

## **Initial Equality Implications Assessments: Future of Cultural Services**

**TEMPLATE 1****TEMPLATE 1****Initial Equality Implications Assessment Template**

**NOTE: This is NOT a screening template but to highlight and give you an indication of any potential equality implications at the project proposal stage. By completing this template, it is your responsibility to evidence why a FULL EqIA is NOT required.**

**If you have insufficient evidence, data and research or need to undertake further consultation to assess the potential impact of your proposals, then a full EqIA will be required.**

|   |  |
|---|--|
| Directorate / Service:  | Community & Environment/ Community & Culture Division/ Library Service   |
| What are the proposals being assessed? ( <b>Note:</b> 'proposal' includes a policy, service, function, strategy, project, procedure, restructure) | Libraries transformation Phase 2: to continue to the next phase of service improvements for Harrow's public libraries. |
| Manager Responsible for Area:   | Marianne Locke   |
| Officer(s) completing the Initial Equality Implications Assessment (IEIA):  | Marianne Locke   |
| Date IEIA completed:  | 9/12/11  |

|  |   |
|--|---|
| <b>1. What are the aims, objectives, and desired outcomes of your proposals?</b><br><br>(Also explain proposals e.g. reduction / removal of service, deletion of posts, changing criteria etc) | To deliver phase 2 of the Library Transformation programme in order to upgrade library ICT facilities and systems, reflect the proposals to enhance Harrow Town Centre with a new central library, move Hatch End Library into Harrow Arts Centre, review options for Rayners Lane Library, review library opening hours to reflect patterns of usage:. |
| <b>2. Who are the main people / groups who may be affected by your</b>   | There will be impacts on both staff and the public as a result of this proposal. There could be a potential overall reduction of c4.5 FTEs. Library customers could be affected by changes to service provision.  |

| <p>proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>  |  |   |                             |     |    |                             |
|---|--|---|-----------------------------|-----|----|-----------------------------|
| <p><b>3.</b> What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment?<br/><i>(include the actual data, statistics and evidence)</i></p> | <p>Let's Talk 2 consultation 2011</p> <p>People's Network feasibility study</p> <p>Analysis of library opening hours September 2011</p> <p>Assessment of current salary costs to identify potential savings. A full business case will be developed.</p> |   |                             |     |    |                             |
| <p><b>4.</b> Could your proposals proportionately affect more people of one group than another?</p>   | <table border="1"> <thead> <tr> <th data-bbox="629 569 763 625">Yes</th> <th data-bbox="770 569 891 625">No</th> <th data-bbox="898 569 2152 625">If yes, please explain how?</th> </tr> </thead> </table>   |   |                             | Yes | No | If yes, please explain how? |
|   | Yes  | No  | If yes, please explain how? |     |    |                             |
| <p>x</p>  |  | <p>This would be dependent upon the outcome of the proposals for opening hours and the implications of the restructure, managed through the Council's 'Protocol for Managing Organisational Change'. However, there could be a positive impact on people who need to use public computers and are currently underserved through the failings of the current offer. This could be those who have no access to ICT facilities at home. In addition, a change to opening hours which better reflect customer needs could encourage more usage. Improved access for Harrow town centre, Hatch End and Rayners Lane could also impact positively particularly for those with physical disabilities or younger/older library customers.</p> |                             |     |    |                             |

#### 4. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

**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.

#### B - Assessment of potential impact

**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 characteristics, use the tables and matrix below and enter a score 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 |
| <b>SEVERITY OF IMPACT</b>        |   |

|                        |   |
|------------------------|---|
| Certain to occur       | 5 |
| Very likely to occur   | 4 |
| Likely to occur        | 3 |
| Possible to occur      | 2 |
| Very unlikely to occur | 1 |
| <b>LIKELIHOOD</b>      |   |

|                   |   |   |    |    |    |    |
|-------------------|---|---|----|----|----|----|
| <b>LIKELIHOOD</b> | 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  |
| <b>IMPACT</b>     |   |   |    |    |    |    |

Calculating the score - Severity of Impact X Likelihood = Score

| Protected Characteristic | <b>A</b><br>Relevance | <b>B</b><br>Impact | Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic | Reason for the Assessment of Potential Impact<br>(What evidence, data, and information | <b>C</b><br>Assessing Negative |
|--------------------------|-----------------------|--------------------|--|--|--------------------------------|
|--------------------------|-----------------------|--------------------|--|--|--------------------------------|

|  | Low/ Medium/ High | Positive/ Negative/ Neutral |   | did you use to assess this?)  | Impact Score |
|--|-------------------|-----------------------------|---|---|--------------|
| Age (including carers of young/older people)     | M                 | Neutral                     | Potentially positive for residents and encourage more take-up of library services. Difficult to say before any analysis of potential staff impact has been carried out. | A restructure would be necessary and analysis on the implications on staff would be a part of this process. | 6            |
| Disability (including carers of disabled people) | M                 | Neutral                     | Potentially positive for residents and encourage more take-up of library services. Difficult to say before any analysis of potential staff impact has been carried out. | A restructure would be necessary and analysis on the implications on staff would be a part of this process. | 6            |
| Gender Reassignment                              | M                 | Neutral                     | Potentially positive for residents and encourage more take-up of library services. Difficult to say before any analysis of potential staff impact has been carried out. | A restructure would be necessary and analysis on the implications on staff would be a part of this process. | 6            |
| Marriage and Civil Partnership                   | M                 | Neutral                     | Potentially positive for residents and encourage more take-up of library services. Difficult to say before any analysis of potential staff impact has been carried out. | A restructure would be necessary and analysis on the implications on staff would be a part of this process. | 6            |
| Pregnancy and Maternity                          | M                 | Neutral                     | Potentially positive for residents and encourage more take-up of library services. Difficult to say before any analysis of potential staff impact has been carried out. | A restructure would be necessary and analysis on the implications on staff would be a part of this process. | 6            |
| Race   | M                 | Neutral                     | Potentially positive for residents and encourage more take-up of library services. Difficult to say before any analysis of potential staff impact has                   | A restructure would be necessary and analysis on the implications on staff would be a part of this process. | 6            |

|                    |   |         |   |   |   |
|--------------------|---|---------|---|---|---|
|                    |   |         | been carried out.   |   |   |
| Religion or Belief | M | Neutral | Potentially positive for residents and encourage more take-up of library services. Difficult to say before any analysis of potential staff impact has been carried out. | A restructure would be necessary and analysis on the implications on staff would be a part of this process. | 6 |
| Sex                | M | Neutral | Potentially positive for residents and encourage more take-up of library services. Difficult to say before any analysis of potential staff impact has been carried out. | A restructure would be necessary and analysis on the implications on staff would be a part of this process. | 6 |
| Sexual orientation | M | Neutral | Potentially positive for residents and encourage more take-up of library services. Difficult to say before any analysis of potential staff impact has been carried out. | A restructure would be necessary and analysis on the implications on staff would be a part of this process. | 6 |

| Score           | Action   |
|-----------------|--|
| 1-5 Low         | Minor considerations needed e.g. style and method of communication, timing of activity, venue suitability, and minor cultural or social considerations.  |
| 6-10 Medium     | Amendments will be needed to the proposals/activity to take account of any issues identified. Further actions maybe necessary as well as internal/external expert advice/consultation could be required. |
| 11-15 High      | The proposals/initiative cannot be rolled out until detailed internal/external consultation has taken place with those the activity affects. Legal advice may also be required.                          |
| 16-25 Very High | If unlawful discrimination is identified then the proposals cannot be implemented without fundamental change and you are also strongly advised to take legal advice.                                     |

**Making Adjustments (Improvement Action Plan)** – Although a full EqIA may not be required, the IEIA may have identified potential adverse impact or steps you can take to enhance equality of opportunity. Making adjustments involves deciding what steps you will take to improve the service by removing the adverse impact of your proposals, and increasing the positive effects. These steps/actions will form your Improvement Action Plan.

**5** - List below any actions you plan to take as a result of this IEIA.

| Area of potential adverse impact e.g. Race, Disability | Action proposed | Desired Outcome | Target Date | Lead Officer | Progress |
|--|-----------------|-----------------|-------------|--------------|----------|
|--|-----------------|-----------------|-------------|--------------|----------|

|                     |   |   |             |                |  |
|---------------------|---|---|-------------|----------------|--|
| <b>Possibly all</b> | If the proposal is taken forward a full EqIA would be carried out | Adverse impacts are minimised or mitigated against. | 30 May 2012 | Marianne Locke |  |
|---------------------|---|---|-------------|----------------|--|

| <b>Summary and Recommendations (this section must be included in Cabinet reports and your project proposal reports for the Commissioning Panel)</b>  |   |   |    |  |  |
|--|---|---|----|--|--|
| Summary / Conclusion of assessment: (include the key findings and equality implications.   | The next phase of transforming libraries would have a potentially positive impact for library customers. For example, currently 45% of all library complaints are around the quality of provision of the People's Network – by far the highest proportion of all complaints received. In addition, changes to library opening hours or locations of buildings could increase access particularly for younger, older or disabled users. However, changes also identify an potential reduction in staff numbers which could impact negatively on particular protected groups. Should the proposal be taken forward a full EQIA would need to be carried out to analyse these impacts and identify any mitigating actions . This has been built into the proposed project timeline in the Cabinet report of 17 January 2012. |   |    |  |  |
| On the basis of your conclusion, do you suggest a full Equality Impact Assessment should be undertaken?  | Yes   | x | No |  |  |
| If no, please explain why not?   |   |   |    |  |  |
| 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?<br>If yes, please explain the cumulative impact and on which groups. | Possibly, on the basis of the impact across all residents or staff groups of any reductions in staff numbers.   |   |    |  |  |

|                          |  |      |          |
|--------------------------|--|------|----------|
| Signature - Lead Officer |  | Date | 26/09/11 |
|--------------------------|--|------|----------|

|  |  |  |  |
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|  |  |  |  |
|--|--|--|--|

| Project Proposals being submitted to the Commissioning Panel   | All other proposals including policy/service reviews, developing new policies, services and projects, restructure etc   |
|--|---|
| <p>On completion, your (signed) Initial Equality Implications Assessment template needs to be submitted with your project proposals by the set deadline.</p> <p>As part of the Commissioning Panel process, all completed templates will be Quality Assured taking into account your recommendation whether a full EqlA is required or not. If the Quality Assurance Group disagrees with a recommendation that a full EqlA is not required, this will be fed back to the project leads with the group's comments and reason for their decision.</p> | <p>On completion, the (signed) Initial Equality Implications Assessment template needs to be forwarded to the Chair of your Directorate Equalities Task Group (ETG) to be reviewed and signed off.</p> <p>After reviewing the template, your ETG may suggest you undertake a full EqlA; therefore it is important that you wait for this decision before submitting your report.</p> <p>DETG Chairs – once you have reviewed and signed off the section above, please return this template to the Lead Officer with your comments and decision.</p> <p>Lead officers must then email their completed (signed) templates to <a href="mailto:equalities@harrow.gov.uk">equalities@harrow.gov.uk</a> to be published</p> |



**Quality Assurance and Sign Off**  
(to be used by ETG's and the Quality Assurance Group)

|  |     |      |    |  |
|--|-----|------|----|--|
| Are the outcomes of the proposals clear?   | Yes |      | No |  |
| Comments:  |     |      |    |  |
| Is it clear who will be affected by what is being proposed?                          | Yes |      | No |  |
| Comments:  |     |      |    |  |
| Are you satisfied with the level of data/evidence used to undertake this assessment? | Yes |      | No |  |
| If no, explain why not?  |     |      |    |  |
| If a full EqIA is not required, are you satisfied with this outcome?                 | Yes |      | No |  |
| If no, explain why not?  |     |      |    |  |
| Signature - Chair of Equality Task Group   |     | Date |    |  |

## TEMPLATE 1

### Initial Equality Implications Assessment Template

**NOTE: This is NOT a screening template but to highlight and give you an indication of any potential equality implications at the project proposal stage. By completing this template, it is your responsibility to evidence why a FULL EqIA is NOT required.**

**If you have insufficient evidence, data and research or need to undertake further consultation to assess the potential impact of your proposals, then a full EqIA will be required.**

|   |   |
|---|---|
| Directorate / Service:  | Community & Environment/ Community & Culture Division/<br>Commissioning Cultural Services           |
| What are the proposals being assessed? ( <b>Note:</b> 'proposal' includes a policy, service, function, strategy, project, procedure, restructure) | New model of procurement of service delivery potentially across three boroughs re libraries/leisure |
| Manager Responsible for Area:   | Marianne Locke  |
| Officer(s) completing the Initial Equality Implications Assessment (IEIA):  | Marianne Locke  |
| Date IEIA completed:  | 29/09/11  |

|  |   |
|--|---|
| <b>1.</b> What are the aims, objectives, and desired outcomes of your proposals?<br><br>(Also explain proposals e.g. reduction / removal of service, deletion of posts, changing criteria etc) | Transforming the future delivery of cultural and leisure services for residents through a procurement of a service delivery model for libraries and leisure either as single or joint services across three boroughs (Ealing, Harrow and Brent) to safeguard service delivery and achieve revenue savings |
| <b>2.</b> Who are the main people / groups who may be affected by your   | There will be impacts on both staff and the public as a result of this proposal. There could be TUPE implications for staff. There would need to be further public consultation and with staff in line with the   |

|   |  |    |  |
|---|--|----|--|
| proposals? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.   | Protocol for Managing Organisational Change  |    |  |
| <b>3.</b> What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this assessment?<br><br><i>(include the actual data, statistics and evidence)</i> | Let's Talk 2 consultation 2011<br><br>Partner borough analysis, feasibility and draft business plans |    |  |
| <b>4.</b> Could your proposals proportionately affect more people of one group than another?  | Yes  | No | If yes, please explain how?  |
|   |  | x  | It is unlikely but dependent upon the outcome of the detailed proposals. |

#### 4. A - Assessment Relevance

How relevant are your proposals to each protected characteristic?

**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.

#### B - Assessment of potential impact

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.
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- **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 characteristics, use the tables and matrix below and enter a score 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 |
| <b>SEVERITY OF IMPACT</b>        |   |

|                        |   |
|------------------------|---|
| Certain to occur       | 5 |
| Very likely to occur   | 4 |
| Likely to occur        | 3 |
| Possible to occur      | 2 |
| Very unlikely to occur | 1 |
| <b>LIKELIHOOD</b>      |   |

|                   |   |   |    |    |    |    |
|-------------------|---|---|----|----|----|----|
| <b>LIKELIHOOD</b> | 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  |
| <b>IMPACT</b>     |   |   |    |    |    |    |

Calculating the score - Severity of Impact X Likelihood = Score

| Protected Characteristic                     | A<br>Relevance    | B<br>Impact                 | Describe the impact(s) (negative or positive) your proposals may have on this protected characteristic                   | Reason for the Assessment of Potential Impact<br>(What evidence, data, and information did you use to assess this?) | C<br>Assessing Negative Impact Score |
|--|-------------------|-----------------------------|--|---|--------------------------------------|
|  | Low/ Medium/ High | Positive/ Negative/ Neutral |  |   |                                      |
| Age (including carers of young/older people) | M                 | Neutral                     | Potentially positive for residents. Difficult to say before any analysis of potential staff impact has been carried out. | Analysis of consultation results/current staffing structures  | 6                                    |
| Disability                                   | M                 | Neutral                     | Potentially positive for residents. Difficult to say before any analysis of  | Analysis of consultation results/current staffing structures  | 6                                    |

|                                       |   |         |   |  |   |
|---------------------------------------|---|---------|---|--|---|
| (including carers of disabled people) |   |         | potential staff impact has been carried out.  |  |   |
| Gender Reassignment                   | M | Neutral | Potentially positive for residents.<br>Difficult to say before any analysis of potential staff impact has been carried out. | Analysis of consultation results/current staffing structures | 6 |
| Marriage and Civil Partnership        | M | Neutral | Potentially positive for residents.<br>Difficult to say before any analysis of potential staff impact has been carried out. | Analysis of consultation results/current staffing structures | 6 |
| Pregnancy and Maternity               | M | Neutral | Potentially positive for residents.<br>Difficult to say before any analysis of potential staff impact has been carried out. | Analysis of consultation results/current staffing structures | 6 |
| Race                                  | M | Neutral | Potentially positive for residents.<br>Difficult to say before any analysis of potential staff impact has been carried out. | Analysis of consultation results/current staffing structures | 6 |
| Religion or Belief                    | M | Neutral | Potentially positive for residents.<br>Difficult to say before any analysis of potential staff impact has been carried out. | Analysis of consultation results/current staffing structures | 6 |
| Sex                                   | M | Neutral | Potentially positive for residents.<br>Difficult to say before any analysis of potential staff impact has been carried out. | Analysis of consultation results/current staffing structures | 6 |
| Sexual orientation                    | M | Neutral | Potentially positive for residents.<br>Difficult to say before any analysis of potential staff impact has been carried out. | Analysis of consultation results/current staffing structures | 6 |

| Score | Action |
|-------|--------|
|-------|--------|

|                 |  |
|-----------------|--|
| 1-5 Low         | Minor considerations needed e.g. style and method of communication, timing of activity, venue suitability, and minor cultural or social considerations.  |
| 6-10 Medium     | Amendments will be needed to the proposals/activity to take account of any issues identified. Further actions maybe necessary as well as internal/external expert advice/consultation could be required. |
| 11-15 High      | The proposals/initiative cannot be rolled out until detailed internal/external consultation has taken place with those the activity affects. Legal advice may also be required.                          |
| 16-25 Very High | If unlawful discrimination is identified then the proposals cannot be implemented without fundamental change and you are also strongly advised to take legal advice.                                     |

**Making Adjustments (Improvement Action Plan)** – Although a full EqIA may not be required, the IEIA may have identified potential adverse impact or steps you can take to enhance equality of opportunity. Making adjustments involves deciding what steps you will take to improve the service by removing the adverse impact of your proposals, and increasing the positive effects. These steps/actions will form your Improvement Action Plan.

**5** - List below any actions you plan to take as a result of this IEIA.

| Area of potential adverse impact e.g. Race, Disability | Action proposed  | Desired Outcome                                     | Target Date | Lead Officer   | Progress |
|--|--|---|-------------|----------------|----------|
| <b>Possibly all</b>                                    | If the proposal is taken forward a full EqIA will be carried out | Adverse impacts are minimised or mitigated against. | 30 May 2012 | Marianne Locke |          |

**Summary and Recommendations (this section must be included in Cabinet reports and your project proposal reports for the Commissioning Panel)**

|  |  |
|--|--|
| Summary / Conclusion of assessment: (include the key findings and equality implications. | Should the proposal be taken forward an EQIA would need to be carried out as part of any restructure. This has been built into the proposed project timeline in the Cabinet report of 17 January 2012. |
|--|--|

|   |     |   |    |  |
|---|-----|---|----|--|
| On the basis of your conclusion, do you suggest a full Equality Impact Assessment should be undertaken? | Yes | x | No |  |
|---|-----|---|----|--|

|                                |  |
|--------------------------------|--|
| If no, please explain why not? |  |
|--------------------------------|--|

|  |   |
|--|---|
|  |   |
| 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?<br>If yes, please explain the cumulative impact and on which groups. | Possibly, on the basis of the impact across all residents or staff groups of any reductions in staff numbers. |

|                          |  |      |          |
|--------------------------|--|------|----------|
| Signature - Lead Officer |  | Date | 26/09/11 |
|--------------------------|--|------|----------|

| Project Proposals being submitted to the Commissioning Panel   | All other proposals including policy/service reviews, developing new policies, services and projects, restructure etc   |
|--|---|
| <p>On completion, your (signed) Initial Equality Implications Assessment template needs to be submitted with your project proposals by the set deadline.</p> <p>As part of the Commissioning Panel process, all completed templates will be Quality Assured taking into account your recommendation whether a full EqlA is required or not. If the Quality Assurance Group disagrees with a recommendation that a full EqlA is not required, this will be fed back to the project leads with the group's comments and reason for their decision.</p> | <p>On completion, the (signed) Initial Equality Implications Assessment template needs to be forwarded to the Chair of your Directorate Equalities Task Group (ETG) to be reviewed and signed off.</p> <p>After reviewing the template, your ETG may suggest you undertake a full EqlA; therefore it is important that you wait for this decision before submitting your report.</p> <p>DETG Chairs – once you have reviewed and signed off the section above, please return this template to the Lead Officer with your comments and decision.</p> <p>Lead officers must then email their completed (signed) templates to <a href="mailto:equalities@harrow.gov.uk">equalities@harrow.gov.uk</a> to be published</p> |

**Quality Assurance and Sign Off**  
(to be used by ETG's and the Quality Assurance Group)

|  |     |  |      |  |
|--|-----|--|------|--|
| Are the outcomes of the proposals clear?   | Yes |  | No   |  |
| Comments:  |     |  |      |  |
| Is it clear who will be affected by what is being proposed?                          | Yes |  | No   |  |
| Comments:  |     |  |      |  |
| Are you satisfied with the level of data/evidence used to undertake this assessment? | Yes |  | No   |  |
| If no, explain why not?  |     |  |      |  |
| If a full EqIA is not required, are you satisfied with this outcome?                 | Yes |  | No   |  |
| If no, explain why not?  |     |  |      |  |
| Signature - Chair of Equality Task Group   |     |  | Date |  |