



### **You will need to produce an Equality Impact Assessment (EqIA) if:**

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process. Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Borough profile data and other sources of statistical information on each group can be found on the Harrow hub, within the section entitled: Equality Impact Assessment - [Borough profile data](#) and other sources of information to help you complete your EqIA template.

## Equality Impact Assessment (EqIA)

<b>Type of Decision:</b>	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
<b>Title of Proposal</b>	Reduction in Customer Channels - <b>RES 2019-20 S1-4</b> <b>RES 2019-20 S1-5</b>	<b>Date EqIA created</b>
<b>Value of savings to be made (if applicable):</b>	£560,000 over two years through agency staff reduction (23 FTE)	July 2018
<b>Name and job title of completing/lead Officer</b>	Jonathan Milbourn – Head of Customer services & Business Support	
<b>Directorate/ Service responsible</b>	Resources; Customer services & Business Support	
<b>Organisational approval</b>		
<b>EqIA approved by Directorate Equality Task Group (DETG) Chair</b>	<b>Name</b>	<b>Signature</b> <input type="checkbox"/> <b>Tick this box to indicate that you have approved this EqIA</b>  <b>Date of approval</b>

## 1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed after you have completed sections 2 - 5)

### a) What is your proposal?

The proposal extends the current policy for customer contact whereby the Council website and MyHarrow account are the default channel supported by self-service telephony (IVR). A supported self-service area will be available for citizens who are vulnerable, struggle with technology or have difficulty with the English language.

The advisor face-to-face service, tele-kiosks, social media and email channels will be closed for the following services.

#### 2019/20

- Education
- Public Realm
- Planning
- Building Control
- Allotments

#### 2020/2021

- Council Tax
- Council Tax Support
- Business Rates
- Benefits
- Free School Meals

This will result in the deletion of 23 posts with a saving of £560,000

The reduction in service standards is mitigated by increasing the volume of customers accessing Council services through more cost effective channels thus enabling resource levels to be reduced. The rate at which customers use self-service to transact with the Council is 89.4%

A programme of work is in place to develop the on-line presence of these services in order to ensure a smooth transition including a new website design and replacement MyHarrow account due to be ready by 2020. The new digital offering will ensure that all customer enquiries are answerable through web content.

To further negate the impact of no telephony or email channels, a small outbound team will be set up to proactively contact residents in certain situations including households with regularly missed bin collections, pre-summons, parking permit failures and to avoid benefit claim suspensions.

A digital inclusion post will be introduced to work with community groups and the voluntary sector to assist people in using the online services. This post will also host workshops at the Civic Centre and the library network to teach people how to access relevant services

Further work will be undertaken to investigate the use of artificial intelligence and precision call routing to provide a telephone service in extreme circumstances.

**b) Summarise the impact of your proposal on groups with protected characteristics**

There will be a limited impact on groups with protected characteristics as highlighted in section 2 characteristics

**c) Summarise any potential negative impact(s) identified and mitigating actions**

Detailed below

<b>2. Assessing impact</b>					
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to <a href="#">borough profile data</a> , <a href="#">equalities data</a> , service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on <b>each</b> group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact			
<b>Protected characteristic</b>	For <b>each</b> protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	<b>Negative impact</b>		No impact
			Minor	Major	
<b>Age</b>	<p>20.6% of Harrow's residents are under 16.</p> <p>64.2% of Harrow's population are of working age (16 to 64) and 15.2% of Harrow's residents are 65 or older. The average (median) age is 37.4 years, lower than many other places.</p> <p>As with most areas in the country, the borough has an aging population. It is expected that the number of residents aged 65 plus will increase by 41% and those aged 85 plus could increase by over 67% by 2031.</p> <p>It is also expected that the number of children (0-15) will also increase by 14% during the 10 year period between 2014 and 2024.</p> <p>The percentage of residents that have access to broadband internet is 94% and the number of adults that own a smart phone is 78% nationally demonstrating the high level of access to digital channels across all age groups</p> <p>Analysis of Experian segmentation for the borough has been carried out to identify any key groups who are more likely to be detrimentally impacted. The Experian segmentation found that Segments E (comfortable retirees) and H (low income families) were less likely to use the internet and therefore may find it harder to access online however segments E and H are not regular visitors of the One Stop Shop so will require support at their local library.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<p>Segment G has the highest number of visits to the Civic Centre and are mainly located in Wealdstone and South Harrow which are both close to the Civic Centre as they may require support to transact online.</p> <p>For the majority of clients that are between 16 and 64 the self serve area and online services will not be a challenge as they are technically competent. However, for anyone that is not able to transact online, the above will apply. Assistance will be available in Access Harrow to support residents using the self-service terminals, with floor walkers at hand to support navigating through various web pages and accessing online forms.</p> <p>A similar service will be held at the Council's libraries and with Community Groups.</p> <p>A drop-in facility to see a customer advisor is also available for vulnerable customers and emergency situations. For example elderly, pregnant women, clients facing eviction, potential homelessness and bereavement.</p> <p>A drop in service will remain for vulnerable residents in precarious or complex circumstances such as eviction or bailiffs.</p>				
<p><b>Disability</b></p>	<p>13.7% of Harrow's working age population classified themselves as disabled, a total of 22,100 people. 6,470 individuals, 2.6% of the total population, receive Disability Living Allowance.</p> <p>A total of 2302 people received long term social care services primarily for physical support needs during 2016-17. This is about 1% of the total resident population. An additional 86 people received long term support primarily for sensory impairments.</p> <p>There were 575 Harrow residents receiving long-term social care support from Harrow Adult Social Care Services for learning disabilities during '16-17. 518 (approximately 90%) were younger adults under the age of 65. (source: SALT). 18% of younger adults with learning disabilities were in paid employment during the year. In comparison to London (7.2%) and England (5.7%), Harrow has a high number of LD clients who are in employment. In 2016-17, 73% younger adults with learning disabilities were in settled accommodation (with security of tenure). This is slightly below the England average (76%), but is above that of London (71%).</p> <p>There are 4,826 Housing Benefit/Council Tax Support claimants in receipt of Disability Living Allowance, Severe Disablement Allowance or Employment Support Allowance</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<p>(Support Component) as classified under the regulations.</p> <p>The self serve area is equipped to meet the needs of all clients.</p> <ul style="list-style-type: none"> <li>• Adjustable desk heights</li> <li>• Seating area for those who require seats.</li> <li>• Wheelchair accessible and desks that accommodate wheelchairs.</li> <li>• Hearing Loop</li> <li>• Blue Badge Counter positioned nearest to the door to meet the needs of clients with mobility challenges</li> <li>• Plasma Screen meeting audio and visual needs</li> <li>• Larger computer screens with the ability to increase the size of the text on screen</li> <li>• Fully functioning keyboards and mice. Ergonomic workstations (2)</li> <li>• Access to disabled toilets.</li> <li>• Rooms available for privacy.</li> <li>• Full access to our website.</li> <li>• Information on our website accessibility</li> <li>• Translation functionality on our website.</li> <li>• Floor walkers and reception staff that are bilingual or multilingual.</li> </ul>				
<p><b>Gender reassignment</b></p>	<p>There is insufficient data regarding gender reassignment in Harrow</p> <p>There is no evidence to show any negative impact regarding gender reassignment</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<p><b>Marriage and Civil Partnership</b></p>	<p>54% of Harrow residents are married, the highest level in London.</p> <p>As of 31st December 2016, there have been 142 Civil Partnerships in Harrow, 19 of which have been converted to marriage.</p> <p>There have been 32 same sex marriages in Harrow since inception on 29th March 2014.</p> <p>There is no evidence to show any negative impact regarding Marriage and Civil Partnership</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Pregnancy and Maternity</b></p>	<p>In 2016 there were 14.5 live births per 1000 population which is higher than the UK average of 11.8.</p> <p>The fertility rate is 2.03 children per woman, higher than the UK average of 1.79. For women under the age of 18, the birth rate was 3.7 per 1000 population which is in line with the London average of 3.8 and lower than the UK average of 5.7.</p> <p>Harrow has the lowest levels of live births outside of marriage in the country (19.4%)</p> <p>There is no evidence to show any negative impact regarding pregnancy or maternity</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>



<p><b>Race/ Ethnicity</b></p>	<p>61.8% of residents classify themselves as belonging to a minority ethnic group. The White British group forms the remaining 38.2% of the population, (down from 50% in 2001).</p> <p>26.4% of Harrow's residents are of Indian origin – the largest minority ethnic group in the borough, followed by Kenyans and Sri Lankans. Harrow is home to the largest Sri Lankan born community in the country.</p> <p>8.2% of residents are 'White Other', up from 4.5% in 2001.</p> <p>In 2015/16 Harrow recorded its 2nd highest levels of migration in a decade signifying a significant change in population make up since the 2011 census. The top three nationalities of these most recent arrivals are Romanian, Indian and Polish.</p> <p>The top 5 most recorded community languages in Harrow are: English, Gujarati, Tamil, Romanian, Arabic and there are over 155 languages spoken in Harrow schools.</p> <p>The website can be translated into many languages through 'Google Translate' and this will be further enhanced as the site moves to the new platform.</p> <p>Currently, residents who do not speak English as a first language either bring a relative to the Civic Centre or engage with a community group for assistance. Both these options will be available as the traditional communication channels close</p> <p>There is no evidence to show any negative impact regarding race/ethnicity</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Religion or belief</b></p>	<p>Harrow is also said to be the most religiously diverse borough in the country. The borough had the highest proportion of Hindus, Jains and members of the Unification Church, the second highest figures for Zoroastrianism and was 6th for Judaism.</p> <p>37% of the population is Christian, the 5th lowest figure in the country. Muslims accounted for 12.5% of the population.</p> <p>In Greenhill and Wealdstone there are proportionately more followers of Islam and slighter lower Hindus. There is a higher proportion of Bangladeshi and Pakistanis in these wards.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Those ethnic groups have high levels of residents aged 16-64 who are economically inactive (35.4%) compared to Indians (14.7%). There is no evidence to show any negative impact regarding gender reassignment				
<b>Sex</b>	49.9% of the population are male and 51.1% are female There is no evidence to show any negative impact regarding religion or belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Sexual Orientation</b>	It is estimated that 10% of the UK population are lesbian, gay and bisexual (LGB), which would equate to approximately 24,713 of our residents There is no evidence to show any negative impact regarding sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?</b></p> <p><input type="checkbox"/> Yes                      No                      <input checked="" type="checkbox"/></p>					
<p>If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below</p>					

### 3. Actions to mitigate/remove negative impact

**Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.**

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for each group, identified in section 2. In addition, you should also consider and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact please state below.	Deadline date	Lead Officer
Closing the One Stop Shop and turning off telephone/email channels	Introduction of an Outbound telephone team to proactively contact people ahead of potential issues	Review of contact	March 2020	Jonathan Milbourn
Closing the One Stop Shop and turning off telephone/email channels	Open workshops to be held in libraries and the Civic Centre to demonstrate how to access Council services	Review of contact	March 2020	Jonathan Milbourn
Closing the One Stop Shop and turning off telephone/email channels	Introduction of a digital inclusion post to support people transition to self service	Review of contact	March 2020	Jonathan Milbourn
Closing the One Stop Shop and turning off telephone/email channels	Investigation into the use of artificial intelligence and precision routing IVR options for extreme circumstances	Review of contact	March 2020	Jonathan Milbourn

#### 4. Public Sector Equality Duty

How does your proposal 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

#### Include details in the space below

Open workshops will be held with community groups and the voluntary sector to show and teach people to use online functionality

#### 5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies

Outcome 1

**No change required: the EqIA has not identified any potential for disproportionate impact and all opportunities to advance equality of opportunity are being addressed**

Outcome 2

**Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4**

Outcome 3

**This EqIA has identified missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.**

Include details here