APPENDIX 7

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Saving in 2019/20 from insurance
Which Department/ Division has the responsibility for this?	Corporate Services/ Resources

Stage 1: Overview	
Name and job title of lead officer	Paul Dale: Assistant Director of Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CS2016-01 Reduction of £100k in the contribution to the Self Insurance fund.
2. How does this contribute to the council's corporate priorities?	It is a back office saving that protects front line services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This is a technical adjustment that will not impact on customers.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The actuarial review of the required size of the reserve/provision.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		x		x	
Disability		x		x	
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x		x	
Sexual orientation		x		x	
Socio-economic status		x		x	

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
N/A						

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Paul Dale	**Signature: Paul Dale**	**Date:29/11/2016**
Improvement action plan signed off by Director/ Head of Service	Paul Dale/ Assistant Director of Resources	**Signature: Paul Dale**	**Date:29/11/2016**

APPENDIX 7

Equality Analysis

merton

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Restructure of Housing Benefits section due to roll out of Universal Credit
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services Division

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues and Benefits
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CS2016-02. Reduction of 2 FTE Benefit Officer posts - Universal Credit roll out started for all claimants in SM4 in March 2016 and full roll out for new claims for the whole borough will be completed during 2017/18. Already there has been a reduction in caseload of Housing Benefit claims and as the roll out continues the caseload will further reduce
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Two members of staff maybe vulnerable to redundancy, if natural wastage cannot be used
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

Analysis of live housing benefit caseload since January 2016 on a quarter by quarter basis
Analysis of the reduction of housing benefit caseload for neighbouring council who have fully implemented Universal Credit in their area.
The analysis has shown a 4.2% reduction in the housing benefit caseload (541 claims) since January 2016.
Analysis of number of new claims processed since April 16 compared to similar period in 2015.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age			YES		Existing policies and procedures will be applied to ensure fairness.
Disability			YES		Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Gender Reassignment					None
Marriage and Civil Partnership					None
Pregnancy and Maternity					None
Race			YES		Following selection process a member of staff from B&ME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Religion/ belief			YES		Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sex (Gender)			YES		Disproportionate number of females employed within the Division.

					Following selection process a member of staff from a particular gender may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sexual orientation			YES		Existing policies and procedures will be applied to ensure fairness.
Socio-economic status					None

Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.

APPENDIX 7

Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.	Use appropriate HR policy	Responses to consultation process	Dec 18	Existing	DK	

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
	X		

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	David Keppler, Head of Revenues and Benefits	**Signature: David Keppler**	**Date: 29.11.16**
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	**Signature:**	**Date:**

APPENDIX 7

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Reduction in supplies and services budget (including printing, petrol and maintenance of Mayor's car).
Which Department/ Division has the responsibility for this?	Corporate Services/ Corporate Governance/Democracy Services

Stage 1: Overview	
Name and job title of lead officer	Julia Regan, Head of Democracy Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CS2016-03 Proposed reduction in supplies and services budget, partly due to lower petrol and service costs following purchase of hybrid mayoral car and a reduction in printing costs for committee agendas.
2. How does this contribute to the council's corporate priorities?	Saving is consistent with business plan objectives to reduce number of supplementary agendas and reduce printing costs as well as TOM objectives to move away from print towards online publication.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Council officers and councillors will be asked to review whether they really need printed agenda papers. Savings in relation to the car will not have an impact on customers – newly purchased hybrid vehicle uses less petrol and has lower maintenance costs than previous leased car.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

These are savings that will be achieved through review of costs and will not have an impact on the protected characteristics. Agendas are available on the website and these comply with accessibility requirements.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		X	

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Julia Regan	**Signature:J Regan**	**Date:28.11.16**
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	**Signature:**	**Date:**

APPENDIX 7

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Reduction of front line staff following implementation of on-line transactional processes.
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CS2016-07 Efficiencies to reduce cost of service associated with expansion of service and introduction of new technology
2. How does this contribute to the council's corporate priorities?	Assists with a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	One member of staff if vacancy has not arisen through natural wastage before implementation. No impact on service delivery.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

Service part automated resulting in efficiency gain. No impact on service delivery. Any potential redundancy will be consulted upon and be subject to the agreed procedures in place and advice from HR.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age			Yes		Existing policies and procedures will be applied to ensure fairness.
Disability			Yes		Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Gender Reassignment				No	None
Marriage and Civil Partnership				No	None
Pregnancy and Maternity			Yes		Following selection process a female member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Race			Yes		Following selection process a member of staff from B&ME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Religion/ belief			Yes		Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sex (Gender)			Yes		Disproportionate number of females employed within the Division. Following selection process a member of staff from a particular gender

					may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sexual orientation			Yes		Existing policies and procedures will be applied to ensure fairness.
Socio-economic status				No	None

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Any redundancy may impact on one of the protected groups but will be done in accordance with agreed policy.	Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.	Reduction of base budget	March 2019	Existing resource	Sean Cunniffe	No

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
X			

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Sean Cunniffe, Head of Customer Contact	**Signature:** Sean Cunniffe	**Date: 29.11.2016**
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	**Signature:**	**Date:**

APPENDIX 7

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget saving CS2016-08 which relates to the generation of income through the commercial letting of vacant office space within the Merton Civic centre to external organisations which has been assessed as not having any potential equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CS2016-08 relates to the generation of income through the commercial letting of vacant office space within Merton Civic centre to partner and commercial organisations. The co-location of staff from health to work within the same building as Merton colleagues will provide opportunities to improve efficiency through more integrated working that should result in improved outcomes for local residents.
2. How does this contribute to the council's corporate priorities?	The councils current target operating model for the physical locations layer is to reduce demand for office space and minimise operating costs by adopting modern flexible working practices, and to let vacant space to partner organisations in order to improve outcomes through more integrated services and also generate savings and income.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	No direct impact on Merton staff but the proposals to co-locate colleagues from health within the same building should provide opportunities to improve efficiency through integrated working that will result in improved service delivery and better outcomes for local residents.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

None considered as the proposal does not have any adverse impact on any specific groups or individuals.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	X			X	**Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.**
Disability	X			X	**Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.**
Gender Reassignment					None
Marriage and Civil Partnership					None
Pregnancy and Maternity	X			X	**Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.**
Race					None
Religion/ belief					None
Sex (Gender)	X			X	**Improve efficiency through integrated working will result in improved service delivery and better outcomes for local residents.**
Sexual orientation					None
Socio-economic status					None

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	**Signature: Mark Humphries**	**Date: 29th November 2016**
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	**Signature:**	**Date:**

APPENDIX 7

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED] Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Review of management costs within CSF to deliver savings over 2016/18 – CSF 2015-07 & CSF 2016 -03
Which Department/ Division has the responsibility for this?	CSF Cross cutting

Stage 1: Overview	
Name and job title of lead officer	Director of CSF
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	In the light of the level of savings needed across CSF and the impact on the size and scope of the department to review service structures and to design new structures to enable the department to reduce management costs and remain fit for purpose. At this stage we expect this will require a reduction of 16-119 posts from a total of 268FTE. There will be a focus on core functions in education and social care and we will redesign our workforce across a smaller overall department.
2. How does this contribute to the council's corporate priorities?	CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available. A smaller workforce will reduce our ability to work on cross cutting issues and new developments.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The leadership and management team of the department with be most affected and there will need to be consultation with staff and partners as we deliver integrated children's services through our Children's trust and MSCB partnerships
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This proposal cuts across CSF but will need to be considered by CMT and partners as it may impact on the department's ability to contribute to shared work and objectives internally and externally. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals as and when we are able to be clearer about the exact number of staff reductions required, the affected divisions and services. We will require new systems to be embedded, primarily (MOSAIC) and to have embedded flexible working across the department. Work is already underway in terms of developing the CSF workforce to be more highly skilled and flexible, therefore, meeting the

	increased demands with a reduced number of staff.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

CSF's workforce is diverse and the profile shows that BME staff and women are well represented at most layers in the organisation. We are below our target for employees with disabilities but have some evidence of colleagues with disabilities not identifying themselves formally out of choice. The development of proposals to reshape the department's management structures will be undertaken through the council's agreed processes and there will be particular consideration of the impact of any changes on protected groups. Detailed impact assessments will be undertaken as the project is initiated and throughout the process. HR will provide both advice and challenge to ensure impact is not disproportionately felt on protected groups. The council has statutory duties as an employer which it will also need to fulfil and will need to reconcile any competing requirements across these different legislative areas. During the review of our processes we will ensure they are LEAN.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age					At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups
Disability					See above

Gender Reassignment					See above
Marriage and Civil Partnership					See above
Pregnancy and Maternity					See above
Race					See above
Religion/ belief					See above
Sex (Gender)					See above
Sexual orientation					See above
Socio-economic status					See above

7. If you have identified a negative impact, how do you plan to mitigate it?

N/A

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
x	**Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.
	Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Improvement Action Pan

9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources ?**	**Lead Officer**	**Action added to divisional/ team plan?**
To review proposals and implementation at key points to ensure EA is not disproportionate.	Undertake EA's at key stages of the process: design; implementation	EA's undertaken	To be determined as part of programme	Existing	CSF Business partner	

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

Programme management to include an overview and actions to mitigate any potential negative equalities implications, to be developed with HR Business Partner and DMT (CSF).

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	**Carol Cammiss**	**Signature:**	**Date:**
Improvement action plan signed off by Director/ Head of Service	**Yvette Stanley**	**Signature:**	**Date:**

APPENDIX 7

Equality Analysis

D&BC1,2,4,5,6 Development Control - Various

What are the proposals being assessed?	Various smaller scale service changes including: Fast Track of householder planning applications (55K) , Stop Sending consultation letters on applications and erect site notices only (10k), Eliminate the Planning Duty Service (35k), Growth in PPA and Pre-app income (£50k), Deletion of 1 FTE (enforcement manager or deputy) (£45k)
Which Department/ Division has the responsibility for this?	Building and Development Control, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan Building and development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The fast track service will speed up decision making on small applications and generate fee income. Instead of sending consultation letters, site notices will be erected by the case officer on site. At the moment we consult and ask for notices to be erected but there is only a statutory requirement to do one not both. The duty officer is a well-received service for residents and applicants but not a statutory one. Deleting the service will result in the loss of 1FTE. Self service will be promoted through the web site instead. PPA income growth will be promoted although this will need to be serviced by some additional resources this will also be secured through PPA contributions. The enforcement team have reduced the overall backlog of cases and with new IT improvement and service adjustments the team could potentially manage with 3 instead of 4 officers.
2. How does this contribute to the council's corporate priorities?	The proposals will require adjustments to existing services including eliminating certain aspects and enhancing others to the overall benefit of overall regeneration aspirations
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Planning applicants will be offered new service enhancements and speed of decision. The duty service will go as will the consultation letters to residents. Self service will be encouraged and facilitated instead through IT ad website improvements.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is relatively self-contained but impacts on a wide variety of other services that rely heavily on the service to progress their own individual aims.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

There is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		x		x	service provision should be enhanced
Disability		x		x	service provision should be enhanced
Gender Reassignment		x		x	service provision should be enhanced
Marriage and Civil Partnership		x		x	service provision should be enhanced
Pregnancy and Maternity		x		x	service provision should be enhanced
Race		x		x	service provision should be enhanced
Religion/ belief		x		x	service provision should be enhanced
Sex (Gender)		x		x	service provision should be enhanced
Sexual orientation		x		x	service provision should be enhanced
Socio-economic status	x		x		Those able to afford it will potentially receive a faster service.

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
	X		

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan Building and Development Control Manager	**Signature:**	**Date: 2nd Dec 2016**
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Service (Sustainable Communities)	**Signature:**	**Date: 2nd Dec 2016**

APPENDIX 7

Equality Analysis

D&BC3 Commercialisation of Building Control

What are the proposals being assessed?	Commercialisation of Building Control services £50k
Which Department/ Division has the responsibility for this?	Building and development Control / Sustainable Communities.

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan. Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Further commercialisation of Building Control Services It is proposed to enhance the service to generate this additional income by increasing the market share against the approved inspectors and to provide additional services on top of those already identified in the commercialisation plans.
2. How does this contribute to the council's corporate priorities?	Providing a better and additional service for customers.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and businesses are potential users of the business. This also includes schools, hospitals libraries and other public service proving functions. The additional services will benefit the council by bolstering the existing services on offer to provide a more attractive and effective service provision.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is relatively self-contained but impacts on a wide variety of other services that rely heavily on the service to progress their own individual aims.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

There is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason
	Yes	No	Yes	No	
Age		x		x	service provision should be enhanced
Disability		x		x	service provision should be enhanced
Gender Reassignment		x		x	service provision should be enhanced
Marriage and Civil Partnership		x		x	service provision should be enhanced
Pregnancy and Maternity		x		x	service provision should be enhanced
Race		x		x	service provision should be enhanced
Religion/ belief		x		x	service provision should be enhanced
Sex (Gender)		x		x	service provision should be enhanced
Sexual orientation		x		x	service provision should be enhanced
Socio-economic status		x		x	service provision should be enhanced

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Neil Milligan (DC& BC Manager)	**Signature:**	**Date:2nd Dec 2016**
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Sustainable Communities)	**Signature:**	**Date:2nd Dec 2016**

APPENDIX 7

Equality Analysis

D&BC7, D&BC8 Shared Service/Review of Service

What are the proposals being assessed?	Shared service collaboration with Kingston/Sutton (£50k), Review of service through shared service discussions (£274K)
Which Department/ Division has the responsibility for this?	Building and Development Control/ Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan, Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	A recent shared service formal investigation and review resulted in an agreement to collaborate with Kingston and Sutton on aspects of the service to realise savings. 1) Shared website page development 2) Recruitment collaboration 3) application validation procedures The concept allows a potential transitional and less risky move towards future shared services with Kingston and Sutton incorporating savings in 2018/9 1) Shared Building Control, enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems (Sutton and Kingston may be doing this separately) 4) Improved efficiency and resilience with larger teams. 5) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 6) Potential outsourcing of admin scanning functions 7) Joint recruitment strategies and shared staff during peak work periods 8) Joint web page collaboration.
2. How does this contribute to the	Designed to deliver savings and improvements to the service. Shared services are designed to reduce the

council's corporate priorities?	overall management structure. Efficiencies delivered in areas will also result in the deletion of posts.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The potential reduction in posts may result in reduced capacity at a senior level to support the planning application process and the ability to meet targets. Staff reductions will be managed using the managing workforce change procedure. TOM objectives are planned to try and improve processes and mitigate any impact.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Sutton and Kingston Council will share the responsibility. There are no other direct service providers although residents and their associations are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

A full review assessment was undertaken including detailed analysis of all the performance statistics for all the participating authorities. However, there is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		x		x	service provision could be enhanced
Disability		x		x	service provision could be enhanced
Gender Reassignment		x		x	service provision could be enhanced
Marriage and Civil Partnership		x		x	service provision could be enhanced
Pregnancy and Maternity		x		x	service provision could be enhanced
Race		x		x	service provision could be enhanced
Religion/ belief		x		x	service provision could be enhanced
Sex (Gender)		x		x	service provision could be enhanced
Sexual orientation		x		x	service provision could be enhanced
Socio-economic status		x		x	service provision could be enhanced

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2018	Additional for monitoring	Neil Milligan	no

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Neil Milligan (DC& BC Manager)	**Signature:**	Date: 2nd Dec 2016
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Service, Sustainable Communities)	**Signature:**	Date: 2nd Dec 2016

APPENDIX 7

Equality Analysis

ENR1 Further Expansion of the Shared Regulatory Service

What are the proposals being assessed?	£100k budget saving associated with further expansion of the shared regulatory service
Which Department/ Division has the responsibility for this?	E&R – Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The incorporation of an additional local authority partner into the existing shared regulatory service. This is growth in addition to current discussions to expand the partnership.
2. How does this contribute to the council's corporate priorities?	The proposal will reduce running costs, generate income, increase service resilience and increase public protection as well as providing learning and development opportunities for staff.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff, service users, stakeholders and partners will benefit from an improved and more efficient service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	We currently share regulatory services with LB Richmond. Merton is the host and lead authority.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

Demographic & Commercial Data

	Population	No. of enterprises	No. of food businesses
Merton	204,600	10,920	1,792
Richmond	194,700	12,875	1,578

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		X	

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Not applicable	N/A	N/A	N/A	N/A	N/A	N/A

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Paul Foster, Head of the RSP	**Signature:**	**Date: 06/12/2016**
Improvement action plan signed off by Director/ Head of Service	John Hill, Assistant Director, Public Protection	**Signature:** John F. Hill	**Date: 06/12/2016**

APPENDIX 7

Equality Analysis

ENR2 Pay and Display Bays

What are the proposals being assessed?	**Introduction of charging for pay and display parking by Blue Badge holders in all Council off street car parks**
Which Department/ Division has the responsibility for this?	**Enf & Regeneration /Public Protection/Parking and CCTV Services**

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To manage the demand for pay and display parking spaces in all Council off street car parks providing spaces for ad hoc users who wish to pay. Currently blue badge holders are allowed to park in pay and display spaces for free but do not have the legislative right to do so except in the designative blue badge bays.
2. How does this contribute to the council's corporate priorities?	To provide available affordable parking spaces for ad hoc users..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Blue badge holders from within and external to the London Borough of Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

It is believed that there are sufficient capacity in On Street pay and display parking spaces for any displaced Blue Badge holders still to park for free.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		x		x	
Disability		x	x		The car parks have dedicated blue badge bays but blue badge holders can still park in On Street Pay and Display Spaces for free with no limit on time parked.
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x		x	
Sexual orientation		x		x	
Socio-economic status		x		x	

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Stopping of free parking of blue badge holders Council run pay and display car park	None as alternative free parking is available in Council run pay and display parking bays.	An increase in the number of blue badge holders parking on street	12 months from the date of introduction	NA	Paul Walshe	NA

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
	X		

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	**Paul Walshe Head of Parking and CCTV Services**	**Signature:**	**Date: 5th December 2016**
Improvement action plan signed off by Director/ Head of Service	**John Hill Head of Public Protection**	**Signature:**	**Date: 6th December 2016**

APPENDIX 7

Equality Analysis

ENR3 Parking Services – Town Centre Season Tickets.

What are the proposals being assessed?	**Increase in charges for town centre season tickets/permits**
Which Department/ Division has the responsibility for this?	**Env & Regeneration /Public Protection/Parking and CCTV Services**

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To reduce demand and increase travel by a more sustainable travel method
2. How does this contribute to the council's corporate priorities?	To improve the health of the Community.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Resident, non residents who wish to purchase a parking permit
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department. The section will work closely with the Shared Regulatory Service Pollution Team when implementing the proposal.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The legislative requirement and the LB Merton policy on free parking for blue badge holders.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		x		x	
Disability		x		x	This will not affect Blue Badge holder as free parking is provided.
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x		x	
Sexual orientation		x		x	
Socio-economic status		x	X		This may affect some people who are unable to fund the proposed increase in charges.

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Increase in charges	None as the purpose is to manage (reduce) demand	The numbers of permits/season tickets purchased for town centre car parks is reduced.	12 months from the introduction of changes.	NA	Paul Walshe	NA

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
	X		

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	**Paul Walshe Head of Parking and CCTV Services**	**Signature:**	**Date: 5th Dec 2016**
Improvement action plan signed off by Director/ Head of Service	**John Hill Head of Public Protection**	**Signature:**	**Date: 6th Dec 2016**

APPENDIX 7

Equality Analysis

ENR4 Monitoring of CCTV - Businesses

What are the proposals being assessed?	**Due to the recent investment in the public space CCTV infrastructure visit businesses to offer the services of the team in protecting and improving their businesses.**
Which Department/ Division has the responsibility for this?	**Env & Regeneration /Public Protection/Parking and CCTV Services**

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To offer the Public Space and CCTV Services of the Council to our existing and new Partners/Businesses.
2. How does this contribute to the council's corporate priorities?	To provide available affordable CCTV services with the aim to reduce crime and generate efficiencies.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Partners and external Businesses.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is not shared with any other department but we will work closely with our colleagues in safer Merton.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The improvements in our services due to recent investment in the CCTV infrastructure.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		x		x	
Disability		x		x	
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x		x	
Sexual orientation		x		x	
Socio-economic status		x		x	

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
N/A						
N/A						
N/A						

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	**Paul Walshe Head of Parking and CCTV Services**	**Signature:**	**Date: 5th December 2016**
Improvement action plan signed off by Director/ Head of Service	**John Hill Head of Public Protection**	**Signature:**	**Date: 6th December 2016**

APPENDIX 7

Equality Analysis

ENR5 Deletion of one Senior Management Post

What are the proposals being assessed?	**Delete 1 Senior Management post from Transport**
Which Department/ Division has the responsibility for this?	E&R

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson Transport Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The current role of the Transport Services Manager is to coordinate the many strands of the current Transport Operation, provide Strategic Planning and Guidance for all transport operations and also to act as Transport Manager and hold the Operator's Licence and prime responsibility for the safe and legal operation of the HGV vehicles. Following the restructure of transport as a result of Phase C and the Transport Review Board proposals, the current structure of Transport Services will be fragmented during 2017: • The Operator's' Licence and responsibilities for the safe and proper operation of the HGV Fleet will transfer in April 2017 to new contractors as part of the Phase C outsourcing of Waste Services. • The Passenger Transport Commissioning function, which includes the commissioning of Taxis, will be transferred to CSF. • The Fleet Management function, which includes the procurement of vehicles and the management and funding of the Retained Fleet, will probably be transferred to the Contract Management function of E&R. • The management structure and placement of the remaining Passenger Transport fleet has yet to be resolved. Thus there will no longer be a requirement for a dedicated Transport Manager with responsibility for the Operators Licence, or for a Senior Manager to coordinate and provide strategic planning and guidance for the combined functions of the current Transport Services. These functions will either be no longer required, or will be delegated to managers within the new host teams.
2. How does this contribute to the council's corporate priorities?	Reduces head count. Flattens structure.

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All vehicle using units and teams remaining within LBM. Impact will be negligible once unit has been dispersed.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility will lie solely within E&R

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?

Business plans and structure proposals for E&R post Phase C.
Minimal impact on equality groups.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age			x		Senior Management roles are often held by an older person.
Disability					No areas for concern
Gender Reassignment					No areas for concern
Marriage and Civil Partnership					No areas for concern
Pregnancy and Maternity					No areas for concern
Race					No areas for concern
Religion/ belief					No areas for concern

Sex (Gender)			x		Area of work is a traditionally male dominated field.
Sexual orientation					No areas for concern
Socio-economic status					No areas for concern

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Age - Loss of a role usually held by an older person	this will be mitigated by monitoring the workforce profile and using the managing change process and/or future recruitment within the division to balance as far as reasonably possible the profile to reflect the organisation's goals.	Achievement of organisation's target	**2018/19**	**existing**	**R Mawson**	
Gender - Area of operation is traditionally male dominated; current post holder is female.	this will be mitigated by monitoring the workforce profile and using the managing change process and/or future recruitment within the division to balance as far as reasonably possible the profile to reflect the organisation's goals	.Achievement of organisation's target	**2018/19**	**existing**	**R Mawson**	

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
	X		

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rachel Mawson Transport Services Manager	**Signature:**	**Date:23/11/16**
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes Head of Street Scene and Waste	**Signature:**	**Date: 2nd Dec 2016**

APPENDIX 7

Equality Analysis

ENR6 Wider Department restructure

What are the proposals being assessed?	Restructure across all levels of staff within the wider Waste and Street Cleansing support services . Taking into account synergies with Leisure and Green Spaces.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	**Cormac Stokes, Head of Street Scene & Waste**
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Following contract award in (Dec2016) To undertake a review of the administration services with the aim of moving from a support function towards a commercialized commissioning and clienting service post Phase C The areas in scope of Phase C procurement cover a number of environmental services as part of the South London Waste Partnership (SLWP) This will include Waste Collection and recycling Commercial waste Street Cleaning Winter Maintenance Vehicle Maintenance Indirectly Leisure and Green Spaces will be impacted as In scope of this review.
2. How does this contribute to the council's corporate priorities?	To provide robust commercial acumen and identify areas of further savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The current proposal is for the procurement to provide the same level of service minimising any impact on residents The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations The staff that remains with the council will be required to adapt to changing roles and

	responsibilities.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This project has a direct impact on two main areas. Street Scene / waste – Cormac Stokes There are indirect links to Parks and Green Spaces –James McGinlay

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

1. skill matrix and change management to be conducted following outcome of SLWP contract award (phase C)
2.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

7. If you have identified a negative impact, how do you plan to mitigate it?

1. Staffing levels will reduce. The managing workforce change policy will be used to mitigate any negative impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

	Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
✓	**Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.
	Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Improvement Action Pan

9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 2 Assessment
The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed. Staffing levels will reduce. The managing workforce change policy will be used to mitigate any negative impact.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker	**Signature:**	**Date: 02/12/2016**
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	**Signature:**	**Date: 02/12/2016**

APPENDIX 7

Equality Analysis

ENR7 Shared Fleet Services

What are the proposals being assessed?	Shared Fleet services function with LB Sutton
Which Department/ Division has the responsibility for this?	E&R

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	LBM will require Fleet Management services for the Retained Fleet. The proposal is to provide fleet management services for Sutton for their Retained Fleet, thereby sharing services, reducing costs and increasing income to LBM.
2. How does this contribute to the council's corporate priorities?	Additional income, shared services and reduced costs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All vehicle using units and teams remaining within LBM and Sutton post Phase C. .
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	It is as yet unclear where the retained fleet management service will sit post Phase C, but it is anticipated that it will remain within E&R

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

Business plans and structure proposals for E&R post Phase C.
No anticipated impact on equality groups.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age					No areas for concern
Disability					No areas for concern
Gender Reassignment					No areas for concern
Marriage and Civil Partnership					No areas for concern
Pregnancy and Maternity					No areas for concern
Race					No areas for concern
Religion/ belief					No areas for concern
Sex (Gender)					No areas for concern
Sexual orientation					No areas for concern
Socio-economic status					No areas for concern

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rachel Hargreave Mawson Transport Services Manager	**Signature:**	**Date:23/11/16**
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	**Signature:**	**Date: 2nd Dec 2016**

APPENDIX 7

Equality Analysis

ENR8 Increased Income from Rent Reviews

What are the proposals being assessed?	Increased income from rent reviews
Which Department/ Division has the responsibility for this?	Environment & Regeneration Dept. Sustainable Communities Division.

Stage 1: Overview	
Name and job title of lead officer	Howard Joy Property Management & Review Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increase in income from rent reviews of non-operational properties.
2. How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will increase income to the council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other departments or partners will be affected by this proposal.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The proposal is not a new or changing policy, services or function' or a financial decision that will have an impact on services. This proposal will have no impact on the protected characteristics (equality groups). Collection of data is therefore not applicable.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason
	Yes	No	Yes	No	
Age		x		x	
Disability		x		x	
Gender Reassignment		x		x	
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x		x	
Sexual orientation		x		x	
Socio-economic status		x		x	

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
n/a						

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
X			

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Howard Joy	**Signature:**	**Date:2nd Dec 216**
Improvement action plan signed off by Director/ Head of Service	James McGinlay. Head of Sustainable Communities	**Signature:**	**Date: 2nd Dec 2016**

APPENDIX 7

Equality Analysis

ENR9 Increased Level of Enforcement Activity

What are the proposals being assessed?	- Increase the level of enforcement activity for environmental offences ensuring that the service is cost neutral.
Which Department/ Division has the responsibility for this?	**E&R – Street Scene & Waste**

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim is to maintain the current in house enforcement team (£250k operational budget) and ensure the level of Fixe Penalty Notices (FPN) issued cover the operational cost of providing the service.
2. How does this contribute to the council's corporate priorities?	Increasing revenue, reducing the level of street litter, improving the image of the public realm.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The 'in house 'enforcement team.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No, The service will continue to be managed as part of the current Street Scene Service.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

1. Litter is the number one concern of our residents

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

7. If you have identified a negative impact, how do you plan to mitigate it?

1. N/A

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

✓	**Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.
	Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.
	Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.
	Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Improvement Action Pan

9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome 1
The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker	**Signature:**	**Date: 2nd Dec 2016**
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	**Signature:**	**Date: 2nd Dec 2016**

APPENDIX 7

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Budget saving CH 70 Home Care re-commissioning - With additional investment into the service we plan a full implementation of new Home Care contracts in second full year, transferring all legacy spot placements and incentivising providers to reduce packages of care.
Which Department/ Division has the responsibility for this?	Community & Housing / Adult Social Care - Commissioning

Stage 1: Overview	
Name and job title of lead officer	Richard Ellis, Interim Head of Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The home care contracts are due to be re-commissioned during 2017 as the current framework contract expires. The current contract has not been working effectively, with providers exiting due to inflexibility and fixed prices. As a result a significant amount of care is spot purchased on a wide range of rates. The new contracts will be procured at a price that is sustainable for the sector and affordable to the council. As a result, once fully implemented packages of care on higher rates will be transferred to the newly appointed providers, generating a saving to the council of c £400k pa.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Users of Home Care services will be affected by the proposals. The impact should be mainly beneficial with improved access to carers and better reliability and quality of care. Some service user may have to move their existing care agency to a new agency. The new contracts will aim to promote good employment practice, including appropriate training and development, and so should be beneficial to the external care workforce. The council will be offering a better service to vulnerable people, will have greater assurance on quality and reliability and will save on higher spot purchase fees.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is shared with the appointed care agencies, as care providers and as employers.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have reviewed service user data, current patterns of usage, volumes of business by area and qualitative data including complaints.

This showed that the service predominantly supports disabled, vulnerable and older people as major users of the service. Women are also the major part of the workforce. The current pattern of contracts means that care workers are often under-employed and travel unnecessary distances to clients. The new arrangements will enable a rationalisation of care rounds, which will improve reliability and reduce care worker travel time.

The evidence, including complaints, showed that the new service needs to be able to ensure greater reliability of delivery to these service users, otherwise they are disadvantaged. The service design has a strong emphasis on quality and reliability. Quality will represent 100% of the contract evaluation.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	x		x		The new contracts should improve quality of service, but users may have to switch provider which can be disruptive
Disability	x		x		The new contracts should improve quality of service, but users may have to switch provider which can be disruptive
Gender Reassignment	x			x	The consolidation of work should enable better training and assignment of appropriate care workers
Marriage and Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief	x			x	The consolidation of work should enable better training and assignment of

					appropriate care workers
Sex (Gender)	x			x	The workforce is predominantly female, who should benefit from better employment practice.
Sexual orientation	x			x	The consolidation of work should enable better training and assignment of appropriate care workers
Socio-economic status	x			x	The new contracts will better enable us to ensure that care workers are properly rewarded and given opportunities to develop

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
Some service users may have to change providers which can be disruptive	The transfer of existing packages of care will happen gradually and over time to ensure safe and appropriate transfer and to minimise disruption to service users. No deadline will be set	By careful monitoring of the transfers with providers	Dec 2018	Existing	Godfrey Luggya	

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
☐	✓	☐	☐
The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.	The EA has identified adjustments to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.	The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.	The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Richard Ellis, Interim Head of Commissioning	**Signature: Richard Ellis**	**Date: 29.11.15**
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	**Signature: Simon Williams**	**Date: 29.11.15**

APPENDIX 7

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Merton Arts Space Income – CH67
Which Department/ Division has the responsibility for this?	Community & Housing / Library, Heritage & Adult Education Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library, Heritage & Adult Education Service
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Merton Arts Space is a new multi-use space at Wimbledon Library that has been developed with an Arts Council grant with the aim of increasing engagement amongst residents with arts and libraries. The grant enabled the space to be enhanced as library space during normal opening hours and to be used for arts and cultural activities outside of normal opening hours. Part of the project and the sustainability of the space is to generate income from private use of the space by arts and other organisations. The proposal included for 2019/20 provides some estimates from additional income to be generated from the space through arts and commercial lettings.
2. How does this contribute to the council's corporate priorities?	This proposal contributes towards the following corporate priorities: • Work to support by economic growth, by increasing skills • Work to increase economic growth • Value for money
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Wimbledon Library has over 461,000 customer visits per annum (source 2015/16 CIPFA data). In the first 6 months of running activities in Merton Arts Space there have been 24,423 audience members who have engaged with arts activities with 2,522 participants in the activities and 123 artists used. This proposal should not affect the existing use of the space by library customers or arts organisations but will mean the space will be available more for out of hours private bookings.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton Arts Space is managed by the Library, Heritage & Adult Education Service. The project has been delivered in collaboration with a number of local arts and community groups including Wimbledon College of Art, Attic Theatre Company, Merton Music Foundation, Love Wimbledon and over 60 other local organisations. This collaborative approach to the use and management of the space is proposed to continue and will focus to a greater extent on generating income to ensure the long term sustainability of the

	space and to achieve ongoing savings.

Stage 2: Collecting evidence/ data

5. What evidence have you considered as part of this assessment?
Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The mid-evaluation report to Arts Council England and the original bid documents have been used to ensure that the equalities considerations in the original application are addressed through these proposals. Data that has also been used includes:

- Library customer data including visitor numbers, active users and stock issues.
- Census information.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	✓			✓	The project aims to increase engagement amongst all protected characteristics with arts and libraries. The income generated will ensure that the new service is sustainable and will continue to deliver a diverse range of activities whilst drawing in commercial income where possible.
Disability	✓			✓	
Gender Reassignment	✓			✓	
Marriage and Civil Partnership	✓			✓	
Pregnancy and Maternity	✓			✓	
Race	✓			✓	
Religion/ belief	✓			✓	
Sex (Gender)	✓			✓	
Sexual orientation	✓			✓	
Socio-economic status	✓			✓	

APPENDIX 7

7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	**Action required to mitigate**	**How will you know this is achieved?** e.g. performance measure/ target)	**By when**	**Existing or additional resources?**	**Lead Officer**	**Action added to divisional/ team plan?**
N/A	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	**OUTCOME 2**	**OUTCOME 3**	**OUTCOME 4**
✓	☐	☐	☐

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Anthony Hopkins / Head of Library, Heritage & Adult Education Service	**Signature:** Anthony Hopkins	**Date: 29/11/2016**
Improvement action plan signed off by Director/ Head of Service	Simon Williams / Director of Community & Housing	**Signature:** Simon Williams	**Date: 29/11/2016**

This page is intentionally left blank