Strategic Commissioning. 			
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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 service providers commissioned to provide the information, advice and advocacy services 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". This will include data collection around the 9 protected characteristics, providing inclusive services and providing training to staff/volunteers on equalities.


Services funded by the tapered fund will also be expected to meet to comply with the Public Sector Equality Duty.

Although as a result of this proposal there will be a reduction in services provided by the voluntary and community sector, and these reductions will have an adverse impact on certain protected characteristics the Council will still be able to meet its Public Sector Equalities Duty.

Stage 8: Recommendation

11. Which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

<p>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.</p>	
<p>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.</p>	

<p>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)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	<p>As the EQIA has shown, and the VCS has stated throughout the consultation, continuing with the proposals put forward by the council will potentially have major adverse impact on VCS organisations and their service users.</p> <p>The council has attempted to mitigate the impact of the loss of council grants for VCS organisations by:</p> <ul style="list-style-type: none"> • Having a tapered fund to support the continuation of complimentary wrap around services to the general information and advice service and which that service can refer to. • Committing to work with the VCS and its infrastructure organisation whose role it is to support the sector in diversifying its funding base and seeking alternative sources of funding. • Providing a crowdfunding platform to support VCS organisations to lever in alternative funds. <p>A number of other mitigations and actions to lessen the impact have been included in the Information, Advice and Advocacy Strategy and its accompanying EQIA.</p> <p>However, the Council accepts there is a risk still in agreeing to progress this proposal as a) not all mitigations may impact as initially planned, and b) there will still be gaps in services currently provided by the VCS and some of the organisations currently funded to provide these services may close. This is difficult to quantify in terms of impact on specific protected characteristics as different organisations do provide services which impact on different protected characteristics. However, in spite of this difficulty in understanding exactly when or where any closure of an</p>

	organisation may occur, this has been factored into the conclusion of this EQIA that in making this decision there is expected to be an adverse impact.
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Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	EQIA has been presented to: <ul style="list-style-type: none"> Resources Making a Difference Group – 25 October 2016 Information and Advice Strategy Officers Group – 3 November 2016 		
Signed: (Lead officer completing EqIA)	Nahreen Matlib	Signed: (Chair of DETG)	Alex Dewsnap
Date:	24 November 2016	Date:	25 November 2016
Date EqIA presented at Cabinet Briefing (if required)	24 November 2016	Signature of DETG Chair (following Cabinet Briefing if relevant)	

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	Retender of a Service		Other	Full Council	
Title of Project:		RES 16 Communications Service Retender			
Directorate / Service responsible:		Resources, Strategic Commissioning			
Name and job title of lead officer:		Alex Dewsnap			
Name & contact details of the other persons involved in the assessment:		Tom Whiting			
Date of assessment:		December 2014			

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>In 2008 Harrow Council made a decision to restructure, develop and outsource its Communication Services to the City of Westminster Council (the WCC). The contract commencement date was 1st May 2008 and expires on 31st March 2015 without the option to extend. A decision was taken in 2012 not to exercise the break clause which could have come into effect on 31st March 2013, on the basis of satisfaction with the current provider.</p> <p>A competitive tendering procedure has been carried out initiating with an invitation for organisations to show an interest in bidding for the contract. Having subsequently viewed the full scope of the Services and the Council's specification for the Services, 5 organisations confirmed they did wish to bid. Those 5 were taken through a qualification procedure, 3 passed through as capable of providing the Councils requirements.</p>
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The 3 successful organisations were subsequently invited to submit a full tender (offer) to the Council for the Contract to provide the Services for an initial period of 3 years 10 months (to align with the Political cycle) with, at the Council's absolute option, extension for further periods up to an additional 4 years.

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

The Communications service is ran on behalf of the Council so all other Directorates are impacted by the choice of provider the Council makes. The Housing Service currently contract each year to use the current provider of the service. The OJEU has formally mentioned other public sector partners so there is scope to use the successful organisation to provide communications support for other partners such as the police or Clinical Commissioning Group.

There is one member of Harrow staff in the Communications service and they will be subject to TUPE under this proposal.

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 the 2011 census. It shows the known make up of staff working for Harrow Council and residents in Harrow.

		Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	36.08%	57.75%
	White	52.08%	42.25%
	Unknown	11.84%	0.00%
Sex	Male	22.36%	49.40%
	Female	77.64%	50.60%
Disability	Yes	1.81%	16.40%
	No	93.66%	83.60%
	Unknown	4.53%	0.00%
Age	16 to 24	3.34%	11.70%
	25 to 34	17.39%	30.40%
	35 to 44	22.67%	
	45 to 54	32.76%	23.60%
	55 to 64	21.15%	
	65+	2.69%	14.10%
Unknown	0.00%	0.00%	
Religion or Belief	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%
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
	No	95.98%	
Same gender assigned at birth?	Yes	95.47%	No category
	No	0.00%	
	Unknown	4.53%	
Age (including carers of young/older people)	There is no direct impact on this group in recommending the new service provider.		
Disability (including carers of disabled people)	There is no direct impact on this group in recommending the new service provider.		
Gender Reassignment	There is no direct impact on this group in recommending the new service provider.		

Marriage / Civil Partnership	There is no direct impact on this group in recommending the new service provider.		
Pregnancy and Maternity	There is no direct impact on this group in recommending the new service provider.		
Race	There is no direct impact on this group in recommending the new service provider.		
Religion and Belief	There is no direct impact on this group in recommending the new service provider.		
Sex / Gender	There is no direct impact on this group in recommending the new service provider.		
Sexual Orientation	There is no direct impact on this group in recommending the new service provider.		
5. 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).
The Portfolio Holder and CSB have been consulted as part of this proposal to reprocure the service.	Meetings.	There are no direct impacts from the decision to retender.	No equalities issues identified
6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.	None		

Stage 3: Assessing Potential Disproportionate Impact

7. 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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation)

			with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				

Gender Reassignment							
Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							
Sexual orientation							
11. Cumulative Impact – Considering what else is happening within the				Yes		No impact	

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?

<p>11a. 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?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>	Yes		No	

12. 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

	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

13. 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	X
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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 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan					
14. 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
None identified. Campaign activity will be considered for its equality impacts, but this is separate to the relet of the service.					

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.

15. 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>	The contract provides for performance monitoring against outcomes targets on a regular basis.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	The measurement of the outcomes are reported through the quarterly Strategic Performance Report.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

18. 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 Councils' communications follows the governmental code of best practice and as such will uphold this duty. The successful provider will be expected to act in this light.	The Councils' communications follows the governmental code of best practice and as such the annual Communications Plan if effectively delivered, will support the advancement of equality of opportunity. The successful provider will be expected to act in this light.	The Councils' communications follows the governmental code of best practice and as such the annual Communications Plan if effectively delivered, will support the fostering of good relations between different groups. The successful provider will be expected to act in this light.

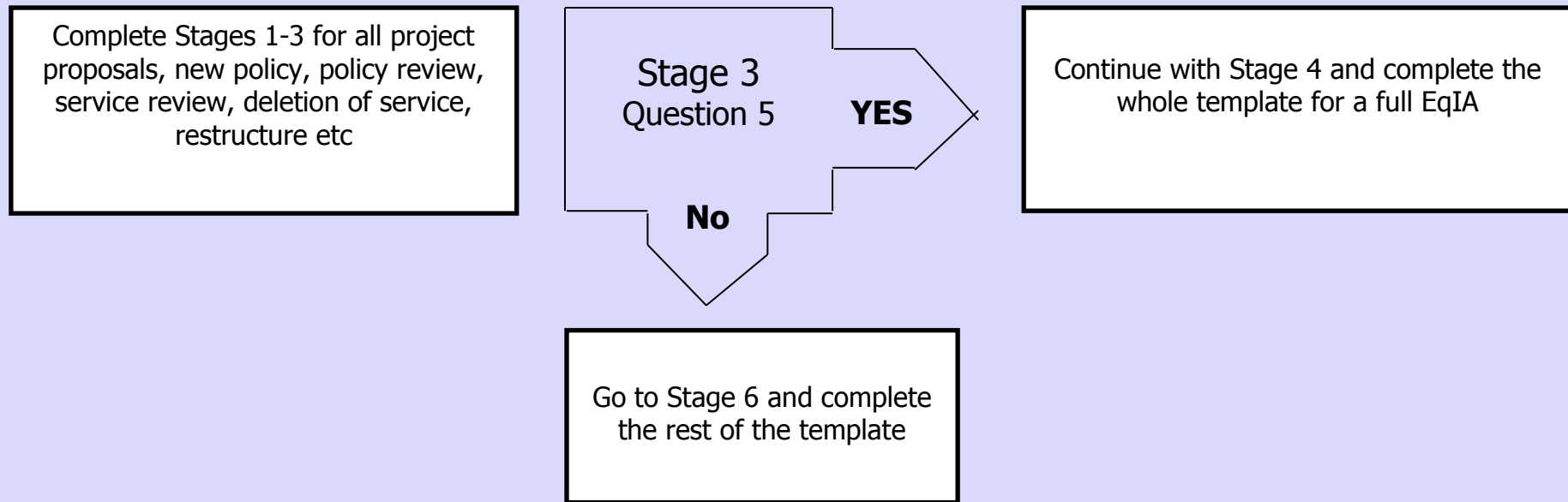
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	None at this stage		
Signed: (Lead officer completing EqIA)	Alex Dewsnap	Signed: (Chair of DETG)	Alex Dewsnap
Date:	08/12/14	Date:	08/12/14
Date EqIA presented at the EqIA Quality Assurance Group	5/1/15	Signature of ETG Chair	

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

Type of Decision: Tick ✓	<input type="checkbox"/>	Cabinet	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	delegated
Date decision to be taken:	2015						
Value of savings to be made (if applicable):							
Title of Project:	Proposal to restructure the Legal Practice following the merger of the legal teams and support services from Barnet, Harrow , Hounslow and in due course Aylesbury Vale.						
Directorate / Service responsible:	Legal & Governance Services, Resources Directorate						
Name and job title of Lead Officer:	Hugh Peart, Director of Legal & Governance Services						
Name & contact details of the other persons involved in the assessment:	Jessica Farmer, Head of Legal Practice						
Date of assessment (including review dates):	July 2015 but this EIA will be reviewed throughout the restructure.						

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 restructure the merged legal teams from Barnet Hounslow and Harrow that form HB Public Law. Staff consultation documents outline the proposals for the restructure (in 3 phases) with some of the key aims being:</p> <ul style="list-style-type: none"> - to fully integrate the staff and the work, so that any lawyer can work for either Council and in future for any new clients; - eliminate duplication of functions and roles; - ensure all staff are consistently and appropriately managed, supported and developed; - make it clear to clients who to contact for support; - reduce operating costs to meet agreed funding from all Councils, and to be able to secure new work; - be client focussed and work flexibly to retain existing clients and attract new ones; - comply with the Inter Authority Agreement between Harrow, Barnet and Hounslow Councils and meet Lexcel & IIP standards;
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- be clear what support is available and from whom;

- have a structure which is scalable as workloads increase or decline;

- ensure work is done at the appropriate levels, by appropriately remunerated staff; and

- have consistency in individual job titles and spans of control.

The restructure has been undertaken in 2 phases: Phase 1 – management restructure; Phase 2 – all other roles.

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?

Whilst it is a merged service, staff who transferred from Hounslow are Harrow employees so the responsibility lies with Legal & Governance Services.

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
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Age (including carers of young/older people)	Some staff are carers.	This will be borne in mind during the process and individual issues raised by staff will be addressed as part of the consultation.
Disability (including carers of disabled people)	5% of staff in the Legal Practice have declared a disability.	Individual issues raised by staff will be addressed as part of the consultation.
Gender Reassignment		Individual issues raised by staff were addressed as part of the consultation.
Marriage / Civil Partnership		Individual issues raised by staff were addressed as part of the consultation.
Pregnancy and Maternity	Staff on maternity leave have been notified of the consultation and invited to the consultation meetings. There are currently 3 staff on maternity leave. (July 2015)	Individual issues raised by staff were addressed as part of the consultation.
Race	24% of the department have declared themselves to be BME. 57% declared unknown 19% declared as white	Individual issues raised by staff will be addressed as part of the consultation.
Religion and Belief		Individual issues raised by staff will be addressed as part of the consultation.
Sex / Gender	There are a greater number of female staff than male staff across the department. Therefore if there is any impact on staff it is likely to have a greater impact on female staff purely because of numbers.	Individual issues raised by staff will be addressed as part of the consultation.
Sexual Orientation		Individual issues raised by staff will be addressed as part of the consultation.

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	/	/	/	/	/	/	/	/	/

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**?

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
Consultation document Meetings Consultation will be undertaken in phases. .		

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)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					

Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					

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

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 EqIA 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 EqIA and should be in line with the	

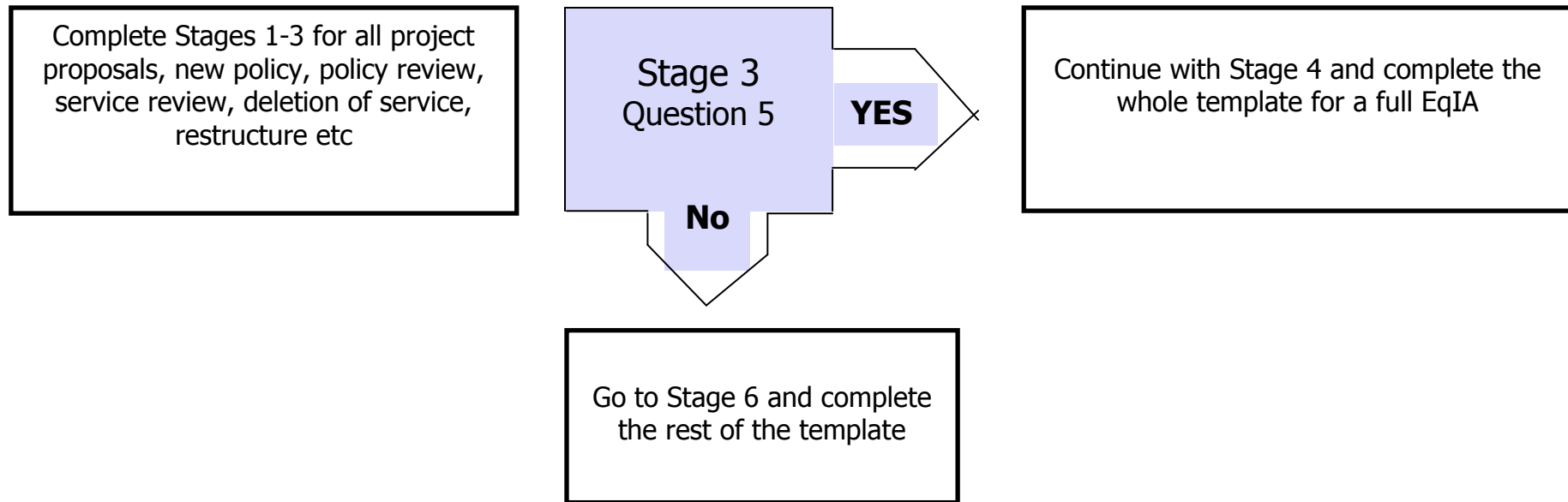
PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with 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?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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

Type of Decision: Tick ✓		Cabinet		Portfolio Holder	✓	Other (explain)	MTFS
Date decision to be taken:	September 2015						
Value of savings to be made (if applicable):	£50,000 – 2016/17; £50,000 2017/18						
Title of Project:	Commercialisation of Wiseworks						
Reference:	PA_3						
Directorate / Service responsible:	Community Health and Well-Being / Adult Social Care						
Name and job title of Lead Officer:	Jonathan Price						
Name & contact details of the other persons involved in the assessment:	Lynne Ahmed – Service Manager Kashmir Takhar – Senior Commissioner						
Date of assessment (including review dates):	4 th August 2015						

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 proposal is one of the projects falling within the minimising adults work stream under 'Project Infinity' and as such should not be viewed in isolation but as one of a package of savings proposals to be delivered.</p> <p>Wiseworks is a day centre for people who have severe and enduring mental health problems. The centre is a few minutes' walk from the Civic Centre and local transport networks. There are currently 74 service users attending the service. The service users are referred by CNWL (Central and North West London NHS Foundation Trust) and may be on CPA (Care Programme Approach). The Wiseworks centre offers vocational, educational and work programmes. There is an Employment specialist based at the centre who is able to offer a range of voluntary and paid work for service users within their horticultural and printing services and in the wider community. The centre has a lottery grant to support its 'Wisecre' horticultural project which is currently half way through a three year programme.</p> <p>In 2011/12 Wiseworks returned to the Council from our Mental Health (MH) provider, CNWL. Since that time the service has been successful in establishing Wisecre a market garden and social area, attracting lottery funding and helping drive the Council's MH employment figures. The staffing has been restructured and a business plan has been developed to promote Wiseworks services. This financial year the unit will take over the Council's print contract and maintenance requirements for in-house services.</p> <p>The service is also creating additional capacity to accommodate further internal and external referrals.</p>
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Savings Proposal:

The proposal is to utilise the capacity and potential of Wiseworks to create additional commercialisation opportunities and to be self-financing by the end of the MTFs period 2018/19. The saving will be achieved by a reduction in running costs and the generation of sufficient surpluses through income generation and grant funding. The income generated in 2014/15 was £92,000 and the staff along with the “service user committee” believe further income can be gained through working alongside the Council’s Procurement and Commercialisation team. The income targets will be £50k 2016/17, £69k in 2017/18 and £56k in 2018/19.

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?

Responsibility for this proposal is with Adult Social Care however it will require input from Procurement and liaison with other boroughs.

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)	<u>Service user profile:</u>	The majority of service users are working age, and while this proposal does not intend there to be any adverse

	<p>Frameworki Service user information</p> <p>18-24: 2</p> <p>25-64: 95</p> <p>65+: 0</p> <p><u>Staff profile:</u></p> <p>Under 16 years: 0</p> <p>16 – 24 years: 0</p> <p>25-44 years: 0</p> <p>45 – 64 years: 5</p> <p>65 years and over: 1</p>	<p>impacts, as the service would continue as it is now.</p> <p>The majority of the staff are working age, with only one staff member over the age of 65.</p>
<p>Disability (including carers of disabled people)</p>	<p><u>Service user profile:</u></p> <p>Mental Health: 12</p> <p>Physical Disability: 4</p> <p>Learning Disability: 3</p> <p>Illness/ Disability: 1</p> <p>Not Recorded: 77</p> <p><u>Staff profile:</u></p> <p>2 staff members have declared a disability.</p>	<p>It is likely that all service users have a disability however there is unlikely to be any adverse impact as service will continue to operate.</p>

Gender Reassignment	<p><u>Service user profile:</u> This information is not available.</p> <p><u>Staff profile:</u> This information is not available.</p>	Information to be collected during further consultation.
Marriage / Civil Partnership	<p><u>Service user profile:</u> Single: 76 Married: 12 Divorced: 5 Widowed: 2 Separated: 2</p> <p><u>Staff profile:</u> 2 members of staff are married. No members of staff have indicated that they are in a civil partnership.</p>	It is unlikely there will be any adverse impact on users or staff as service will continue to operate. However, should any issues arise and this not be the case, the largest group impacted would be the single service users.
Pregnancy and Maternity	<p><u>Service user profile:</u> This information is not available.</p> <p><u>Staff profile:</u> This information is not available.</p>	Information to be collected during further consultation.
Race	<p><u>Service user profile:</u> Mixed Background: 2</p>	It is unlikely there will be any adverse impact on users or staff as service will continue to operate. However, if this is not the case, the majority of service users are White/ White British with a large number of Asian/ Asian British Indian

	<p>White/White British: 44</p> <p>Black/Black British: 1</p> <p>Asian/ Asian British Indian: 13</p> <p>Asian/ Asian British Other: 9</p> <p>Black/ Black British Caribbean: 6</p> <p>Other: 8</p> <p>White Irish: 2</p> <p>Asian/ Asian British Bangladeshi: 1</p> <p><u>Staff profile:</u></p> <p>White English: 4</p> <p>Asian Indian: 1</p> <p>Not stated: 1</p>	<p>service users using the centre.</p>
<p>Religion and Belief</p>	<p><u>Service user profile:</u></p> <p>Atheist/ Non Religious: 16</p> <p>Christian: 14</p> <p>Church of England: 17</p> <p>Hindu: 10</p> <p>Jewish: 1</p> <p>Muslim: 11</p>	<p>It is unlikely there will be any adverse impact on users or staff as service will continue to operate.</p> <p>However, the mix of religious belief for the service is very spread and as such any impact to the service users is unlikely to be disproportionate based on religion/ belief.</p>

	<p>Roman Catholic: 8</p> <p>Protestant: 1</p> <p>Not disclosed/ Unknown: 9</p> <p>Other: 10</p> <p><u>Staff profile:</u></p> <p>Christian: 1</p> <p>Buddhist: 1</p> <p>Not stated: 4</p>	
Sex / Gender	<p><u>Service user profile:</u></p> <p>Female: 28</p> <p>Male: 69</p> <p><u>Staff profile:</u></p> <p>Male: 3</p> <p>Female: 3</p>	<p>It is unlikely there will be any adverse impact on users or staff as service will continue to operate.</p> <p>In terms of Service users the majority of attendees are Male, and as such any change in service is likely to impact on this Gender more so than female.</p>
Sexual Orientation	<p><u>Service user profile:</u></p> <p>Heterosexual: 73</p> <p>Not Recorded: 24</p> <p><u>Staff profile:</u></p> <p>This information is not available.</p>	<p>Limited information as to this characteristic is available regarding the service users, and no information about the staff. Should this proposal be accepted, and deemed necessary consultation further information about the sexual orientation of the staff and service users may be gathered.</p>

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	✓	✓	✓	✓	✓	✓	✓	✓	✓

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?

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
It is unlikely that this proposal will require consultation, as it is intended that the service will continue to do as it is now, however increasing the income generated.	It will be important to monitor potential impacts after the Council steps back from the Council. The impact should be limited, as Wiseworks is already very close to being self financing.	These actions will be reviewed regularly during the course of the savings.

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)				<p>The majority of service users are working age, and while this proposal does not intend there to be any adverse impacts, as the service would continue as it is now.</p> <p>The majority of the staff are working age, with only one staff member over the age of 65.</p>	<p>The proposal is that the service will continue to run the same way as it does now, however should there be any issues the impact will be greater for service users of working age, and staff around working age (with one over 65)</p> <p>It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.</p>
Disability (including carers of disabled people)				<p>It is likely that all service users have a disability however there is unlikely to be any adverse impact as service will continue to operate.</p>	<p>It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.</p>
Gender Reassignment				<p>Information to be collected during further consultation.</p>	<p>It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.</p>
Marriage and Civil Partnership				<p>It is unlikely there will be any adverse impact on users or staff as service will continue to operate. However, should any issues arise and this not be the case, the largest group impacted would</p>	<p>It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.</p>

				be the single service users.	
Pregnancy and Maternity				Information to be collected during further consultation.	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.
Race				It is unlikely there will be any adverse impact on users or staff as service will continue to operate. However, if this is not the case, the majority of service users are White/ White British with a large number of Asian/ Asian British Indian service users using the centre.	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.
Religion or Belief				It is unlikely there will be any adverse impact on users or staff as service will continue to operate. However, the mix of religious belief for the service is very spread and as such any impact to the service users is unlikely to be disproportionate based on religion/ belief.	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.
Sex				It is unlikely there will be any adverse impact on users or staff as service will continue to operate. In terms of Service users the majority of attendees are Male, and as such any change in service is likely to impact on this Gender more so than female.	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.
Sexual orientation				Limited information as to this characteristic is available regarding the service users, and no information about the staff. Should this proposal be accepted, and deemed necessary consultation further information about the sexual orientation of the staff and service users may be	It will be necessary to monitor the delivery of the self financing model, and how successfully they are able to continue delivering an equitable service.

			gathered.	
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 may help to alleviate some of the pressure caused by other proposals which restrict mental health service provision. This proposal expects to continue delivering services the way it is now, while increasing the revenue generated and allowing the service to fully self finance. Additional interest in the service and additional users of the service support the aim.			
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	
	Wiseworks operates to support people with skills they can take forward with them. Skills in Carpentry and Photography contribute to mental health service user's employment prospects and their ability to remain/ become self sufficient and independent.			
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
All Characteristics	Equalities monitoring	Survey Satisfaction as Wiseworks becomes self-financing	Jonathan Price	On going

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council 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 commercialisation and development of Wiseworks contributes to ensuring the continuity and sustainability of the service. The aim of the service is to offer adult social care clients choice and control over the care setting that best suits their needs. There is an active service user group at the centre who work closely with staff to ensure that the views and needs of service users help shape the service. The user group will continue to play an active role in the future developments of the service.</p>
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Stage 8: Recommendation

<p>11. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>	
<p>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.</p>	✓
<p>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 listed in the Action Plan above.</p>	
<p>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)</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>	
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Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£359k						
Title of Project:	Milmans						
Reference:	PA_4						
Directorate / Service responsible:	Adult Social Care						
Name and job title of Lead Officer:	Jonathan Price						
Name & contact details of the other persons involved in the assessment:	Maureen Leonard – service manager						
Date of assessment (including review dates):	5 August 2015						

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 proposal is one of the projects falling within the minimising adults work stream under ‘Project Infinity’ and as such should not be viewed in isolation but as one part of a package of savings proposals to be delivered.</p> <p>Milmans Neighbourhood Resource centre is an in-house day service which provides 4 days per week day care for older people with Dementia and learning disabilities and 1 day dedicated drop in dementia clinic. The centre also runs the remaining Meals on Wheels provision (35 clients).</p> <p>The service is located in Pinner. Although not a PFi contract the building has a Covenant on it which means services specifically for older people should be provided.</p> <p>Savings Proposal:</p> <p>The proposal, in line with the ‘Minimising Adults’ and ‘Community Wrap’ workstream will see the service transferred to the Community with community management in 2017/18. The proposal is to transfer the service as is to a community partner, by tendering the service.</p> <p>The proposal will deliver a saving in 17/18 of £175k and a further saving in 18/19 of £184k. The saving is to allow for the transfer of the service to the community whilst minimising TUPE liability.</p> <p>Adults working alongside the Council’s Procurement and Commercialisation team will explore how tenders</p>
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can be developed with the Community sector for mutual benefit.

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	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? 	Adult social care has overall responsibility for this service.
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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)	Staff – nos 9.5 Age range – 39-75 Service users dementia support – approx.52 Age : all within the older people age group - age range	The data suggest that staff and service users are in the older people age group. The proposal will therefore disproportionately affect this age group

	65-91	
Disability (including carers of disabled people)	<p>Staff</p> <p>This information is not available</p> <p>Service Users: dementia support including:</p> <ul style="list-style-type: none"> • Learning disabilities • memory and cognition • mobility • visual impairment • Physical support • Physical/mobility support 	<p>Unable to analyse impact – information not for staff. Further information will be gathered at the consultation stage</p> <p>Largest proportion are dementia services, therefore this group will be disproportionately impacted by this proposal</p>
Gender Reassignment	Information not available	Unable to assess, information will be gathered should consultation be necessary
Marriage / Civil Partnership	Framework I information	<p>Of the 86 service users:</p> <p>12: single</p> <p>19: did not declare</p> <p>4: divorced</p> <p>21: married</p> <p>27: widowed</p> <p>1: separated</p>

		1: cohabiting The majority of service users are therefore married or widowed
Pregnancy and Maternity	As above	As above
Race	<p>Staff</p> <p>7 – white English 1- Black caribbean 1- Black African</p> <p>Service users 54– white British 11 – Asian or Asian British 13 -Black/ Black British 6 –other 1 - mixed 1- unknown</p>	<p>Data incomplete for staff but will be gathered at consultation stage.</p> <p>Of the 86 service users, the majority of service users are White British, and as such this user group is most likely to be impacted by the proposal.</p>
Religion and Belief	Information not available	Unable to assess -, further information will gathered at the consultation stage
Sex / Gender	<p>Service users :</p> <p>59 Female</p> <p>26 Male</p>	Of the service users that use Milmans, the majority are female, and as such are likely to be impacted more than the male service users.
Sexual Orientation	Information not available	Unable to assess -, further information will gathered at the consultation 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			✓	✓	✓		✓		✓

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**?

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
If these proposals are accepted the need for Consultation will be assessed at the point of acceptance and mobilisation.	Consultation will aim to ensure the impact on different groups/ Protected Characteristics	

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 data suggest that staff and service users are in the older people age group. The proposal will therefore disproportionately affect this age group	Consultation with impacted staff and service users should help to reduce potential inequalities. Options for staff will be reviewed in light of any potential redeployment opportunities.
Disability (including carers of disabled people)		✓		The existing service is provided to people with disabilities, and a focus on people with dementia. The building has a restrictive covenant on it which means that the building must be used to provide support for older people. It would be desirable, in light of demand and availability of dementia services in Harrow that the new provider would continue to provide dementia specific support	Negotiations with the new provider
Gender Reassignment				No information to assess	Additional information to assess the potential impact should be gathered at consultation stage
Marriage and Civil Partnership		✓		The majority of service users are either married or widowed, and as such it is not likely that any protected characteristic is impacted by these proposals	Ensuring that the impact is monitored throughout the process, will prevent the adverse impact on married or widowed service users
Pregnancy and Maternity				No information to assess	Addition information to assess the potential impact should be gathered at consultation stage

Race		✓	<p>54– white British 11 – Asian or Asian British 13 -Black/ Black British 6 –other 1 - mixed 1- unknown</p> <p>The majority of current service users are white british, and as such are likely to be impacted by the proposals</p>	Service provision should not cease with the proposal, and as such day care provision for the existing clients should continue. Meaning that the impact is more focused around change, than ceasing provision.
Religion or Belief			No information to assess	Additional information to assess the potential impact should be gathered at consultation stage
Sex		✓	Of the service users that use Milmans, the majority are female, and as such are likely to be impacted more than the male service users.	Service provision should not cease with the proposal, and as such day care provision for the existing clients should continue. Meaning that the impact is more focused around change, than ceasing provision.
Sexual orientation			No information to assess	Additional information to assess the potential impact should be gathered at consultation stage

<p>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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	Yes	✓	No	
	<p>This proposal is part of a package of proposals aimed at reducing the budget within adults. With many other proposals linked to the community tendering of day centre provision it is likely that this proposal will have a cumulative effect on protected characteristics. Particularly age and disability.</p>			
<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	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
Age, Race, disability, sex,	Sensitive tendering, to ensure that protected characteristics are not unnecessarily impacted upon	Quality Assurance methods with new providers and care management conducting regular reviews of impacted service users	Jonathan Price/ Care Management	Ongoing

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

The proposal should not see a reduction in service, and as such continues to meet the PSED

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.

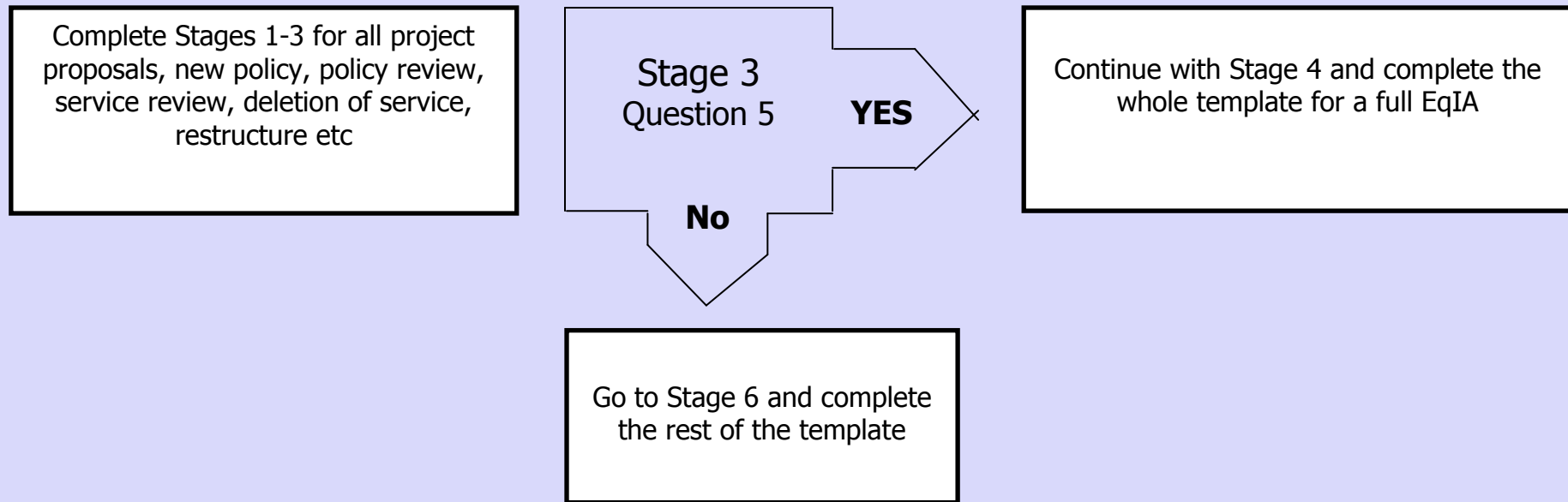
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.	✓
Outcome 3 – Major Impact: Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality of opportunity. In this case, the justification needs to be included in the 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?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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

Type of Decision: Tick ✓		Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£232k						
Title of Project:	Wider Health Improvement – cessation of projects (Healthy Eating Project, Dental Public Health, Breastfeeding, Public Health promotion, obesity)						
Directorate / Service responsible:	Public Health						
Name and job title of Lead Officer:	Andrew Howe						
Name & contact details of the other persons involved in the assessment:	Carol Furlong Sarah Crouch						
Date of assessment (including review dates):	21.8.15						
Stage 1: Overview							
1. What are you trying to do? (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)	The proposal includes the following areas of activity in 16-17: Healthy Eating Project £19,000 Dental Public Health £10,000 Breastfeeding £65,000 Public Health promotion fund £111,000 Obesity £37,500						
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	x	Partners	x	Stakeholders	x	
	Staff	x	Age	x	Disability		
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	x	
	Race	x	Religion or Belief	x	Sex		x
	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? 	No, but partner organisations help to deliver this programme.						

- How have they been involved in the assessment?

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)	Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance. Harrow Dental Health profile.	<ul style="list-style-type: none"> • Older populations will cease having access to 'health champions' which aims to promote intergenerational community support, reduce isolation, provide 1:1 support and signposts to activities and services. • Physical activity rates decline as we age. Older people will cease having access to tailored community dance programmes which may lead to reduced mobility, increase in falls and physical illhealth, increased social isolation and mental ill health, more demand for social care and health services. • Families will cease being able to access affordable fruit and vegetables and learn about healthy eating approaches. • Carers will have no longer have access to all lifestyle services to improve and safeguard their own health • Preventative campaigns targeted at older people drinking more than the recommended levels of alcohol at home will cease. National strategies particularly recommend targeting this group for long term health impact. • No preventative campaigns will be undertaken to target children and young people starting to use substances who may go on to become dependent as adults. There

		<p>are higher rates of substance misuse, mental health problems and involvement with the Criminal Justice System in Children Looked After by Harrow Council.</p> <ul style="list-style-type: none"> Over 35% of children in Harrow have decayed, missing or filled teeth and over 12% have high levels of plaque present on upper front teeth, indicating a lack of tooth brushing, compared to only 1.7% nationally. This means Harrow's children have some of the poorest rates of oral health in the country. The 'Now You Have Teeth' programme has identified that around 65% of parents of children under the age of 2 had never taken their child to the dentist for a check up and that only 4 in 10 knew that they should start brushing their child's teeth after the first tooth has erupted.
Disability (including carers of disabled people)	Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance.	There are significant inequalities with people with physical and learning disabilities suffering poorer health and wellbeing than the general population. People with learning disabilities are at particular risk of obesity. Public Health programmes aim to benefit the whole population and ensure equality of access to all health promoting services.
Gender Reassignment	Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance.	There is a higher prevalence of drug and alcohol use in transgender communities however, stigma which prevents individuals accessing treatment services. There will be no preventative campaigns addressing such stigma.
Marriage / Civil Partnership		
Pregnancy and Maternity	Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance.	Substance use in pregnancy presents a significant risk of harm to the mother, unborn child and to their development in the early years. At present, we know there are very low levels of referrals to community substance misuse services from maternity services, despite there being an identified need. There will be no work or campaigns to prevent substance misuse in this group or improve liaison between hospital and community services.

		<p>Staying active and maintaining a healthy diet are important in maintaining mother and baby health – the obesity pathway includes specific interventions and work to ensure access from pregnant mothers. Maternity has been shown to be a high risk time for weight gain and obesity related health problems. This work will cease.</p>
Race	<p>Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance.</p>	<p>Obesity is linked to ethnicity with an increased prevalence in some Asian communities and an associated increased risk of diabetes. These ethnic groups also have much lower rates of physical activity. The detrimental health impact of obesity affects this group at lower BMI and waist circumference thresholds. Targeted interventions to promote healthy lifestyles to specific ethnic groups will cease. For example, our efforts to encourage South Asian older women to participate in more physical activity (e.g. as part of the Harrow Walks - Muslim Women Walk group) will cease, resulting in no focus or encouragement, for those groups where poor diet and low exercise is found. In addition, the Community Dance initiative is particularly targeted at BME groups to encourage their participation in more physical activity in the form of cultural dance options.</p> <p>BME groups, particularly younger people are underrepresented in substance misuse services. Preventative campaigns addressing stigma which might prevent such groups accessing services will cease.</p>
Religion and Belief	<p>Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance.</p>	<p>There is evidence that women, particularly from Muslim cultures, may feel inhibited to engage in lifestyle services which aren't women-only and do not cater for their specific needs. Targeted/tailored interventions to promote healthy lifestyles to specific religious groups will cease.</p>
Sex / Gender	<p>Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for</p>	<p>There are overweight and obese people in all population groups but obesity and physical inactivity is particularly</p>

	Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance.	related to social disadvantage. For women, prevalence of obesity increases with greater levels of deprivation. Rates of physical activity in women are also lower. For both men and women, obesity prevalence decreases with increasing educational attainment. Muslim women in the borough may be disproportionately affected by the withdrawal of obesity and physical activity related services since they report that traditional exercise classes and the associated norms are not culturally appropriate for them to participate in.
Sexual Orientation	Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance.	There is a higher prevalence of substance misuse in LGB communities and stigma may mean these groups are reluctant to access substance misuse services. There will be no preventative campaigns addressing such stigma.

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	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	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 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
If this proposal is taken forward, a programme of consultation will need to be undertaken		

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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
Age (including carers of young/older people)			x	Increase in proportion of children with decayed missing and filled teeth.	
Disability (including carers of disabled people)			x		
Gender Reassignment		x			
Marriage and Civil Partnership					
Pregnancy and Maternity			x		
Race			x		

Religion or Belief			x		
Sex			x		
Sexual orientation		x			

<p>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?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	Yes	x	No	
	<p>Cumulative detrimental impact on all of the protected characteristics other than marriage/civil partnership.</p> <p>The stress placed on households by the current economic climate, including unemployment and the impact of reforms to welfare benefits, may exacerbate new or existing health conditions and make it more difficult for people to adopt a healthy lifestyle. Cuts to the Public Health budgets may compound this situation.</p>			
<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	Yes	x		
	<p>All engagement around health and wellbeing will cease which is likely to create considerable discontent amongst residents. Health inequalities may widen with those of lower socio-economic status being disproportionately impacted by poorer health. It is very likely that this proposal will have an impact on local health services which will then have an impact on social care.</p>			

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
It is not possible to mitigate the action if all services and funding for these programmes cease.				

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

These proposals do not meet the public sector equality duty.

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 EqIA 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 EqIA and should be in line with the

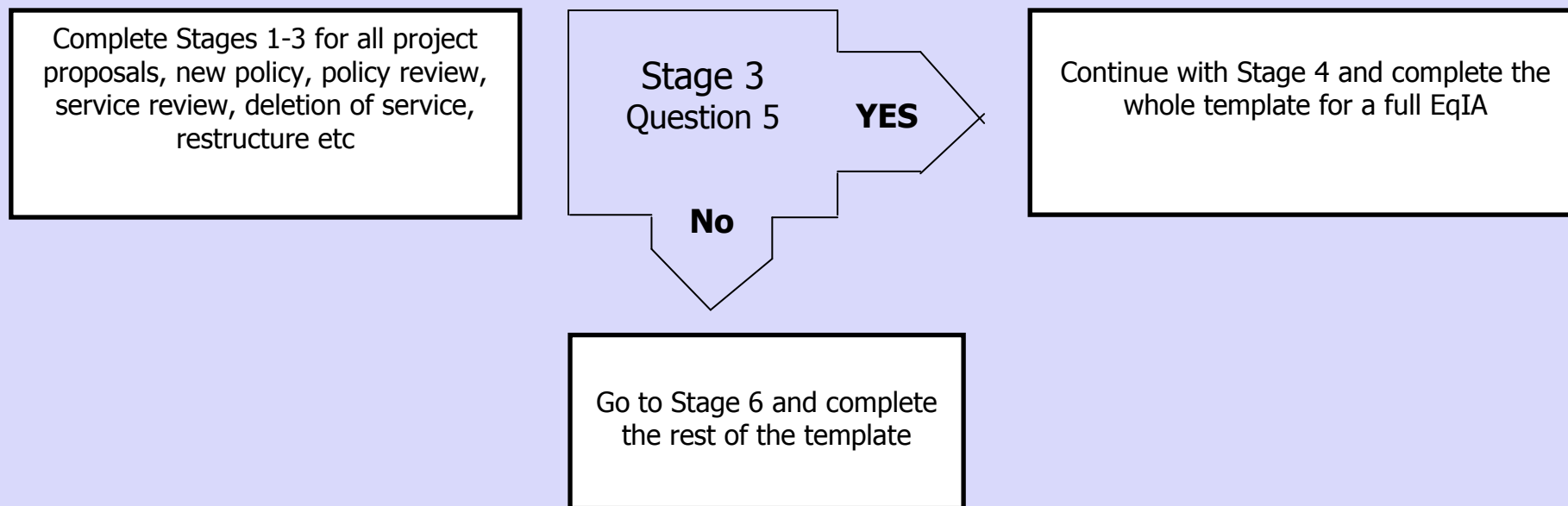
PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)	
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	The EQIA is assessed as Outcome 3 as no mitigation to the impacts caused by ceasing the programmes mentioned is possible without a budget to do so.

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 EqIA)	Carol Yarde	Signed: (Chair of DETG)	Carol Yarde
Date:	24.8.15	Date:	24.8.15
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓		Cabinet	✓	Portfolio Holder		Other (explain)
Date decision to be taken:						
Value of savings to be made (if applicable):	£2,480,000.					
Title of Project:	Drug & Alcohol – cessation of entire service (contract related costs)					
Directorate / Service responsible:	The People Directorate, Barnet and Harrow Joint Public Health Service (B&HJPHS)					
Name and job title of Lead Officer:	Audrey Salmon, Head of Public Health Commissioning					
Name & contact details of the other persons involved in the assessment:	Bridget O'Dwyer, Senior Commissioning Manager, Substance Misuse Services (SMS) (Bridget O'Dwyer@harrow.gov.uk)					
Date of assessment (including review dates):	24 th August 2015					

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>As part of the Public Health England (PHE) Requirements laid out in the Health and Social Care Act 2012, Local Authorities are responsible for commissioning health and social care services for residents. When Public Health was transferred from the NHS to the Local Authority in 2013, amongst the contracts that Harrow Council assumed responsibility were the Young People's and Adult's Substance Misuse Treatment and Recovery Services.</p> <p>During 2014 B&HJPHS undertook:</p> <ul style="list-style-type: none"> • needs assessments to understand local needs • review of service provision • development of new Young People's and Adult's service specifications based on best practice <p>Following the outcomes of the above work, new Young People's and Adult's Substance Misuse Treatment and Recovery Services have been re-procured and will commence 1st October 2015, the new Substance Misuse Treatment and Recovery Services has enabled the Council to:</p> <ul style="list-style-type: none"> • discharge it's duties in relation to the Health and Social Care Act 2012 • commission best value and effective services which deliver better outcomes for local residents in relation to their health and wellbeing
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Under Savings Proposals for 2018/19, it has been proposed to cease:

Young People's Substance Misuse Treatment and Recovery Service:

- Offering services which take account of safeguarding and promoting children's welfare at all times
- Ensuring that Young People are identified early and receive appropriate Substance Misuse treatment, to prevent where possible the need for them to access Adult Substance Misuse Services.
- increase the number of referrals into the Substance Misuse Service in particular from A&E, Schools and Children & Families Services
- ensure a Universal Service is more widely taken up by Schools and Colleges
- Working in conjunction with the Youth Offending Team (YOT) to contribute to the reduction of numbers of Young People re-offending and/or receiving a custodial sentence as a result of their substance misuse
- To work jointly with YOT Practitioners to develop a joint care plan for those Young People whose substance misuse interventions are subject to an Court Order
- Contributing to the assessment and treatment of Dual Diagnosis problems in close association with the children and Adolescent Mental Health Service (CAMHS) e.g. co-existence of mental health and substance misuse problems - in addition to other complex presentations including Child Protection issues
- Match or improve on national treatment performance benchmarks
- Radically increase the numbers of professionals receiving drug/alcohol awareness and screening tool training
- Deliver support to parents of drug/alcohol using Young People
- Ensure continuity of specialist treatment for Young People past the age of 18 years and up to 24 years to avoid 'cliff-edge' of support based on individual assessment for a Young Person who continues to require treatment.
- Offer support to Young People at appropriate, accessible locations and times such as evenings or weekends.

Adult Substance Misuse Treatment and Recovery Service – two parts:

Intake, Engagement and Harm Reduction Service:

- Community and In-patient Detoxification and Rehabilitation Services
- Clinical Prescribing
- G.P. Shared Care Services
- Pharmacy Supervised Consumption Services
- Blood Borne Virus testing/immunisation and referral to secondary care
- Dual Diagnosis Service: where there is co-existence of Mental Health and Substance misuse problems
- Dedicated Substance Misuse Team to work with Criminal Justice System:
 - (The Offender Rehabilitation Act 2015 allows for problematic drug use to be tackled as part of an offender's period of supervision on release. It extends previous provision to impose drug testing requirements for Class A drugs to also include Class B drugs. In addition, it introduces a new power to require offenders, on release, to attend appointments designed to address their dependency on, or propensity to, misuse a controlled drug).
 - Drug and Alcohol Rehabilitation Requirements
 - training and advice for Police officers and PCSOs, particularly focusing on targeting street drinkers and those committing crime and anti-social behaviour
 - assist Police staff to carry out screenings (including perpetrators and victims of domestic violence) and where necessary brief interventions and provide support to refer individuals into treatment by introducing a streamlined referral pathway.
 - partnerships with key local agencies i.e. Adult/Children's Social Care teams and Domestic Violence/Violence Against Women and Girls agencies
 - participate in MARAC, DV/VAWG and MASH meetings

Hidden Harm Service:

- Identify and support parents/carers who are involved in problematic drug and/or alcohol misuse and to minimise the impact of this substance misuse on their children.
- Work alongside both children's and adult teams to identify and engage with parents/carers living in Harrow who are involved in problematic substance misuse.
Target parents/carers known to the recovery services, those who
 - a. have disengaged from treatment and recovery service
 - b. those with an identified substance misuse need who are not yet known to services
- Work in multi-agency settings alongside other Local Safeguarding Children Board (LSCB) partners within appropriate family and young people's agencies
- Work in collaboration with Social Workers and other professionals, to manage the assessment of risk posed by Substance Misuse on Children and Young People within the identified families, and operate as part of the wider team around the family.
- Provide professional consultation to the wider workforce, and strengthen referral and care pathways between the Treatment and Recovery service, Children's Services and other key partners.
- Increase the awareness of the Hidden Harm agenda both strategically and operationally across both Children's and Adult networks by attendance at relevant forums and development of professional relationships with key Children's Services/Teams.

Abstinence Focused Recovery Service:

- Work collaboratively with the Hidden Harm Service
- Abstinence focused group-work (day) programme
- Development of Recovery Champions
- Counselling Programme
- Development of Service Users' Group and Carer's Groups
- Education, Training and Employment (ETE) support service to include access to literacy, numeracy and IT skills training, development of a strong Job Centre Plus partnership, and close liaison with local Colleges to access and support Service Users clients in mainstream ETE provision.

	<ul style="list-style-type: none"> Aftercare groups – Relapse Prevention for community and returning Tier 4 (complex care/In-patient care) clients, ongoing client-led support groups, Mutual Aid i.e. access to Narcotics Anonymous and Alcoholics Anonymous 					
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? 	<ul style="list-style-type: none"> The Substance Misuse Service Partners are: L.A. Services (Children/Families, Young People, Adults, Safeguarding), Police, Criminal Justice System, General and Mental Health acute and community, Service Users, PHE and Voluntary Services. B&HJPHS has overall responsibility, however it has co-designed the new Substance Misuse Service with Stakeholders and Service Users to ensure it is responsive to local needs. The Harrow Substance Misuse Service is wholly funded by the Public Health grant and has lead responsibility for commissioning of the service. A recent Substance Misuse Service Needs Assessment included contribution from all partners 					

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

<p>Age (including carers of young/older people)</p>	<ul style="list-style-type: none"> • Harrow Drug and Alcohol Needs Assessment & Treatment System Review 2014 • Alcohol Strategy (2012) • Drug Strategy (2010) 'Reducing Demand, Restricting Supply, Building Recovery: supporting people to live a drug-free life'. • National Drug Agency's (NTA) 'Why invest' • National Drug Treatment Monitoring System <p>Carers The UK Drug Policy Commission, in its paper entitled, '<i>The Forgotten Carers: Support for adult family members affected by a relative's drug problem</i>', has recognised this group of carers as one with significant needs; in view of the stress of living with and/or caring for someone with such complex problems. Carers of those who use drugs and alcohol can experience substantial stress and health problems, as well as an impact on their employment, social lives, relationships and finances. Despite this, these carers do not often get offered - nor do they usually take up - carer's assessments. The Care Act 2014 introduced major reform to adult social care with the aim of: encouraging clear and fair support for all including carers of those who have a substance misuse problem by ensuring the physical, mental and emotional wellbeing of the carer and the one being cared for; preventing (or delaying) the need for care and support for carers.</p> <p>Young People: The Drug Strategy (2010) stated "The focus for all activity with young drug or alcohol misusers should be preventing the escalation of use and harm, including stopping young people from becoming drug or alcohol dependent adults. Drug and alcohol interventions need</p>	<p>Negative Impact with following Associated Risks:</p> <p>De-commissioning of Substance Misuse Service will reverse current progress and cease the drug and alcohol provision and health and well-being of Harrow residents over recent years including:</p> <ul style="list-style-type: none"> • Recovery from Substance misuse by Harrow residents both Adults and Young People and reintegration into their community by: reduced need in children and family services, reduced involvement in the Criminal Justice Service, engagement in education, training, employment, increased uptake in BBV testing and immunisations/referrals to treatments. • Joint work across Safeguarding, VAWG, Domestic Violence to identify risk of alcohol related abuse/crime and to provide support/treatment to victims and perpetrators of alcohol/drug related abuse/crime • participate in MARAC, DV/VAWG and MASH meetings • Management of dual diagnosis clients in the community • Police training and advice in targeting street drinkers and those committing crime and anti-social behaviour include assistance with screening <p>By their very nature clients in the Criminal Justice System (CJS) are some of the most complex clients using services and may have multiple health, social and criminogenic needs. The National Drug Agency's (NTA) 'Why invest' document explains why investment in treatment represents important and valuable use of public funds. Drug and alcohol dependency goes hand in hand with poor health, homelessness, family breakdown and offending - all of</p>
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to respond incrementally to the risks in terms of drug use, vulnerability and, particularly, age. Young people with substance misuse problems have a range of vulnerabilities which must be addressed by collaborative work across local health, social care, family services, housing, youth justice, education and employment services”.

Some Young People face increased risks of developing problems with drugs or alcohol. Vulnerable groups such as those who are truanting or excluded from school, looked after children, young offenders and those at risk of involvement in crime and anti-social behaviour, those with mental ill health, or those whose parents misuse drugs or alcohol need targeted support to prevent drug or alcohol misuse or early intervention when problems first arise.

The 2014 Young People’s SMS Needs Assessments identified the location of the Alcohol related Ambulance callouts for Young People in Harrow - Greenhill and Harrow-on-the- Hill had the highest number. Drug related Ambulance callouts for Young People in Harrow - Canons, Rayners Lane, Harrow on the Hill, and Edgware.

Harrow Youth Offending Team (YOU) work with young people who have come into contact with the criminal justice system and have close links with drug and alcohol treatment and prevention services. A significant proportion of young people who are in contact with the YOT have drug and or alcohol as one of the risk factors in their offending. Cannabis is the main issue in terms of drug use and possessions offences.

which are associated with significant burden to public services and ultimately the tax payer.

Adult:

Legal Highs: In Harrow New Psychoactive Substances (sometimes referred to as 'legal highs') are not showing in treatment service data at present for either Adults or Young People and this is not reflective of the current trend across the country.

The most deprived fifth of the population suffers two to three times greater loss of life attributable to alcohol; three to five times greater mortality due to alcohol-specific causes; and two to five times more admission to hospital because of alcohol than the more affluent areas.

Harrow is ranked as having the least levels of alcohol attributable mortality (level 1) however higher harm levels for liver mortality and alcohol specific mortality. Broadly speaking alcohol attributable deaths make up around 3% of all deaths. Of these, about a third are alcohol specific deaths – e.g. from alcohol poisoning, alcoholic liver disease, alcoholic pancreatitis. The remaining alcohol-attributable deaths are from conditions partially attributed to alcohol, roughly two thirds of which are from chronic conditions.

Alcohol-related hospital admissions are growing every year and over 50,000 of the Harrow adult population are estimated to be drinking at increasing or higher risk levels.

Alcohol has a high association with Domestic Violence in Harrow and there is a perception that the number of Multi-Agency Risk Assessment Conference (MARAC) cases are increasing where drugs or alcohol are used

	<p>problematically either by the perpetrator or the victim. Children of parents with alcohol problems have an increased risk of experiencing physical, psychological and behavioural problems.</p> <p>By their very nature clients in the Criminal Justice System (CJS) are some of the most complex clients using services and may have multiple health, social and criminogenic needs.</p> <p>Unemployment levels of people in drug treatment do not vary much according to length of time in treatment. For example: opiate users in treatment between 12 to 48+ months, unemployment levels vary between 72% -89%, non-opiate users in treatment after 6 months have a rate of 69% unemployed (2013/13 figures). This further underlines the need to increase the focus on recovery, reintegration and building links to education, training and employment resources into the treatment process.</p>	
<p>Disability (including carers of disabled people)</p>	<p>By better understanding specific issues regarding substance misuse, disability and identifying root causes – the treatment pathway offers more effective treatment.</p> <p>Substance misuse goes hand in hand with poor health, homelessness, family breakdown and offending and extends much larger into society. Those who experience substance misuse may be unable to find or keep regular employment which means the person must find another way to fund their addiction. Another economic effect from substance misuse is the lost human productivity, such as lost wages and decreased production that results from illnesses and premature deaths related to</p>	<p>Negative Impact with Associated Risks as above:</p>

	<p>drug abuse. If the affected person has a family of their own, they may have to seek L.A. assistance to support to support them and their dependents both financially, housing and children & families support agencies.</p> <p>Current Blood Borne Virus Testing and Immunisation/access to treatment minuses the risk of development of Long Term Conditions and cross infection.</p>	
Gender Reassignment	<p>People who express their gender which differs or inconsistent with the sex they were born with have the right to equal services and equality of outcome. No data is currently systematically collected across the treatment system to identify levels of transgender people. The SMS treatment pathway offers client-specific services, such as peer support groups and counselling. Diversity data to be collected from service to identify under-served groups.</p>	Negative Impact with Associated Risks as above
Marriage / Civil Partnership	<p>No data is systematically collected across the treatment system to identify people within a marriage/civil partnership however the new treatment pathway will deliver a service to meet the requirements of all service users.</p>	Negative Impact with Associated Risks as above
Pregnancy and Maternity	<p>The SMS treatment and recovery services jointly work with maternity (community and hospital), psychiatric, forensic, A&E services and L.A. Children & Families' and safeguarding teams plus other relevant parties. The Hidden Harm Worker attends monthly multi-disciplinary meeting with midwives. Any drug/alcohol use clients are assessed by the midwives team and if 'high risk' then an automatic referral to the safeguarding team is made, whether the mother is in treatment or not.</p>	<p>Negative Impact with Associated Risks plus</p> <p>The Hidden Harm Service will cease will may pose significant risk to mother and unborn child/other children.</p> <p>The Hidden Harm Service currently supports parents with drug or alcohol problems to engage with treatment services and reduce risks to their children. The majority of</p>

	<p>Numbers of drug/alcohol clients identified by the service are mainly drug users. Approximately 12 drug/alcohol clients a year are identified.</p>	<p>referrals to the Hidden Harm worker come from Children's Services (Children In Need team, Early Intervention or section 47 referrals). However some referrals have been received historically from Police, Children's Centres and Schools. The focus of the 1:1 work is to minimise the risk to the child. The treatment plan runs alongside children/families care plans and work is undertaken jointly with children and families team. One of the main objectives of the Hidden Harm Service is to raise awareness about the role to i.e. MARAC, MAPPA and ASB group. The worker also attends Child Protection conferences where required.</p>
<p>Race</p>	<p>In Harrow there are around 855 problematic opiate and crack users. By 12/13 the proportion of White drug service users decreased from around 70% to around 60%. Black/Black British shows an increasing trend. The new treatment pathway ensures capacity for ethnic counselling specialists to provide relevant information and appropriate resources.</p> <p>Tamil and Eastern European clients are a significant subset of alcohol patients seen at the hospital. Information for clients is needed in relevant languages – including translation of AUDIT screening tool.</p> <p>Certain communities may experience additional difficulties and barriers in accessing relevant support due to cultural/religious practices where alcohol and drug use is forbidden. This lack of access can lead to escalation of issues and remain hidden. The new treatment pathway will ensure capacity for ethnic counselling specialists to provide relevant information and appropriate resources and access to BME groups.</p>	<p>Negative Impact with all of above Associated Risks</p>

Religion and Belief	<p>As included above</p> <p>Diversity data to be collected from service to identify under-served groups</p>	Negative Impact with all of above Associated Risks
Sex / Gender	<p>Adult Psychiatric Morbidity Survey (APMS - 2007) showed 5.9% of all adults (except those in institutions) have some alcohol dependence. The rate is higher in men (8.7%) and lower in women (3.3%). White men and women are more likely to be dependent (9.6% and 3.7% respectively). There is no significant variation by income or region. Dependence can be categorised as mild, moderate or severe.</p> <p>Treatment services should be safe and attractive to women, particularly more vulnerable women such as those experiencing domestic violence or sexual exploitation.</p>	<p>Negative Impact with all of above Associated Risks plus</p> <p>There will be no statutory Substance Misuse Service to provide safe and attractive care for women particularly more vulnerable women such as those experiencing domestic violence or sexual exploitation</p>
Sexual Orientation	<p>No data is systematically collected across the treatment system to identify levels of LGBT people accessing services or to evaluate outcomes for these groups. Therefore national studies have been researched to ensure issues were not ignored during the recent Harrow Adult SMS Needs Assessment.</p> <p>A five-year study by the Lesbian & Gay Foundation (The LGF) in partnership with the University of Central Lancashire (UCLan) into drug and alcohol use among lesbian, gay and bisexual (LGB) people in England found significant substance dependency problems in the community.</p>	<p>Negative Impact with all of above Associated Risks Plus</p> <p>Failure to address complex needs, such as reason behind substance misuse, mental health issues, alongside substance dependency</p>

The LGF and UCLan's national 'Part of the Picture' Project looked at alcohol and drug use in the LGB community in England over a five year period. The research found that 'binge drinking' is high across all LGF groups, with 34% of males and 29% of females reporting binge drinking at least once or twice a week. Available comparable data suggest that LGB people are approximately twice as likely to binge drink at least once a week, compared with the general population, and have a higher likelihood of being substance dependent. Many LGB people interviewed felt like an 'outsider' when accessing support services because of their sexual orientation. They reported being unable to be open about their lifestyle and reasons behind their substance use, or were afraid to come out to heterosexual service workers and peers.

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									

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?

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
Nil at present – if this proposal is taken forward, a programme of consultation will need to be undertaken.	N/A	N/A

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)					Any measures to mitigate impact or adverse equality or opportunity are severely limited due to the fact that this proposal is to cease the whole service. This situation is compounded by other cuts across the joint Public Health Team and the wider Council.
Disability (including carers of disabled people)			√		"
Gender Reassignment			√		"
Marriage and Civil Partnership			√		"
Pregnancy and Maternity			√		"
Race			√		"
Religion or Belief			√		"

Sex			√						“
Sexual orientation			√						“
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		
					All Protective Characteristics will be equally affected				
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		
					Within the Council staffing structure there will be two staff posts at risk within a smaller pool of workforce.				
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	

All protected characteristics will be potentially impacted by this proposal	Please see Stage 5	N/A	N/A	N/A

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 EqIA 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 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.

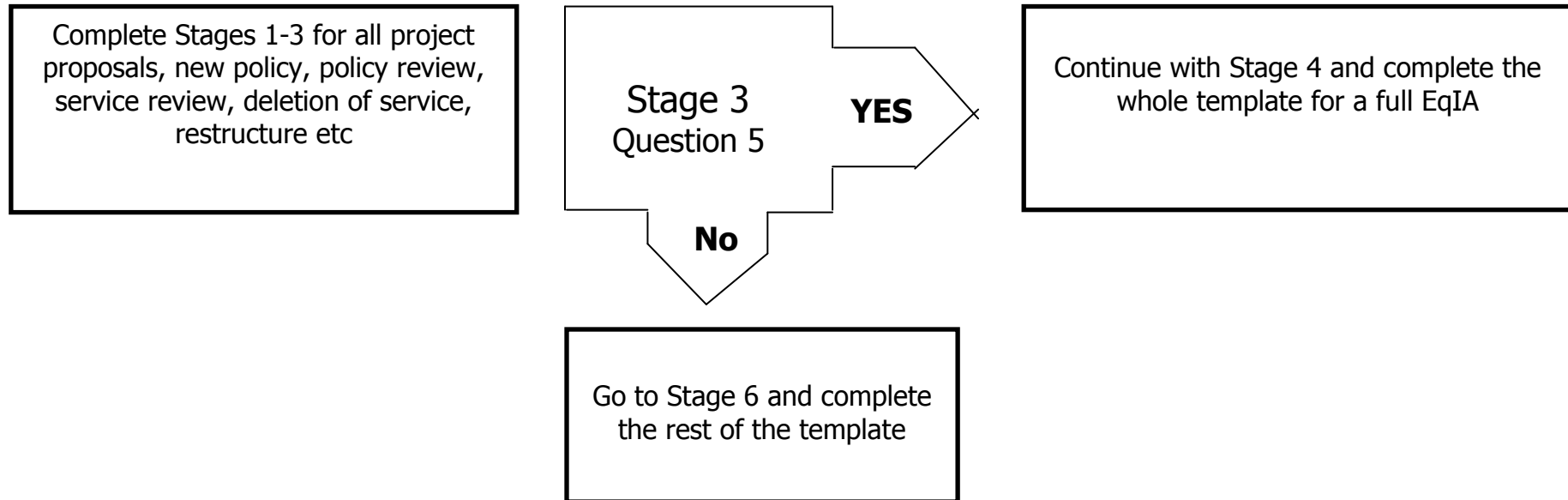
To reduce Council budget

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 EqIA)	Bridget O'Dwyer	Signed: (Chair of DETG)	Carol Yarde
Date:	2.9.15	Date:	2.9.15
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process. 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

Type of Decision: Tick ✓	<input type="checkbox"/> Cabinet	<input type="checkbox"/> Portfolio Holder	<input type="checkbox"/> Other (explain)
Date decision to be taken:			
Value of savings to be made (if applicable):	£836k		
Title of Project:	Reduction to statutory service – staffing reductions including DPH for only 1.25 days per week in Harrow from April 2016		
Directorate / Service responsible:	Public Health		
Name and job title of Lead Officer:	Carol Yarde – Interim Business Manager		
Name & contact details of the other persons involved in the assessment:	n/a		
Date of assessment (including review dates):	18 Aug. 15		

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>Savings proposal for reduction of the services of the Director of Public Health to 1 day weekly in 2016/17</p> <p>Savings proposals for the deletion of remaining areas of non statutory work and related staff in and 2018-19</p> <p>The proposal includes all remaining areas of health improvement activity and related staff (including commissioning and support staff) in 18-19:</p> <p>The health improvement budgets for cessation are: Warmer Homes £50k Workplace Health £13k Long Term Conditions £13k Mental Health promotion £42k Unemployment & Health £38k</p>
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	<p>Oral Health £31k</p> <p>Total value of deleted programmes £187k</p> <p>The posts for deletion are:</p> <p>Director Public Health (half of the current 0.5 FTE post) 1 x 0.25 FTE (for 16/17) Personal Assistant to Director of Public Health 1 x 0.5 FTE Public Health Consultant 1 x FTE Health Strategist 2 x FTE Health Improvement officer 3 x FTE Business Manager 1 x 0.5 FTE Administrative Assistant 1 x FTE Public Health commissioner 1 x FTE Commissioning Officer 1 x FTE</p> <p>Total value of deleted posts £650k (N.B. where deleted posts are less than 1 x FTE, this is because it is the proportion of the post which is a joint post with Barnet council and reflects the proportion of the post 'owned' by Harrow.</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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	✓		
<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? 	<p>Harrow Council currently provides the Public Health Service on behalf of Barnet Council.</p>					

- Who has the overall responsibility?
- How have they been involved in the assessment?

Stage 2: Evidence & Data Analysis

4. What evidence have you reviewed 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 (Data, Consultation, Anecdotal evidence)	Analysis & Impact
Age (including carers of young/older people)	<p>There has been a 32% (+3,900) increase in 0-4 year olds since 2001. 6.7% (15,916) of residents were aged four and under in 2011, compared to 5.8% (12,019) in 2001. Harrow is ranked in the top quartile nationally for 0-4 year olds. 13.5% (32,142) of Harrow's residents are aged 5 to 15, above the national and London rates. Harrow is ranked in the top quintile nationally for 5 to 15 year olds. The percentage of those aged 5 to 15 has fallen slightly in Harrow over the decade, although numbers have increased.</p> <p>65.7% of Harrow's residents are of working age (16 to 64), an increase since 2001 when 63.4% of residents were aged 16 to 64. Harrow is ranked 70th within England for its working age population, where 1st has the highest percentage.</p> <p>Harrow is ranked 5th in London for the proportion of residents aged 65 and over. 14.1% (33,637) of Harrow's residents are aged 65 and over, 12.4% (3,700) higher than the 2001 Census.</p>	<p>The interventions that will be ceased are all aimed to target those ages which have higher health inequalities and includes carers. The interventions tend to be more targeted towards older people as they have a higher risk of long term conditions (LTCs) and so ceasing services would impact more on this group. Carers have access to all services including EPP course to support them to manage a condition of someone they are caring for. Removing the only self care programme for people with LTCs would disproportionately effect older people who have a higher risk of LTCs or being a carer for someone with LTC themselves.</p> <p>Young people not in employment, education or training will have less opportunities to develop their skills and experience for future employment through involvement in the health projects.</p> <p>Disadvantaged families will miss out on learning economic and commercial skills delivered by the projects to support</p>

	<p>18% (15,083) of Harrow's households are comprised solely of residents aged 65 and over, below the national level of 21%, but above London's level of 14%. Harrow is ranked 5th in London, based on households where all residents are aged 65 and over (where 1st is the highest rank).</p>	<p>their own employment initiatives and opportunities.</p> <p>75% of people with a diagnosable mental health condition do not access services and service provision itself – even if it was available to meet the needs of everyone in Harrow – would not significantly reduce the burden of illness. Ceasing all preventative mental health work would likely have an impact on older adults particularly who may be affected by a number of risk factors such as chronic illness, moving home, bereavement and loss of mobility.</p> <p>50% of all mental illhealth in adulthood develops before age 14. Ceasing all mental wellbeing investment would likely disproportionately affect children and young people as there would be little co-ordinated population approach to preventing mental illhealth amongst this group.</p> <p>We will have to cease all suicide-prevention work which disproportionately affects young adult males.</p>
<p>Disability (including carers of disabled people)</p>	<p>POPPI & PANSI Data 2014 - 2018 Total population aged 18-64 predicted to have a learning disability will rise from 3,782 (2014) to 3,910 (2018)</p> <p>Total population aged 18-64 predicted to have a moderate physical disability will rise from 11,582 (2014) to 12,124 (2018)</p> <p>Total population aged 18-64 predicted to have a serious physical disability will rise from 3,326 (2014) to 3517 (2018)</p>	<p>There are significant inequalities with people with physical and learning disabilities suffering poorer health and wellbeing than the general population. If this proposal is accepted, those with a disability will no longer be able to access services to equip them to manage potential accompanying physical or mental health condition and their health and their wellbeing could be reduced as a consequence.</p> <p>Those with a disability are significantly less likely to be in work. Those specifically with mental health conditions will not be able to learn effective skills to equip them to manage their condition to improve their employment</p>

		<p>prospects and wellbeing.</p> <p>Those with a learning disability are at greater risk of mental ill-health but ceasing the public mental health promotion programme will reduce capacity to respond to this need.</p>
Gender Reassignment	<ul style="list-style-type: none"> - Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance. 	<p>Insufficient data available to assess potential impact</p>
Marriage / Civil Partnership	<ul style="list-style-type: none"> - S Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance. 	<p>Insufficient data available to assess potential impact</p>
Pregnancy and Maternity	<ul style="list-style-type: none"> - S Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance. 	<p>Pregnant mothers will no longer be able to access our projects to keep themselves mentally and physically active facilitating a healthy return to work plus, learn new skills and identify possible employment opportunities post-term, that suit their lifestyle and commitments.</p> <p>Post natal depression is a significant issue having a detrimental impact on mother and child; Children of mothers who have postnatal depression are less likely to show secure attachment at 36 months, are more likely to have social, emotion and cognitive problems at age 5 and</p>

		<p>are more likely to experience depression by 16 years. Ceasing the mental health promotion programme will reduce the impact that we can have with this group.</p>
Race	<p>42.2% (100,991) of Harrow's usual resident population is White. There has been a 20.3% reduction since 2001 in the number of Harrow residents who are White. Harrow is ranked 324th nationally for its White population, where 1st has the highest percentage. Harrow is ranked 31st of 33 London boroughs for its proportion of White residents. The total White population is British (30.9%) Irish (3.1%) Gypsy/Irish Traveller (0.1%) Other (8.2%). The majority of these 'Other' residents are from other parts of Europe, with a large proportion from Eastern Europe, particularly Romania and Poland.</p> <p>44% (105,225) of Harrow's usual resident population is Asian. Since 2001 there has been a 59.7% increase in the number of residents who are Asian. Harrow is ranked 2nd nationally for its Asian population, where 1st has the highest percentage. Harrow is ranked 2nd of 33 London boroughs for its Asian residents. The Asian population can be sub-categorised as White/Asian (1.4%) Indian (26.4%) Pakistani (3.3%) Bangladeshi (0.6%) Chinese (1.1%) Other Asian (11.3%) Harrow has the highest ranking nationally of residents who are Other Asian, with 11.3% (26,953) residents. Within Harrow, Sri Lankans are the largest group within this category, with Harrow ranked 1st nationally for the proportion of residents who classified themselves as Sri Lankan or Tamil.</p> <p>9.7% (23,105) of Harrow's usual resident population is Black. Since 2001, Harrow has seen a 56.5% increase</p>	<p>There are significant inequalities in the prevalence of mental ill-health with some BME groups being disproportionately affected. In part this may be due to issues such as discrimination, socio-economic status and poorer access to services. There will be no capacity to address these issues if the public mental health programme is ceased.</p> <p>Our services are promoted and targeted towards groups that are more likely to have LTC and this include some ethnic groups who have higher risk of LTC such as Asian groups with diabetes. Ceasing the long term condition service would therefore disproportionately impact on this group who have a higher prevalence of diseases.</p> <p>These groups can also have a higher risk of going undiagnosed which would also increase with no programme in place to raise awareness of early diagnosis</p> <p>Our services may miss out on being targeted or promoted among groups that:</p> <ul style="list-style-type: none"> - Are less likely to be in sustainable employment (e.g. BME males under 25 years - Are less likely to maintain a healthy weight and stay active potentially compromising work attendance <p>have a higher propensity for LTC such as diabetes that impact on employment prospects</p>

	<p>in Black residents. Harrow is ranked 26th nationally for its Black population, where 1st has the highest percentage. Harrow is ranked 20th of 33 London boroughs for its Black residents. The Black category can be sub-categorised as White/Black Caribbean (1%) White/Black African (0.4%) Black African (3.6%) Black Caribbean (2.8%) Other Black (1.8%).</p> <p>In 2011 4.1% (9,735) of Harrow's usual resident population were included in the Arab and Other grouping. There has been a 112.6% (+5,157) increase in this population group since 2001. Harrow is ranked 18th, both nationally and in London, for its Arab and Other population, where 1st has the highest percentage.</p>	
Religion and Belief	<p>Christianity was Harrow's most commonly stated religion in the 2011 Census, with 37.3% (89,181) of residents. There has been an 8.8% (8,608) fall in the number of Christians in Harrow since 2001. Harrow is ranked 5th lowest nationally for the proportion of residents who are Christians.</p> <p>Just over a quarter (25.3%) of Harrow's residents are Hindu, ranking Harrow 1st nationally for the highest proportion of residents who are Hindus.</p> <p>12.5% of Harrow's residents are Muslim, with each ward having seen an increase in the number of Muslim residents since 2001. There has been a 100% increase, over the decade, in the number of Muslim residents living in Harrow. Nationally, Harrow is ranked 24th, based on the proportion of Muslim residents, where 1st is the highest level.</p>	Insufficient data available to assess potential impact

	<p>4.4% of Harrow's usual resident population is Jewish. Harrow is ranked 6th nationally for its percentage of Jewish residents, where 1st has the highest proportion.</p> <p>11,397 (4.8%) of Harrow's residents are followers of all other religions, a 48.6% (+3,726) increase since 2001 (3.7%, 7,671 people). Harrow is ranked 1st nationally for its proportion of residents who follow Other religions, 38th for Sikhs and 16th for Buddhists.</p> <p>Religious affiliation is high in Harrow, demonstrated by Harrow's 325th place ranking out of 326 authorities for residents with no religion, where 1st has the highest percentage. 9.6% of Harrow's usual resident population have no religion, an increase since 2001 when 6.8% stated that they have no religion.</p>	
Sex / Gender	<ul style="list-style-type: none"> - Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance. 	<p>Women are more likely to have a common mental health condition such as depression or anxiety and may have more difficulty finding employment in this instance due to the need to balance childcare commitments. This group will no longer have access to potential support through the employment/mental health programme.</p> <p>We will have to cease all suicide-prevention work which disproportionately affects young adult males.</p>
Sexual Orientation	<ul style="list-style-type: none"> - Harrow JSNA, Harrow Obesity Needs Assessment and Strategy for young people and adults, ADPH report on physical activity, Public Health Outcomes Framework for Harrow, National Drug and Alcohol Strategies for England, relevant NICE guidance. 	<p>There is increasing evidence of a more elevated risk of mental disorders and suicidal behaviour in lesbian, gay and bisexual people than for heterosexual people. All suicide-prevention work will cease and therefore there will be no targeted work with such groups.</p>

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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	✓	✓			✓	✓	✓	✓	
No			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**?

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
Consultation will only take place			

if the Commissioning Panel decides to take this proposal forward.			

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 2	
Disability (including carers of disabled people)				Please see stage 2	
Gender				Please see stage	

Reassignment							
Marriage and Civil Partnership				Please see stage			
Pregnancy and Maternity				Please see stage 2			
Race				Please see stage 2	Project proposals Data on access to projects		
Religion or Belief				Please see stage			
Sex				Please see stage			
Sexual orientation				Please see stage			
8. Cumulative Impact – Considering what else is happening within the				Yes	<input checked="" type="checkbox"/>	No	

<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	<p>The stress placed on households by the current economic climate, including unemployment and the impact of reforms to welfare benefits, may exacerbate new or existing health conditions and make it more difficult for people to adopt a healthy lifestyle. Cuts to the Public Health budgets may compound this situation.</p>
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<p>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?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 25%;">Yes</td> <td style="width: 25%; text-align: center;">✓</td> <td style="width: 25%;">No</td> <td style="width: 25%;"></td> </tr> </table> <p>Staff who loose their job as a result of these proposals may find it difficult to be redeployed across the Council due to a reduced number of vacancies and therefore be made redundant.</p>	Yes	✓	No	
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
N/A				

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council 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>This proposal will remove all remaining areas of health improvement activity and the related staff and therefore does not meet the Councils Public Sector Equality Duty.</p>
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Stage 8: Recommendation

<p>11. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>	
<p>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.</p>	
<p>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 listed in the Action Plan above.</p>	
<p>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)</p>	✓
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	<p>This proposal has been developed in an attempt to meet the CHW savings target.</p>

Stage 9 - Organisational sign Off

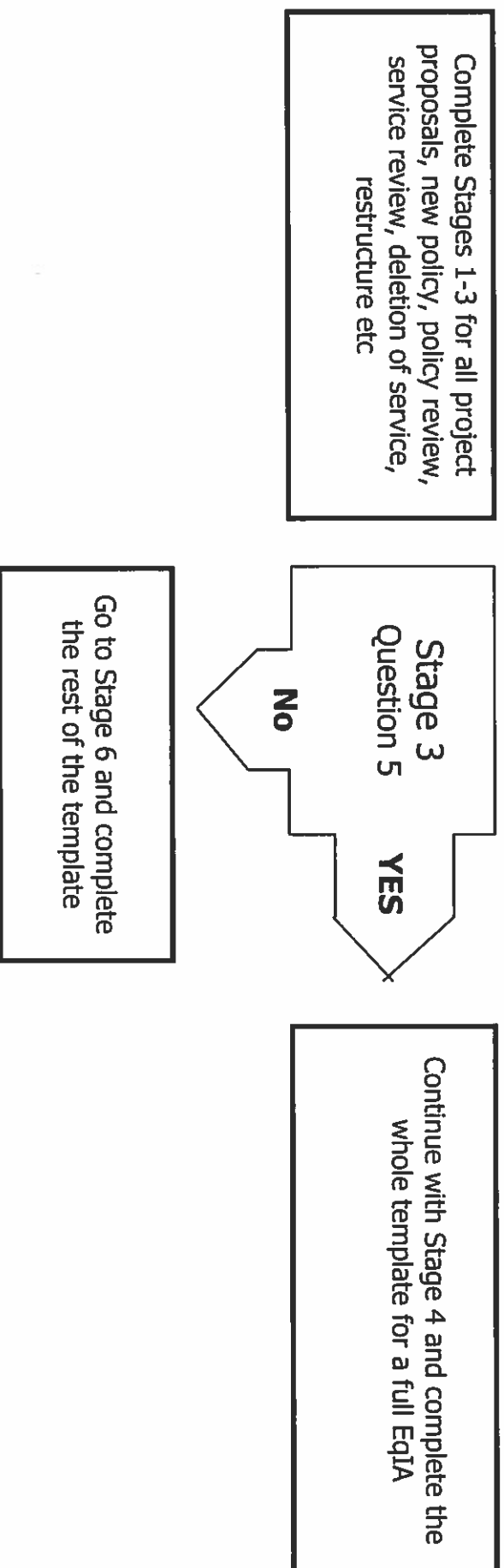
<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>	<p>Carol Yarde</p>	<p>Signed: (Chair of DETG)</p>	<p>Carol Yarde</p>

Date:	18 Aug. 15	Date:	25.8.15
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

CONFIDENTIAL

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

Type of Decision: Tick ✓	X	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:	March 2017			
Value of savings to be made (if applicable):	N/A			
Title of Project:	Council Depot Redevelopment			
Directorate / Service responsible:	Commissioning Services			
Name and job title of Lead Officer:	Michael Wynne, Project Manager – Capital Projects			
Name & contact details of the other persons involved in the assessment:	David Corby, Head of Service – Community Engagement			
Date of assessment (including review dates):	16/03/2017			

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 Central Depot provides accommodation and plant facilities for the Council's front line operational services, Public Protection Group groups together external stakeholders Barnet and Brent services together with external tenant on the site.</p> <p>The current depot design was created when the Borough was serviced by a number of smaller satellite depots in addition to the Central Depot. The current depot is over 40 years old and is inefficient to run and maintain. As the services have been rationalised into a central location and additional service users have taken residence it is apparent that the current layout is not fit for purpose.</p> <p>The redevelopment of the Central Depot site is to include a new or significantly refurbished accommodation and office facilities. The external spaces will be improved to make better use of ground space for plant and services. Providing a new or refurbished depot provides the opportunity to review services provided to ensure they meet current needs and maximise revenue.</p>
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<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	Partners	Stakeholders	Disability	Pregnancy and Maternity	
Staff	✓	✓	✓	✓	✓	✓
Gender Reassignment		Marriage and Civil Partnership				

	Race	<input checked="" type="checkbox"/>	Religion or Belief	<input checked="" type="checkbox"/>	Sex	<input checked="" type="checkbox"/>
	Sexual Orientation	<input checked="" type="checkbox"/>	Other			
	Commissioning Services will have overall responsibility for delivering the project					
3. Is the responsibility shared with another directorate, authority or organisation? If so:	Partners will include all Depot tenants and users eg Brent & Barnet Council, Frakin, External tenants					
<ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	At this early stage there has been no staff or partner consultation but this will be incorporated into the delivery 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.

(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's population as at 2011: 6.7% of residents were aged four and under, 13.5% were aged 5 to 15, 65.7% were of working age (16 to 64) and 14.1% were aged 65 and over. 18% of Harrow's households are comprised solely of residents aged 65 and over.</p> <p>Profile of all Harrow Council Depot Staff</p> <table border="1"> <thead> <tr> <th colspan="2">Staff Age</th> <th>Percentage</th> </tr> <tr> <th>Age Group</th> <th>Staff Number</th> <th></th> </tr> </thead> <tbody> <tr> <td>16-30</td> <td>23</td> <td>7%</td> </tr> </tbody> </table>	Staff Age		Percentage	Age Group	Staff Number		16-30	23	7%	<p>As options have not yet been refined it is too early to say whether there will be any disproportionate adverse impact on this protected characteristic.</p> <p>However, improvements to the Depot design will ensure that they are fully accessible.</p>
Staff Age		Percentage									
Age Group	Staff Number										
16-30	23	7%									

	<table border="1"> <tr> <td>31-55</td> <td>171</td> <td>49%</td> </tr> <tr> <td>56-65</td> <td>120</td> <td>34%</td> </tr> <tr> <td>65+</td> <td>38</td> <td>11%</td> </tr> </table>	31-55	171	49%	56-65	120	34%	65+	38	11%	
31-55	171	49%									
56-65	120	34%									
65+	38	11%									
Disability (including carers of disabled people)	<p>In 2011 14.6% of Harrow residents identified themselves as having a limiting long term illness.</p> <p>14 Depot based staff (4%) identified themselves as having a disability</p>	<p>As options have not yet been refined it is too early to say whether there will be any disproportionate adverse impact on this protected characteristic.</p> <p>However, improvements to the Depot design will ensure that they are fully accessible for people with a disability.</p>									
Gender Reassignment	<p>There is limited data held about this protected characteristic for the population and in relation to this service.</p>	<p>No identified impact</p>									
Marriage / Civil Partnership	<p>There is limited data held about this protected characteristic for the population and in relation to this service.</p>	<p>No identified impact</p>									
Pregnancy and Maternity	<p>There is limited data held about this protected characteristic for the population and in relation to this service.</p>	<p>No identified impact</p> <p>However, improvements to the Depot design will ensure that they are fully accessible.</p>									
Race	<p>Harrow's population as at 2011: 44% of Harrow's usual resident population is Asian, sub-categorised as White/Asian (1.4%) Indian (26.4%) Pakistani (3.3%) Bangladeshi (0.6%) Chinese (1.1%) Other Asian (11.3%) (mainly Sri Lankan and Tamil).</p> <p>42.2% of Harrow's usual resident population is White, sub-categorised as British (30.9%) Irish (3.1%) Gypsy/Irish Traveller (0.1%) Other (8.2%) (mainly from other parts of Europe, with a large proportion from</p>	<p>No identified impact</p>									

Eastern Europe, particularly Romania and Poland).

9.7% (23,105) of Harrow's usual resident population is Black, sub-categorised as White/Black Caribbean (1%) White/Black African (0.4%) Black African (3.6%) Black Caribbean (2.8%) Other Black (1.8%).

4.1% of residents were included in the Arab and Other grouping.

Profile of all Harrow Council Depot Staff

Ethnic Origin	Staff Number	Percentage
Asian - Indian	53	15%
Black - African	42	12%
Mixed - Other	11	3%
Unknown	20	6%
White - English	214	61%

Due to the fact that only 34% of staff have identified their faith there is limited data held about this protected characteristic in relation to depot staff

Harrow's population as at 2011: 37.3% of residents identify as Christian, 25.3% as Hindu, 12.5% as Muslim and 4.4% as Jewish. 4.8% of Harrow's residents are followers of all other religions (such as Sikhs and Buddhists). 9.6% have no religion.

No identified impact

Religion and Belief

Sex / Gender	Profile of all Harrow Council Depot Staff <table border="1" data-bbox="1342 456 1445 1010"> <tr> <td>Male</td> <td>253</td> </tr> <tr> <td>Female</td> <td>99</td> </tr> </table>					Male	253	Female	99	No identified impact
Male	253									
Female	99									
Sexual Orientation	<p>Due to the fact that only 28% of staff have identified their sexual orientation there is limited data held about this protected characteristic in relation to depot staff</p>					<p>As options have not yet been refined it is too early to say whether there will be any disproportionate adverse impact on this protected characteristic.</p> <p>However, improvements to the Depot design will benefit all visitors and employees</p>				

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	✓	✓	✓	✓	✓	✓	✓	✓	✓

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**?

Who was consulted?	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
What consultation methods were used?		

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)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					

Sex					
Sexual orientation					

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?

Yes	No
	x

If yes, which Protected Characteristics could be affected and what is the potential impact?

Yes	No
	x

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?

Stage 6 – Improvement Action Plan

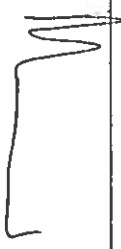


List below any actions you plan to take as a result of this Impact Assessment. These should include:

- 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
All	Carry out full EqIA as part of the options appraisal and consultation on options		Michael Wynne – Project manager – Capital Projects	tbc
Stage 7: Public Sector Equality Duty				
<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council 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 style="text-align: center;">This will be addressed in the full EqIA to follow.</p>				
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 EqIA 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 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.

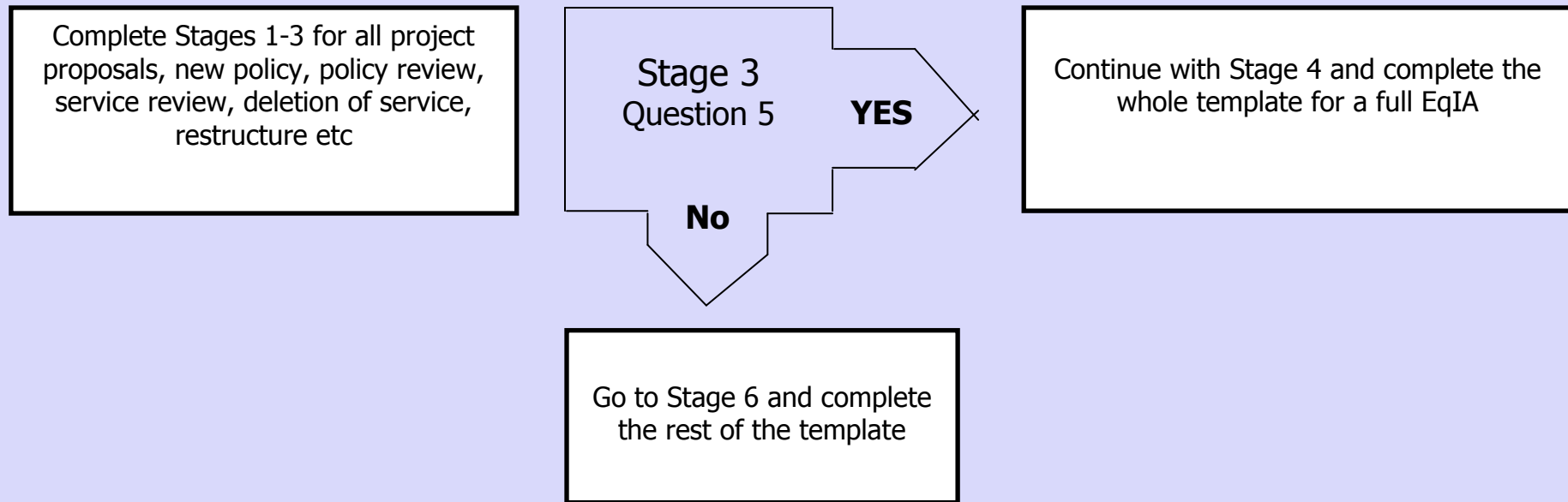
Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>		<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>	<p>16/03/17</p>	<p>Date:</p>	<p>16/03/17</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>		<p>Signature of DETG Chair</p>	

1/2

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	<input type="checkbox"/>	Cabinet	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£68K						
Title of Project:	CE 8 Staff efficiency once TE fully embedded						
Directorate / Service responsible:	Community, Environmental Service Delivery						
Name and job title of Lead Officer:	Alex Hauck, Environmental Service Manager						
Name & contact details of the other persons involved in the assessment:							
Date of assessment (including review dates):							

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>Further reduction of two (2) front line staff as a result of the introduction of Towards Excellence (1 in 2017/18 and 1 in 2018/19).</p> <p>The structures within Technical Services (Technical Support and System Maintenance) were set up based on the efficiency savings determined following a restructure and the introduction of Towards Excellence.</p> <p>Technical Support team:</p> <p>The Technical Support team currently consists of 1 Team Leader and 5 Technical Support Officers. The Service delivers a range of administrative support functions to services across Environment & Enterprise, including but not limited to:</p> <ul style="list-style-type: none"> • All Applications processing • License management • Processing of payments • Requisitioning and internal payment processing • Street Naming & Numbering • Consumables management • Transcription of PACE interviews
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- Land charge searches
- Land registry searches
- Iron Mountain logging and retrieval
- Scanning and communicating incoming correspondence

System Maintenance team

The System Maintenance team currently consists of 1 Team Leader and 2 System Maintenance Support Officers. The Service performs the role of ICT system owners and manages the technology (including mobile) estate across Environment and Enterprise, including but not limited to:

- Providing first line support for IT hardware and software issues (that are not normally dealt with via Harrow IT Services (HITS), escalating issues to third party providers where appropriate
- Managing the mobile device estate to ensure that faults are reported appropriately rectified and that devices are returned/replaced within agreed timescales
- Data maintenance and system configuration and updates
- Production of non-standard reports from Bartec
- Updating the Council’s website with service-sourced information

The benefits of this proposal will be a reduction in overall expenditure for the service.

The dis-benefits will be a reduction in administrative support to the services across Environment and Enterprise and a reduction in service standards (SLA’s) to other services e.g. Licensing where SLA’s are statutory and where fee income is based on cost (including administrative cost).

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)

Residents / Service Users		Partners		Stakeholders	
Staff	X	Age		Disability	
Gender Reassignment		Marriage and Civil		Pregnancy and	

		Partnership		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?

No

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)	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Disability (including carers of disabled people)	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Gender Reassignment	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Marriage / Civil Partnership	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Pregnancy and Maternity	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Race	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this	N/A

	change.	
Religion and Belief	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Sex / Gender	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A
Sexual Orientation	There is no data available to demonstrate that any particular protected characteristic is disproportionately affected by this change.	N/A

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**?

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. 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)					
Disability (including carers of disabled people)					
Gender Reassignment					

Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							
Sex							
Sexual orientation							
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	Yes	X		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?

Potential to impact on licencing as the reduced numbers could result in reduced administration costs, which could subsequently reduce licence fees which are based on cost recovery

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
Staff Impact	If agreed, the process will be managed through the PMOC policy; redeployment opportunities will be sought			

Stage 7: Public Sector Equality Duty

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

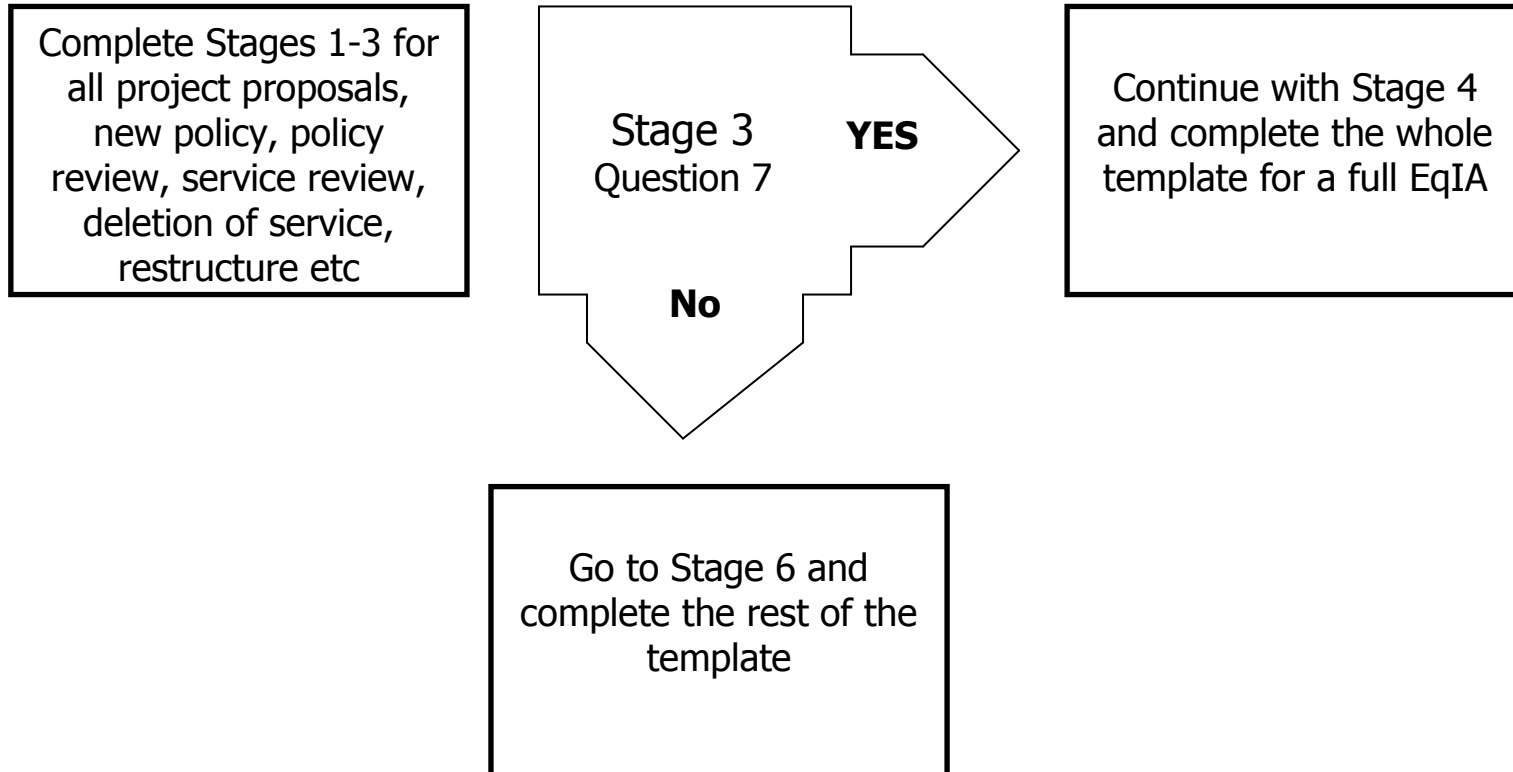
1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups

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.	X
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 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 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?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:	9 th November 2015	Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

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



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		X	Cabinet	
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other	Staff efficiencies		Other	
Title of Project: 2014/15 Early Savings (Staffing)		2014/15 Early Savings (Staffing)		
Directorate / Service responsible:		Cross directorate (Resources, E & E, C & C and CS)		
Name and job title of lead officer:		Dawn Calvert, Head of Strategic Finance and Business		
Name & contact details of the other persons involved in the assessment:		None		
Date of assessment: 01/07/14				

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>As part of the councils 4 year budget saving exercise a number of saving proposals are being taken to July 2014 Cabinet for immediate effect. 7 of the proposals involve deleting a number of posts across the organisation as follows:</p> <p>Resources RES E01 Minerva staff savings - the post of Senior Advisor (Projects) has been deleted and the post holder has been made redundant.</p> <p>Children's Services C&F E01 In house fostering & adoption.</p> <p>The fostering and adoption teams have been merged together resulting in the deletion of one vacant team manager post.</p> <p>Children's Services C&F E03 Finance post (This post (0.5fte) primarily managed</p>
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	<p>grants for the Early Intervention Service. The numbers of grants into the service has significantly reduced and the post is no longer required.</p> <p>Community & Culture CHW E02 Sports Development - delete one vacant post.</p> <p>Environment & Enterprise E&E 01 Reduction in FM costs - staffing efficiencies of 8 FTEs. 3 of the 8 post are currently vacant. Consultation document already issued to staff.</p> <p>Environment & Enterprise E&E 08 Staff efficiencies - the proposal is to merge the Business & Service Development and Commissioning Services Divisions. This will lead to the deletion of one Divisional Director role which is vacant</p> <p>(E&E_18) Environment & Enterprise E&E 09 Management efficiencies - a growth budget of £130k was in place for transitional mgt support as part of the 14/15 budget process. Ad hoc project works will continue to be delivered by integrating into service work plans and the mgt post will no longer be required.</p> <p>As a result of these proposals two officers have been redundant. There is considered to be no disproportionate impact.</p>				
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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		
<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 staffing efficiencies are within all directorates and all staff are employees of the Council.</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.

The staffing efficiencies are as a result of service changes required to support the four year saving programme and each directorate, using their knowledge of their service areas, have agreed the posts proposed for deletion are either no longer required or can be managed in a more efficient manner. There is no evidence to suggest any disproportionate impact on a category because a number of the posts are vacant.

(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)

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	N/A
Gender Reassignment	N/A
Marriage / Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	N/A
Religion and Belief	N/A
Sex / Gender	N/A
Sexual Orientation	N/A
Socio Economic	N/A

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
All staffing consultations have been carried out in accordance with the council's HR policies	N/A	N/A	N/A

<p>6. 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>	None
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Stage 3: Assessing Potential Disproportionate Impact

7. 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, 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

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected groups, revising your proposals).
Staff have been consulted in accordance with the Council's HR policies			

No adverse impact found for any group			
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Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil				

Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
	None			
11a. Any Other Impact – 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 to happen?

none

12. 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

	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

13. 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.	X
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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

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.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to	
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ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

18. 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

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.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Dawn Calvert	Signed: (Chair of DETG)	
Date:	01/07/14	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	Alex Dewsnap

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		X
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	Budget savings		Other		
Title of Project:		Street Works income – Income from permitting schemes (E&E E02)			
Directorate / Service responsible:		Environment & Enterprise			
Name and job title of lead officer:		Ian Slaney			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		July 7 th , 2014			
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)		Budget realignment based on historical financial performance in the last 2 years. This is a back office budget re-alignment exercise which has no impact on staff or the public.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
		Gender Reassignment		Marriage and Civil Partnership	
				Stakeholders	
				Disability	
				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? 	n/A					

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)

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	N/A
Gender Reassignment	N/A
Marriage / Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	N/A
Religion and Belief	N/A
Sex / Gender	N/A
Sexual Orientation	N/A
Socio Economic	N/A

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. 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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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](#)

	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

13. 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 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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

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.

15. 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? *(Also Include in Improvement Action Plan at Stage 7)*

16. How will the results of any monitoring be analysed, reported and publicised? *(Also Include in Improvement Action Plan at Stage 7)*

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

Stage 9: Public Sector Equality Duty

18. 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

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.

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

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		x
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other		x	Other		
Title of Project:		2014/15 Budget Savings Proposal – Non-renewal of Limehouse UCREATE module. (E&E E03)			
Directorate / Service responsible:		Environment and Enterprise/Planning Services			
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		7 July 2014			
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 proposal is to not renew the current software license for managing the publication of planning policy documents for consultation and providing a 'portal' for receipt of representations. As the majority of the Council's planning policy and guidance documents have been adopted, and there are no impending documents due for consultation there is no requirement for this licence to be renewed.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
		Gender Reassignment		Marriage and Civil Partnership	
				Stakeholders	
				Disability	
				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?

No.

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)

Age (including carers of young/older people)	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Disability (including carers of disabled people)	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Gender Reassignment	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to

	this Protected Characteristic will not change as a result of this proposal.
Marriage / Civil Partnership	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Pregnancy and Maternity	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Race	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Religion and Belief	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Sex / Gender	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Sexual Orientation	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and

	responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Socio Economic	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.

5. 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).
As this is for the removal of 'back office' document and consultation management software no consultation is required.	N/A	N/A	N/A

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.	London Borough of Harrow 'Statement of Community Involvement' (adopted April 2013).
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Stage 3: Assessing Potential Disproportionate Impact

7. 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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected groups, revising

			your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender				

Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	

11a. 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	

12. 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

	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

13. 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.	x
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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
None identified.					

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.

15. How will you monitor the impact of the proposals once they have	Specific monitoring not required.
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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>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

Stage 9: Public Sector Equality Duty

18. 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
As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.

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.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EqIA)	Signed: (Chair of DETG)

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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		x
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other		x	Other		
Title of Project:		2014/15 Budget Savings Proposal – S106 agreement, Community Infrastructure Levy (CIL) and Green Grid cost recovery proposals.(E&E E04 E05 E06)			
Directorate / Service responsible:		Environment and Enterprise/Planning Services			
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		7 July 2014			
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 proposal is to increase the amount of draw down on the S106 and CIL administrative fees to cover the costs of administration and to seek true cost recovery on officers time for delivery of the annual Green Grid capital programme. These are internal accounting changes which involve no change to delivery of the activities involved. There is no impact on staff and the public.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
				Stakeholders	
				Disability	

	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	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 S016 and CIL activities are managed within Planning Services. The Green Grid projects are managed jointly between Planning Services and Commissioning Services. Both are located within the Environment and Enterprise Directorate.</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)

Age (including carers of young/older people)	No impact
Disability (including carers of disabled people)	No impact
Gender Reassignment	No impact
Marriage / Civil Partnership	No impact
Pregnancy and Maternity	No impact
Race	No impact
Religion and Belief	No impact

Sex / Gender	No impact
Sexual Orientation	No impact
Socio Economic	No impact

5. 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).
As this is a change to internal accounting approaches no consultation is required.	N/A	N/A	N/A

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

London Borough of Harrow Vitality Profiles
http://www.harrow.gov.uk/info/200088/statistics_and_census_information/966/vitality_profiles

Stage 3: Assessing Potential Disproportionate Impact

7. 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
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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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

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9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis				
10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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](#)

	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

13. 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.	x
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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
None identified.					

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.

15. 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>	Specific monitoring not required.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

Stage 9: Public Sector Equality Duty

18. 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
As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.

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.

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

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		x		
Capital			Portfolio Holder				
Service Plan			Corporate Strategic Board				
Other		x	Other				
Title of Project:		2014/15 Budget Savings Proposal (E&E 07)					
Directorate / Service responsible:		Environment and Enterprise/Planning Services					
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration					
Name & contact details of the other persons involved in the assessment:		Venetia Reid-Baptiste: Divisional Director - Commissioning					
Date of assessment:		2 July 2014					
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 proposal is to seek advice directly from the Council's Transport Team on planning related highways/transport matters in order to remove the potential of duplication of work. Currently advice is provided by both teams. The proposal would not involve any change to the level and type of service that would be provided as this would continue to be provided on all planning and other applications considered by Planning Services as currently happens.					
2. Who are the main people / 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		Pregnancy and	

		Partnership		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?

N/A – both Planning Services (where the advice is currently provided) and the Transport Team (who would be responsible for the provision of the advice in the future) are both located within the Environment and Equality Directorate.

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)

Age (including carers of young/older people)	No impact
Disability (including carers of disabled people)	No impact
Gender Reassignment	No impact
Marriage / Civil Partnership	No impact
Pregnancy and Maternity	No impact
Race	No impact
Religion and Belief	No impact
Sex / Gender	No impact
Sexual Orientation	No impact
Socio Economic	No impact

5. 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).
The relevant staff involved in the proposal will be consulted if and when the decision to make a saving in respect to this service provision.	In accordance with the Council's Policies and Procedures in respect of changes to service delivery affecting staff.	N/A	N/A

<p>6. 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>	None.
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Stage 3: Assessing Potential Disproportionate Impact

7. 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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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](#)

	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

13. 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.	x
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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
None identified.					

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.

15. 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>	Specific monitoring not required.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

Stage 9: Public Sector Equality Duty

18. 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
As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative.	As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative	As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative

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.

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

E&E E10 Parking Income

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:		E10 – Parking Enforcement - Increase efficiency in civil enforcement team					
Directorate / Service responsible:		E&E / Parking Enforcement					
Name and job title of lead officer:		Andy Appleby. Environmental Services Manager (Parking Enforcement)					
Name & contact details of the other persons involved in the assessment:							
Date of assessment:		7 th July 2014					
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)		To improve productivity of street civil enforcement. An additional member of staff will be required to increase traffic management activity.					
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users	✓	Partners	N/A	Stakeholders	N/A
		Staff	N/A	Age	N/A	Disability	✓
		Gender Reassignment	N/A	Marriage and Civil Partnership	N/A	Pregnancy and Maternity	N/A

	Race	N/A	Religion or Belief	N/A	Sex	N/A
	Sexual Orientation	N/A	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? 	No					

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)

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	Blue badge holders are unlikely to be impacted by these changes as they have the benefit of free parking at Council locations. Increased enforcement can have a positive effect on disabled drivers, freeing up parking locations that otherwise would be obstructed by overstaying vehicles.
Gender Reassignment	N/A
Marriage / Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	N/A
Religion and Belief	N/A

Sex / Gender	N/A
Sexual Orientation	N/A
Socio Economic	N/A

5. 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).
N/A			

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. 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

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	✓
11a. 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	✓

12. 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](#)

	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

13. 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 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 13a 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)	

13a. If your EqIA is assessed as **outcome 3** or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

14. 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
n/a					

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.

15. 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 is conducted on a regular basis in terms of enforcement and appeals.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

18. 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

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.

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

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:	E11 – Licensing Income		
Directorate / Service responsible:	E&E / Public Protection		
Name and job title of lead officer:	Richard Le-Brun. Environmental Services Manager (Public Protection)		
Name & contact details of the other persons involved in the assessment:			
Date of assessment:	7 th July 2014		
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 current income target for Licensing doesn't give a true reflection of the income generated year on year. Therefore it is to be changed to reflect the income generated, adding an additional £15,000 2014/15 and £15,000 2015/16. No fees are being increased or any operational impact, just a change of the total income target on the finance report. The is a back office budget re-alignment with no impact on staff or the public.		
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	N/A	Partners
		N/A	Stakeholders
			N/A

	Staff	N/A	Age	N/A	Disability	N/A
	Gender Reassignment	N/A	Marriage and Civil Partnership	N/A	Pregnancy and Maternity	N/A
	Race	N/A	Religion or Belief	N/A	Sex	N/A
	Sexual Orientation	N/A	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?

No

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)

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	N/A
Gender Reassignment	N/A
Marriage / Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	N/A

Religion and Belief	N/A
Sex / Gender	N/A
Sexual Orientation	N/A
Socio Economic	N/A

5. 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).
N/A			

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. 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
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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

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

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9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis				
10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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](#)

	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

13. 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 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 13a 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)	

13a. If your EqIA is assessed as **outcome 3** or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

14. 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
n/a					

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.

15. 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>	N/A – no increase in fees and charges, and no impact on any party
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

18. 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

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.

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

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:		Learning Disability Cluster Review of Supporting People (CWH E01)		
Directorate / Service responsible:		Community Health & Well Being		
Name and job title of lead officer:		Tim Miller, Interim Service Manager Commissioning & Partnerships		
Name & contact details of the other persons involved in the assessment:		Sandie Roberts – sandie.roberts@harrow.gov.uk Anita Awuku – anita.awuku@harrow.gov.uk		
Date of assessment:		06/11/13		

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Develop options with partners/stakeholders that will identify and deliver an overall efficiency savings of £1.3m within the current Support People service provision. Efficiency savings delivery of £1.3m is for 2014/15.</p> <p>To restructure the services in response to the 30% cut to the Supporting People Grants for 2014/15 and simultaneously ensure that service provision responds to the current and emerging needs with better outcomes for service users</p> <p>Currently, total spend on LD/PSD services is £447,905 i.e. 14% of total SP budget</p>
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2013/14. There are 6 accommodation based services and 3 Floating Support Services (namely, Learning Disability, Physical Disability and Visually Impaired) with a total of 113 service users.

The final recommendation will reduce accommodation based services, retain the Visually Impaired Floating Support Service and transfer existing floating support to either personal budget arrangements or to generic or older people's Floating Support.

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	X
	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?

Adult Social Care and Service Providers
 Voluntary Sector
 Supporting People Programme –Overall Lead
 Communication and incorporation of their views & relevant strategies in options appraisal

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)

435 16 – 64
(known to the Local
Authority 2011/12)

Age (including carers of young/older people)	Service Providers	18 -24	25 -49	45 -59	60-74	75 -89	90+
	LB Harrow						
	Shared Lives/Welldon Cres/Harrow View	2	12	4	5	2	-
	Creative Support						
	46 Chichester Court	3	23	6	2	-	-
	Floating Support Service						
	Metropolitan Support Trust	-	6	-	-	-	-
	Support For Living						-
53 Welldon Crescent							
109 Parkside Way							
Apnar Ghar FLS	-	-	9	6	5	-	
Middlesex Association for the Blind	-	-	-	-	7	2	
Disability (including carers of disabled people)	Learning Disability						
Gender Reassignment	Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic						

Marriage / Civil Partnership

Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Pregnancy and Maternity

Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Race	Service Providers	White British	Asian British	Black African/Caribbean British	Other Ethnic Groups
	LB Harrow				
	Shared Lives/Welldon Cres/Harrow View	5	2	1	1
	Creative Support				
	46 Chichester Court	27	7	3	3
	Floating Support Service				
	Metropolitan Support Trust	4	2	-	-
	Support For Living				
	53 Welldon Crescent	7	3	2	-
	109 Parkside Way				
Apnar Ghar FLS	8	8	3	-	
Middlesex Association for the Blind	5	2	1	1	

Religion and Belief	Service Providers	Christian	Muslim	Hindu	Jewish	Atheist	No Religion stated
	LB Harrow						
	Shared Lives/Welldon Cres/Harrow View	17	1	2	-	-	4
	Creative Support						
	46 Chichester Court	10	2	5	2	-	20
	Floating Support Service						
	Metropolitan Support Trust	3	2	-	-	-	1
	Support For Living						
	53 Welldon Crescent	7	-	1	2		4
	109 Parkside Way						
Apnar Ghar FLS	11	1	7	-	1	-	
Middlesex Association for the Blind	10	-	-	-	-	-	

Sex / Gender	Service Providers	Males	Females
	LB Harrow Shared Lives/Welldon Cres/Harrow View	15	10
	Creative Support 46 Chichester Court Floating Support Service	29	12
	Metropolitan Support Trust	4	2
	Support For Living 53 Welldon Crescent 109 Parkside Way	10	3
	Apnar Ghar FLS	5	15
	Middlesex Association for the Blind	2	8

Sexual Orientation	Service Providers	heterosexual	Bisexual
	LB Harrow		
	Shared Lives/Welldon Cres/Harrow View	Not stated 8	Not stated 1
	Creative Support 46 Chichester Court Floating Support Service	Not stated	Not Stated
	Metropolitan Support Trust	6	-
	Support For Living 53 Welldon Crescent 109 Parkside Way	Not stated	Not stated
	Apnar Ghar FLS	20	-
	Middlesex Association for the Blind	10	-
Socio Economic			
5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?	Supporting People Quarterly Performance Indicators database		

List the Title of reports / documents and websites here.

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	Yes	Yes	Yes	Yes	x	Yes	Yes	Yes	Yes
No	x	x	x	x	No	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 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)	Harrow Joint Strategic Needs Assessment 2012-2016 Joint Health & Well Being Strategy for Harrow 2013 -2016 http://www.improvinghealthandlives.org.uk/profiles/index.php?pdf=E09000015
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8. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Service Users	Workshops (LD & PSD) -25/07/13 Questionnaires/Service User Groups	Option 3 is the preferred option with 88% of respondents selecting it as their most preferred option.	The service for decommissioning is designated as short-term service hence service users are been prepared for alternative and or independent living. Over 70% of the Service users in Floating Support services are FACS eligible hence will be moved onto Personal Budgets –wider choice and better outcomes.
Service Providers	Forum -04/09/13 Service Reviews (July –Nov 2013) Formal Feedback from Providers at Forum and via emails compiled	No negative impact	There is joint and proactive exit strategy with service Provider of decommissioned services that ensures minimal disruption to service provision and to move service users to alternative accommodation
Adult Social Care	Meetings and emails (ongoing) Feedback from Senior Management in Project Meetings.	No negative impact	Current service users in decommissioned services who are FACS eligible will be reassessed to ensure that their needs are addressed adequately

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)	x	✓	LD services are targeted at a wide age range i.e 18 and over hence meeting needs of a diverse group.	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Disability (including carers of disabled people)	x	✓	Service Users in services that will no longer be funded are FACS eligible hence support will continue with Personal Budgets	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Gender Reassignment		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Marriage and Civil Partnership		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Pregnancy and Maternity	NA	NA	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic

Race		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic			
Religion or Belief		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic			
Sex		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic			
Sexual orientation		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on 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?				Yes		No	✓
If yes, which Protected Characteristics could be affected and what is the potential impact?							
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?				Yes		No	✓
If yes, what is the potential impact and how likely is to happen?							

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](#)

	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 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
Disability & Age	Care Management is currently reassessing FACs eligible Service Users in service that will be decommissioned. ASC will also assess service users and move them to Personal Budgets. Choice of service users will be widened with PBs and can continue to receive support service of their choice.	Regular meetings and update. There is a time table in place to achieve this.	March 2014	Sandie Roberts	November 2013
Gender	Service Providers will be required to demonstrate and evidence how their service provision takes into account gender specific issues	This is an integral part of Service Reviews and Contract monitoring	March 2014	Sandie Roberts	November 2013
Sexuality & Gender Reassignment There is limited records/statistics on this protected characteristic	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic	LGBT Training will be a mandatory training for Service Providers	March 2014	Sandie Roberts	November 2013

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.

<p>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></p>	<p>Service Reviews after 6 months of implementation with formal contract monitoring at regular intervals. All these will be stated in the Service Specification. There is also regular Quarterly Returns/Workbooks that is mandatory for Service Providers to complete</p>
<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>SP has its own recording systems and database</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

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
<p>Both written and pictogram information were delivered in user friendly manner in order to support greater and meaningful involvement</p>	<p>The review aims to deliver against the personalisation agenda as outlined in Putting People First (2007) One of the key expectations of is that it will give current and future service users wider choice and better outcomes</p>	<p>Supporting People services are focused on service provision that promotes social inclusion. It also fosters community integration of a diverse people by its promotion of and enabling its service user to participate in community activities.</p>

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?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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:		Supporting People efficiencies for Older People Services Cluster (CWH E01)		
Directorate / Service responsible:		Community Health & Well Being		
Name and job title of lead officer:		Tim Miller, Service Manager		
Name & contact details of the other persons involved in the assessment:		Sandie Roberts, Anita Awuku, Tim Miller		
Date of assessment:		November 2013		

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Develop options with partners/stakeholders that will identify and deliver an overall efficiency savings of £1.3m within the current Support People service provision. Efficiency savings delivery of £1.3m is for 2014/15.</p> <p>To restructure the services in response to the 30% cut to the Supporting People Grants for 2014/15 and simultaneously ensure that service provision responds to the current and emerging needs with better outcomes for service users</p> <p>The proposal is to reduce the funding of housing related support in services for older people i.e. 16 Sheltered Schemes (LB Harrow sheltered not inclusive), 3 Floating Support Services and 3 HIA/Handy Persons Services. Sheltered services are currently funded on the basis that 90% of service provision is Housing Related</p>
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Support service (eligible for SP Grant). However, the reality is that housing management duties (ineligible for SP Grants) are also provided during within the 90% funded by SP. Also, some service users live in sheltered for the peer group support and security; they do not require any support but by default, pay for the support service irrespective of requiring it or not.

The proposed change is to provide Housing Related Support free of charge to all service users/tenants. However, the RSLs/Landlords will introduce a £20 (maximum) service charge for the provision of Intensive Housing Management

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	X	Pregnancy and Maternity	X
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	X	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?

Housing Department
 Adult Social Care and Service Providers
 Supporting People Programme –Overall Lead
 Communication and incorporation of their views & relevant strategies in options appraisal

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)

Supporting People will put forward its intentions and proposals to key partners and stakeholders for feedback and agreement. Communication via email, focus & peer groups and consultation (Questionnaire format)

Age (including carers of young/older people)	60 – 64 years	5.0%
	65 -74	7.3%
	75 - 84	4.9%
	85 - 89	1.2%
	90+	0.7%
	National Population Census Figures –Older People in Harrow (ONS)	
Age group is well represented in SP funded services with a total number of 1,225 service users		

Disability (including carers of disabled people)	Ethnic Group	Age 65 and over	%
	All categories ethnic group	8,724	54.0
	White	5,340	62.4
	Mixed/multiple ethnic group	71	21.5
	Asian/Asian British	2,860	49.1
	Black/African/Caribbean/Black British	328	33.7
	Other ethnic groups	125	25.7
Source: 2011 Census. Limiting Long term health where day to day activities are limited a lot by ethnic group Harrow 2011			

Gender Reassignment
 Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Marriage / Civil Partnership
 Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Pregnancy and Maternity
 N/A

Race	White	42.2%
	Asian/British Indian	26.4%
	Multi Mixed Ethnic Groups	4.0%

Asian British Pakistani	3.3%
Asian British Bangladeshi	0.6%
Other Asian	11.3%
Black British	8.2%
Other Ethnic	2.9%

2011 Population Figures ONS.gov.uk –Older People in Harrow

SP service users are reflected in the demographic figures

Religion and Belief	<p>In Harrow, 37.3% are Christians</p> <p>Hindu 25.3%, Muslim 12.5% whilst other religion and or no religion/no religion stated are 24.1%</p>
Sex / Gender	<p>According to the 2011 Census –ONS , Harrow’s population is 239,056 of which 118,023 are males and 121,033 are female.</p> <p>Age 65 are 33,667 in total i.e. 14.1% and over 1,225 of mixed gender access and benefit from the Supporting People services for Older People.</p>
Sexual Orientation	<p>Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic</p>
Socio Economic	<p>The Sheltered Housing Landlords will increase Service Charges for Enhanced Housing Management. These Charges are HB eligible. There are currently 8% of SP service users in sheltered schemes that are self-funders/ineligible for Housing benefit.</p> <p>The overall effect will not put tenants and or service users in a worse-off position.</p>
<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 Joint Strategic Needs Assessment 2012-2016</p> <p>Joint Health & Well Being Strategy for Harrow 2013 -2016</p>

<http://www.ons.gov.uk/ons/index.html>

<http://www.nomisweb.co.uk/>

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	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	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)

Statistics from SPOCC (Supporting People Database)

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).
Service Users	Workshops (26 th July 2013) (10 Service Users attended) Questionnaires/Service User Group	65% of respondents stated that Option 1 i.e. the provision of support at each sheltered scheme with additional funding to provide visiting support for Older people living in the community in all other forms of housing. Harrow has a high proportion of owner occupier hence visiting support will reach out to them. Currently, over 80% of service users of our HIA funded services are Home-Owners/Owner Occupier Older People. Service Users. All Options available are based on a move to Intensive Housing Management and this is chargeable to service users by their Landlords. Service Charge (proposed service charge unavailable as at this time)	We will work with Option 1. The current arrangement that charges self-funders support charge will be removed as soon as Option is implemented hence enables more accessibility to SP funded support service. However, service charge is eligible for Housing Benefits.
Service Providers	Forum – 04/09/13 Formal Feedback from Providers at forum and via emails compiled	Concerns if the Welfare Reforms will allow the Intensive Housing Management Service Charges to	Meetings have been held with Housing Benefit colleagues to clarify this. Service Providers/Landlords have also

	10 Older Persons Service Provider Representatives attended	be eligible for Housing Benefits	held meeting with Housing Benefit. The Service Charges will be eligible for Housing Benefit
Adult Social Care	Meetings and emails (Ongoing) (feedback from Senior Management)	Service Users adapting to the change	Service users have been informed of the change and actively involved in the options appraisal. Service Providers have ongoing consultation to keep their service users abreast of the process. Supporting People working closely with Landlords/Service Providers accordingly.

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)	x	✓	No differential impact because of age	All Sheltered services & HIA/Handy Persons services are targeted at service users over 60 and in wards of high social deprivation
Disability (including carers of	x	✓	The needs of disabled service users will be better met as assessment will be done by housing management and support staff. This will put in focus support for disabled applicants from the outset as needs for Aids and Adaptations will be	The new Specification will cover and address how assessments will be carried out.

disabled people)			addressed prior to moving into scheme.	
Gender Reassignment	X	✓	Supporting People Service Specification & QAF addresses this and infact, quite robust on ensuring that service provision is flexible and delivered in a manner that takes into consideration gender. This is also covered in contract monitoring and service reviews	Gender specific issues are covered and captured in the SP QAF and is monitored in Service Reviews and Contract monitoring
Marriage and Civil Partnership	X	✓	There is no impact on this protected characteristic	NA
Pregnancy and Maternity	N/A		N/A	NA
Race		✓	The ethnic demographics is reflected in the Frontline Staff in service provision –some of these staff for example, are able to communicate with service users in their first language (in another language other than English Language)	Staff diversity and cultural specific service provision is part of the service reviews and contract monitoring process
Religion or Belief		✓	Supporting People Service Specification & QAF addresses this and infact, quite robust on ensuring that service provision is flexible and delivered in a manner that takes into consideration religion and Beliefs.	Increased monitoring and information gathering
Sex		✓	There is no available data for the breakdown but attendance at Peer Group Workshop and response from Survey showed a higher representation of females.	Gender specific issues are covered and captured in the SP QAF and is monitored in Service Reviews and Contract monitoring

			Service Providers also have a high representation of female frontline staff.						
Sexual orientation		✓	No data			Training for LGBT issues will be specified for support provider/staff			
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		
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	✓	
					None				
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									
	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									
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 the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	x
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)	x
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)	x

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.

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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
Disability & Age Service Providers need to identify tenants and or older people in the community that are vulnerable due to age and disability and offer appropriate housing related support	A needs and risk assessment of all tenants in sheltered schemes will be reviewed prior to implementation of change.	It will be stated as a mandatory requirement for all Service Providers to implement the change. This will be monitored by the SP team	March 2014	Sandie Roberts	November 2013
Gender Reduced staffing level will mean one staff/gender working with service users irrespective of any gender specific issues or requirement they may have	Service Providers will be require to demonstrate and evidence how their service provision takes into account gender-specific issues even in accordance to the requirement of the SP QAF requirement	This is an integral part of ongoing Service Reviews and Contracting monitoring	April 2014	Sandie Roberts	November 2013
Sexuality & Gender Reassignment There is no record/stats	LGBT issues will be a mandatory training for Service Providers.	SP funded services are accessible to all regardless of sexual	April 2015	Sandie Roberts	November 2013

on this protected characteristic	SP QAF also addresses and robust on service provision in an inclusive, flexible and non-discriminatory manner taking into consideration service user's sexual orientation amongst other things.	orientation or gender reassignment.			
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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>	Service Review after 6 months of implementation with formal contract monitoring at regular intervals. There are also regular Quarterly Returns/Workbooks that is mandatory for Service Providers to complete. PI Workbooks give a good synopsis of service provision.
15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	SP has its own recording systems and database
16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

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
Overt and or covert discrimination based on sexual orientation, race, gender reassignment, religious beliefs et al are reiterated in the SP	Older People living in sheltered scheme that are just over the threshold hence ineligible for Housing Benefit will no longer be liable for	Supporting People services are focused on service provision that promotes social inclusion. It also fosters community integration of a

<p>Quality Assurance Framework and monitored during Service Reviews and Contract monitoring.</p> <p>There are no staff redundancies or TUPE involved in the proposed option.</p>	<p>support and service charges i.e. 2 payments. Support Charges will be delivered at no charge to service users' hence maximising income for this minority and simultaneously widening the eligibility criteria for SP service.</p> <p>An increase in the Floating Support service will reach out to more Older People living in the community and wards with higher levels of deprivation will be targeted. Handy Persons/HIA services will also reach out to Older People in the community with tangible needs and enable them live in their homes for as long as possible.</p>	<p>diverse people by its promotion of and enabling its service user to participate in community activities.</p>
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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.

<p>18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>		<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>		<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group</p>		<p>Signature of ETG Chair</p>	

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:		Supporting People Efficiencies for Young People Services (CWH E01)																
Directorate / Service responsible:		Community Health & Well Being																
Name and job title of lead officer:		Glendeane Atkins, Sandie Roberts																
Name & contact details of the other persons involved in the assessment:		Tim Miller, Service Manager																
Date of assessment:		11 th November 2013																
Stage 1: Overview																		
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Members have agreed a cut to the Supporting People programme budget from 2014/15 onwards and it is proposed to reduce the Young People Services net budget of £478,746 by 31%, to £330,334.74.</p> <p>Below is a description of the Young People services commissioned:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Provider</th> <th style="width: 20%;">Service</th> <th style="width: 45%;">Description of contracted service</th> <th style="width: 20%;">Contract Value</th> </tr> </thead> <tbody> <tr> <td rowspan="2" style="text-align: center;">Metropolitan Support Trust</td> <td style="text-align: center;">Teenage Parent Project</td> <td>3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)</td> <td style="text-align: right;">£22,486</td> </tr> <tr> <td style="text-align: center;">Harrow Floating Support</td> <td>Home visiting support for 17 young people who have left care</td> <td style="text-align: right;">£46,130</td> </tr> <tr> <td style="text-align: center;">West</td> <td style="text-align: center;">Supported</td> <td>8 family placements for young</td> <td style="text-align: right;">£26,755</td> </tr> </tbody> </table>			Provider	Service	Description of contracted service	Contract Value	Metropolitan Support Trust	Teenage Parent Project	3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)	£22,486	Harrow Floating Support	Home visiting support for 17 young people who have left care	£46,130	West	Supported	8 family placements for young	£26,755
Provider	Service	Description of contracted service	Contract Value															
Metropolitan Support Trust	Teenage Parent Project	3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)	£22,486															
	Harrow Floating Support	Home visiting support for 17 young people who have left care	£46,130															
West	Supported	8 family placements for young	£26,755															

London YMCA	Lodgings	people	
	Roxeth Gate	Hostel and self contained flats - 29 of 42 spaces for Harrow's 16 to 35 year olds	£161,398
Harrow Churches Housing Association	Young People Supported Housing	Shared houses for 48 young people with visiting support	£222,142
			£478,746

Set out below are the options Young People were consulted on together with their responses.

Options consulted on	Response to option	Summary response
Young people		
Option 1. To continue to provide the existing services as they are, but with a reduced capacity.	Option 1: 80% of respondents identified this as their preferred option. Only 9% selected this as their least preferred option and 11% as their middle option	Option 1 is clearly the preferred option with 80% of respondents selecting it as their most preferred option and only 9% as their least preferred option.
Option 2. To focus the services on young people leaving care and 16 to 19 year olds and reduce other services.	Option 2: 69% of respondents identified this as their least preferred option with only 7% selecting it as their preferred option. 11% selected it as their middle option.	Option 2 is clearly the least preferred option with 69% of respondents selecting it as their least preferred option. Option 3 did not elicit a strong response.
Option 3. To focus on Floating Support rather than housing/hostel spaces. This may be supported with a rent deposit scheme.	Option 3: This option did not elicit strong preferences either way with 46% selecting this as their middle option, 17% as their most preferred option, 14% as their least	

	<p style="text-align: center;">preferred option.</p> <p>Based on the analysis of the questionnaires returned the preferred option selected by 80% of respondents was to continue to provide the existing services as they are, but with a reduced capacity.</p> <p>It is proposed to:</p> <ul style="list-style-type: none"> • End the Teenage Parent Project when that contract comes to an end in March 2014. • End the current contract with MST when it comes to an end and call off these 17 units from the West London Framework for the Young people Floating Support service. • Continue with the Supported Lodging & Roxeth Gate service and negotiate on price with the provider. • Extend the Young People Supported Housing service for one year but with a reduction of the existing 47 units. 					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age	x	Disability	x
	Gender Reassignment	x	Marriage and Civil Partnership	x	Pregnancy and Maternity	✓
	Race	✓	Religion or Belief	x	Sex	✓
	Sexual Orientation	x	Other	x		
<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? 	<p>Children & Family Services Housing Department Providers</p>					

<ul style="list-style-type: none"> How have they been involved in the assessment? 	<p>Supporting People Team has overall responsibility Service users and other stakeholders have been consulted regarding options. Discussions with children’s service managers and the inclusion of their opinions into the options which were consulted on.</p>
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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)

<p>Age (including carers of young/older people)</p>	<p>Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews</p> <table border="1" data-bbox="647 676 1187 810"> <tr> <td>16 - 19 years of age</td> <td>30</td> </tr> <tr> <td>20 - 25 years of age</td> <td>49</td> </tr> </table> <p>The age breakdown of the population is shown below.</p> <p>Source: Census 2011</p> <table border="1" data-bbox="647 983 1187 1150"> <tr> <td>People aged 16-29, (ONS) (2010)</td> <td>(43,101)</td> </tr> <tr> <td>Population aged 20-24 (% of whole population) (2011)</td> <td>(15,900)</td> </tr> </table> <p>Based on the client record figures, there is a higher number of 20-25 year olds who use Supporting People services.</p>	16 - 19 years of age	30	20 - 25 years of age	49	People aged 16-29, (ONS) (2010)	(43,101)	Population aged 20-24 (% of whole population) (2011)	(15,900)
	16 - 19 years of age	30							
20 - 25 years of age	49								
People aged 16-29, (ONS) (2010)	(43,101)								
Population aged 20-24 (% of whole population) (2011)	(15,900)								

<p>Disability (including carers of disabled people)</p>	<p>Client Data Record for Young People showed that there were 7 people indicated they were disabled and 72 indicated they were not. Their disabilities ranged from mobility (1), chronic (2), Mental (3) and Autism (1)</p>
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Gender Reassignment Client Data Record for Young People showed that 72 people left this answer blank and 7 responded saying they have not had gender reassignment.

Marriage / Civil Partnership

Table: Civil partnerships by age and gender			
	Harrow	London	England
Civil Partnerships, females (% of females aged 16+) (2010)	.01 (3)	.03	.03
Civil Partnerships, males (% of males aged 16+) (2010)	.01 (6)	.07	.03
Civil Partners aged under 35 (% of all Civil Partnerships) (2008)	38.24 (13)	35.08	33.1
Civil Partners aged 35-49 (% of all Civil Partnerships) (2008)	55.88 (19)	46.53	46.91
Civil Partners aged 50 and over (% of all Civil Partnerships) (2008)	5.88 (2)	18.39	19.99

Source: Office for National Statistics (ONS)

The highest number of marriage/civil partnership in Harrow is not amongst people ages 16+ to 34 but between people age between 35 – 49.

Pregnancy and Maternity

Teen pregnancy rates are very low and are amongst the lowest in England. (Taken from Harrow Joint Strategic Needs Assessment)

Race

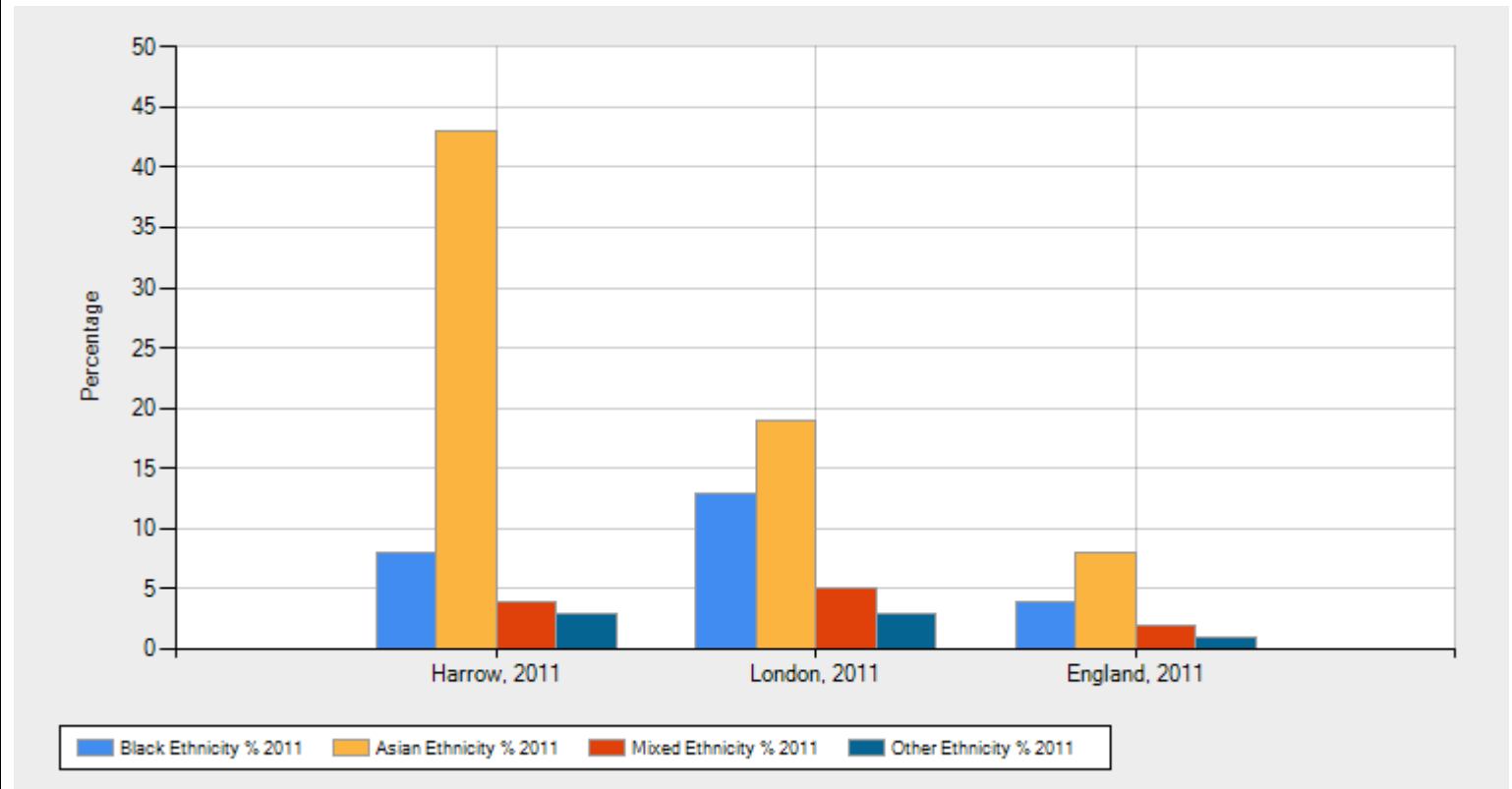
White	27
Black/Black	24
Mixed	15
Asian	9
Other ethnic group: Other	2
Gypsy/Romany/Irish Traveller	1

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

Chart: Black, Asian, Minority Ethnic (BAME) Ethnicity profile:

This chart shows the ethnicity profile of ethnic minority groups in the local area and comparators.

Source: Census 2011



Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

Religion and Belief

Christian (all denominations)	32
Do not wish to disclose	2
Hindu	1
Jewish	1
Muslim	14
None	10

Sex / Gender

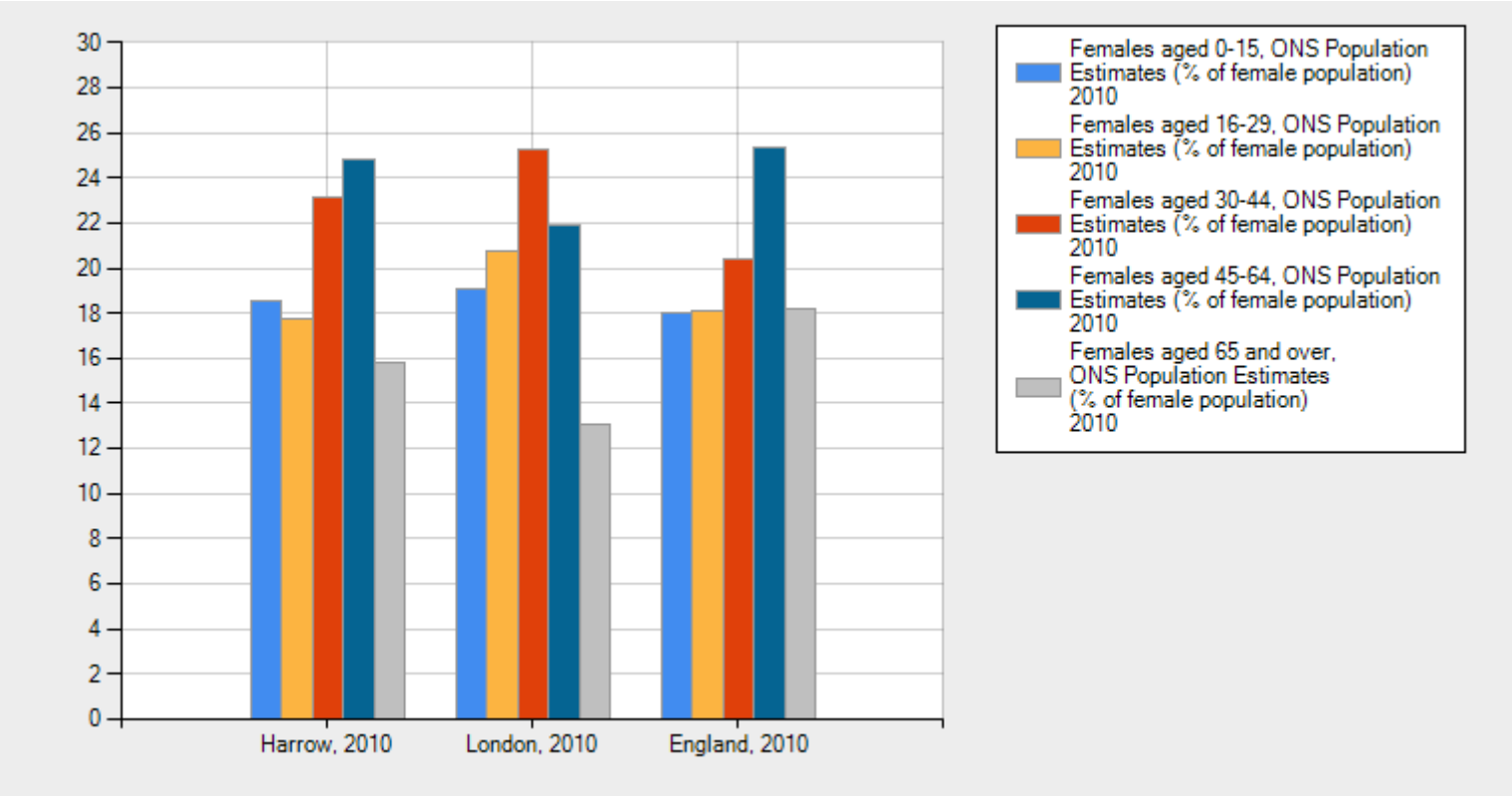
Not Known 20

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

female 37
male 42

The stacked bar chart below shows the age breakdown of females in the local and comparator areas.

Source: Office for National Statistics (ONS)



Based on the above chart, Harrow has a lower number of women of child bearing age compared to the figures for London

Sexual Orientation

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

	Does not wish to disclose	25
	Heterosexual	52
	Lesbian	2
Socio Economic	Full-time student	8
	Not seeking work	11
	Part-time work (less than 24 hrs/week)	11
	Full-time work (24 hrs or more/week)	1
	Long-term sick/disabled	6
	Job seeker	42
Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews		

<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>2011 – 2012 Young People Client Record Returns compiled by the Centre for Housing Research at the University of St Andrews</p> <p>Harrow Joint Strategic Needs Assessment</p> <p>ONS data</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		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 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)		Information from Service Managers in the Children and Family team	
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).
Service Users	25 th July Supporting People Engagement Workshop for Socially Excluded Services Attendees were Service User Reps from 5 Provider agencies and 2 Peer Consultants.	Feedback was that they would be keen to ensure that services are flexible and accessible to service users and they were in favour of a larger service for people with lower support needs, with more generic support with specialist workers.	As a result of the feedback from the workshop, Service users questionnaires were developed which incorporated the feedback. Below are the options which young people were consulted on: Option 1. To continue to provide the existing services as they are, but with a reduced capacity. Option 2. To focus the services on young people leaving care and 16 to 19 year

	<p>111 Service user Questionnaires were sent out and 54 were returned.</p> <p>Below is a breakdown of the respondents by age, ethnicity, religion, sex and sexual orientation.</p> <p>Age 16-24 (91), 25-44 (6), 45-64 (0) 65+ (0) Not given (3)</p> <p>Ethnicity Afgani 2, Bangladeshi 2, African 2, Caribbean 24, Somali 6, Black Other 4 Mixed 16, Ethnic other 2, Albanian 2 English 33, White Other 6, No response 4</p> <p>Religion Christianity 44, Islam 13, Atheist 19, Other 6, No response 19</p> <p>Sex Male 52, Female 43, No response 6</p> <p>Sexual orientation Bisexual 4, Gay man 0, Lesbian 7, Heterosexual 80, No response 9</p>	<p>80% of respondents identified option 1 as their preferred option.</p> <p>(To provide support to people at each of the sheltered housing schemes with additional funding to provide visiting support to people living around the scheme in all other forms of housing)</p> <p>Only 9% selected this as their least preferred option and 11% as their middle option.</p>	<p>olds and reduce other services</p> <p>Option 3. To focus on Floating Support rather than housing/hostel spaces. This may be supported with a rent deposit scheme</p> <p>Option 1 has been selected as the way forward and consideration is being given to using the West London Framework to call off services at prices lower than currently commissioned prices.</p> <p>Consideration is being given to reducing the capacity of Young People Supported housing as Performance Indicator data shows that this service has had long term voids of 6-7 for 2011-2012.</p>
<p>Service Managers from Children's and Families.</p>	<p>Discussions, meetings held on 27.6.13, 04.07.13, 12.11.13 and emails</p>	<p>The managers reported back that teenage parents are low priority at the moment.</p>	<p>Intention of not re-commissioning the teenage parents scheme service.</p>
<p>Service Providers</p>	<p>SP providers have been consulted on the proposals through an ongoing review process and through the SP Provider Forums on 4 September 2013. At this meeting Providers were advised of the</p>	<p>Providers were concerned over whether services were going to be decommissioned or reduced. They stated that there is already</p>	<p>Supporting People will work closely with providers to help mitigate the impact of future changes.</p>

	<p>tentative consultation timetable, proposed criteria and arrangements for engaging with service users. Providers were also asked to comment on the proposed changes.</p> <p>Contract negotiation meetings are being held with individual providers.</p> <p>Consultation questionnaires were sent to service users to establish specific impacts of the proposals. Responses were received by the Council on the 4th October 2013 and have been analysed. The analysis is reflected in this EqlA.</p>	<p>a serious shortage of housing options for young people and problems with move on. They felt that reducing the accommodation for young people will force them into homelessness.</p>	
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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 ✓	<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p>	<p>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)</p>
Age (including carers of young/older people)		✓	<p>Young people age between 16 – 25 will be affected by the proposals to :</p> <ul style="list-style-type: none"> • End the Teenage Parent Project when that contract comes to an end in March 2014. 	<p>The new service specifications will drive up service quality. Monitoring will continue to ensure improved outcomes are delivered for services users of all ages.</p> <p>Services will be monitored through the use of a range of Key Performance Indicators, service reviews and Supporting People quality assessment framework in the areas of:</p> <ul style="list-style-type: none"> • Assessment and Support Planning; • Security Health and Safety; • Safeguarding and Protection from Abuse; • Fair Access, Diversity and Inclusion;

				<ul style="list-style-type: none"> Client Involvement and Empowerment.
Disability (including carers of disabled people)		✓	No adverse impact has been identified, the needs of young people with disabilities will be met.	<p>The key aim of renegotiation/commissioning will be to ensure that services offer value for money to everyone regardless of disability.</p> <p>In all instances, Providers need to demonstrate full compliance with disability equality standards for both the Council and specific supporting people standards relating to support provision.</p>
Gender Reassignment		✓	No adverse impact has been identified, the needs of young people with gender reassignment will be met.	Providers have to provide a comprehensive and credible description of how they deliver a sensitive and appropriate service to the diverse communities in receipt of SP services in Harrow.
Marriage and Civil Partnership	N/A	N/A	N/A	N/A
Pregnancy and Maternity	✓		<p>The intention is not to re-commissioning the teenage parents scheme service. However, the needs of young women who fall in the category of pregnancy and maternity will be met.</p> <p>Feedback from West London YMCA is that in the near future Harrow might be able to have the use of one more mother and baby unit at the Roxeth Gate site. Harrow currently has 2 mother and baby units at Roxeth Gate and it will bring the total to 3. Additionally, when the 4th mother and baby unit becomes vacant they are happy to transfer it to Harrow when the current occupant moves out.</p>	<p>Teenage parents will be able to access generic floating support. Additionally, 16 to 19yr olds already have access to statutory services including housing.</p> <p>Existing services and those to be commissioned are for individuals aged 16 years and over, living in any type of housing tenure in the community and have been assessed as requiring housing related support to maintain their accommodation and/or their ability to live independently in the community</p> <p>Consideration also needs to be given to the existence of 2 mother and baby units at West London YMCA with the possibility of this raising to 4 units.</p>
Race		✓	No adverse impact has been identified, for race. Regardless of race the needs of young people for housing related support will be met.	Any providers selected will have to provide a comprehensive and credible description of how they will deliver a sensitive and appropriate service to the diverse communities in receipt of SP services in Harrow.

Religion or Belief		✓	Regardless of religion or belief the needs of young people for housing related support will be met.	Monitoring will continue to ensure improved outcomes are delivered for all religious and faith groups. Housing related support services are not contracted to deliver faith specific provision. All providers, including those that do have a specific religious ethos, are required to demonstrate and evidence an ability to support service users to access religious and faith based services of their choice.
Sex		✓	Regardless of sex the needs of young people for housing related support will be met.	Provider/s awarded contracts will need to demonstrate full compliance with equality standards in this area for both the Council and specific supporting people standards relating to support provision.
Sexual orientation		✓	Regardless of sexual orientation the needs of young people for housing related support will be met.	Providers awarded contracts will need to demonstrate full compliance with equality standards in this area for both the Council and specific supporting people standards relating to support provision.

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	
	There may be a cumulative impact to those groups who may be disproportionately affected by these proposals due to other efficiency projects within the Council and partner agencies. Also changes to Welfare Benefits and Housing Benefit.			

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	
	Increasing youth homelessness and poverty could lead to increased crime and unemployment. Improving the quality of remaining services can mitigate this.			

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](#))

	Age (including)	Disability (including)	Gender Reassignment	Marriage and Civil	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
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	carers)	carers)		Partnership					
Yes					✓				
No	X	X	X	X		X	X	X	X

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. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

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
Age	Existing services and those to be commissioned are for individuals aged 16 years and over, living in any type of housing tenure in the community and have been assessed as requiring housing related support to maintain their accommodation and/or their ability to live independently in the community	It is anticipated that by calling off from the West London Framework, the new service specifications will drive up service quality. Monitoring will continue to ensure improved outcomes are delivered for services users of all ages.	April 2014 + 6 months	Glendeane Atkins	
Pregnancy and Maternity	Teenage parents will be able to access generic floating support. Additionally, 16 to 19yr olds already have access to statutory services as do care leavers.	The new Generic Floating Support Service specification will reflect the needs of teenage pregnancy or parenthood. Monitoring will continue to help ensure improved outcomes are delivered for services users who are pregnant or teenage parents. Services will be monitored through the use of a range of Key Performance Indicators, service reviews, contract monitoring and Supporting People quality assessment framework.	April 2014 + 6 months	Glendeane Atkins	

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.

<p>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></p>	<p>Quality Assessment Framework monitoring in the areas of:</p> <ul style="list-style-type: none"> • Assessment and Support Planning; • Security Health and Safety; • Safeguarding and Protection from Abuse; • Fair Access, Diversity and Inclusion; • Client Involvement and Empowerment <p>The ability of supplier organisations to meet service specifications as part of the re-commissioning process.</p> <p>Regular monitoring information submissions from providers on service user (or customer) age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status will be reviewed to ensure services are developed to meet identified needs;</p> <p>Regular inspection visits/reviews will take place to ensure providers are meeting all necessary equality targets and legislation; and</p> <p>Regular consultation with service users (or customers) will take place to ensure the needs of everyone regardless of age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status are taken into account.</p>
<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Through the Supporting People mechanisms of action plans, databases and reports.</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

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
<p>The Council will be commissioning external providers to supply services. Internal commissioning and monitoring arrangements will continue to ensure Supporting People contracts the best possible services for people locally.</p> <p>1. They will be asked to demonstrate how they comply with the:</p> <ul style="list-style-type: none"> . Equal Pay Act 1970 . Sex Discrimination Act 1975 . Race Relations Act 1976 . Race Relations (Amendment) Act 2000 . Disability Discrimination Act 1995 . Disability Discrimination (Amendment) Act 2005 . Human Rights Act 1998 . Employment Equality (Religion or Belief) Regulations 2003 . Employment Equality (Sexual Orientation) Regulations 2003 . Employment Equality (Age) Regulations 2006 . Equality Act 2010 <p>It is anticipated that there may be some change in current supplier staffing arrangements dependent upon which supplier organisations win contracts being re-commissioned. TUPE will apply.</p>	<p>All organisations commissioned to provide services will be expected to develop, review and promote policies and practices that ensure equality of opportunity and eliminate discrimination.</p>	<p>Supporting People services are focused on service provision that promotes social inclusion. Services renegotiated/commissioned will enable Young people to access good quality support helping them to achieve and maintain independent living and become positive members in their communities. This will help break down barriers and build community cohesion.</p>

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?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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	Efficiency	✓	Other		✓
Title of Project:		Library Stockfund (CHW E03)			
Directorate / Service responsible:		Community Health & Well Being Libraries, Sports & Leisure Service			
Name and job title of lead officer:		Marianne Locke Divisional Director Community & Culture			
Name & contact details of the other persons involved in the assessment:		Tim Bryan Service Manager Libraries, Sports & Leisure			
Date of assessment:		1 July 2014			
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)		Reduce the library stockfund in line with previous spending levels. The stock-fund has been set at £423,000 for 2014-15 but in the previous two years, the council has not spent this amount of money per annum on stock. Despite the level of stockfund spent, Harrow has consistently had a high level of bookstock (5 th highest out of 18 Outer London boroughs in 2012/3 CIPFA Actuals) and has been 2 nd or 3 rd highest issuing Outer London authority (2 nd of 18 in			

	<p>2012/3 CIPFA Actuals). In addition, Harrow joined the London Libraries Consortium in 2012/3 for stock purchasing which is enabling better value for money and purchasing power.</p> <p>However, nationally and regionally stock issues are falling as customers use new technologies such as e-books, film and music downloads etc. Harrow has experienced this along with other authorities and despite being a high issuing authority in 2012/13, issues had declined by 8% on the previous year (and by nearly 10% between 2010-11 and 2011-12). Library visits are not affected by this downturn as customers use libraries for other purposes such as reading events and activities, information points, community hubs. In particular the People's Network public access internet and software terminals attract a large number of visits. In 2013-4, Harrow invested a significant amount in upgrading the People's Network and the Library Management System – which now gives online access to the stock of 15 other London authorities including Harrow's. In addition, WiFi was implemented in all libraries in April 2014. The new contractor has also launched the Enterprising Libraries project to support SME's in the borough</p>				
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders
<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? 	Staff		Age		Disability
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity
	Race		Religion or Belief		Sex
	Sexual Orientation		Other		
	<p>Libraries are managed by Carillion Integrated Services for Harrow Council. The stock-fund is controlled by the Council and is released to the contractor on evidence of invoices spent on stock. CLIS have a target of increasing library issues by 2% in the contract.</p> <p>CLIS have been notified of the Council's intentions and have given us comparator</p>				

data for the other library services within their contracts. This demonstrates that Harrow is still spending comparatively well out of the four with the second highest spend per capita (2011 Census population) and tied second highest spend per library.

In addition, CLIS are reviewing the stock purchasing arrangements to see if the current Consortium is still delivering best value for money or whether there are alternative arrangements which can drive even better deals in the supply of library stock. They are also investigating newer, cheaper formats to supplement library supply such as the free downloadable magazine service now on offer through library membership and reference materials online.

However, CLIS have indicated that in the light of this reduction they will want to reduce the issue target from 2% increase to 1.44%. This is still aspirational in the light of the national decline.

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)

Age (including carers of young/older people)

Although libraries collect membership data by age, there is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of age. However, no particular negative impact has been noted from previous levels of spend on the stockfund. Libraries will continue to provide a range of activities such as story times for younger children, the Schools Library Service (self financing) and activities such as Silver Surfers for older people or family learning activities for families. The Bookstart programme (which offers free books and library membership to all new babies born in Harrow) will be unaffected by this proposal.

Disability (including carers of disabled people)	Libraries provide large print books and audio described DVDs for older or disabled people but there is no specific data which can demonstrate impact on this characteristic as levels of borrowing vary from individual to individual whatever the disability may be. Newer formats and the wide availability of subtitled/described films elsewhere for example are replacing traditional library usage in this category. However, no particular negative impact has been noted from previous levels of spend on the stockfund.
Gender Reassignment	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Marriage / Civil Partnership	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual..
Pregnancy and Maternity	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries. However, the Bookstart programme (which offers free books and library membership to all new babies born in Harrow) will be unaffected by this proposal.
Race	There is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of race. However, no particular negative impact has been noted from previous levels of spend on the stockfund. Libraries will continue to provide materials both in hard copy and online in community languages or for ESOL or materials with particular relevance to sections of the community such as Black History. In addition, a wide range of activities and events are available for all.
Religion and Belief	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Sex / Gender	There is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of gender.
Sexual Orientation	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Socio Economic	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries. However, postcode mapping against the Mosaic segments indicate a wide socio-economic spread of library users. No particular negative impact has been noted from previous levels

of spend on the stockfund and levels and types of borrowing vary from individual to individual..

5. 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).
Carillion	Meetings	None – a wide range of materials including those for particular groups (large print, community languages etc) will continue to be purchased.	Library contract already includes performance measures regarding levels of stock issues and use of libraries by under-represented groups.
Library users have not been consulted on the levels of stockfund in previous years.			

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

CIPFA Actuals (2012-13) for library services. Carillion’s statistics on stockfund spend by their contracting authorities 2013-14. Census 2011.

Stage 3: Assessing Potential Disproportionate Impact

7. 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
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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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

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9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis				
10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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](#)

	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

13. 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 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 13a 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)	

13a. If your EqIA is assessed as **outcome 3** or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

14. 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
All	Monitoring of delivery against contract performance indicators	Target on levels of materials issued Target on number of visits to libraries	Mar 15	Tim Bryan	May 2014

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.

15. 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 of delivery against contract performance indicators which include target on levels of materials issued and target on number of visits to libraries. Monitoring information is received monthly and reviewed quarterly.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Through client monitoring meetings and quarterly Partnership Monitoring Boards (with Ealing)
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No although there have been complaints in the last financial year about the level of stock being bought. This was caused by difficulties in

the implementation of the new LMS and book ordering system and not by the level of stockfund. Those issues have now been resolved and books are being ordered as normal. No further complaints have been received.

Stage 9: Public Sector Equality Duty

18. 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 purchase of library stock includes materials in a wide variety of formats to ensure accessibility to reading and information by Harrow's community e.g. large print, community language, children's materials and online. Library services such as the Housebound Library service and Bookstart ensure that all can have access to books and other library stock.	

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.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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:		Governor Services' Printing Costs and Bulletin Development (C&F E02)		
Directorate / Service responsible:		Education Strategy, within Education and Commissioning Divisional Directorate within Children and Families Corporate Directorate		
Name and job title of lead officer:		Patrick O'Dwyer. Education Professional Lead, Education Strategy		
Name & contact details of the other persons involved in the assessment:		Neetha Atukorale, Governor Services Officer, Education Strategy (x6504)		
Date of assessment:		1 July 2014		
Stage 1: Overview				
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>		<p>Provide savings in Governor Services printing costs of £10,000 and improve the value of the Harrow Governors' Bulletin by providing it in digital copy with additional links to key documents and opportunities to enhance font size. The Harrow Governors' Bulletin is circulated to all governors (700), headteachers, school clerks and some Council officers in Harrow LA area and would include, by virtue of this broad circulation, all protected groups.</p> <p>The Governors' Bulletin is <u>not being discontinued</u> it was changed to a digital format. As a result of this change, which has now operated for two years, the saving in printing costs has already been made. This was done after consultation</p>		

with governor representatives.

There is no adverse effect on any group and, in fact, this change is expected to improve access to the Bulletin's content and provide a wide range of accessible links to new sources of information. There has been no adverse reaction or negative feedback to the change to the digital format. The following groups are affected only in the sense that there has been a change in the mode of delivery. They are not adversely affected as there is an enhancement rather than a loss of service and service quality.

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?

No

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)

Age (including carers of young/older people)	
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Disability (including carers of disabled people)	
Gender Reassignment	
Marriage / Civil Partnership	
Pregnancy and Maternity	
Race	
Religion and Belief	
Sex / Gender	
Sexual Orientation	
Socio Economic	

5. 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).

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this

assessment?	
List the Title of reports / documents and websites here.	

Stage 3: Assessing Potential Disproportionate Impact

7. 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

<p>8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?</p> <p>(include this evidence, including any data, statistics, titles of documents and website links here)</p>	<p>Feedback from governor representatives at the (then) Governor Services Advisory Group, the Governors Appointments Advisory Panel and through the Association of Harrow Governing Bodies. We also have termly meetings with governors and through the termly bulletin itself feedback is encouraged. We offer printed copies to those who request them, including in large print (rarely needed). The Harrow Governors' Bulletin remains well regarded and a key source of knowledge for our governors and school leaders.</p>
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9. 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? (This may include further consultation with the affected groups, revising your proposals).
Governor Services Advisory Group	Meetings	Positive feedback on this change and the quality of the Bulletin	Group now closed
Governors Appointments Advisory Panel	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins
Association of Harrow Governing Bodies	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins
Termly Harrow Governors' Meetings	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins

Stage 5: Assessing Impact and Analysis

10. 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)		✓	Please note that all feedback, through routes listed above, is generic and we do not receive feedback from specifically targeted groups.	We offer printed copies to those who request them, including in large print (rarely needed).

Disability (including carers of disabled people)		√		We offer printed copies to those who request them, including in large print (rarely needed).
Gender Reassignment		√		
Marriage and Civil Partnership		√		
Pregnancy and Maternity		√		
Race		√		
Religion or Belief		√		
Sex		√		
Sexual		√		

orientation									
11. 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	√					
11a. 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 will have a <u>positive</u> impact in keeping school governors and key staff up to date with what is happening nationally, including on issues of the performance of vulnerable groups and equalities								
12. 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									
	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.									
<ul style="list-style-type: none"> ▪ 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

13. 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 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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

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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.

15. 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>	Feedback from governors and governor representative groups and meetings
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	In governor services meetings and feedback to governor groups
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

18. 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
Literature will be available in large print or in hard copy for those who require it. Bulletin includes articles on equality and safeguarding issues.	Bulletin encourages and informs a high quality of knowledge, understanding and dialogue in order to improve in impact of governance on children's outcomes in schools, promoting equality of opportunity and success.	Bulletin encourages and informs a high quality of knowledge, understanding and dialogue in order to improve in impact of governance on children's outcomes in schools.

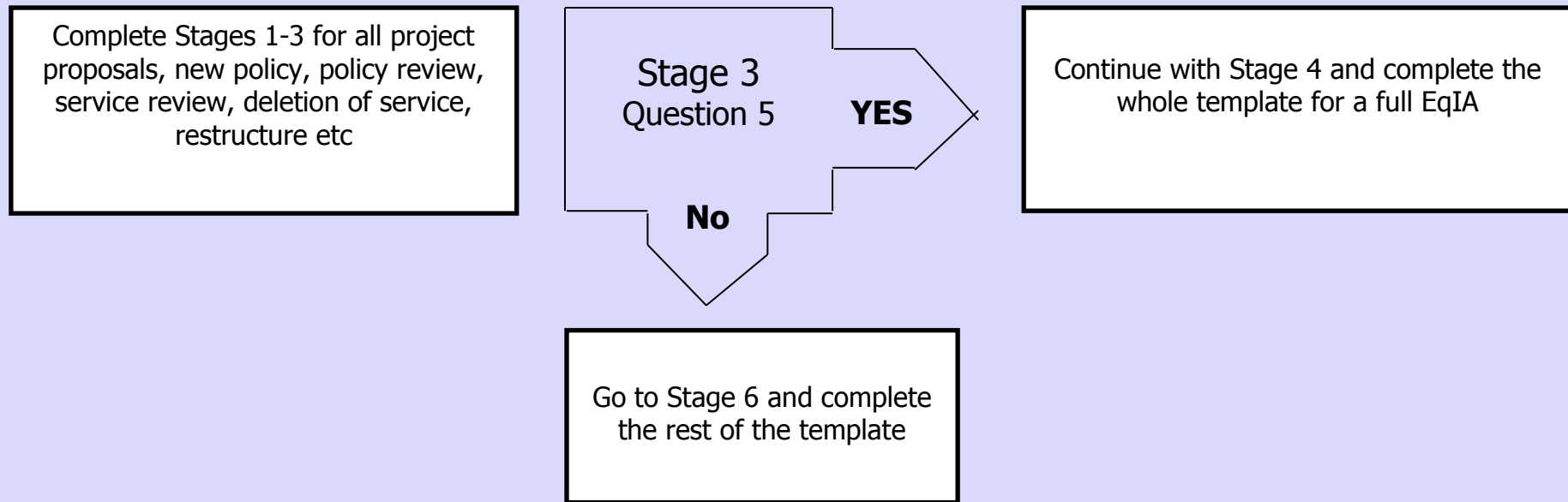
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Children and Families DETG		
Signed: (Lead officer completing EqIA)	Patrick O'Dwyer	Signed: (Chair of DETG)	
Date:	1 st July 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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

Type of Decision: Tick ✓	<input type="checkbox"/>	Cabinet	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	<input type="checkbox"/>
Date decision to be taken:							
Value of savings to be made (if applicable):	£101k						
Title of Project:	CE_17 General efficiencies across Commissioning Services Division (Policy, Community Engagement, Facilities Management and Contracts Management)						
Directorate / Service responsible:	Environment & Enterprise						
Name and job title of Lead Officer:	Venetia Reid-Baptiste, Divisional Director						
Name & contact details of the other persons involved in the assessment:	Hanif Islam, Jessie Man						
Date of assessment (including review dates):	26/08/2015						

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>Staff and non staff efficiencies will be sought across the division. This includes further restructuring, capitalising staff where permissible and the review of non staffing costs. This will include reducing back office support costs</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that</p>	Residents / Service Users	<input type="checkbox"/>	Partners	<input type="checkbox"/>	Stakeholders	<input type="checkbox"/>
	Staff	<input checked="" type="checkbox"/>	Age	<input type="checkbox"/>	Disability	<input type="checkbox"/>

apply)	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? 						

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)	High level efficiency project which impacts staff and service provision. Detailed EqlAs will be needed for individual projects as and when changes are made. At this stage no disproportionate adverse impact has been identified for any protected characteristic group.	No impact identified at this stage. Target people affected are wide ranging.
Disability (including carers of disabled people)		
Gender Reassignment		
Marriage / Civil Partnership		

Pregnancy and Maternity		
Race		
Religion and Belief		
Sex / Gender		
Sexual Orientation		

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**?

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. 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)					
Disability (including carers of disabled people)					
Gender Reassignment					

Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					
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	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

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)

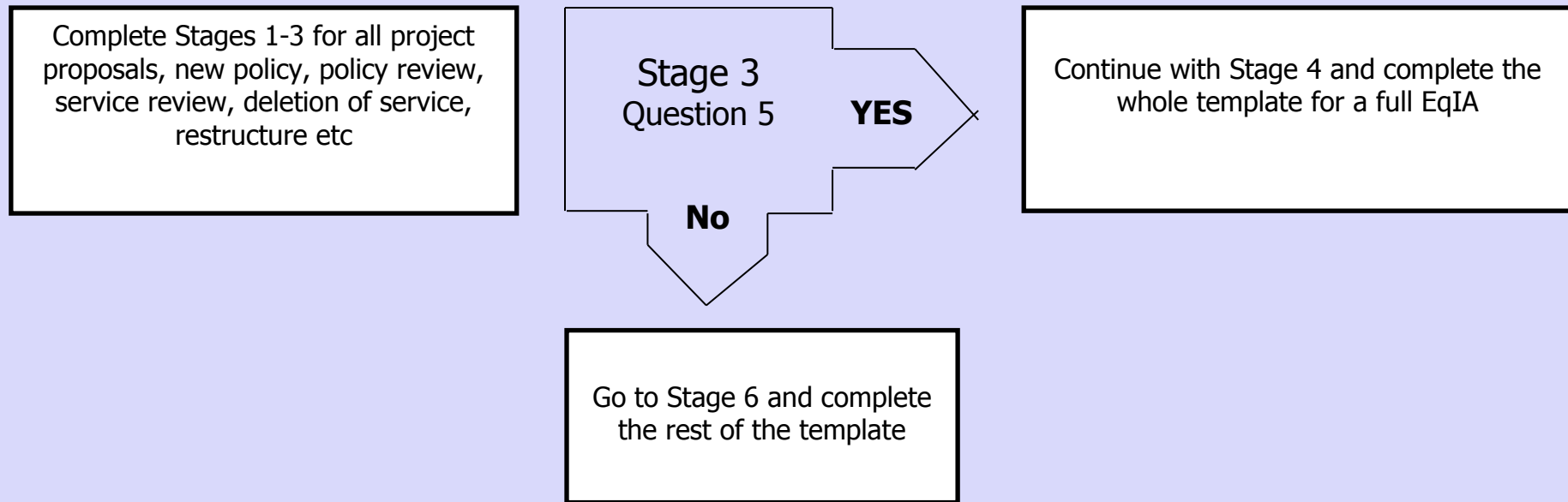
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA 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 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?			
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Hanif Islam
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£100k						
Title of Project:	CE_15 Highway Services – revenue savings on reactive maintenance						
Directorate / Service responsible:	Environment & Enterprise						
Name and job title of Lead Officer:	Venetia Reid-Baptiste, Divisional Director						
Name & contact details of the other persons involved in the assessment:	Hanif Islam, Jessie Man						
Date of assessment (including review dates):	26/08/2015						

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>In 14/15, some capital budget within E&E was reallocated to Highway programme to accelerate the delivery of a number of highway schemes.</p> <p>In 15/16, additional capital funding of £2.1M has also been provided to deliver more planned maintenance work on highways. It is anticipated that this will reduce the demand on reactive maintenance in a longer run.</p>
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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? 					

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)	There is unlikely to be any effect on protected characteristic groups as the maintenance budget is only reduced following capital investment.	There is unlikely to be any effect on protected characteristic groups as the maintenance budget is only reduced following capital investment.
Disability (including carers of disabled people)	As Above	As Above

Gender Reassignment	As Above	As Above
Marriage / Civil Partnership	As Above	As Above
Pregnancy and Maternity	As Above	As Above
Race	As Above	As Above
Religion and Belief	As Above	As Above
Sex / Gender	As Above	As Above
Sexual Orientation	As Above	As Above

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**?

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. 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)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					

Sex					
Sexual orientation					

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

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.	✓
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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 listed in the Action Plan above.	
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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)	
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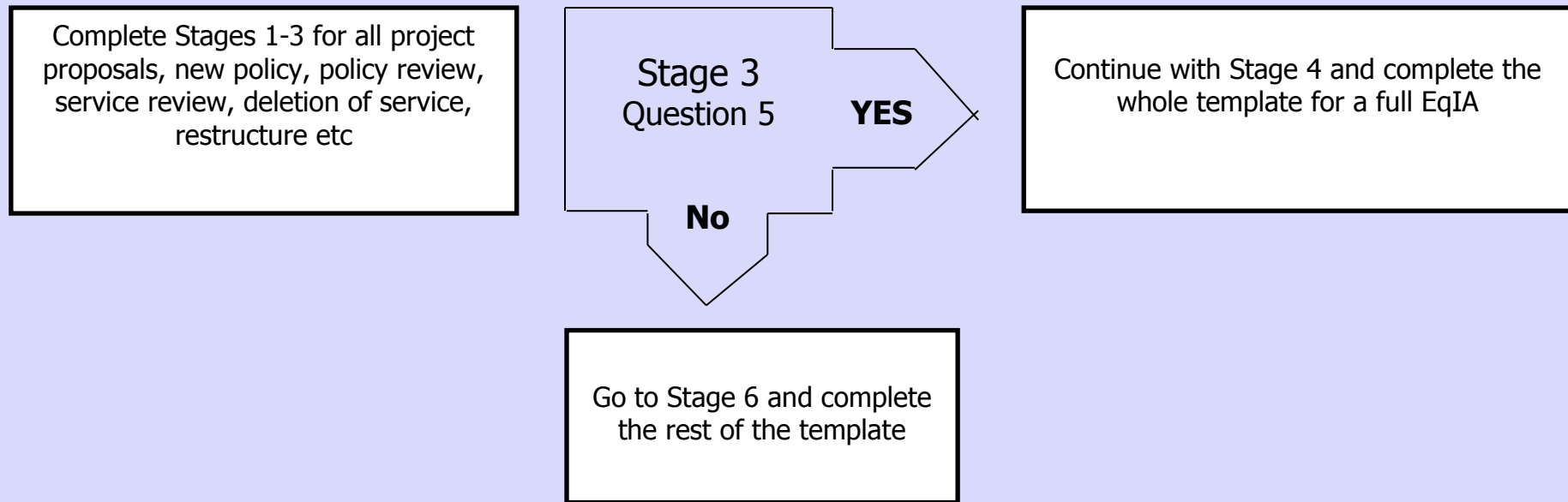
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
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Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Hanif Islam
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

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

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£255k						
Title of Project:	E&E 11 and E&E E04 Staff efficiencies in Parking and Network Teams						
Directorate / Service responsible:	Environment & Enterprise						
Name and job title of Lead Officer:	Venetia Reid-Baptiste, Divisional Director						
Name & contact details of the other persons involved in the assessment:	Hanif Islam, Jessie Man						
Date of assessment (including review dates):	26/08/2015						

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>Parking Services were transferred from Environmental Service Delivery division to Commissioning Service division in February 15. Following the departure of the Parking manager on 31st March 15, the management resource was reviewed and restructured.</p> <p>The consultation has resulted in the merger of Parking manager role and Network Management manager role, contributing to management saving of £75K in 15/16.</p> <p>Further efficiencies will also be made on team leader posts and inspector posts over a phased approach. The Deregulation Bill introduces the restriction on the use of CCTV for parking enforcement. A range of measures have been put in place to support our traffic management approach.</p> <p>This was formalised through the restructure which already took place in June 2015. The implementation of posts deletion will be phased over the next 2 years.</p>
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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? 	
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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)	This proposal relates to borough wide service provision. However, as the service levels are not proposed for	None identifies at this stage

	change there is unlikely to be any disproportionate adverse effect on any protected characteristic group. Staff impacts will be managed through the Council's established PMOC process and there is unlikely to be any disproportionate adverse effect on any protected characteristic group within staff.	
Disability (including carers of disabled people)	As above	As above
Gender Reassignment	As above	As above
Marriage / Civil Partnership	As above	As above
Pregnancy and Maternity	As above	As above
Race	As above	As above
Religion and Belief	As above	As above
Sex / Gender	As above	As above
Sexual Orientation	As above	As above

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**?

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. 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)					
Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					

Sex					
Sexual orientation					

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

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.	✓
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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 listed in the Action Plan above.	
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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)	
--	--

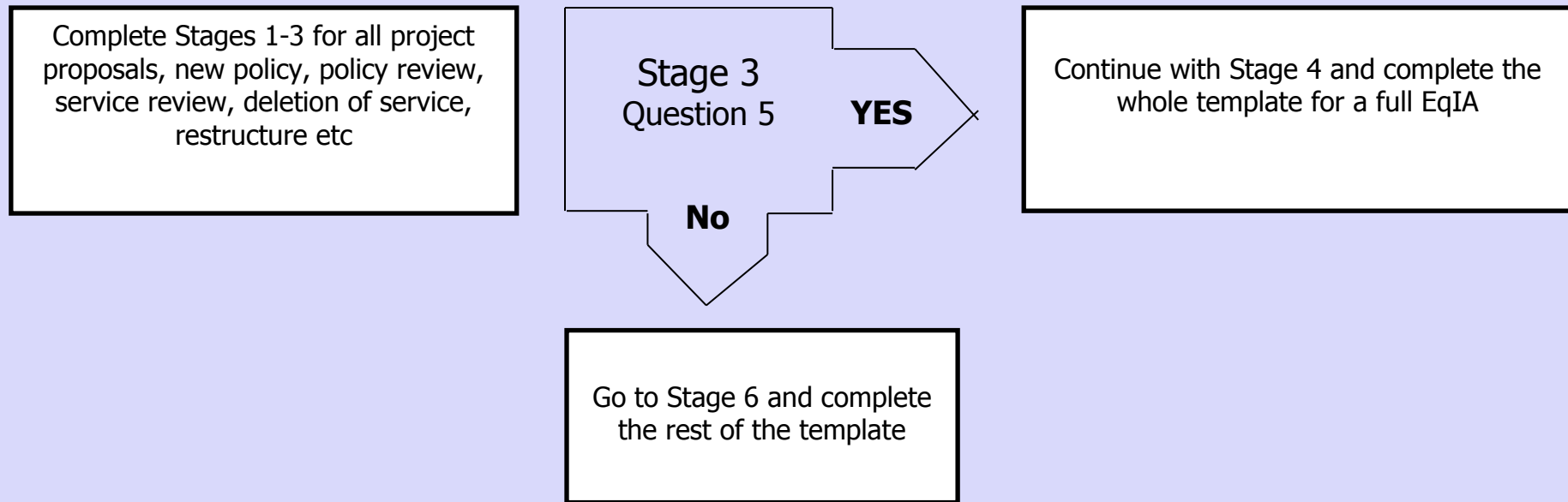
12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
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Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Hanif Islam
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

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- 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

Type of Decision: Tick ✓	<input type="checkbox"/>	Cabinet	<input type="checkbox"/>	Portfolio Holder	<input type="checkbox"/>	Other (explain)	<input type="checkbox"/>
Date decision to be taken:							
Value of savings to be made (if applicable):	£101k						
Title of Project:	CE_17 General efficiencies across Commissioning Services Division (Policy, Community Engagement, Facilities Management and Contracts Management)						
Directorate / Service responsible:	Environment & Enterprise						
Name and job title of Lead Officer:	Venetia Reid-Baptiste, Divisional Director						
Name & contact details of the other persons involved in the assessment:	Hanif Islam, Jessie Man						
Date of assessment (including review dates):	26/08/2015						

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>Staff and non staff efficiencies will be sought across the division. This includes further restructuring, capitalising staff where permissible and the review of non staffing costs. This will include reducing back office support costs</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that</p>	Residents / Service Users	<input type="checkbox"/>	Partners	<input type="checkbox"/>	Stakeholders	<input type="checkbox"/>
	Staff	<input checked="" type="checkbox"/>	Age	<input type="checkbox"/>	Disability	<input type="checkbox"/>

apply)	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? 						

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)	High level efficiency project which impacts staff and service provision. Detailed EqlAs will be needed for individual projects as and when changes are made. At this stage no disproportionate adverse impact has been identified for any protected characteristic group.	No impact identified at this stage. Target people affected are wide ranging.
Disability (including carers of disabled people)		
Gender Reassignment		
Marriage / Civil Partnership		

Pregnancy and Maternity		
Race		
Religion and Belief		
Sex / Gender		
Sexual Orientation		

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**?

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. 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)					
Disability (including carers of disabled people)					
Gender Reassignment					

Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					
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	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

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)

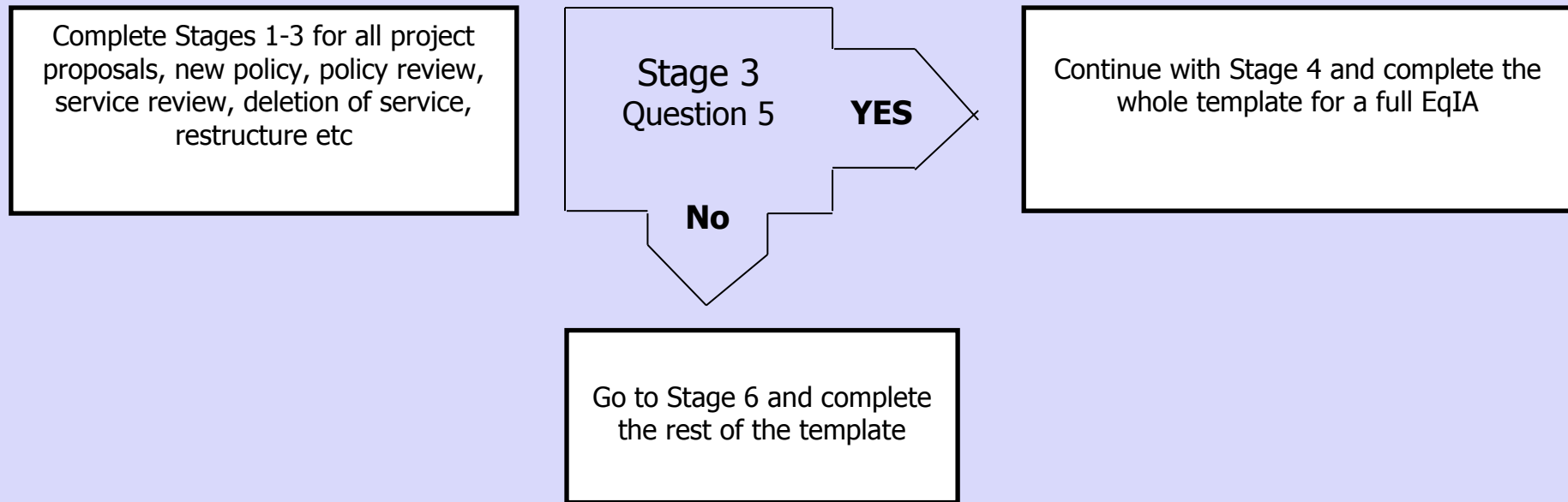
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	✓
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA 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 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?			
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Hanif Islam
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	

Equality Impact Assessment Template

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- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

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Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:							
Value of savings to be made (if applicable):	£86k						
Title of Project:	E&E 13 Income Generation – FM SLAs and Energy SLAs to schools						
Directorate / Service responsible:	Environment & Enterprise						
Name and job title of Lead Officer:	Venetia Reid-Baptiste, Divisional Director						
Name & contact details of the other persons involved in the assessment:	Hanif Islam, Jessie Man						
Date of assessment (including review dates):	26/08/2015						

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 council currently provides Facilities Management and Energy Management services to a number of schools via SLA arrangements. The new Total FM contract was let and commenced in July 15, which gives more competitive prices. The services are provided by one contractor as opposed to multiple contractors which led to inefficiencies in the past. By promoting the services that the council provide as part of commercialisation, it is anticipated that more schools will sign up to the FM and Energy management services, generating additional income.</p> <p>Since the start of the contract in July 2015 there have been 10 additional schools that have expressed an interest in being included in the service.</p>
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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? 					

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)	No change in service provision or staffing hence no adverse impact on any protected characteristic group.	No impact likely.

Disability (including carers of disabled people)	As above	As above
Gender Reassignment	As above	As above
Marriage / Civil Partnership	As above	As above
Pregnancy and Maternity	As above	As above
Race	As above	As above
Religion and Belief	As above	As above
Sex / Gender	As above	As above
Sexual Orientation	As above	As above

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**?

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. 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)					
Disability (including carers of disabled people)					

Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion or Belief					
Sex					
Sexual orientation					
8. Cumulative Impact – Considering what else is happening within the				Yes	No

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?				
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?	Yes		No	
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

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:	
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<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 	
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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.	✓
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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 listed in the Action Plan above.	
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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)	
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12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	
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Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
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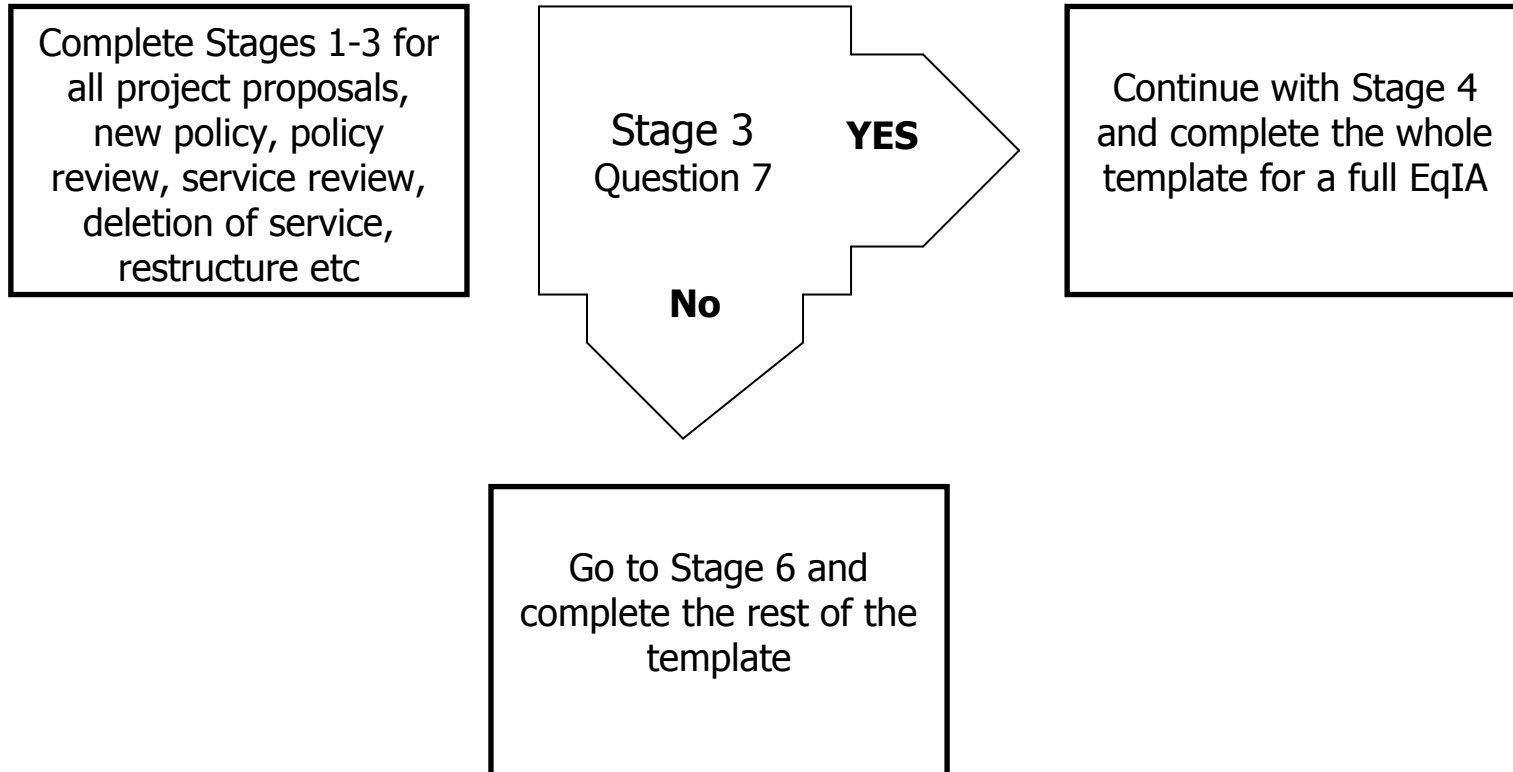
Signed: (Lead officer completing EqIA)	Venetia Reid-Baptiste	Signed: (Chair of DETG)	Hanif Islam
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Date:		Date:	
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Date EqIA presented at the EqIA Quality Assurance Group (if required)		Signature of DETG Chair	
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Equality Impact Assessment Template

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



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		X	Cabinet	
Capital			Portfolio Holder	
Service Plan			Corporate Strategic Board	
Other	Staff efficiencies		Other	
Title of Project: 2014/15 Early Savings (Staffing)		2014/15 Early Savings (Staffing)		
Directorate / Service responsible:		Cross directorate (Resources, E & E, C & C and CS)		
Name and job title of lead officer:		Dawn Calvert, Head of Strategic Finance and Business		
Name & contact details of the other persons involved in the assessment:		None		
Date of assessment: 01/07/14				

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>As part of the councils 4 year budget saving exercise a number of saving proposals are being taken to July 2014 Cabinet for immediate effect. 7 of the proposals involve deleting a number of posts across the organisation as follows:</p> <p>Resources RES E01 Minerva staff savings - the post of Senior Advisor (Projects) has been deleted and the post holder has been made redundant.</p> <p>Children's Services C&F E01 In house fostering & adoption.</p> <p>The fostering and adoption teams have been merged together resulting in the deletion of one vacant team manager post.</p> <p>Children's Services C&F E03 Finance post (This post (0.5fte) primarily managed</p>
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	<p>grants for the Early Intervention Service. The numbers of grants into the service has significantly reduced and the post is no longer required.</p> <p>Community & Culture CHW E02 Sports Development - delete one vacant post.</p> <p>Environment & Enterprise E&E 01 Reduction in FM costs - staffing efficiencies of 8 FTEs. 3 of the 8 post are currently vacant. Consultation document already issued to staff.</p> <p>Environment & Enterprise E&E 08 Staff efficiencies - the proposal is to merge the Business & Service Development and Commissioning Services Divisions. This will lead to the deletion of one Divisional Director role which is vacant</p> <p>Environment & Enterprise E&E 09 Management efficiencies - a growth budget of £130k was in place for transitional mgt support as part of the 14/15 budget process. Ad hoc project works will continue to be delivered by integrating into service work plans and the mgt post will no longer be required.</p> <p>As a result of these proposals two officers have been redundant. There is considered to be no disproportionate impact.</p>				
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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		
<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 staffing efficiencies are within all directorates and all staff are employees of the Council.</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.

The staffing efficiencies are as a result of service changes required to support the four year saving programme and each directorate, using their knowledge of their service areas, have agreed the posts proposed for deletion are either no longer required or can be managed in a more efficient manner. There is no evidence to suggest any disproportionate impact on a category because a number of the posts are vacant.

(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)

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	N/A
Gender Reassignment	N/A
Marriage / Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	N/A
Religion and Belief	N/A
Sex / Gender	N/A
Sexual Orientation	N/A
Socio Economic	N/A

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
All staffing consultations have been carried out in accordance with the council's HR policies	N/A	N/A	N/A

<p>6. 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>	None
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Stage 3: Assessing Potential Disproportionate Impact

7. 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, 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

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected groups, revising your proposals).
Staff have been consulted in accordance with the Council's HR policies			

No adverse impact found for any group			
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Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil				

Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
	None			
11a. Any Other Impact – 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 to happen?

none

12. 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

	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

13. 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.	X
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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

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.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to	
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ensure effective monitoring of your proposals? How often will you do this? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

18. 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

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.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)	Dawn Calvert	Signed: (Chair of DETG)	
Date:	01/07/14	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	Alex Dewsnap

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		X
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other	Budget savings		Other		
Title of Project:		Street Works income – Income from permitting schemes (E&E E02)			
Directorate / Service responsible:		Environment & Enterprise			
Name and job title of lead officer:		Ian Slaney			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		July 7 th , 2014			
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)		Budget realignment based on historical financial performance in the last 2 years. This is a back office budget re-alignment exercise which has no impact on staff or the public.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
		Gender Reassignment		Marriage and Civil Partnership	
				Stakeholders	
				Disability	
				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? 	n/A					

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)

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	N/A
Gender Reassignment	N/A
Marriage / Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	N/A
Religion and Belief	N/A
Sex / Gender	N/A
Sexual Orientation	N/A
Socio Economic	N/A

5. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. 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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

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9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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

	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

13. 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. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

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 13a 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)

13a. If your EqIA is assessed as **outcome 3** or you have **ticked 'yes' in Q12**, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

14. 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

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.

15. 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? *(Also Include in Improvement Action Plan at Stage 7)*

16. How will the results of any monitoring be analysed, reported and publicised? *(Also Include in Improvement Action Plan at Stage 7)*

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

Stage 9: Public Sector Equality Duty

18. 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

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.

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

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		x
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other		x	Other		
Title of Project:		2014/15 Budget Savings Proposal – Non-renewal of Limehouse UCREATE module. (E&E E03)			
Directorate / Service responsible:		Environment and Enterprise/Planning Services			
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		7 July 2014			
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 proposal is to not renew the current software license for managing the publication of planning policy documents for consultation and providing a 'portal' for receipt of representations. As the majority of the Council's planning policy and guidance documents have been adopted, and there are no impending documents due for consultation there is no requirement for this licence to be renewed.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
		Gender Reassignment		Marriage and Civil Partnership	
				Stakeholders	
				Disability	
				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?

No.

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)

Age (including carers of young/older people)	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
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Disability (including carers of disabled people)	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
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Gender Reassignment	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
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	this Protected Characteristic will not change as a result of this proposal.
Marriage / Civil Partnership	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Pregnancy and Maternity	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Race	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Religion and Belief	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Sex / Gender	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Sexual Orientation	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and

	responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.
Socio Economic	The approach to how the Council will consult on planning policy documents is set out in the Council's adopted 'Statement of Community Involvement', which itself has been examined to ensure that it complies with equality requirements. The software is a 'back office' tool for managing documents and responses during consultation. Therefore the approach to consultation and engagement in relation to this Protected Characteristic will not change as a result of this proposal.

5. 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).
As this is for the removal of 'back office' document and consultation management software no consultation is required.	N/A	N/A	N/A

<p>6. 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>London Borough of Harrow 'Statement of Community Involvement' (adopted April 2013).</p>
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Stage 3: Assessing Potential Disproportionate Impact

7. 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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected groups, revising

			your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender				

Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	

11a. 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	

12. 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

	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

13. 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.	x
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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
None identified.					

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.

15. How will you monitor the impact of the proposals once they have	Specific monitoring not required.
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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>	
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

Stage 9: Public Sector Equality Duty

18. 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
As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to 'back office' document and consultation management systems there are no impacts in respect of this aspect of PSED either positive or negative.

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.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	
Signed: (Lead officer completing EqIA)	Signed: (Chair of DETG)

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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		x
Capital			Portfolio Holder		
Service Plan			Corporate Strategic Board		
Other		x	Other		
Title of Project:		2014/15 Budget Savings Proposal – S106 agreement, Community Infrastructure Levy (CIL) and Green Grid cost recovery proposals.(E&E E04 E05 E06)			
Directorate / Service responsible:		Environment and Enterprise/Planning Services			
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration			
Name & contact details of the other persons involved in the assessment:					
Date of assessment:		7 July 2014			
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 proposal is to increase the amount of draw down on the S106 and CIL administrative fees to cover the costs of administration and to seek true cost recovery on officers time for delivery of the annual Green Grid capital programme. These are internal accounting changes which involve no change to delivery of the activities involved. There is no impact on staff and the public.			
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users		Partners	
		Staff		Age	
				Stakeholders	
				Disability	

	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity	
	Race		Religion or Belief		Sex	
	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 S016 and CIL activities are managed within Planning Services. The Green Grid projects are managed jointly between Planning Services and Commissioning Services. Both are located within the Environment and Enterprise Directorate.</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)

Age (including carers of young/older people)	No impact
Disability (including carers of disabled people)	No impact
Gender Reassignment	No impact
Marriage / Civil Partnership	No impact
Pregnancy and Maternity	No impact
Race	No impact
Religion and Belief	No impact

Sex / Gender	No impact
Sexual Orientation	No impact
Socio Economic	No impact

5. 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).
As this is a change to internal accounting approaches no consultation is required.	N/A	N/A	N/A

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?	London Borough of Harrow Vitality Profiles http://www.harrow.gov.uk/info/200088/statistics_and_census_information/966/vitality_profiles
List the Title of reports / documents and websites here.	

Stage 3: Assessing Potential Disproportionate Impact

7. 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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

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9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis				
10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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](#)

	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

13. 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.	x
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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
None identified.					

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.

15. 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? *(Also Include in Improvement Action Plan at Stage 7)*

Specific monitoring not required.

16. How will the results of any monitoring be analysed, reported and publicised? *(Also Include in Improvement Action Plan at Stage 7)*

Specific analysis not required.

17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.

Not at this stage.

Stage 9: Public Sector Equality Duty

18. 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
As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.	As the proposals involve changes to internal accounting procedures there are no impacts in respect of this aspect of PSED either positive or negative.

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.

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

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		x		
Capital			Portfolio Holder				
Service Plan			Corporate Strategic Board				
Other		x	Other				
Title of Project:		2014/15 Budget Savings Proposal (E&E 07)					
Directorate / Service responsible:		Environment and Enterprise/Planning Services					
Name and job title of lead officer:		Paul Nichols: Divisional Director - Planning and Regeneration					
Name & contact details of the other persons involved in the assessment:		Venetia Reid-Baptiste: Divisional Director - Commissioning					
Date of assessment:		2 July 2014					
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 proposal is to seek advice directly from the Council's Transport Team on planning related highways/transport matters in order to remove the potential of duplication of work. Currently advice is provided by both teams. The proposal would not involve any change to the level and type of service that would be provided as this would continue to be provided on all planning and other applications considered by Planning Services as currently happens.					
2. Who are the main people / 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		Pregnancy and	

		Partnership		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?

N/A – both Planning Services (where the advice is currently provided) and the Transport Team (who would be responsible for the provision of the advice in the future) are both located within the Environment and Equality Directorate.

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)

Age (including carers of young/older people)	No impact
Disability (including carers of disabled people)	No impact
Gender Reassignment	No impact
Marriage / Civil Partnership	No impact
Pregnancy and Maternity	No impact
Race	No impact
Religion and Belief	No impact
Sex / Gender	No impact
Sexual Orientation	No impact
Socio Economic	No impact

5. 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).
The relevant staff involved in the proposal will be consulted if and when the decision to make a saving in respect to this service provision.	In accordance with the Council's Policies and Procedures in respect of changes to service delivery affecting staff.	N/A	N/A

<p>6. 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>	None.
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Stage 3: Assessing Potential Disproportionate Impact

7. 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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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](#)

	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

13. 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.	x
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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
None identified.					

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.

15. 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>	Specific monitoring not required.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Specific analysis not required.
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	Not at this stage.

Stage 9: Public Sector Equality Duty

18. 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
As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative.	As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative	As the service is continuing to be provided there are no impacts in respect of this aspect of PSED either positive or negative

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.

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

E&E E10 Parking Income

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:		E10 – Parking Enforcement - Increase efficiency in civil enforcement team					
Directorate / Service responsible:		E&E / Parking Enforcement					
Name and job title of lead officer:		Andy Appleby. Environmental Services Manager (Parking Enforcement)					
Name & contact details of the other persons involved in the assessment:							
Date of assessment:		7 th July 2014					
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)		To improve productivity of street civil enforcement. An additional member of staff will be required to increase traffic management activity.					
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)		Residents / Service Users	✓	Partners	N/A	Stakeholders	N/A
		Staff	N/A	Age	N/A	Disability	✓
		Gender Reassignment	N/A	Marriage and Civil Partnership	N/A	Pregnancy and Maternity	N/A

	Race	N/A	Religion or Belief	N/A	Sex	N/A
	Sexual Orientation	N/A	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? 	No					

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)

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	Blue badge holders are unlikely to be impacted by these changes as they have the benefit of free parking at Council locations. Increased enforcement can have a positive effect on disabled drivers, freeing up parking locations that otherwise would be obstructed by overstaying vehicles.
Gender Reassignment	N/A
Marriage / Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	N/A
Religion and Belief	N/A

Sex / Gender	N/A
Sexual Orientation	N/A
Socio Economic	N/A

5. 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).
N/A			

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. 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

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	✓
11a. 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	✓

12. 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](#)

	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

13. 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 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 13a 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)	

13a. If your EqIA is assessed as **outcome 3** or you have ticked 'yes' in Q12, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

14. 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
n/a					

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.

15. 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 is conducted on a regular basis in terms of enforcement and appeals.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

18. 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

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.

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

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:	E11 – Licensing Income		
Directorate / Service responsible:	E&E / Public Protection		
Name and job title of lead officer:	Richard Le-Brun. Environmental Services Manager (Public Protection)		
Name & contact details of the other persons involved in the assessment:			
Date of assessment:	7 th July 2014		
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 current income target for Licensing doesn't give a true reflection of the income generated year on year. Therefore it is to be changed to reflect the income generated, adding an additional £15,000 2014/15 and £15,000 2015/16. No fees are being increased or any operational impact, just a change of the total income target on the finance report. The is a back office budget re-alignment with no impact on staff or the public.		
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / Service Users	N/A	Partners
		N/A	Stakeholders
			N/A

	Staff	N/A	Age	N/A	Disability	N/A
	Gender Reassignment	N/A	Marriage and Civil Partnership	N/A	Pregnancy and Maternity	N/A
	Race	N/A	Religion or Belief	N/A	Sex	N/A
	Sexual Orientation	N/A	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?

No

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)

Age (including carers of young/older people)	N/A
Disability (including carers of disabled people)	N/A
Gender Reassignment	N/A
Marriage / Civil Partnership	N/A
Pregnancy and Maternity	N/A
Race	N/A

Religion and Belief	N/A
Sex / Gender	N/A
Sexual Orientation	N/A
Socio Economic	N/A

5. 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).
N/A			

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

Stage 3: Assessing Potential Disproportionate Impact

7. 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
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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

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

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9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis				
10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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](#)

	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

13. 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 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 13a 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)	

13a. If your EqIA is assessed as **outcome 3** or you have **ticked 'yes' in Q12**, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

14. 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
n/a					

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.

15. 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>	N/A – no increase in fees and charges, and no impact on any party
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	

Stage 9: Public Sector Equality Duty

18. 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

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.

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

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:		Learning Disability Cluster Review of Supporting People (CWH E01)		
Directorate / Service responsible:		Community Health & Well Being		
Name and job title of lead officer:		Tim Miller, Interim Service Manager Commissioning & Partnerships		
Name & contact details of the other persons involved in the assessment:		Sandie Roberts – sandie.roberts@harrow.gov.uk Anita Awuku – anita.awuku@harrow.gov.uk		
Date of assessment:		06/11/13		

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Develop options with partners/stakeholders that will identify and deliver an overall efficiency savings of £1.3m within the current Support People service provision. Efficiency savings delivery of £1.3m is for 2014/15.</p> <p>To restructure the services in response to the 30% cut to the Supporting People Grants for 2014/15 and simultaneously ensure that service provision responds to the current and emerging needs with better outcomes for service users</p> <p>Currently, total spend on LD/PSD services is £447,905 i.e. 14% of total SP budget</p>
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2013/14. There are 6 accommodation based services and 3 Floating Support Services (namely, Learning Disability, Physical Disability and Visually Impaired) with a total of 113 service users.

The final recommendation will reduce accommodation based services, retain the Visually Impaired Floating Support Service and transfer existing floating support to either personal budget arrangements or to generic or older people's Floating Support.

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	X
	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?

Adult Social Care and Service Providers
 Voluntary Sector
 Supporting People Programme –Overall Lead
 Communication and incorporation of their views & relevant strategies in options appraisal

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)

Age (including carers of young/older people)	Service Providers	18 -24	25 -49	45 -59	60-74	75 -89	90+
	LB Harrow						
	Shared Lives/Welldon Cres/Harrow View	2	12	4	5	2	-
	Creative Support						
	46 Chichester Court	3	23	6	2	-	-
	Floating Support Service						
	Metropolitan Support Trust	-	6	-	-	-	-
	Support For Living						-
53 Welldon Crescent							
109 Parkside Way							
Apnar Ghar FLS	-	-	9	6	5	-	
Middlesex Association for the Blind	-	-	-	-	7	2	
Disability (including carers of disabled people)	Learning Disability						
Gender Reassignment	Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic						

Marriage / Civil Partnership	Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic
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Pregnancy and Maternity	Whilst Harrow Council's Framework1 database system is set up to collect this monitoring information, there is no information held on this protected characteristic
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Race	<table border="1"> <thead> <tr> <th>Service Providers</th> <th>White British</th> <th>Asian British</th> <th>Black African/Caribbean British</th> <th>Other Ethnic Groups</th> </tr> </thead> <tbody> <tr> <td>LB Harrow</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Shared Lives/Welldon Cres/Harrow View</td> <td>5</td> <td>2</td> <td>1</td> <td>1</td> </tr> <tr> <td>Creative Support 46 Chichester Court Floating Support Service</td> <td>27</td> <td>7</td> <td>3</td> <td>3</td> </tr> <tr> <td>Metropolitan Support Trust</td> <td>4</td> <td>2</td> <td>-</td> <td>-</td> </tr> <tr> <td>Support For Living 53 Welldon Crescent 109 Parkside Way</td> <td>7</td> <td>3</td> <td>2</td> <td>-</td> </tr> <tr> <td>Apnar Ghar FLS</td> <td>8</td> <td>8</td> <td>3</td> <td>-</td> </tr> <tr> <td>Middlesex Association for the Blind</td> <td>5</td> <td>2</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Service Providers	White British	Asian British	Black African/Caribbean British	Other Ethnic Groups	LB Harrow					Shared Lives/Welldon Cres/Harrow View	5	2	1	1	Creative Support 46 Chichester Court Floating Support Service	27	7	3	3	Metropolitan Support Trust	4	2	-	-	Support For Living 53 Welldon Crescent 109 Parkside Way	7	3	2	-	Apnar Ghar FLS	8	8	3	-	Middlesex Association for the Blind	5	2	1	1
	Service Providers	White British	Asian British	Black African/Caribbean British	Other Ethnic Groups																																				
	LB Harrow																																								
	Shared Lives/Welldon Cres/Harrow View	5	2	1	1																																				
	Creative Support 46 Chichester Court Floating Support Service	27	7	3	3																																				
	Metropolitan Support Trust	4	2	-	-																																				
	Support For Living 53 Welldon Crescent 109 Parkside Way	7	3	2	-																																				
	Apnar Ghar FLS	8	8	3	-																																				
	Middlesex Association for the Blind	5	2	1	1																																				

Religion and Belief	Service Providers	Christian	Muslim	Hindu	Jewish	Atheist	No Religion stated
	LB Harrow						
	Shared Lives/Welldon Cres/Harrow View	17	1	2	-	-	4
	Creative Support						
	46 Chichester Court	10	2	5	2	-	20
	Floating Support Service						
	Metropolitan Support Trust	3	2	-	-	-	1
	Support For Living						
	53 Welldon Crescent	7	-	1	2		4
	109 Parkside Way						
Apnar Ghar FLS	11	1	7	-	1	-	
Middlesex Association for the Blind	10	-	-	-	-	-	

Sex / Gender	Service Providers	Males	Females
	LB Harrow Shared Lives/Welldon Cres/Harrow View	15	10
	Creative Support 46 Chichester Court Floating Support Service	29	12
	Metropolitan Support Trust	4	2
	Support For Living 53 Welldon Crescent 109 Parkside Way	10	3
	Apnar Ghar FLS	5	15
	Middlesex Association for the Blind	2	8

Sexual Orientation	Service Providers	heterosexual	Bisexual
	LB Harrow		
	Shared Lives/Welldon Cres/Harrow View	Not stated 8	Not stated 1
	Creative Support		
	46 Chichester Court Floating Support Service	Not stated	Not Stated
	Metropolitan Support Trust	6	-
	Support For Living		
	53 Welldon Crescent 109 Parkside Way	Not stated	Not stated
Apnar Ghar FLS	20	-	
Middlesex Association for the Blind	10	-	
Socio Economic			
5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?	Supporting People Quarterly Performance Indicators database		

List the Title of reports / documents and websites here.

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	Yes	Yes	Yes	Yes	x	Yes	Yes	Yes	Yes
No	x	x	x	x	No	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 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)

Harrow Joint Strategic Needs Assessment 2012-2016

Joint Health & Well Being Strategy for Harrow 2013 -2016

<http://www.improvinghealthandlives.org.uk/profiles/index.php?pdf=E09000015>

8. What consultation have you undertaken on your proposals?

Who was consulted?	What consultation methods were	What do the results show about	What actions have you taken to
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	used?	the impact on different groups / Protected Characteristics?	address the findings of the consultation? (This may include further consultation with the affected groups, revising your proposals).
Service Users	Workshops (LD & PSD) -25/07/13 Questionnaires/Service User Groups	Option 3 is the preferred option with 88% of respondents selecting it as their most preferred option.	The service for decommissioning is designated as short-term service hence service users are been prepared for alternative and or independent living. Over 70% of the Service users in Floating Support services are FACS eligible hence will be moved onto Personal Budgets –wider choice and better outcomes.
Service Providers	Forum -04/09/13 Service Reviews (July –Nov 2013) Formal Feedback from Providers at Forum and via emails compiled	No negative impact	There is joint and proactive exit strategy with service Provider of decommissioned services that ensures minimal disruption to service provision and to move service users to alternative accommodation
Adult Social Care	Meetings and emails (ongoing) Feedback from Senior Management in Project Meetings.	No negative impact	Current service users in decommissioned services who are FACS eligible will be reassessed to ensure that their needs are addressed adequately

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)	x	✓	LD services are targeted at a wide age range i.e 18 and over hence meeting needs of a diverse group.	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Disability (including carers of disabled people)	x	✓	Service Users in services that will no longer be funded are FACS eligible hence support will continue with Personal Budgets	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Gender Reassignment		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Marriage and Civil Partnership		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Pregnancy and Maternity	NA	NA	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic

Race		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Religion or Belief		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Sex		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic
Sexual orientation		✓	None Identified	The new Specification and Supporting People Quality Assurance Framework are quite robust on 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 ✓
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 ✓

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](#)

	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 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
Disability & Age	Care Management is currently reassessing FACs eligible Service Users in service that will be decommissioned. ASC will also assess service users and move them to Personal Budgets. Choice of service users will be widened with PBs and can continue to receive support service of their choice.	Regular meetings and update. There is a time table in place to achieve this.	March 2014	Sandie Roberts	November 2013
Gender	Service Providers will be required to demonstrate and evidence how their service provision takes into account gender specific issues	This is an integral part of Service Reviews and Contract monitoring	March 2014	Sandie Roberts	November 2013
Sexuality & Gender Reassignment There is limited records/statistics on this protected characteristic	The new Specification and Supporting People Quality Assurance Framework are quite robust on this protected characteristic	LGBT Training will be a mandatory training for Service Providers	March 2014	Sandie Roberts	November 2013

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.

<p>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></p>	<p>Service Reviews after 6 months of implementation with formal contract monitoring at regular intervals. All these will be stated in the Service Specification. There is also regular Quarterly Returns/Workbooks that is mandatory for Service Providers to complete</p>
<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>SP has its own recording systems and database</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

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
<p>Both written and pictogram information were delivered in user friendly manner in order to support greater and meaningful involvement</p>	<p>The review aims to deliver against the personalisation agenda as outlined in Putting People First (2007) One of the key expectations of is that it will give current and future service users wider choice and better outcomes</p>	<p>Supporting People services are focused on service provision that promotes social inclusion. It also fosters community integration of a diverse people by its promotion of and enabling its service user to participate in community activities.</p>

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?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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:		Supporting People efficiencies for Older People Services Cluster (CWH E01)		
Directorate / Service responsible:		Community Health & Well Being		
Name and job title of lead officer:		Tim Miller, Service Manager		
Name & contact details of the other persons involved in the assessment:		Sandie Roberts, Anita Awuku, Tim Miller		
Date of assessment:		November 2013		

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Develop options with partners/stakeholders that will identify and deliver an overall efficiency savings of £1.3m within the current Support People service provision. Efficiency savings delivery of £1.3m is for 2014/15.</p> <p>To restructure the services in response to the 30% cut to the Supporting People Grants for 2014/15 and simultaneously ensure that service provision responds to the current and emerging needs with better outcomes for service users</p> <p>The proposal is to reduce the funding of housing related support in services for older people i.e. 16 Sheltered Schemes (LB Harrow sheltered not inclusive), 3 Floating Support Services and 3 HIA/Handy Persons Services. Sheltered services are currently funded on the basis that 90% of service provision is Housing Related</p>
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Support service (eligible for SP Grant). However, the reality is that housing management duties (ineligible for SP Grants) are also provided during within the 90% funded by SP. Also, some service users live in sheltered for the peer group support and security; they do not require any support but by default, pay for the support service irrespective of requiring it or not.

The proposed change is to provide Housing Related Support free of charge to all service users/tenants. However, the RSLs/Landlords will introduce a £20 (maximum) service charge for the provision of Intensive Housing Management

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	X	Pregnancy and Maternity	X
	Race	✓	Religion or Belief	✓	Sex	✓
	Sexual Orientation	X	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?

Housing Department
 Adult Social Care and Service Providers
 Supporting People Programme –Overall Lead
 Communication and incorporation of their views & relevant strategies in options appraisal

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)

Supporting People will put forward its intentions and proposals to key partners and stakeholders for feedback and agreement. Communication via email, focus & peer groups and consultation (Questionnaire format)

Age (including carers of young/older people)	60 – 64 years	5.0%
	65 -74	7.3%
	75 - 84	4.9%
	85 - 89	1.2%
	90+	0.7%
	National Population Census Figures –Older People in Harrow (ONS)	
Age group is well represented in SP funded services with a total number of 1,225 service users		

Disability (including carers of disabled people)	Ethnic Group	Age 65 and over	%
	All categories ethnic group	8,724	54.0
	White	5,340	62.4
	Mixed/multiple ethnic group	71	21.5
	Asian/Asian British	2,860	49.1
	Black/African/Caribbean/Black British	328	33.7
	Other ethnic groups	125	25.7
Source: 2011 Census. Limiting Long term health where day to day activities are limited a lot by ethnic group Harrow 2011			

Gender Reassignment
 Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Marriage / Civil Partnership
 Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic

Pregnancy and Maternity
 N/A

Race	White	42.2%
	Asian/British Indian	26.4%
	Multi Mixed Ethnic Groups	4.0%

Asian British Pakistani	3.3%
Asian British Bangladeshi	0.6%
Other Asian	11.3%
Black British	8.2%
Other Ethnic	2.9%

2011 Population Figures ONS.gov.uk –Older People in Harrow

SP service users are reflected in the demographic figures

Religion and Belief	In Harrow, 37.3% are Christians Hindu 25.3%, Muslim 12.5% whilst other religion and or no religion/no religion stated are 24.1%
Sex / Gender	According to the 2011 Census –ONS , Harrow’s population is 239,056 of which 118,023 are males and 121,033 are female. Age 65 are 33,667 in total i.e. 14.1% and over 1,225 of mixed gender access and benefit from the Supporting People services for Older People.
Sexual Orientation	Whilst Harrow Council’s Frameworki database system is set up to collect this monitoring information, there is no information held on this protected characteristic
Socio Economic	The Sheltered Housing Landlords will increase Service Charges for Enhanced Housing Management. These Charges are HB eligible. There are currently 8% of SP service users in sheltered schemes that are self-funders/ineligible for Housing benefit. The overall effect will not put tenants and or service users in a worse-off position.
5. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment? List the Title of reports / documents and websites here.	Harrow Joint Strategic Needs Assessment 2012-2016 Joint Health & Well Being Strategy for Harrow 2013 -2016

<http://www.ons.gov.uk/ons/index.html>

<http://www.nomisweb.co.uk/>

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	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	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)

Statistics from SPOCC (Supporting People Database)

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).
Service Users	Workshops (26 th July 2013) (10 Service Users attended) Questionnaires/Service User Group	65% of respondents stated that Option 1 i.e. the provision of support at each sheltered scheme with additional funding to provide visiting support for Older people living in the community in all other forms of housing. Harrow has a high proportion of owner occupier hence visiting support will reach out to them. Currently, over 80% of service users of our HIA funded services are Home-Owners/Owner Occupier Older People. Service Users. All Options available are based on a move to Intensive Housing Management and this is chargeable to service users by their Landlords. Service Charge (proposed service charge unavailable as at this time)	We will work with Option 1. The current arrangement that charges self-funders support charge will be removed as soon as Option is implemented hence enables more accessibility to SP funded support service. However, service charge is eligible for Housing Benefits.
Service Providers	Forum – 04/09/13 Formal Feedback from Providers at forum and via emails compiled	Concerns if the Welfare Reforms will allow the Intensive Housing Management Service Charges to	Meetings have been held with Housing Benefit colleagues to clarify this. Service Providers/Landlords have also

	10 Older Persons Service Provider Representatives attended	be eligible for Housing Benefits	held meeting with Housing Benefit. The Service Charges will be eligible for Housing Benefit
Adult Social Care	Meetings and emails (Ongoing) (feedback from Senior Management)	Service Users adapting to the change	Service users have been informed of the change and actively involved in the options appraisal. Service Providers have ongoing consultation to keep their service users abreast of the process. Supporting People working closely with Landlords/Service Providers accordingly.

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)	x	✓	No differential impact because of age	All Sheltered services & HIA/Handy Persons services are targeted at service users over 60 and in wards of high social deprivation
Disability (including carers of	x	✓	The needs of disabled service users will be better met as assessment will be done by housing management and support staff. This will put in focus support for disabled applicants from the outset as needs for Aids and Adaptations will be	The new Specification will cover and address how assessments will be carried out.

disabled people)			addressed prior to moving into scheme.	
Gender Reassignment	X	✓	Supporting People Service Specification & QAF addresses this and infact, quite robust on ensuring that service provision is flexible and delivered in a manner that takes into consideration gender. This is also covered in contract monitoring and service reviews	Gender specific issues are covered and captured in the SP QAF and is monitored in Service Reviews and Contract monitoring
Marriage and Civil Partnership	X	✓	There is no impact on this protected characteristic	NA
Pregnancy and Maternity	N/A		N/A	NA
Race		✓	The ethnic demographics is reflected in the Frontline Staff in service provision –some of these staff for example, are able to communicate with service users in their first language (in another language other than English Language)	Staff diversity and cultural specific service provision is part of the service reviews and contract monitoring process
Religion or Belief		✓	Supporting People Service Specification & QAF addresses this and infact, quite robust on ensuring that service provision is flexible and delivered in a manner that takes into consideration religion and Beliefs.	Increased monitoring and information gathering
Sex		✓	There is no available data for the breakdown but attendance at Peer Group Workshop and response from Survey showed a higher representation of females.	Gender specific issues are covered and captured in the SP QAF and is monitored in Service Reviews and Contract monitoring

			Service Providers also have a high representation of female frontline staff.						
Sexual orientation		✓	No data			Training for LGBT issues will be specified for support provider/staff			
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		
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	✓	
					None				
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									
	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									
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 the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	x
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)	x
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)	x

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
Disability & Age Service Providers need to identify tenants and or older people in the community that are vulnerable due to age and disability and offer appropriate housing related support	A needs and risk assessment of all tenants in sheltered schemes will be reviewed prior to implementation of change.	It will be stated as a mandatory requirement for all Service Providers to implement the change. This will be monitored by the SP team	March 2014	Sandie Roberts	November 2013
Gender Reduced staffing level will mean one staff/gender working with service users irrespective of any gender specific issues or requirement they may have	Service Providers will be require to demonstrate and evidence how their service provision takes into account gender-specific issues even in accordance to the requirement of the SP QAF requirement	This is an integral part of ongoing Service Reviews and Contracting monitoring	April 2014	Sandie Roberts	November 2013
Sexuality & Gender Reassignment There is no record/stats	LGBT issues will be a mandatory training for Service Providers.	SP funded services are accessible to all regardless of sexual	April 2015	Sandie Roberts	November 2013

on this protected characteristic	SP QAF also addresses and robust on service provision in an inclusive, flexible and non-discriminatory manner taking into consideration service user's sexual orientation amongst other things.	orientation or gender reassignment.			
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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>	Service Review after 6 months of implementation with formal contract monitoring at regular intervals. There are also regular Quarterly Returns/Workbooks that is mandatory for Service Providers to complete. PI Workbooks give a good synopsis of service provision.
15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	SP has its own recording systems and database
16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

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
Overt and or covert discrimination based on sexual orientation, race, gender reassignment, religious beliefs et al are reiterated in the SP	Older People living in sheltered scheme that are just over the threshold hence ineligible for Housing Benefit will no longer be liable for	Supporting People services are focused on service provision that promotes social inclusion. It also fosters community integration of a

<p>Quality Assurance Framework and monitored during Service Reviews and Contract monitoring.</p> <p>There are no staff redundancies or TUPE involved in the proposed option.</p>	<p>support and service charges i.e. 2 payments. Support Charges will be delivered at no charge to service users' hence maximising income for this minority and simultaneously widening the eligibility criteria for SP service.</p> <p>An increase in the Floating Support service will reach out to more Older People living in the community and wards with higher levels of deprivation will be targeted. Handy Persons/HIA services will also reach out to Older People in the community with tangible needs and enable them live in their homes for as long as possible.</p>	<p>diverse people by its promotion of and enabling its service user to participate in community activities.</p>
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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.

<p>18. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>			
<p>Signed: (Lead officer completing EqIA)</p>		<p>Signed: (Chair of DETG)</p>	
<p>Date:</p>		<p>Date:</p>	
<p>Date EqIA presented at the EqIA Quality Assurance Group</p>		<p>Signature of ETG Chair</p>	

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:		Supporting People Efficiencies for Young People Services (CWH E01)																
Directorate / Service responsible:		Community Health & Well Being																
Name and job title of lead officer:		Glendeane Atkins, Sandie Roberts																
Name & contact details of the other persons involved in the assessment:		Tim Miller, Service Manager																
Date of assessment:		11 th November 2013																
Stage 1: Overview																		
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Members have agreed a cut to the Supporting People programme budget from 2014/15 onwards and it is proposed to reduce the Young People Services net budget of £478,746 by 31%, to £330,334.74.</p> <p>Below is a description of the Young People services commissioned:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d8bfd8;"> <th style="width: 15%;">Provider</th> <th style="width: 20%;">Service</th> <th style="width: 45%;">Description of contracted service</th> <th style="width: 20%;">Contract Value</th> </tr> </thead> <tbody> <tr> <td rowspan="2" style="text-align: center;">Metropolitan Support Trust</td> <td style="text-align: center;">Teenage Parent Project</td> <td>3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)</td> <td style="text-align: right;">£22,486</td> </tr> <tr> <td style="text-align: center;">Harrow Floating Support</td> <td>Home visiting support for 17 young people who have left care</td> <td style="text-align: right;">£46,130</td> </tr> <tr> <td style="text-align: center;">West</td> <td style="text-align: center;">Supported</td> <td>8 family placements for young</td> <td style="text-align: right;">£26,755</td> </tr> </tbody> </table>			Provider	Service	Description of contracted service	Contract Value	Metropolitan Support Trust	Teenage Parent Project	3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)	£22,486	Harrow Floating Support	Home visiting support for 17 young people who have left care	£46,130	West	Supported	8 family placements for young	£26,755
Provider	Service	Description of contracted service	Contract Value															
Metropolitan Support Trust	Teenage Parent Project	3 flats with support for Harrow's teen parents (<i>3 also for Brent</i>)	£22,486															
	Harrow Floating Support	Home visiting support for 17 young people who have left care	£46,130															
West	Supported	8 family placements for young	£26,755															

London YMCA	Lodgings	people	
	Roxeth Gate	Hostel and self contained flats - 29 of 42 spaces for Harrow's 16 to 35 year olds	£161,398
Harrow Churches Housing Association	Young People Supported Housing	Shared houses for 48 young people with visiting support	£222,142
			£478,746

Set out below are the options Young People were consulted on together with their responses.

Options consulted on	Response to option	Summary response
Young people		
Option 1. To continue to provide the existing services as they are, but with a reduced capacity.	Option 1: 80% of respondents identified this as their preferred option. Only 9% selected this as their least preferred option and 11% as their middle option	Option 1 is clearly the preferred option with 80% of respondents selecting it as their most preferred option and only 9% as their least preferred option.
Option 2. To focus the services on young people leaving care and 16 to 19 year olds and reduce other services.	Option 2: 69% of respondents identified this as their least preferred option with only 7% selecting it as their preferred option. 11% selected it as their middle option.	Option 2 is clearly the least preferred option with 69% of respondents selecting it as their least preferred option. Option 3 did not elicit a strong response.
Option 3. To focus on Floating Support rather than housing/hostel spaces. This may be supported with a rent deposit scheme.	Option 3: This option did not elicit strong preferences either way with 46% selecting this as their middle option, 17% as their most preferred option, 14% as their least	

	<p style="text-align: center;">preferred option.</p> <p>Based on the analysis of the questionnaires returned the preferred option selected by 80% of respondents was to continue to provide the existing services as they are, but with a reduced capacity.</p> <p>It is proposed to:</p> <ul style="list-style-type: none"> • End the Teenage Parent Project when that contract comes to an end in March 2014. • End the current contract with MST when it comes to an end and call off these 17 units from the West London Framework for the Young people Floating Support service. • Continue with the Supported Lodging & Roxeth Gate service and negotiate on price with the provider. • Extend the Young People Supported Housing service for one year but with a reduction of the existing 47 units. 					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age	x	Disability	x
	Gender Reassignment	x	Marriage and Civil Partnership	x	Pregnancy and Maternity	✓
	Race	✓	Religion or Belief	x	Sex	✓
	Sexual Orientation	x	Other	x		
<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? 	<p>Children & Family Services Housing Department Providers</p>					

<ul style="list-style-type: none"> How have they been involved in the assessment? 	<p>Supporting People Team has overall responsibility Service users and other stakeholders have been consulted regarding options. Discussions with children’s service managers and the inclusion of their opinions into the options which were consulted on.</p>
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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)

<p>Age (including carers of young/older people)</p>	<p>Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews</p> <table border="1" data-bbox="647 676 1187 810"> <tr> <td>16 - 19 years of age</td> <td>30</td> </tr> <tr> <td>20 - 25 years of age</td> <td>49</td> </tr> </table> <p>The age breakdown of the population is shown below.</p> <p>Source: Census 2011</p> <table border="1" data-bbox="647 983 1187 1150"> <tr> <td>People aged 16-29, (ONS) (2010)</td> <td>(43,101)</td> </tr> <tr> <td>Population aged 20-24 (% of whole population) (2011)</td> <td>(15,900)</td> </tr> </table> <p>Based on the client record figures, there is a higher number of 20-25 year olds who use Supporting People services.</p>	16 - 19 years of age	30	20 - 25 years of age	49	People aged 16-29, (ONS) (2010)	(43,101)	Population aged 20-24 (% of whole population) (2011)	(15,900)
	16 - 19 years of age	30							
20 - 25 years of age	49								
People aged 16-29, (ONS) (2010)	(43,101)								
Population aged 20-24 (% of whole population) (2011)	(15,900)								

<p>Disability (including carers of disabled people)</p>	<p>Client Data Record for Young People showed that there were 7 people indicated they were disabled and 72 indicated they were not. Their disabilities ranged from mobility (1), chronic (2), Mental (3) and Autism (1)</p>
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Gender Reassignment Client Data Record for Young People showed that 72 people left this answer blank and 7 responded saying they have not had gender reassignment.

Marriage / Civil Partnership

Table: Civil partnerships by age and gender			
	Harrow	London	England
Civil Partnerships, females (% of females aged 16+) (2010)	.01 (3)	.03	.03
Civil Partnerships, males (% of males aged 16+) (2010)	.01 (6)	.07	.03
Civil Partners aged under 35 (% of all Civil Partnerships) (2008)	38.24 (13)	35.08	33.1
Civil Partners aged 35-49 (% of all Civil Partnerships) (2008)	55.88 (19)	46.53	46.91
Civil Partners aged 50 and over (% of all Civil Partnerships) (2008)	5.88 (2)	18.39	19.99

Source: Office for National Statistics (ONS)

The highest number of marriage/civil partnership in Harrow is not amongst people ages 16+ to 34 but between people age between 35 – 49.

Pregnancy and Maternity Teen pregnancy rates are very low and are amongst the lowest in England. (Taken from Harrow Joint Strategic Needs Assessment)

Race

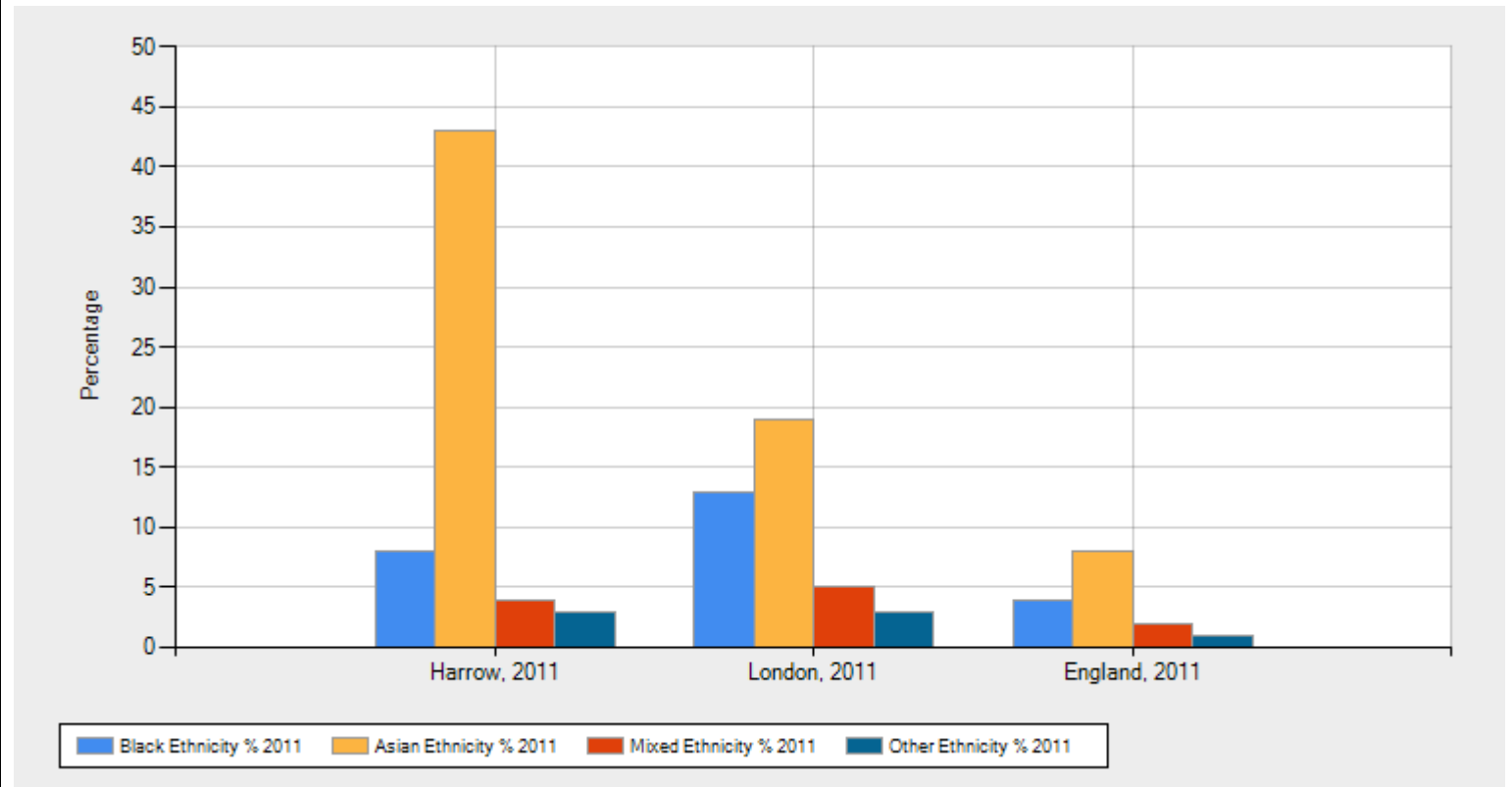
White	27
Black/Black	24
Mixed	15
Asian	9
Other ethnic group: Other	2
Gypsy/Romany/Irish Traveller	1

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

Chart: Black, Asian, Minority Ethnic (BAME) Ethnicity profile:

This chart shows the ethnicity profile of ethnic minority groups in the local area and comparators.

Source: Census 2011



Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

Religion and Belief

Christian (all denominations)	32
Do not wish to disclose	2
Hindu	1
Jewish	1
Muslim	14
None	10

Sex / Gender

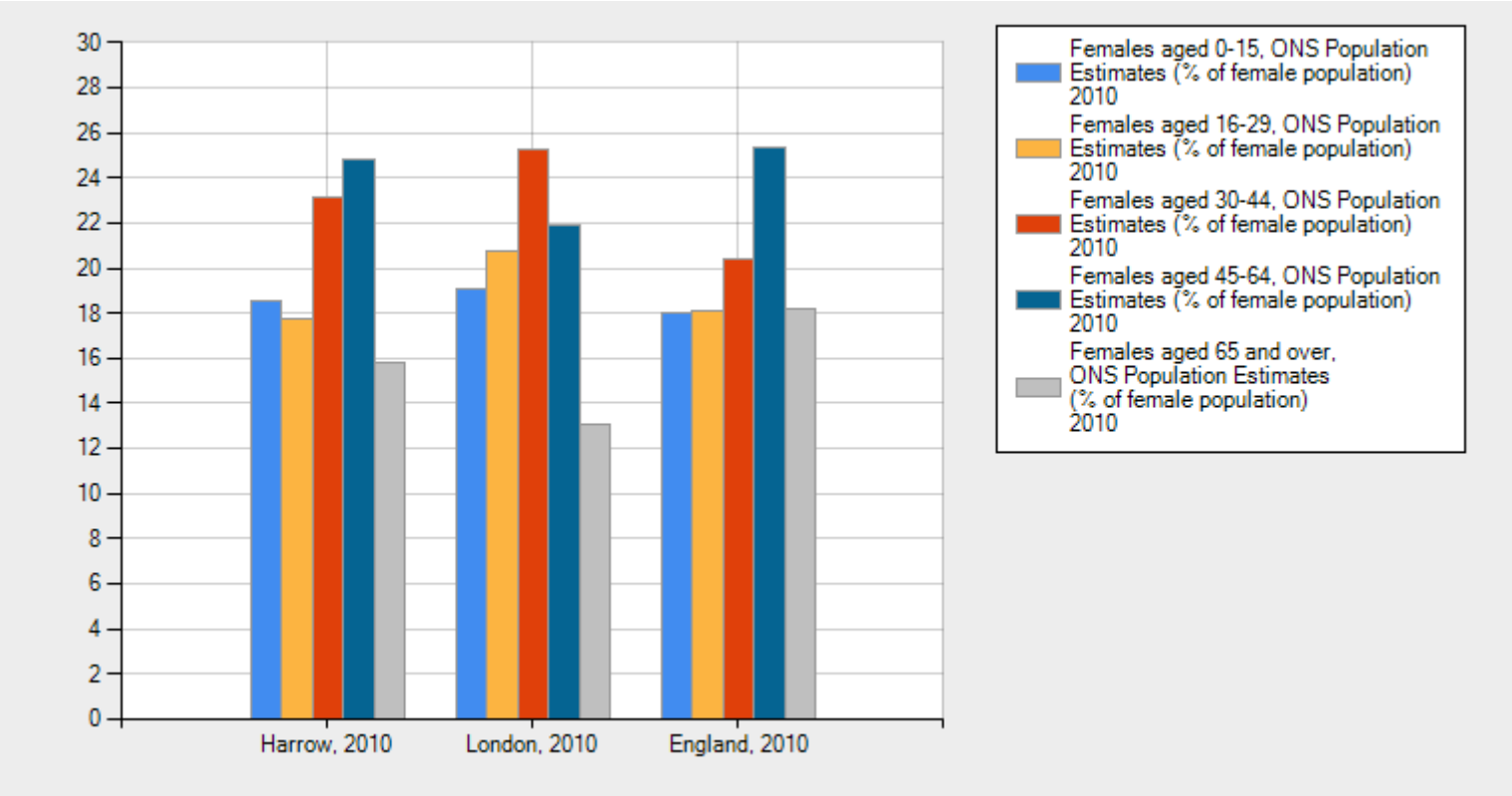
Not Known 20

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

female 37
male 42

The stacked bar chart below shows the age breakdown of females in the local and comparator areas.

Source: Office for National Statistics (ONS)



Based on the above chart, Harrow has a lower number of women of child bearing age compared to the figures for London

Sexual Orientation

Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews

	Does not wish to disclose	25
	Heterosexual	52
	Lesbian	2
Socio Economic	Full-time student	8
	Not seeking work	11
	Part-time work (less than 24 hrs/week)	11
	Full-time work (24 hrs or more/week)	1
	Long-term sick/disabled	6
	Job seeker	42
Young People Client Record Returns 2011 -2012 compiled by the Centre for Housing Research at the University of St Andrews		

<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>2011 – 2012 Young People Client Record Returns compiled by the Centre for Housing Research at the University of St Andrews</p> <p>Harrow Joint Strategic Needs Assessment</p> <p>ONS data</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		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 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)		Information from Service Managers in the Children and Family team	
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).
Service Users	25 th July Supporting People Engagement Workshop for Socially Excluded Services Attendees were Service User Reps from 5 Provider agencies and 2 Peer Consultants.	Feedback was that they would be keen to ensure that services are flexible and accessible to service users and they were in favour of a larger service for people with lower support needs, with more generic support with specialist workers.	As a result of the feedback from the workshop, Service users questionnaires were developed which incorporated the feedback. Below are the options which young people were consulted on: Option 1. To continue to provide the existing services as they are, but with a reduced capacity. Option 2. To focus the services on young people leaving care and 16 to 19 year

	<p>111 Service user Questionnaires were sent out and 54 were returned.</p> <p>Below is a breakdown of the respondents by age, ethnicity, religion, sex and sexual orientation.</p> <p>Age 16-24 (91), 25-44 (6), 45-64 (0) 65+ (0) Not given (3)</p> <p>Ethnicity Afgani 2, Bangladeshi 2, African 2, Caribbean 24, Somali 6, Black Other 4 Mixed 16, Ethnic other 2, Albanian 2 English 33, White Other 6, No response 4</p> <p>Religion Christianity 44, Islam 13, Atheist 19, Other 6, No response 19</p> <p>Sex Male 52, Female 43, No response 6</p> <p>Sexual orientation Bisexual 4, Gay man 0, Lesbian 7, Heterosexual 80, No response 9</p>	<p>80% of respondents identified option 1 as their preferred option.</p> <p>(To provide support to people at each of the sheltered housing schemes with additional funding to provide visiting support to people living around the scheme in all other forms of housing)</p> <p>Only 9% selected this as their least preferred option and 11% as their middle option.</p>	<p>olds and reduce other services</p> <p>Option 3. To focus on Floating Support rather than housing/hostel spaces. This may be supported with a rent deposit scheme</p> <p>Option 1 has been selected as the way forward and consideration is being given to using the West London Framework to call off services at prices lower than currently commissioned prices.</p> <p>Consideration is being given to reducing the capacity of Young People Supported housing as Performance Indicator data shows that this service has had long term voids of 6-7 for 2011-2012.</p>
<p>Service Managers from Children's and Families.</p>	<p>Discussions, meetings held on 27.6.13, 04.07.13, 12.11.13 and emails</p>	<p>The managers reported back that teenage parents are low priority at the moment.</p>	<p>Intention of not re-commissioning the teenage parents scheme service.</p>
<p>Service Providers</p>	<p>SP providers have been consulted on the proposals through an ongoing review process and through the SP Provider Forums on 4 September 2013. At this meeting Providers were advised of the</p>	<p>Providers were concerned over whether services were going to be decommissioned or reduced. They stated that there is already</p>	<p>Supporting People will work closely with providers to help mitigate the impact of future changes.</p>

	<p>tentative consultation timetable, proposed criteria and arrangements for engaging with service users. Providers were also asked to comment on the proposed changes.</p> <p>Contract negotiation meetings are being held with individual providers.</p> <p>Consultation questionnaires were sent to service users to establish specific impacts of the proposals. Responses were received by the Council on the 4th October 2013 and have been analysed. The analysis is reflected in this EqIA.</p>	<p>a serious shortage of housing options for young people and problems with move on. They felt that reducing the accommodation for young people will force them into homelessness.</p>	
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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 ✓	<p>Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur.</p> <p>Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 9</p>	<p>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)</p>
Age (including carers of young/older people)		✓	<p>Young people age between 16 – 25 will be affected by the proposals to :</p> <ul style="list-style-type: none"> • End the Teenage Parent Project when that contract comes to an end in March 2014. 	<p>The new service specifications will drive up service quality. Monitoring will continue to ensure improved outcomes are delivered for services users of all ages.</p> <p>Services will be monitored through the use of a range of Key Performance Indicators, service reviews and Supporting People quality assessment framework in the areas of:</p> <ul style="list-style-type: none"> • Assessment and Support Planning; • Security Health and Safety; • Safeguarding and Protection from Abuse; • Fair Access, Diversity and Inclusion;

				<ul style="list-style-type: none"> Client Involvement and Empowerment.
Disability (including carers of disabled people)		✓	No adverse impact has been identified, the needs of young people with disabilities will be met.	<p>The key aim of renegotiation/commissioning will be to ensure that services offer value for money to everyone regardless of disability.</p> <p>In all instances, Providers need to demonstrate full compliance with disability equality standards for both the Council and specific supporting people standards relating to support provision.</p>
Gender Reassignment		✓	No adverse impact has been identified, the needs of young people with gender reassignment will be met.	Providers have to provide a comprehensive and credible description of how they deliver a sensitive and appropriate service to the diverse communities in receipt of SP services in Harrow.
Marriage and Civil Partnership	N/A	N/A	N/A	N/A
Pregnancy and Maternity	✓		<p>The intention is not to re-commissioning the teenage parents scheme service. However, the needs of young women who fall in the category of pregnancy and maternity will be met.</p> <p>Feedback from West London YMCA is that in the near future Harrow might be able to have the use of one more mother and baby unit at the Roxeth Gate site. Harrow currently has 2 mother and baby units at Roxeth Gate and it will bring the total to 3. Additionally, when the 4th mother and baby unit becomes vacant they are happy to transfer it to Harrow when the current occupant moves out.</p>	<p>Teenage parents will be able to access generic floating support. Additionally, 16 to 19yr olds already have access to statutory services including housing.</p> <p>Existing services and those to be commissioned are for individuals aged 16 years and over, living in any type of housing tenure in the community and have been assessed as requiring housing related support to maintain their accommodation and/or their ability to live independently in the community</p> <p>Consideration also needs to be given to the existence of 2 mother and baby units at West London YMCA with the possibility of this raising to 4 units.</p>
Race		✓	No adverse impact has been identified, for race. Regardless of race the needs of young people for housing related support will be met.	Any providers selected will have to provide a comprehensive and credible description of how they will deliver a sensitive and appropriate service to the diverse communities in receipt of SP services in Harrow.

Religion or Belief		✓	Regardless of religion or belief the needs of young people for housing related support will be met.	Monitoring will continue to ensure improved outcomes are delivered for all religious and faith groups. Housing related support services are not contracted to deliver faith specific provision. All providers, including those that do have a specific religious ethos, are required to demonstrate and evidence an ability to support service users to access religious and faith based services of their choice.
Sex		✓	Regardless of sex the needs of young people for housing related support will be met.	Provider/s awarded contracts will need to demonstrate full compliance with equality standards in this area for both the Council and specific supporting people standards relating to support provision.
Sexual orientation		✓	Regardless of sexual orientation the needs of young people for housing related support will be met.	Providers awarded contracts will need to demonstrate full compliance with equality standards in this area for both the Council and specific supporting people standards relating to support provision.

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	
	There may be a cumulative impact to those groups who may be disproportionately affected by these proposals due to other efficiency projects within the Council and partner agencies. Also changes to Welfare Benefits and Housing Benefit.			

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	
	Increasing youth homelessness and poverty could lead to increased crime and unemployment. Improving the quality of remaining services can mitigate this.			

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](#))

	Age (including)	Disability (including)	Gender Reassignment	Marriage and Civil	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
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	carers)	carers)		Partnership					
Yes					✓				
No	X	X	X	X		X	X	X	X

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. *List the actions you propose to take to address this in the Improvement Action Plan at Stage 7*

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
Age	Existing services and those to be commissioned are for individuals aged 16 years and over, living in any type of housing tenure in the community and have been assessed as requiring housing related support to maintain their accommodation and/or their ability to live independently in the community	It is anticipated that by calling off from the West London Framework, the new service specifications will drive up service quality. Monitoring will continue to ensure improved outcomes are delivered for services users of all ages.	April 2014 + 6 months	Glendeane Atkins	
Pregnancy and Maternity	Teenage parents will be able to access generic floating support. Additionally, 16 to 19yr olds already have access to statutory services as do care leavers.	The new Generic Floating Support Service specification will reflect the needs of teenage pregnancy or parenthood. Monitoring will continue to help ensure improved outcomes are delivered for services users who are pregnant or teenage parents. Services will be monitored through the use of a range of Key Performance Indicators, service reviews, contract monitoring and Supporting People quality assessment framework.	April 2014 + 6 months	Glendeane Atkins	

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.

<p>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></p>	<p>Quality Assessment Framework monitoring in the areas of:</p> <ul style="list-style-type: none"> • Assessment and Support Planning; • Security Health and Safety; • Safeguarding and Protection from Abuse; • Fair Access, Diversity and Inclusion; • Client Involvement and Empowerment <p>The ability of supplier organisations to meet service specifications as part of the re-commissioning process.</p> <p>Regular monitoring information submissions from providers on service user (or customer) age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status will be reviewed to ensure services are developed to meet identified needs;</p> <p>Regular inspection visits/reviews will take place to ensure providers are meeting all necessary equality targets and legislation; and</p> <p>Regular consultation with service users (or customers) will take place to ensure the needs of everyone regardless of age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status are taken into account.</p>
<p>15. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>Through the Supporting People mechanisms of action plans, databases and reports.</p>
<p>16. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No</p>

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
<p>The Council will be commissioning external providers to supply services. Internal commissioning and monitoring arrangements will continue to ensure Supporting People contracts the best possible services for people locally.</p> <p>1. They will be asked to demonstrate how they comply with the:</p> <ul style="list-style-type: none"> . Equal Pay Act 1970 . Sex Discrimination Act 1975 . Race Relations Act 1976 . Race Relations (Amendment) Act 2000 . Disability Discrimination Act 1995 . Disability Discrimination (Amendment) Act 2005 . Human Rights Act 1998 . Employment Equality (Religion or Belief) Regulations 2003 . Employment Equality (Sexual Orientation) Regulations 2003 . Employment Equality (Age) Regulations 2006 . Equality Act 2010 <p>It is anticipated that there may be some change in current supplier staffing arrangements dependent upon which supplier organisations win contracts being re-commissioned. TUPE will apply.</p>	<p>All organisations commissioned to provide services will be expected to develop, review and promote policies and practices that ensure equality of opportunity and eliminate discrimination.</p>	<p>Supporting People services are focused on service provision that promotes social inclusion. Services renegotiated/commissioned will enable Young people to access good quality support helping them to achieve and maintain independent living and become positive members in their communities. This will help break down barriers and build community cohesion.</p>

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?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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	Efficiency	✓	Other		✓
Title of Project:		Library Stockfund (CHW E03)			
Directorate / Service responsible:		Community Health & Well Being Libraries, Sports & Leisure Service			
Name and job title of lead officer:		Marianne Locke Divisional Director Community & Culture			
Name & contact details of the other persons involved in the assessment:		Tim Bryan Service Manager Libraries, Sports & Leisure			
Date of assessment:		1 July 2014			
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)		Reduce the library stockfund in line with previous spending levels. The stock-fund has been set at £423,000 for 2014-15 but in the previous two years, the council has not spent this amount of money per annum on stock. Despite the level of stockfund spent, Harrow has consistently had a high level of bookstock (5 th highest out of 18 Outer London boroughs in 2012/3 CIPFA Actuals) and has been 2 nd or 3 rd highest issuing Outer London authority (2 nd of 18 in			

	<p>2012/3 CIPFA Actuals). In addition, Harrow joined the London Libraries Consortium in 2012/3 for stock purchasing which is enabling better value for money and purchasing power.</p> <p>However, nationally and regionally stock issues are falling as customers use new technologies such as e-books, film and music downloads etc. Harrow has experienced this along with other authorities and despite being a high issuing authority in 2012/13, issues had declined by 8% on the previous year (and by nearly 10% between 2010-11 and 2011-12). Library visits are not affected by this downturn as customers use libraries for other purposes such as reading events and activities, information points, community hubs. In particular the People's Network public access internet and software terminals attract a large number of visits. In 2013-4, Harrow invested a significant amount in upgrading the People's Network and the Library Management System – which now gives online access to the stock of 15 other London authorities including Harrow's. In addition, WiFi was implemented in all libraries in April 2014. The new contractor has also launched the Enterprising Libraries project to support SME's in the borough</p>				
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	Residents / Service Users	✓	Partners	✓	Stakeholders
<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? 	Staff		Age		Disability
	Gender Reassignment		Marriage and Civil Partnership		Pregnancy and Maternity
	Race		Religion or Belief		Sex
	Sexual Orientation		Other		
	<p>Libraries are managed by Carillion Integrated Services for Harrow Council. The stock-fund is controlled by the Council and is released to the contractor on evidence of invoices spent on stock. CLIS have a target of increasing library issues by 2% in the contract.</p> <p>CLIS have been notified of the Council's intentions and have given us comparator</p>				

data for the other library services within their contracts. This demonstrates that Harrow is still spending comparatively well out of the four with the second highest spend per capita (2011 Census population) and tied second highest spend per library.

In addition, CLIS are reviewing the stock purchasing arrangements to see if the current Consortium is still delivering best value for money or whether there are alternative arrangements which can drive even better deals in the supply of library stock. They are also investigating newer, cheaper formats to supplement library supply such as the free downloadable magazine service now on offer through library membership and reference materials online.

However, CLIS have indicated that in the light of this reduction they will want to reduce the issue target from 2% increase to 1.44%. This is still aspirational in the light of the national decline.

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)

Age (including carers of young/older people)

Although libraries collect membership data by age, there is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of age. However, no particular negative impact has been noted from previous levels of spend on the stockfund. Libraries will continue to provide a range of activities such as story times for younger children, the Schools Library Service (self financing) and activities such as Silver Surfers for older people or family learning activities for families. The Bookstart programme (which offers free books and library membership to all new babies born in Harrow) will be unaffected by this proposal.

Disability (including carers of disabled people)	Libraries provide large print books and audio described DVDs for older or disabled people but there is no specific data which can demonstrate impact on this characteristic as levels of borrowing vary from individual to individual whatever the disability may be. Newer formats and the wide availability of subtitled/described films elsewhere for example are replacing traditional library usage in this category. However, no particular negative impact has been noted from previous levels of spend on the stockfund.
Gender Reassignment	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Marriage / Civil Partnership	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual..
Pregnancy and Maternity	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries. However, the Bookstart programme (which offers free books and library membership to all new babies born in Harrow) will be unaffected by this proposal.
Race	There is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of race. However, no particular negative impact has been noted from previous levels of spend on the stockfund. Libraries will continue to provide materials both in hard copy and online in community languages or for ESOL or materials with particular relevance to sections of the community such as Black History. In addition, a wide range of activities and events are available for all.
Religion and Belief	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Sex / Gender	There is no specific data which can demonstrate impact on this characteristic as levels and types of borrowing vary from individual to individual, irrespective of gender.
Sexual Orientation	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries and levels and types of borrowing vary from individual to individual.
Socio Economic	There is no specific data which can demonstrate impact on this characteristic as this information has not been collected by libraries. However, postcode mapping against the Mosaic segments indicate a wide socio-economic spread of library users. No particular negative impact has been noted from previous levels

of spend on the stockfund and levels and types of borrowing vary from individual to individual..

5. 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).
Carillion	Meetings	None – a wide range of materials including those for particular groups (large print, community languages etc) will continue to be purchased.	Library contract already includes performance measures regarding levels of stock issues and use of libraries by under-represented groups.
Library users have not been consulted on the levels of stockfund in previous years.			

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?

List the Title of reports / documents and websites here.

CIPFA Actuals (2012-13) for library services. Carillion’s statistics on stockfund spend by their contracting authorities 2013-14. Census 2011.

Stage 3: Assessing Potential Disproportionate Impact

7. 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
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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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

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9. 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? (This may include further consultation with the affected groups, revising your proposals).

Stage 5: Assessing Impact and Analysis				
10. 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)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. 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	
11a. 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	

12. 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](#)

	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

13. 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 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 13a 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)	

13a. If your EqIA is assessed as **outcome 3** or you have **ticked 'yes' in Q12**, explain your justification with full reasoning to continue with your proposals.

Stage 7: Improvement Action Plan

14. 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
All	Monitoring of delivery against contract performance indicators	Target on levels of materials issued Target on number of visits to libraries	Mar 15	Tim Bryan	May 2014

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.

15. 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 of delivery against contract performance indicators which include target on levels of materials issued and target on number of visits to libraries. Monitoring information is received monthly and reviewed quarterly.
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	Through client monitoring meetings and quarterly Partnership Monitoring Boards (with Ealing)
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No although there have been complaints in the last financial year about the level of stock being bought. This was caused by difficulties in

the implementation of the new LMS and book ordering system and not by the level of stockfund. Those issues have now been resolved and books are being ordered as normal. No further complaints have been received.

Stage 9: Public Sector Equality Duty

18. 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 purchase of library stock includes materials in a wide variety of formats to ensure accessibility to reading and information by Harrow's community e.g. large print, community language, children's materials and online. Library services such as the Housebound Library service and Bookstart ensure that all can have access to books and other library stock.	

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.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?			
Signed: (Lead officer completing EqIA)		Signed: (Chair of DETG)	

Date:		Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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:		Governor Services' Printing Costs and Bulletin Development (C&F E02)		
Directorate / Service responsible:		Education Strategy, within Education and Commissioning Divisional Directorate within Children and Families Corporate Directorate		
Name and job title of lead officer:		Patrick O'Dwyer. Education Professional Lead, Education Strategy		
Name & contact details of the other persons involved in the assessment:		Neetha Atukorale, Governor Services Officer, Education Strategy (x6504)		
Date of assessment:		1 July 2014		
Stage 1: Overview				
<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>		<p>Provide savings in Governor Services printing costs of £10,000 and improve the value of the Harrow Governors' Bulletin by providing it in digital copy with additional links to key documents and opportunities to enhance font size. The Harrow Governors' Bulletin is circulated to all governors (700), headteachers, school clerks and some Council officers in Harrow LA area and would include, by virtue of this broad circulation, all protected groups.</p> <p>The Governors' Bulletin is <u>not being discontinued</u> it was changed to a digital format. As a result of this change, which has now operated for two years, the saving in printing costs has already been made. This was done after consultation</p>		

with governor representatives.

There is no adverse effect on any group and, in fact, this change is expected to improve access to the Bulletin's content and provide a wide range of accessible links to new sources of information. There has been no adverse reaction or negative feedback to the change to the digital format. The following groups are affected only in the sense that there has been a change in the mode of delivery. They are not adversely affected as there is an enhancement rather than a loss of service and service quality.

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?

No

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)

Age (including carers of young/older people)

Disability (including carers of disabled people)	
Gender Reassignment	
Marriage / Civil Partnership	
Pregnancy and Maternity	
Race	
Religion and Belief	
Sex / Gender	
Sexual Orientation	
Socio Economic	

5. 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).

6. What other (local, regional, national research, reports, media) data sources that you have used to inform this

assessment? List the Title of reports / documents and websites here.	
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Stage 3: Assessing Potential Disproportionate Impact

7. 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

<p>8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?</p> <p>(include this evidence, including any data, statistics, titles of documents and website links here)</p>	<p>Feedback from governor representatives at the (then) Governor Services Advisory Group, the Governors Appointments Advisory Panel and through the Association of Harrow Governing Bodies. We also have termly meetings with governors and through the termly bulletin itself feedback is encouraged. We offer printed copies to those who request them, including in large print (rarely needed). The Harrow Governors' Bulletin remains well regarded and a key source of knowledge for our governors and school leaders.</p>
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9. 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? (This may include further consultation with the affected groups, revising your proposals).
Governor Services Advisory Group	Meetings	Positive feedback on this change and the quality of the Bulletin	Group now closed
Governors Appointments Advisory Panel	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins
Association of Harrow Governing Bodies	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins
Termly Harrow Governors' Meetings	Meetings	Positive feedback on this change and the quality of the Bulletin	Continue to seek feedback on the Bulletin and try to include suggestions for following Bulletins

Stage 5: Assessing Impact and Analysis

10. 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)		✓	Please note that all feedback, through routes listed above, is generic and we do not receive feedback from specifically targeted groups.	We offer printed copies to those who request them, including in large print (rarely needed).

Disability (including carers of disabled people)		√		We offer printed copies to those who request them, including in large print (rarely needed).
Gender Reassignment		√		
Marriage and Civil Partnership		√		
Pregnancy and Maternity		√		
Race		√		
Religion or Belief		√		
Sex		√		
Sexual		√		

orientation									
11. 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	√					
11a. 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 will have a <u>positive</u> impact in keeping school governors and key staff up to date with what is happening nationally, including on issues of the performance of vulnerable groups and equalities								
12. 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									
	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.									
<ul style="list-style-type: none"> ▪ 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

13. 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 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. 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

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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.

15. 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>	Feedback from governors and governor representative groups and meetings
16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i>	In governor services meetings and feedback to governor groups
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

18. 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
Literature will be available in large print or in hard copy for those who require it. Bulletin includes articles on equality and safeguarding issues.	Bulletin encourages and informs a high quality of knowledge, understanding and dialogue in order to improve in impact of governance on children's outcomes in schools, promoting equality of opportunity and success.	Bulletin encourages and informs a high quality of knowledge, understanding and dialogue in order to improve in impact of governance on children's outcomes in schools.

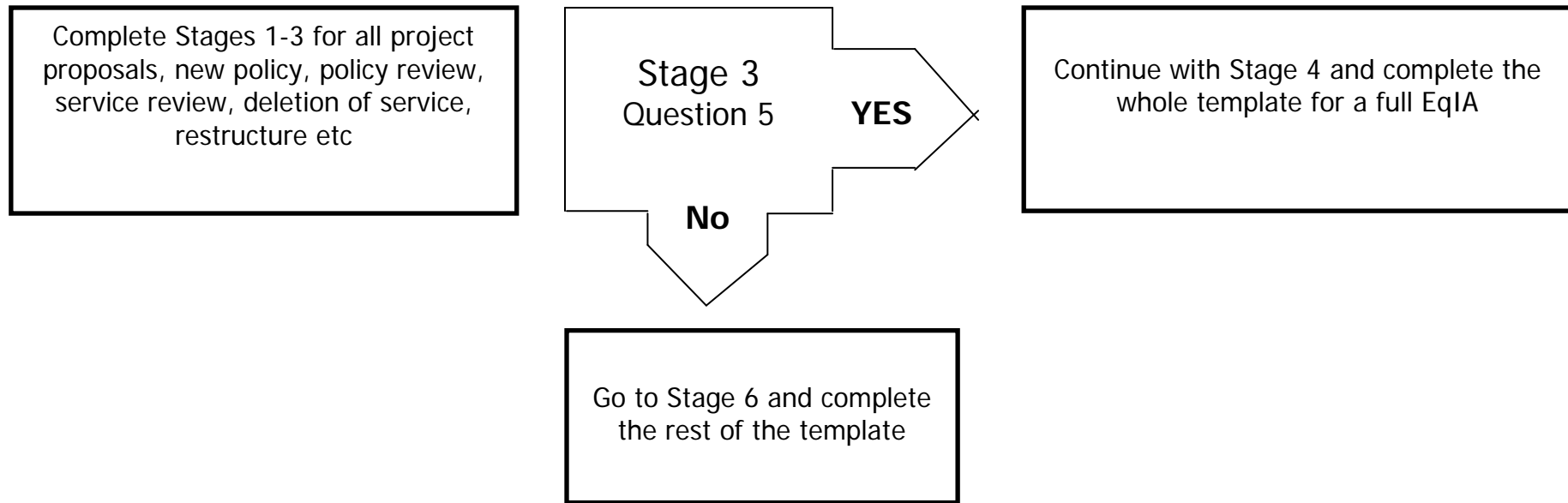
Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group)

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

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	Children and Families DETG		
Signed: (Lead officer completing EqIA)	Patrick O'Dwyer	Signed: (Chair of DETG)	
Date:	1 st July 2014	Date:	
Date EqIA presented at the EqIA Quality Assurance Group		Signature of ETG Chair	

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.
- 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 ✓	X	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	TBC						
Value of savings to be made (if applicable):	TBC 120 ?						
Title of Project:	E&E_09 Highway contract Savings Proposal to generate greater efficiencies on the Highways Contract						
Directorate / Service responsible:	Community Directorate						
Name and job title of Lead Officer:	David Eaglesham						
Name & contact details of the other persons involved in the assessment:	Venetia-Reid-Baptiste						
Date of assessment (including review dates):	December 2015 - Reviewed December 2016						
Stage 1: Overview							
1. What are you trying to do? (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)	Extend the scope of the Highways contract to include scheme design and/or inspection services when the contract is re-procured (current contract will expire in 16/17) This proposal will not effect staff or the public. It will be a procurement saving						
2. Who are the main groups / 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? 	N/A						

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 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)	The 2011 Census estimated there were 239,100 people living in Harrow Looking at the borough's population in three broad age groups, 0-15 (children), 16-64 (working age) and 65+ (older people), the breakdown (Census 2011) is as follows: 0-15 20.1%, 16-64 65.8%, 65+ 14.1%.	N/A
Disability (including carers of disabled people)	6,380 people in Harrow were recipients of Employment and Support Allowance (ESA) and Incapacity Benefits in August 2015, 4.0% of the total resident population.	N/A
Gender Reassignment	Data not currently available for this protected characteristic.	N/A
Marriage / Civil Partnership	Data not currently available for this protected characteristic.	N/A
Pregnancy and Maternity	Data not currently available for this protected characteristic.	N/A
Race	The GLA's 2011 Census Ethnic Diversity Indices show that Harrow is ranked 7 th nationally for ethnic diversity. Diversity indices measure the number of different/distinct groups present in the population and the sizes of these distinct	N/A

	groups relative to each other. The main ethnic groups identified by the 2011 Census were: 30.88% White (UK); 26.38% Indian; 11.2% Other Asian; 8.2% Other White; 3.57 African	
Religion and Belief	The 2011 Census showed the following religions in Harrow: Christian 37.31%; Buddhist 1.13%; Hindu 25.27%; Jewish 4.41%; Muslim 12.5%; Sikh 1.15%; Other religions 2.49%.	N/A
Sex / Gender	The 2011 Census showed that there were 118,000 males and 121,000 females in Harrow.	N/A
Sexual Orientation	Data not currently available for this protected characteristic	N/A

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, 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

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	What measures can you take to mitigate the impact or advance equality of opportunity?

	✓	Minor ✓	Major ✓	occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
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					

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
	Scope will be monitored on a regular basis as part of the monthly process.	Scope extended to include scheme design and/or inspection services	David Eaglesham	Ongoing – on a monthly basis.

Stage 7: Public Sector Equality Duty

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

- 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 implementation phase will have due regard to the Public Sector Equality Duty.

Stage 8: Recommendation

11. Which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

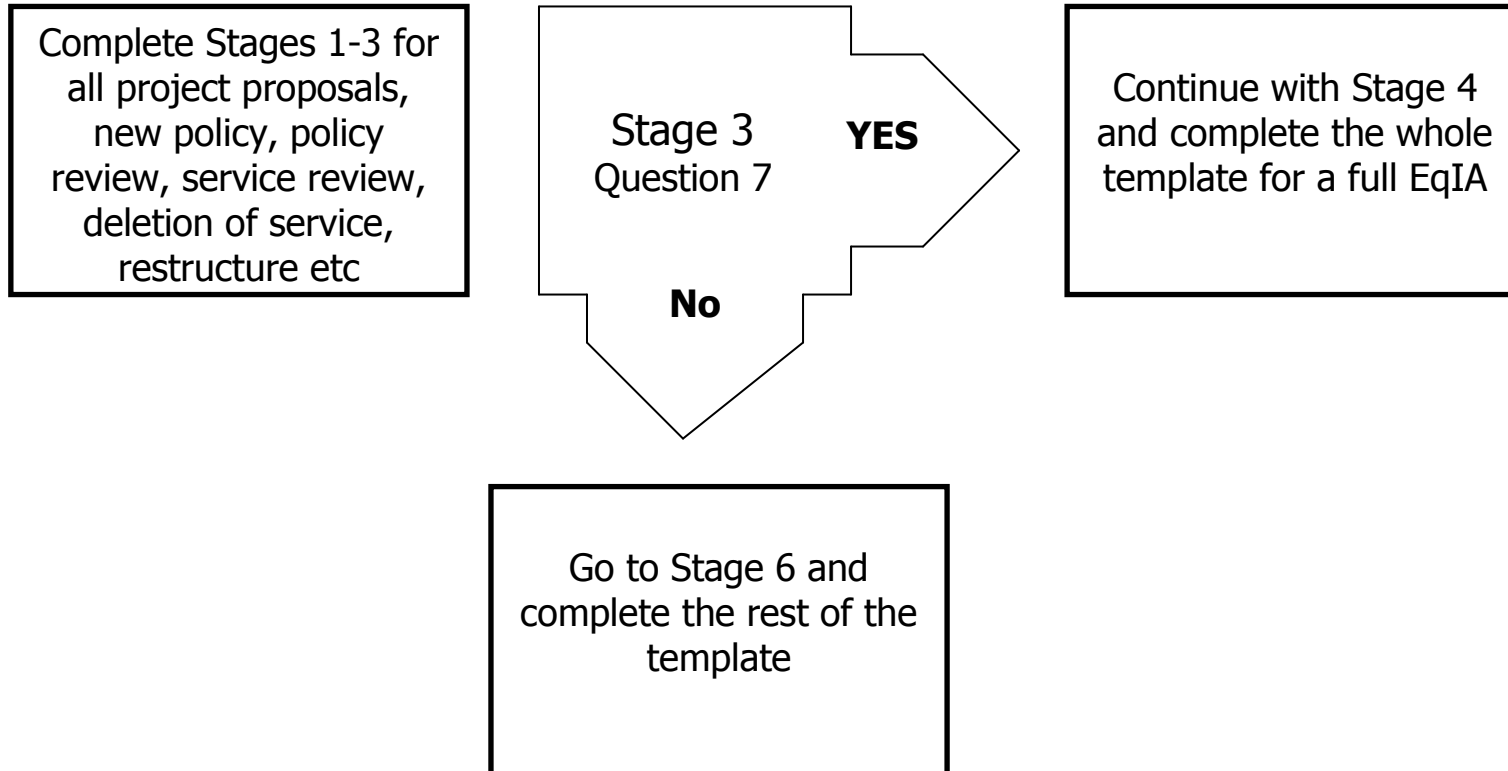
Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	x
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality 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?	Reviewed by the Chair of the DETG and will be reviewed as part of the Cabinet process.		
Signed: (Lead officer completing EqIA)	David Eaglesham	Signed: (Chair of DETG)	Dave Corby
Date:	19/12/2016	Date:	19/12/2016
Date EqIA presented at Cabinet Briefing (if required)		Signature of DETG Chair (following Cabinet Briefing if relevant)	

Equality Impact Assessment Template

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



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	MTFS	✓	Other		
Title of Project:		Changes in Street Lighting Policy to Include Variable Lighting Solutions			
Directorate / Service responsible:		Environment and Enterprise			
Name and job title of lead officer:		Venetia Reid-Baptiste, Divisional Director			
Name & contact details of the other persons involved in the assessment:		David Eaglesham, Service Manager – Traffic & Highways Asset Management David Corby, Andrew Smith, Sajni Durve			
Date of assessment:		16/01/2015			

Stage 1: Overview

<p>1. What are you trying to do?</p> <p>(Explain proposals e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)</p>	<p>Extend the current lighting energy saving project by dimming street lights in more areas of the borough. This will reduce energy cost by £120k over 4years.</p>					
<p>2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	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? 	No.
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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)

Age (including carers of young/older people)	<p>Elderly / vulnerable residents may be more affected by the perception of crime if lights are dimmed. Borough wide 2011 census data (see data below) shows that Harrow has a fairly significant elderly population with 14.1% over the age of 65. However, as the dimming will be between 12am and 6am and 84% of those who had lighting changed to the new dimmable lighting had not noticed the phased dimming it is likely that this group of residents will not be out during these hours nor be aware of any significant changes in light intensity. Also, key corridors will not be dimmed. So overall, this group is unlikely to be adversely disproportionately affected.</p>
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Borough – wide age structure statistics from 2011 census

Harrow	2011 Data	2011 %	2011 Rank - National
All usual residents	239,056		
0 - 4	15,916	6.7	76
5 - 7	9,007	3.8	40
8 - 9	5,414	2.3	87
10 - 14	14,590	6.1	96
15	3,131	1.3	83
16 - 17	6,604	2.8	34
18 - 19	5,369	2.2	192
20 - 24	16,066	6.7	89
25 - 29	19,345	8.1	47
30 - 44	53,358	22.3	45
45 - 59	44,579	18.6	277
60 - 64	12,010	5	301
65 - 74	17,420	7.3	287
75 - 84	11,659	4.9	283
85 - 89	2,982	1.2	288
90 & over	1,606	0.7	252
Average Age (Mean)	37.6		287
Median Age	36		284

Disabled / vulnerable residents may be more affected by the perception of crime if lights are dimmed. In 24 per cent (20,323) of Harrow's households one person has a limiting long-term health problem or disability including dependant and no dependent children (please see table below). This highlights that Harrow has a significant proportion of residents with a long - term health problem or disability. However, as the dimming will be between 12am and 6am and 84% of those who had lighting changed to the new dimmable lighting had not noticed the phased dimming it is likely that this group of residents will not be out during these hours nor be aware of any significant changes in light intensity. Also, key corridors will not be dimmed. So overall, this group is unlikely to be adversely disproportionately affected.

Adults not in Employment and Dependent Children and Persons with Long-term Health Problem or Disability for all Households

Harrow	2011	2011	2011	2011
	Data	%	Rank - National	Rank - London
All households	84,268			
Households with:				
No adults in employment with dependent children	3,675	4	116	24
No adults in employment with no dependent children	18,788	22	324	15
Dependent children of all ages	30,670	36	6	5
Dependent children aged 0 - 4	12,435	15	24	13
One person in household with a long-term health problem or disability: With dependent children	5,038	6	20	6
One person in household with a long-term health problem or disability: No dependent children	15,285	18	293	10

Disability (including carers of disabled people)

	One or more person with a limiting long-term illness	N/A	N/A	N/A	N/A
Gender Reassignment	No data collected. Unlikely to have an adverse disproportionate effect.				
Marriage / Civil Partnership	No data collected. Unlikely to have an adverse disproportionate effect.				
Pregnancy and Maternity	No data collected. Unlikely to have an adverse disproportionate effect.				
Race	No data collected. Unlikely to have an adverse disproportionate effect.				
Religion and Belief	No data collected. Unlikely to have an adverse disproportionate effect.				
Sex / Gender	No data collected. Unlikely to have an adverse disproportionate effect.				
Sexual Orientation	No data collected. Unlikely to have an adverse disproportionate effect.				
Socio Economic	No data collected. Unlikely to have an adverse disproportionate effect.				
5. 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).		

<p>Community Champions</p> <p>Harrow Federation of Tenant and Leaseholders</p>	<p>An on line survey supported by self completion questionnaires was undertaken using the Community Champion network to provide an indicative cross section of the population of Harrow and a final sample size of 222 was achieved. The Community Engagement team publicised the web link through the Champion Network.</p>	<p>The survey asked respondents to provide a satisfaction rating with the current service and to identify whether the current light dimming trial programme has any adverse effects on residents</p> <ul style="list-style-type: none"> • 86% rated the dimming programme as better or the same as non-dimmed lighting • 84% of those who had lighting changed to the new dimmable lighting had not noticed the phased dimming. <p>There is no specific impact on a protected characteristic.</p>	<p>Current service levels which include elements of the proposals are rated as being acceptable by 86% of respondents.</p>								
<p>Residents via online surveys and resident groups</p>	<p>Consultation to ask the question : If the lighting in your street changed over the past 2 years; Please select a response</p>	<p>If the lighting in your street changed over the past 2 years; Please select a response</p> <table data-bbox="1070 1129 1536 1289"> <tr> <td>Better</td> <td>22%</td> </tr> <tr> <td>Same</td> <td>46%</td> </tr> <tr> <td>Can't tell</td> <td>16%</td> </tr> <tr> <td>Worse</td> <td>16%</td> </tr> </table> <p>Have you noticed phased timing</p>	Better	22%	Same	46%	Can't tell	16%	Worse	16%	
Better	22%										
Same	46%										
Can't tell	16%										
Worse	16%										

		of lighting (overnight) No 84% Yes 16%	
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<p>6. 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>	None.
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Stage 3: Assessing Potential Disproportionate Impact

7. 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 7

Stage 4: Collating Additional data / Evidence

8. What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?

(include this evidence, including any data, statistics, titles of documents and website links here)

9. 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? (This may include further consultation with the affected

			groups, revising your proposals).

Stage 5: Assessing Impact and Analysis

10. 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)				
Disability (including carers of disabled people)				

Gender Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion or Belief				
Sex				
Sexual orientation				
11. Cumulative Impact – Considering what else is happening within			Yes	No

<p>the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>				
<p>11a. 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?</p> <p>If yes, what is the potential impact and how likely is to happen?</p>	Yes		No	

12. 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](#)

	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

13. 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.	X
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List 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 13a 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)	
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan					
14. 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
Age	Monitor levels of customer complaints and service enquiries	Monthly complaints monitoring to Directorate SMT	October 2015	John Bowdry	
Disability	Monitor levels of customer complaints and service enquiries	Monthly complaints monitoring to Directorate SMT	October 2015	John Bowdry	

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.

<p>15. 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></p>	<p>No significant impact on protected groups. However, monitoring will be undertaken. Consultation and data analysis to determine the impact on any protected groups, only if it appears to be necessary after implementation as at this stage it is anticipated that there will be no impact on protected groups.</p>
<p>16. How will the results of any monitoring be analysed, reported and publicised? <i>(Also Include in Improvement Action Plan at Stage 7)</i></p>	<p>The results will be analysed using customer complaint information received from SAP-CRM and corporate complaints information logged within the Environment and Enterprise directorate. These will be reported to the E&E SMT meetings and to the Council Improvement Boards.</p>
<p>17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.</p>	<p>No.</p>

Stage 9: Public Sector Equality Duty

18. 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
N/a	N/a	N/a

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.

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

Initial Equality Implications Assessment for Commissioning Panel

NOTE: The purpose of this short assessment is to highlight to the Commissioning Panels any potential equality implications which your proposals may have on the community as well as the workforce based on the evidence (data and research) you have available at this stage. If your proposal is agreed, the usual equality impact process will need to be followed.

Directorate:	E&E	Officer completing the template:	Venetia Reid-Baptiste
What are the proposals being assessed? (Please also indicate the reference Number from the S1 form)		REF: 21 Savings Proposal to reduce the spend on winter gritting	

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Explain proposals e.g. reduction / removal of service, deletion of posts, change of criteria etc)</p>	To reduce the spend on winter gritting. The proposal requires a re-negotiation of the contractual arrangements so that the spend is linked to the work undertaken. There is no plan to change the current winter gritting policy so impact should be minimal
<p>2. Who are the main people / groups who may be affected by your proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce, the elderly, disabled etc.</p>	Residents / Service Users Partners Stakeholders Staff
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment? <i>(include the actual data, statistics and evidence based on the different protected characteristics)</i></p>	
<p>4. Could your proposals disproportionately affect more people of one group (disabled, minority ethnic groups etc) than another?</p>	No

<p>5. A - Assessment Relevance</p> <p>How relevant are your proposals to each protected characteristic?</p> <p>Example: Reviewing the criteria of freedom passes will be of 'High' relevance for Age and Disability and of 'Low' relevance to the other protected characteristics.</p> <p>B - Assessment of potential impact</p>

When you consider the impact on people in relation to each protected characteristic, it should be defined as positive, neutral or negative:

- **Positive:** where the impact is expected to have a particular benefit for this protected characteristic or improve equality of opportunity and / or foster good relations.
- **Neutral:** where there will be a neutral impact, neither positive nor negative
- **Negative:** where there is a risk that impact could disadvantage one or more of the people described in relation to a protected characteristic. This disadvantage may be differential, where the negative impact on one particular group of individuals or protected characteristic is likely to be greater than on another.

C - Assessing Negative impact – what are the risks?

When you have considered the likelihood and impact on people in relation to the protected characteristic against each protected characteristic in the end column C.

Unlawful discrimination	5
Disproportionate disadvantage	4
Moderate disadvantage	3
Minor adjustments required	2
Minimal considerations necessary	1
SEVERITY OF IMPACT	

Certain to occur	5
Very likely to occur	4
Likely to occur	3
Possible to occur	2
Very unlikely to occur	1
LIKELIHOOD	

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
IMPACT						

Calculating the score - Severity of Impact X Likelihood = Score

Protected Characteristic	A Relevance	B Impact	Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic	Reason for the Assessment of Potential Impact (What evidence, data, and information did you use to assess this?)	C Assessing Negative Impact Score
	Low/ Medium/ High	Positive/ Negative/ Neutral			
Age (including carers of young/older)	High	Negative	A reduction in service may affect this group. In extreme weather funding may need to be found to increase gritting. Grit boxes will need to be increased and kept		9

people)			full.		
Disability (including carers of disabled people)	High	Negative	A reduction in service may affect this group. In extreme weather funding may need to be found to increase gritting. Grit boxes will need to be increased and kept full.		9
Gender Reassignment	Low	Neutral			0
Marriage and Civil Partnership	Low	Neutral			0
Pregnancy and Maternity	High	Negative	A reduction in service may affect this group. In extreme weather funding may need to be found to increase gritting. Grit boxes will need to be increased and kept full.		9
Race	Low	Neutral			0
Religion or Belief	Low	Neutral			0
Sex	Low	Neutral			0
Sexual orientation	Low	Neutral			0

Summary and Recommendations (this section must be included in the project proposal reports for the Commissioning Panel)	
Summary / Conclusion of assessment: (include the key findings and equality implications.	A reduction in service may adversely affect some groups. In extreme weather funding may need to be found to increase gritting. Grit boxes will need to be increased and kept full.
Do you think that your proposals will have a cumulative effect upon a particular protected group in light of other council proposals that you are aware of? If yes, please explain the cumulative impact and on which groups.	

Signature - Lead Officer		Date	4 th August 2014
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