

Committee: Sustainable Communities Overview and Scrutiny Panel

9th January 2014

Agenda item:

Wards:

Subject: Business Plan Update 2014-2018: APPENDIX 4

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

Urgent report:

Reason for urgency: The chairman has approved the submission of Appendix 4 to the report on the Business Plan Update 2014-18 as a matter of urgency as it provides the latest available information on the equalities impact assessments of savings proposals which are an essential part of the Business Plan and Budget 2014/15. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 5 March 2014 and set a Council Tax as appropriate for 2014/15.

Equality Analysis

In order to demonstrate compliance with this public sector equality duty we assess the impact of savings proposals on groups with various protected characteristics (equality groups). In many of the recent cases of judicial review concerning reductions in services the failure to adequately consider the equalities issues of a particular decision, together with the failure to carry out adequate consultation, has been one of the key issues that has led to a successful challenge to the local authority decision.

It is therefore crucial that we get them right.

The protected characteristics under the law are age, disability, gender re-assignment, marriage and civil partnerships, pregnancy/maternity, race, religion/belief, sex and sexual orientation. In addition Merton takes account of a ninth characteristic, socio-economic, in order to support our focus on bridging the gap between the east and west of the borough.

As part of the equality analysis (EA) process once the analysis of impact on protected groups is complete each proposal is then assessed against four outcomes; as described in the table below.

<p>Outcome 1 – No change required: when the EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>	<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>
<p>Outcome 2 – Adjustments to remove negative impact identified by the EA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.</p>

<p>Outcome 3 – Possible negative outcome that cannot be fully mitigated</p>	<p>A justification to pursue this course of action must be provided in section 10 of the analysis</p>
<p>Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it must be removed or changed.</p>

A process has been put in place to ensure that we carry out an equalities analysis of all our savings proposals and that this information is available to members in making their decisions. Each proposal on the savings spreadsheet states the outcome and a summary of the issues, with further details available in the full EAs which are attached to this report.

Summary of Draft Equalities Analysis

There have been Draft EAs carried out and agreed on new savings proposals, or baskets of savings proposals. In some areas Draft EAs were completed for each individual savings proposal whilst in others an overarching impact assessment has been completed on all proposals.

It is important that each and every individual EA is considered on its own merit and in the context of the other changes and cuts that are being made. Therefore, what follows should be treated as indicative and not as a replacement for considering each EA.

Community and Housing

Ten separate new savings proposals have been put forward, the impact of these proposals is summarised on five equality analyses.

Children Schools and Families

Three separate new savings proposals have been put forward, the impact of these proposals is summarised on five equality analyses. An equality assessment is attached for saving reference CSF01 and CSF02.

The following narrative has been submitted for saving reference CSF03 - In order to meet our MTFS budget target, we intend to undertake restructuring across the department and including services commissioned externally, to deliver savings of £239k in 2017/18. The details will need to be determined nearer the time in light of demographic changes in overall numbers and the profile of the population, societal expectations, and legislative and inspection requirements, as well as the efficiencies that can be achieved on the basis of systems and process improvements. In order to comply with statutory duties and protect services for the most vulnerable children and young people it will continue to be necessary to reduce services commissioned with the voluntary sector. Both this and internal restructuring will result in redundancies. The equalities impact will need to be assessed at the time and mitigating measures planned and implemented alongside the restructuring, but it is likely that those families with socio-economic difficulties will suffer adverse implications.

Corporate Services

Sixteen separate new savings proposals have been put forward, the impact of these proposals is summarised on eleven equality analyses .

Environment and Regeneration

Eleven separate new savings proposals have been put forward, the impact of these proposals are summarised on four equality analyses. Managers have reviewed the above savings and concluded that an Equality Analysis is not required for savings reference EV01 and EV08 as they have no impact on service delivery.

The table below summarises the information provided:

Summary of Financial and Equality Impact Information

Dept.	Total Savings Proposals				No. of Draft EAs	Outcome			
	No.	2015/16 £000s	2016/17 £000s	2017/18 £000s		1	2	3	4
C&H	10	321	814	484	5	3	2	0	0
CSF	3	150	7	564	2	0	0	2	0
CS	15	291	417	493	10	8	1	1	0
E&R	11	935	225	125	4	1	0	1	0
Overall	39	1697	1463	1666	21	12	3	4	0

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 replacement and additional savings within the Adult Social Care Service Plan
Which Department/ Division has the responsibility for this?	Adult Services (Access & Assessment, Direct Provision and Commissioning) with Community & Housing Department (CH1/4 New Savings)

Stage 1: Overview	
Name and job title of lead officer	Douglas Russell, Adult Social Care Savings Programme 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 aim of the efficiencies is to ensure that the division meets its savings targets over the next 4 years. The objective is to ensure that cashable efficiencies have minimal adverse impact on the customers of Adult Social Care
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our stakeholders include: customers, carers, faith groups, customer representative groups (e.g. Your Shout, Merton People First, Speak Out Group, Merton centre for Independent Living (MCIL), customer groups within Day Services), Voluntary Sector organisations (e.g. MVSC, and other organisations making up Involve), Merton Clinical Commissioning Group, partnership groups (e.g. LD and Transition Partnership Boards, the Health and Wellbeing Board, Healthwatch, and staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Adult Social Care will take overall responsibility for its 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).

We will adopt a similar approach as for previous savings, consulting with groups representing various care groups and faith groups; the voluntary sector through INVOLVE on the need to have a 3 year plan on delivering services that meet the needs of the Adult Social Care service plan for 2015 - 2018.

We will adopt a similar approach as for previous savings and will use the following information to support our decision:

- Surveys with customers and carers.
- Joint Strategic Needs Analysis (JSNA) to identify future needs of adults and carers with potential social care needs.
- Contract Monitoring – and where savings can be made without impact on service users.
- Consultation with Healthwatch
- Consultation with Service Users and Carers Groups
- Consultation with Service Providers – Voluntary Sector Task Force, Provider forums and 1:1 consultation with third party providers. This information, as per the past, will be used to identify how and at what cost the provider market can meet the needs of the Council, service users and carers. We will analyse the information to establish which service will be more effective and provide value for money.
- Best practice research and reports with ADASS and other national and government groups.
- Benchmarking across London and South West London.
- In-house data analysis and performance indicators.
- Demographic data.
- Information from the Office of National Statistics (ON).

Generally the savings proposed are continued changes to the way in which we deliver our services with reduced budgets, whilst ensuring our ability to deliver our statutory responsibilities. These proposals also include reduction or cessation to services so there may be some impact on some of the equality groups. The FACS criteria are not being amended, so there will be no change in statutory entitlement to support, but there may be an increase in waiting times in some instances.

A comprehensive consultation exercise on these proposals will be complete by the end of March 2014, and the outcome will inform the way we progress the proposals.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	<p>Commissioning: Level 2 CH03 - Brokerage efficiency savings (Best Value Options) - the customer base includes older people. This proposal aims to negotiate and broker Care and Support packages to deliver the best value solution based on assessed need for the customer. CH09 - Remodelling and re-procuring the domiciliary care service - the customer base is predominantly older people. This proposal aims to reduce dependency on domiciliary care services through different forms of contract which incentivise providers to manage demand and new needs, and through other cost effective preventative solutions such as telecare and telehealth. CH10 - Procurement Opportunities - the customer base includes older people. This proposal aims to deliver further efficiencies through contract negotiations. CH14 - All Saints Respite Extension - the customer base includes older people. This proposal aims to extend the All Saints Respite Service offer to PD customers. Access and Assessment: Level 3 CH12 - Remove day care costs from residential customers - the customer base potentially includes older people. This proposal aims to cease including day care costs within residential customers care support packages. Direct Provision: Level 2 CH15 - Assistive Technology - the customer base includes older people. This proposal aims to optimise the use of telecare and assistive technologies to provide a more cost effective alternative to domiciliary care and other forms of intervention - in essence reducing the number of home visits. There maybe concerns on the level of customer social contact.</p>
Disability				✓	<p>Commissioning:</p>

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

- **Potential impact of change**
Level 2 & 3: **CH03, CH09, CH10, CH12, CH14, CH15**

Mitigation Plan

A comprehensive consultation exercise to ensure customers, providers and other stakeholders understand the rationale for the position the council is taking.

- **Potential impact on customer is change in current service provider**
Level 2: **CH03, CH09**

Mitigation Plan

In addition to the comprehensive consultation exercise, where a change will be required, then a thorough implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service. This will ensure that where the SFA is negative to the customer, the council's works with the customer, family and stakeholders to identify a service that meets the needs of the customer in the most cost effective way. Furthermore, the customers will be supported through the change process.

- **Potential impact on level of service for customer**
Level 3: **CH12**

In addition to the comprehensive consultation exercise, there will be a thorough implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and a comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.

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 Plan

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?
Potential impact of change.	Consultation planned up to end of March 2014.	Meetings held and outcome recorded.	March 2014	Established	RAM/JB/JR/AOS	Yes
Potential impact on customer is change in current Service Provider	As well as consultation, a through implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service.	Savings target in Service Plan	On-going up to March 2018	Yes	RAM	Yes
Potential impact on level of service for customer	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	March 2015	Yes	JB/JR	Yes

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 key findings of this initial assessment are:

- A comprehensive consultation exercise is required to inform customers, providers and other stakeholders of the proposed changes and to ensure all the risks and negative impact are clearly identified.
- In terms of positive key impacts Adult Social Care solutions will continue to be person centred and delivered both more efficiently and cost effectively. In terms of negative key impacts, they are outlined in Section 7 above.
- Merton's vulnerable residents are affected, in particular older people and people with disabilities.
- The course of action being proposed as a result of this assessment is detailed in section 9 above.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Douglas Russell ASC Savings Programme Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Simon Williams Director of Community & Housing	Signature:	Date:

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING

CH5 – Reduction in Media Fund



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	Anthony Hopkins, Head of Library & Heritage Service
EA to be signed off by: (Give name and job title)	Simon Williams, Director of Community and Housing
Department/ Division:	Community & Housing
Team:	Library & Heritage Service
EA completed on:	18 December 2013

Assessing Functions, Policies, Proposed Policies and Procedures for their Relevance (due regard) to the General Duties of the Equality Act 2010.

Relevance Statements – the following statements may help you to determine whether the function/service is relevant to the aims of the Public Sector Equality Duty:

- The outcome(s) of the activity directly and significantly impact on people
- The activity affects some groups of people or communities and not others
- Particular groups of people or communities could be disadvantaged by the function / service
- They activity affects how the services are delivered
- The activity presents a high risk to the Council's public reputation
- The activity relates to an area where there are known inequalities

Protected Characteristics - Key:

Age	A	Race	R
Disability	D	Religion or Belief	RB
Gender Reassignment	GR	Sex	S
Marriage and Civil Partnership	MCP	Sexual Orientation	SO
Pregnancy and Maternity	PM		

Name of Function / Service	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.										Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.		
	A	D	GR	MCP	PM	R	RB	S	SO	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010?	Advance equality of opportunity between people who share a protected characteristic and those who do not?	Foster good relations between people who share a protected characteristic and those who do not?	
Media Fund reduction in spend from 2015/16)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

If relevance to the Public Sector Equality Duty is established you are required to undertake an Equality Analysis.

Initial Screening

APPENDIX 4

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>To ensure corporate resilience and to support the medium term financial strategy it is proposed to reduce the Media Fund by £10,000 per annum from 2015/16. Several of the stock contracts, which are used to procure stock, are in the process or have been re-negotiated and have provided improved value for money. Utilising new technology to manage stock has also meant that efficiencies have been delivered within how we procure stock that has provided improved choice for customers and more personalised collections per library.</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>As the Library Service is a universal service this proposal could potentially impact on all equality groups but through the measures mentioned above it is felt that there will be little, if any, impact on customers.</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>Library usage statistics along with customer satisfaction surveys have been used to inform this screening. Benchmarking against other authorities on stock spend and usage has also been undertaken.</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	Yes	Explain the reason for your decision	
	No	✓	

Assessing Impact

Please indicate how the proposals affect the Protected Characteristics listed below:

APPENDIX 4

If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative impact you do not need to complete an Equality Analysis.

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	
Disability			✓	
Gender Reassignment			✓	
Marriage and Civil Partnership			✓	
Pregnancy and Maternity			✓	
Race			✓	
Religion or Belief			✓	
Sex			✓	
Sexual Orientation			✓	
Outcome of screening	Equality Analysis is not required			
Lead Officer	Anthony Hopkins / Head of Library & Heritage Service			
Director/Head of Service	Simon Williams / Director of Community & Housing			
Signed				
Dated				

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING

CH6 – Increased Income



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	Anthony Hopkins, Head of Library & Heritage Service
EA to be signed off by: (Give name and job title)	Simon Williams, Director of Community & Housing
Department/ Division:	Community & Housing
Team:	Library & Heritage Service
EA completed on:	18 December 2013

Assessing Functions, Policies, Proposed Policies and Procedures for their Relevance (due regard) to the General Duties of the Equality Act 2010.

Relevance Statements – the following statements may help you to determine whether the function/service is relevant to the aims of the Public Sector Equality Duty:

- The outcome(s) of the activity directly and significantly impact on people
- The activity affects some groups of people or communities and not others
- Particular groups of people or communities could be disadvantaged by the function / service
- They activity affects how the services are delivered
- The activity presents a high risk to the Council's public reputation
- The activity relates to an area where there are known inequalities

Protected Characteristics - Key:

Age	A	Race	R
Disability	D	Religion or Belief	RB
Gender Reassignment	GR	Sex	S
Marriage and Civil Partnership	MCP	Sexual Orientation	SO
Pregnancy and Maternity	PM		

Name of Function / Service	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.							Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.				
	A	D	GR	MCP	PM	R	RB	S	SO	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010?	Advance equality of opportunity between people who share a protected characteristic and those who do not?	Foster good relations between people who share a protected characteristic and those who do not?
Increase in income collected by Library Service in 2015/16 by £13,000	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓

If relevance to the Public Sector Equality Duty is established you are required to undertake an Equality Analysis.

Initial Screening

APPENDIX 4

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>To ensure corporate resilience and to support the medium term financial strategy the proposal is to increase income collected by the library service by £13,000 per annum from 2015/16. To deliver these additional savings the service will build on the commercial services it provides through various accommodation improvements and in providing commercial space for companies in libraries. This builds upon the proposals stated in the Library & Heritage Service Fees and Charges review of 2013/14.</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>As a universal service this proposal could potentially impact on all equality groups. However, in reality there is likely to be little impact on any groups as the majority of the income will be generated through private lettings although some space may also be let out in public areas in libraries. The Library Service already has checks in place to ensure that lettings are made to responsible users and terms and conditions are in place.</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>CIPFA statistics have shown that the Library & Heritage Service already operates at a successful commercial level in comparison to other authorities. Capital works have been undertaken in this financial year for invest to save that will support with delivering the increased income.</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<p>Yes</p>		
	<p>No</p>	<p>✓</p>	

Assessing Impact

Please indicate how the proposals affect the Protected Characteristics listed below:

APPENDIX 4

If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative impact you do not need to complete an Equality Analysis.

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	
Disability			✓	
Gender Reassignment			✓	
Marriage and Civil Partnership			✓	
Pregnancy and Maternity			✓	
Race			✓	
Religion or Belief			✓	
Sex			✓	
Sexual Orientation			✓	
Outcome of screening	Equality Analysis is not required			
Lead Officer	Anthony Hopkins / Head of Library & Heritage Service			
Director/Head of Service	Simon Williams / Director of Community & Housing			
Signed				
Dated				

Equality Analysis

Please refer to the guidance for carrying out an [Equality Analysis](#).
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Introduce self-service libraries at off peak times in branch libraries
Which Department/ Division has the responsibility for this?	Community & Housing / Library & Heritage Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library & Heritage 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)	<p>The proposal is to provide self-service libraries at off peak times in branch libraries. The proposal affects Raynes Park, Pollards Hill, Donald Hope and West Barnes libraries.</p> <p>Utilising new self-service technology the proposal is to provide a different model of off peak service for these libraries. Library opening hours will not be affected and there will still be a security guard presence on site to support customers. Utilising the services strong base of volunteer’s additional numbers will be recruited during these off peak times to provide customer support. The standard service will continue to operate but potentially with a reduced activity and information offer during self-service times.</p> <p>This proposal will enable the Library & Heritage Service to reduce staffing by 3.5 FTE and deliver savings of £90,000 per annum.</p>
2. How does this contribute to the council’s corporate priorities?	This proposal contributes towards the Medium Term Financial Strategy for the Council and supports corporate resilience.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All users of the aforementioned libraries will be affected by these proposals. The proposal will also present additional operational constraints on staff and managers at other libraries to ensure reliability of the service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsible owner for this proposal is the Library & Heritage Service. The proposal has an impact on the contracted security guard service and will require additional volunteer capacity that is sourced in partnership with the Volunteer Centre 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).

Previous opening hour's research and the results of the annual Public Library User Survey have been used to inform the current opening hour's provision. A review of library opening hours was presented to Cabinet on 21 October 2013 recommending the extension of opening hours from existing resources. This proposal was agreed and rolled out in January 2014 using elements of self-service libraries.

User satisfaction with Merton's libraries is very high and in particular with library opening hours. 98% of surveyed users are satisfied with library opening hours, the highest satisfaction level since the survey has been undertaken. Usage is currently at its highest rate since records have been collected with 30% of the population regularly using the library service. Over 1,100,000 physical visits to libraries took place in 2012/13. Self-service usage in libraries currently accounts for 92% of customer transactions.

As a universal service this proposal could potentially impact on all equality groups. In order to try and mitigate the impact research will be undertaken in the year prior to the rollout of this proposal to provide the self-service library offer at times when each library is least used. Current research would suggest that this would likely be mid morning and at some sites in the evening but this will be reviewed again. This proposal will ensure that the current opening hours offer is safeguarded whilst delivering efficiencies.

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		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		
	Yes	No	
Age		✓	Usage statistics show that different groups use the library through the day. Off peak times mean that some usage groups will be more affected by this proposal than others. Usage is currently at its highest amongst children and young people's groups but generally in peak times.
Disability		✓	During off peak times support will still be provided for disabled groups but

						the level of support may not be as significant as in fully staffed hours. Standard support by security guards and volunteers will be in place to ensure DDA compliance at all times.
Gender Reassignment		✓			✓	We have limited information on how this proposal will impact on this customer group.
Marriage and Civil Partnership		✓			✓	We have limited information on how this proposal will impact on this customer group.
Pregnancy and Maternity		✓			✓	We have limited information on how this proposal will impact on this customer group. Support in using the self-service terminals will remain in place during off peak times.
Race		✓		✓		Usage statistics show that different groups use the library through the day. Off peak times currently mean that some usage groups will be more affected by this proposal than others. Proportionately higher numbers of users from BME groups use libraries than other ethnic groups.
Religion/ belief		✓			✓	Different groups use the library throughout the day although there is limited information to suggest that there will be a direct impact on this equality group.
Sex (Gender)		✓		✓		Usage statistics show that more women use library services than men in comparison to resident population.
Sexual orientation		✓			✓	We currently do not retain user information relating to this equality group although this will be introduced in the new year. There is limited information to suggest whether this proposal will have an impact on this customer group.
Socio-economic status		✓		✓		Opening hours have been configured based on usage information and resident feedback. The service provides a consistent opening hour's offer but the current opening hours offer provides challenges for working age people. Opening hours will continue to be reviewed to ensure a broad offer of opening hours is provided.
						Information services will be limited during off peak times but this will be widely marketed so that customers are aware of when the full provision is available. This could potentially have some impact on people requiring urgent information who do not have adequate computers skills.

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

In order to mitigate any negative impact on equality groups research will be undertaken to ensure that the self-service library offer is available at the least used times of each library. Additional training will be provided to our contracted security guards in equalities awareness and additional volunteers will be recruited during self-service hours to ensure that there is a sufficient level of support for customers.

The self-service library offer will be widely promoted amongst residents to ensure that they are aware of the hours when the reduced service will be available. Residents will be made aware of core staffed hours and self-service hours and what level of service they can expect. This service offer will be built into future Customer Charters and Service Standards.

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 Plan

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?
Potential lack of support for customers during self-service times	Provide additional training for security guards in library procedures and equalities	Active usage = 56,000 Opening hours offer to remain consistent Customer satisfaction = 78% (ARS)	March 2017	Existing	Library Managers	Yes
Potential lack of support for customers during self-service times	Recruit additional volunteers to support the library during self-service hours through a borough wide recruitment campaign	Active volunteers = 200+ Active usage = 56,000 Opening hours offer to remain consistent Customer satisfaction = 78% (ARS)	March 2017	Existing	Library Managers / VCM	Yes
Public awareness of self-service offer	Widely publicise offer through local media and libraries. Identify specific target groups from equalities data	Active usage = 56,000 Customer satisfaction = 78% (ARS)	March 2017	Existing	Libraries SMT	Yes
Deciding which hours to provide self-service offer in	Use usage data and survey information to inform final self-service opening hours offer	Active usage = 56,000 Customer satisfaction = 78% (ARS)	December 2016	Existing	Libraries SMT	Yes

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

APPENDIX 4

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 [add](#) Assessment

The proposal to offer self-service libraries at off peak times will ensure that a consistent library opening hours offer is available that satisfies customer expectations and addresses the need to deliver efficiencies in the way that the library service is delivered. This Equalities Analysis has identified specific actions around using usage and satisfaction data to inform the self-service offer. It has also highlighted the need to ensure that a wide ranging marketing campaign is undertaken to raise resident awareness of the proposal and the impact it will have on the service.

Being a universal service this proposal may have an indirect impact on some usage groups more than others but this will be mitigated wherever possible and will be reviewed upon rollout of this service offer. It is the recommendation of this analysis that this proposal is taken forward.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Anthony Hopkins / Head of Library & Heritage Service Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

COMMUNITY AND HOUSING

Equality Impact Initial Assessment Form

Division	Community and Housing / Housing Needs & Enabling Division
Name of assessor	Elliot Brunton Housing Options Manager
Date of assessment	19th December 2013
Title function/policy/service to be assessed	Housing Needs & Enabling Division

1. Describe the aims / objectives and purpose of the function or policy	Reduction in homelessness grant, rationalisation of housing needs administrative budgets and deletion of one post. The homelessness prevention grant is not ring fenced and can be utilised for homeless prevention or other purposes.
2. Are there any other functions. policies or services, which might be linked with this one	Housing strategy, Homelessness strategy,
3. Who will benefit from this policy / service /function	No clear benefit to service delivery
4. Who was consulted	N/a

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	Services are accessed by various age groups. In the period 01.04.2013 to 30.11.2013 the youngest household approaching as homeless was recorded as 17 and the eldest 69. The majority 60% were from age group 25-44
Disability			✓	The council continues to promote needs on the grounds of disability. The allocations strategy offers overriding priority to households who need to move urgently due to medical

COMMUNITY AND HOUSING

				concerns and has quotas under Band D to provide housing for households with mental health needs and learning disabilities.
Gender			✓	Services are accessed by households led by an almost even split of genders. In the period 01/04/13 to 30/11/13 45% of homelessness approaches were made by male lead applicants and 55% by female lead applicants.
Race			✓	Services are accessed by a variety of ethnic groups. In the period 01/04/13 to 30/11/13 the largest ethnic group accessing homelessness service was White British representing 26% of approaches. The second largest ethnic group was African British representing 15% followed by white other 9.7%.
Religion / belief			✓	Homelessness services are accessed by persons from various religious groups. In the period 01/04/13 to 30/11/13 only 40% of homelessness applicants had a response to their religion with the others recorded as either unknown or not stated. The largest recorded religion amongst homeless approaches was Christian followed by Muslim.
Sexuality			✓	Homelessness services are accessed by persons from various sexuality groups. However in the period In the period 01/04/13 to 30/11/13 only 24% of homelessness applicants had a response to their sexuality recorded with the others recorded as not stated or unknown. The largest sexuality category to record a response was the Heterosexual group. Less than 2% of recorded responses were for Gay, Lesbian or Other sexuality options combined.

COMMUNITY AND HOUSING

Please give a brief description of how this policy benefits the equality target groups identified in the above table ie promotes equality?	<p>Historically there has been an under spend in the homelessness prevention grant and the council has continued to maintain the lowest level of numbers of households in temporary accommodation.</p> <p>Utilisation of the homelessness prevention grant by the council may have a positive impact on other service areas and equality groups.</p> <p>There is no benefit to equality target groups as result of changes in administrative budgets or the deletion of one post.</p>
If there is a negative impact on any equality target group, is the impact intended or legal? <i>If no, then full Equality Impact Assessment should be completed.</i>	Changes arising from the Welfare Reform Act have been enacted and there is the potential for an impact on the service. Should demand for services increase in line with existing demographics of households accessing the homelessness service then there could be an indirect impact on the equality groups who are already shown to most commonly access this service.
What actions could be taken to amend the policy/service to minimise the low negative impact?	The Housing Needs TOM documents sets out plans to provide a number of online self-help tools which may result in fewer customers requiring specialist interventions from front line officer, potentially offsetting the reduced staffing capacity. This will be assessed as part of the TOM process
If there is no evidence that the policy/service promotes equality, equal opportunities or improves relations within equality target groups, what amendments could be made to achieve this?	N/a

Recommendation

Full Equality Impact Assessment required: No

Signed by Manager of assessor

Equality Group scrutiny date

Equality group recommendation



Equality Analysis

What are the proposals being assessed?	Savings in CSF Early Years services
Which Department/ Division has the responsibility for this?	
Children Schools and Families, Education Division, Early Years	
Stage 1: Overview	
<p>Name and job title of lead officer</p> <p>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)</p>	<p>Allison Jones, Service Manager Early Years (CSF01)</p> <p>Savings of £150k in 2015/16, £7k in 2016/17 and £250k in 2017/18 in CSF Early Years. These savings are to be made via reductions in services to support Children's Centres (CCs), although the numbers of nursery places provided will be unaffected, and support and delivery to key target groups/geographical locations will be maintained. We will reshape services in partnership with key stakeholders so that we continue to impact on narrowing the gap in outcomes for more vulnerable children and their families. From 2016 onwards there will be a reduced quality assurance capability including advice, support and challenge to the sector, with the central capacity covering safeguarding and inclusion issues. There will be a limited training programme other than where providers are prepared to pay the full cost. However, cover will be maintained for specific statutory requirements as specified in Childcare Act 2006. Reductions to Children's Centre services will be in accordance with assessed need. There will be reduction in posts, which will impact on women as the majority of the early years workforce are female.</p>
<p>How does this contribute to the council's corporate priorities?</p>	<p>The savings are to be delivered with no reduction in priority areas, including the sufficient supply of good quality early education and childcare places in areas of deprivation, and targeted early intervention services through CCs for vulnerable families with very young children. The savings are proposed to meet budgetary targets with the minimum adverse impact on service delivery.</p>
<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>80% of all Merton families with children under 5 are registered at their local Children's Centre. As well as direct work with families, the service supports up to 500 childcare and early education providers who look after thousands of children on behalf of their families, and are a key employer of the children's workforce across the borough.</p>
<p>Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>Several of our CCs are within schools who are our partners in delivering early years services. We also work with a range of statutory, voluntary and community sector partners who co-deliver or are co-located in CCs in accordance with the DfE / Ofsted requirements, including: health visitors, JCP, midwifery services, JCP, CAB, Relate, and LBM CSC. Extensive partnership working also takes place with the private, voluntary, independent school and maintained school sectors in the delivery of early education and childcare places, in order to achieve sufficiency across a mixed market model and maintain/improve standards of provision. The LA has overall responsibility.</p>

Stage 2: Collecting evidence/ data				
<p>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).</p>	<p>Take up of EY services is increasing by families in areas of deprivation, as is access by more vulnerable groups including families with children with additional needs, lone parents, out of work families, families from black and minority ethnic backgrounds and those presenting with lower level mental health issues. There is also a general improvement in the quality of EY provision in areas of deprivation. However, data also shows an increasing gap in attainment at the end of the EY Foundation Stage, particularly for many of the equality groups. This gap continues through school. Our work will continue to close those gaps by focusing the reshaped services on those most in need.</p>			
Stage 3: Assessing impact and analysis				
<p>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)?</p>				
Protected characteristic (equality group)	Positive impact		Negative impact	
	Yes	No	Yes	No
Age		✓		✓
Disability		✓		✓
Gender Reassignment		✓		✓
Marriage & Civil Partnership		✓		✓
Pregnancy & Maternity		✓	✓	
Race		✓		✓
Religion/ belief		✓		✓
Sex (Gender)		✓	✓	
Sexual orientation		✓		✓
Socio-economic status		✓	✓	
<p>If you have identified a negative impact, how do you plan to mitigate it?</p>				
<p>Develop criteria to prioritise support to settings that take funded 2 year olds, in areas of deprivation and with limited capacity to improve, in communities where low attainment and poor outcomes are of high concern, and in school nurseries where children have low attainment at age 5. Continue to deliver the national pilot for childcare hubs, developing peer to peer support and use evaluation findings to inform future direction. Business modelling to establish scope for buy back service. Strengthening multi-agency working and co-location.</p>				

Stage 4: Conclusion of the Equality Analysis	
	Which of the following statements best describe the outcome of the EA (Tick one box only)
	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 Plan						
Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? (performance measure / target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age (0 - 5s) Pregnancy and Maternity Sex (gender) Socio –economic status	Further targeting of services and support to more vulnerable children, families and settings Consultation with sector re setting support and families and key partners re CCs Early Help/Early Intervention Framework for 0-2s Further embedding of multi agency/Partnership working Delivery on key recommendations from Early Years and Health review Capacity building and sustainability of high quality funded 2 year old places Rationalise services delivered via CCs – evidence based and targeted/prioritised Embed Locality working and funding formula	Ofsted – good and above EYFSP scores Data analysis Children's Centre - Performance Framework Monitoring and evaluation Consultation CSA Quality Assurance Frameworks Continuous Improvement Framework Family Poverty Assessment	reporting quarterly academic year and yearly	existing	AJ	Yes

Stage 6: Reporting outcomes		
Summary of the equality analysis		
This Equality Analysis has resulted in an Outcome	3	Assessment
The proposal is to make savings to meet MTFS targets by reducing services to support Children's Centres, whilst maintaining the numbers of places provided within them and targeting services on those most at risk/need. Given the nature of the services, those with socio-economic difficulties may be affected, however, action is being taken to mitigate the impact through ever sharper service targeting and partnership working.		
Stage 7: Sign off by Director/ Assistant Director		
Assessment completed by	Allison Jones, Service Manager Early Years Penny Badcoe, Business Partner	Signature:
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Date:

What are the proposals being assessed?	Savings in CSF Merton School Improvement services	
Which Department/ Division has the responsibility for this?	Children Schools and Families, Education Division, SSQ	
Stage 1: Overview		
Name and job title of lead officer	Kate Saksena, Service Manager SSQ	
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)	<p>Savings in Merton School Improvement of £75k in 2017/18.</p> <p>Support for schools requiring improvement and high level monitoring of schools that are good or better will remain. Training programmes will move towards a self-funding model with more limited capacity to provide intensive support to underperforming schools.</p> <p>The savings are proposed to meet departmental MTFs budget targets.</p>	
How does this contribute to the council's corporate priorities?	<p>The Council is committed to ensuring that all of our services are good or better. The Ofsted profile of our schools is better than the national and London averages. The remaining MSI capacity will be targeted at schools requiring improvement and on the prevention of Ofsted failure.</p>	
Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Schools will only receive support if they require improvement, or otherwise if they are prepared to pay the full cost. These savings may have an adverse impact on the education of CYP in general including those within disadvantaged groups, however, four of the schools within the most socio-economic disadvantaged areas are now academies and only receive local authority support for school improvement on a traded basis. All council-run schools are committed to improving standards and narrowing outcome gaps and support will be targeted to those schools serving the most needy populations.</p>	
Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton School Improvement works with schools in the borough.	

Stage 2: Collecting evidence/ data																																												
<p>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).</p>	<p>Current data used to assess the service and the impact of any reduction includes national data sets relating to school performance (eg. Raiseonline, Performance tables), LA data sets and analysis, Ofsted inspection data, reports by MSI inspectors and individual school data. The team uses these national and local data sets to target their support, focusing on schools with the greatest level of challenge and with the biggest gaps in pupils outcomes. The evidence shows that these schools are those in areas of greatest socio-economic need, with higher levels of pupil premium funding. Merton has, however, a good track record in narrowing the gaps and some schools within the most socio-economic disadvantaged areas are now out of council control.</p>																																											
Stage 3: Assessing impact and analysis																																												
<p>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)?</p>																																												
<p>Protected characteristic (equality group)</p>	<p>Tick which applies</p>	<p>Reason / Impact</p>																																										
	<table border="1"> <thead> <tr> <th colspan="2">Positive impact</th> <th colspan="2">Negative impact</th> </tr> <tr> <th>Yes</th> <th>No</th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> <tr> <td></td> <td>✓</td> <td></td> <td>✓</td> </tr> </tbody> </table>		Positive impact		Negative impact		Yes	No	Yes	No		✓		✓		✓		✓		✓		✓		✓		✓		✓		✓		✓		✓		✓		✓		✓		✓		✓
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<p>Age</p>		<p>No positive impact is expected as a result of this proposal to reduce MSI services in order to meet MTFS targets.</p>																																										
<p>Disability</p>																																												
<p>Gender Reassignment</p>																																												
<p>Marriage & Civil Partnership</p>		<p>The savings may reduce the quality of education in Merton's schools with an adverse impact on CYP and their families. The effective targeting of residual services will be used to mitigate potential impact, particularly on those groups more at risk of educational underperformance.</p>																																										
<p>Pregnancy & Maternity</p>																																												
<p>Race</p>																																												
<p>Religion/ belief</p>																																												
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<p>Socio-economic status</p>																																												
<p>If you have identified a negative impact, how do you plan to mitigate it?</p>																																												
<p>An even greater focus on schools with the greatest level of need and the lowest outcomes.</p>																																												

Stage 4: Conclusion of the Equality Analysis

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

	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

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

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?
Possible detrimental effect on pupils with low socio-economic status	Increased targeting of those schools where pupil premium pupils are not achieving at national levels	In ROL outcomes showing progress measures for PP pupils,	October each year	Existing	Kate Saksena	Reinforcing current plan
	Close monitoring of school use of pupil premium funding					

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 Equality Analysis has resulted in an Outcome 3 Assessment

The proposal is to make savings to meet MTFs targets by reducing MSI services. There is likely to be an adverse impact on CYP and their families, which may be more significant for those with socio-economic problems, but should not impact disproportionately on other protected characteristics / equalities groups. The proposal is being made because savings have to be made and cuts to other service areas would have more serious impact, and / or would threaten delivery in accordance with statutory requirements.

Stage 7: Sign off by Director/ Assistant Director			
Assessment completed by	Kate Saksena, Service Manager SSQ Penny Badcoe, Business Partner	Signature: Kate Saksena	Date: December 2013
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Signature:	Date:

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?	Deletion of Assistant Director post
Which Department/ Division has the responsibility for this?	Customer Services/Corporate 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)	Deletion of Assistant Director post within Corporate Services (CS60)
2. How does this contribute to the council's corporate priorities?	Reduction of budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	A position has been vacant since August 2011 with the duties shared by Head of Revenues & Benefits and Head of Customer Contact. No affect on customers or staff. The implementation of the Customer Contact programme will require a revision of the top level structure within Corporate Services.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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).

No affect by the deletion of this post.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	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?

None identified

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 Plan

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 [add](#) Assessment

Please include here a summary of the key findings of your assessment.

- What are the key impacts – both negative and positive – you have identified?
- Are there any particular groups affected more than others?
- What course of action are you advising as a result of this assessment?
- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sean Cunniffe, Head of Customer Contact	Signature: S Cunniffe	Date: 12.12.13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Corporate Services savings proposals for: i) CHAS dividend (CS61), ii) appropriate recharging for support of Public Health (CS62)
Which Department/ Division has the responsibility for this?	Corporate Services, Resources Division

Stage 1: Overview	
Name and job title of lead officer	Paul Dale, Interim Assistant Director 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)	The savings proposals above will result in no reduction to service provision as they result in additional income and appropriate charging for services.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity" and the delivery of sound financial management by 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.	There should be no impact on service delivery or our customers. Public Health funding allocations will allow for appropriate charging by support services.
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).

CHAS dividend is income above that already contained within revenue estimates
Recharges to Public Health are based on the actual support given to the service since it transferred in April 2013.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	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?

Not applicable

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 Plan

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?
Not Applicable						

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 [add](#) Assessment

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Dale, Interim AD Resources	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Reorganisation of systems development and support arrangements. (Savings Proposal CS63 Budget Process 2014/5)
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
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 deliver financial savings of £162k over 20016/8 through the reorganisation of support arrangements for the Council's IT systems. This will be either through a reduction in post numbers and/or a reconfiguration of support across a different type/level of post. It is not possible at this stage to determine the approach in more detail as it will need to be informed by a more detailed analysis of the organisation's support requirements at the time. The proposals made here are based on the informed assumption that system support requirements will reduce over the interim period as the council's IT systems are rationalised and aligned.
2. How does this contribute to the council's corporate priorities?	The proposal sits within the Corporate Capacity theme and seeks to ensure a highly efficient IT system support service.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers – all staff/services reliant on IT systems supported by the division will be affected since the support arrangements will be reduced – either in terms of actual volume of officers available and/or the level of skills/expertise within the team. There is potential for a direct and tangible impact in particular on the IT Services Team in the Infrastructure & Transactions Division who require IT Systems' support when amending the Council's IT infrastructure. Staff – a reduction in posts and/or changes to the posts within the service. External customers – there is potential for a secondary impact on the council's service users should the proposed arrangements have a detrimental impact on the reliability/functionality of systems.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	The division works closely with the IT Services team in the Infrastructure & Transactions division to ensure a high quality IT infrastructure and systems architecture – responsibility for the former sits with I&T and for the latter with Business Improvement though collaborative working is essential to the effectiveness of both

partners and who has overall responsibility?

services.

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 has been undertaken on organisational demand for the IT Systems service against the current systems architecture, as well as on the basis of the emerging target systems architecture arising out of the organisations transformation delivery planning.

The proposal is also developed on the basis of consultation with DMTs and service leads throughout 2013 to determine their anticipated needs. Further research and analysis will be required throughout the period to 2015/6 to achieve a more detailed understanding of the true demands of the service as major transformation projects in the intervening period come to a conclusion and benefits are realised.

Detailed analysis on the impact on staff and individual systems will need to be undertaken at this time. This will help determine the likely impact on particular groups or individuals within the external and internal customer group and staff affected by the proposal.

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		Reason
	Positive impact	Potential negative impact	
	Yes	No	
Age			Briefly explain what positive or negative impact has been identified
Disability		✓	Given that the proposal involves posts and staff there is potential for it to impact on some of these groups, although the likelihood of this is low given the scale of the changes proposed. It is not possible to state with certainty at this stage whether this is the case; detailed analysis will be needed nearer the time when it is known which posts are affected and in what ways. This will also clarify the impact on customer segments.
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?

A full EA will be conducted on the detailed proposal once it is clearer which posts will be affected and how. This analysis will explore the impact on affected staff and specific IT systems; the latter will help develop a clearer understanding of the potential impact on internal and external customer groups.

In the period between now and 2015/6 the service will work to deliver a series of transformational projects that rationalise and stabilise the Council's systems architecture to reduce reliance on highly professional expertise for problem resolution and customisation.

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 Plan

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?
Staff	A full EA to be conducted in 2015/6 once affected posts are identified.	EA to be included in the consultation materials as per the Council's Managing Organisational Change procedure.	Q3 2015/6	Ex.	AD BI	Y
Internal customers	A full EA to be conducted in 2015/16 once affected systems are identified.	EA and consultation material will be shared with DMTs for approval	Q3 2015/6	Ex	AD BI	Y
External customers	As above	As above	Q3 2015/6	Ex	AD BI	Y

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 [add](#) Assessment

The proposed change will be managed in line with the Council's Managing Organisational Change procedure and therefore a full EA and detailed consultation will be undertaken and all mitigating actions identified through that process put in place.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Resources savings proposals for: i) reductions in treasury running costs (CS64), interest charged through cash management (CS68) and bank giro charges (CS67) ii) consolidation of various budgets (CS65), and iii) appropriate recharging for support of the Pension Fund (CS66)
Which Department/ Division has the responsibility for this?	Corporate Services, Resources Division

Stage 1: Overview	
Name and job title of lead officer	Paul Dale, Interim Assistant Director 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)	The savings proposals above will result in no reduction to service provision as they result from service efficiencies and appropriate charging for services.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity" and the delivery of sound financial management by 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.	There should be no impact on service delivery or our customers. The proposals will enable the same level of service to be delivered from a lower level of funding.
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).

Historical spend on budgets has been reviewed and different processes and ways of working have been considered to deliver the savings required. It is not envisaged that these savings proposals will have any impact on service delivery.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	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?

Not applicable

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 Plan

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?
Not Applicable						

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 [add](#) Assessment

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Dale, Interim AD Resources	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Cease Councillors courier service and send out items electronically or via the standard postal system. (Savings Proposal CS69)
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)	Reduce expenditure and achieve a financial saving by not using a courier to deliver documents directly to Councillors at home either by sending them out electronically and providing local printing facilities or alternatively sending them through the standard Royal Mail postal system.
2. How does this contribute to the council's corporate priorities?	More efficient and cost effective method of handling documents and papers which will reduce expenditure and provide a financial saving.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal will only affect Councillors.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No the delivery of the documents is the responsibility of Infrastructure and Transactions but the proposal is likely to have some impact on the Democratic Services team who collate all of the reports and information in preparation for Council and Committee meetings. The change of delivery arrangements is likely to mean that the time that is available for the production and collation of these documents is likely to reduce as it will take longer for the documents to be delivered.

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 frequency of the Councillors courier service has been reduce previously over a number of years which has had some impact on the timescales available for the production of reports and other supporting documents for Council and committee meetings.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	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?

No negative impact identified.

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 Plan

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 of no negative impact of implementing the proposed change of service delivery

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date:16/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:16/12/13

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?	Proposal to apply a £3.00 charge to customers requesting a hard copy paper invoice for any services which are administered through the Transactional Services team. (Savings proposal CS70)
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, AD Infrastructure and 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)	To encourage a shift towards E-billing and electronic invoicing, which will improve efficiency by reducing manual processing and also generate cost savings in respect to postage and stationery. If customers require a hard copy paper invoice it will be sent via the standard postal system but a £3.00 administration charge will be added to their account. This will also ensure that customers receive their invoices in a timely manner and as the invoice is payable upon receipt it should also improve the Council's cash flow arrangements.
2. How does this contribute to the council's corporate priorities?	Promoting the move towards using more cost effective channels is one of the underlying principles of the Customer Contact strategy, which looks to reduce operating costs and improve efficiency through the use of new technology and other E-commerce opportunities.
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 affect a wide range of customers who pay for services provided by the Council; these include commercial organisations such as members of the Contractors Health and Safety scheme (CHAS) and potentially some local residents that pay for adult social care services and who have elected to receive invoices electronically. All customers will benefit from a reduction in the time taken to generate and issue invoices and ensure that they are received in a timely manner. This will also speed up the payment process improve cash flow and a reduced risk of penalty charges being made for late payment of invoices.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are a number of departments involved in the delivery of services which utilise Transactional Services team to produce and administer invoices, but this proposal does not have any direct impact on direct service provision.

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).

Customer Insight information that was collected as part of the Customer Contact programme shows that there are relatively high levels of digital inclusion across the country and also within the borough, and on that basis a gradual shift towards delivering invoices electronically to commercial organisations and other customers would not create any significant issues.

Evidence collected as part of a pilot scheme already being operated within Corporate Services for the year covering 2013/14 shows that over a third of the Councils Business Rates have been collected through electronic invoicing and E-payments in the first year of operation which demonstrates the scope to move customers on to more cost effective channels.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Disability		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Gender Reassignment		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Marriage and Civil Partnership		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Pregnancy and Maternity		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Race		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Religion/ belief		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Sex (Gender)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Sexual orientation		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Socio-economic status		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

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

No negative impact identified

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 Plan

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 [add](#) Assessment

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Proposal to delete two “In-house” trainers posts within IT Service Delivery (Savings proposal CS71)
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)	To deliver financial savings of £85k over the period 2016/18 by deleting the two full time trainers posts within the IT Service Delivery section. The proposal is to delete 2 FTE posts which currently deliver “In house” bespoke training on a number of corporate IT systems which include Carefirst, and re-provide this training through new on line E-learning packages which will be made available as part of new systems such as (SCIS) Social Care Information System which are currently being procured.
2. How does this contribute to the council’s corporate priorities?	The savings are required as part of the Medium Term Financial Strategy and it is felt that the training currently provided on IT systems can be delivered in a more cost effective and efficient manner.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Two full time members of staff who currently deliver the “In-house” training provision. Children Schools & Families and Community & Housing are likely to be most affected by this proposal as the vast majority of the training being delivered relates to systems used by these two departments
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility for the delivery of training on corporate IT systems currently sits with Infrastructure & Transactions but with the recent centralisation of Learning and Development budgets there may be opportunities to provide additional training and support for departments centrally if required.

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).

As part of the development of new IT systems, suppliers generally now include training packages and embedded online self-help modules which form part of the overall software package. This approach generally helps to speed up the initial roll out of new systems and information is updated on a regular basis to reflect any changes or upgrades which are applied to the system. This then allows users to adjust to these changes without the need for costly and time consuming face to face training which reduces cost and also minimizes disruption to service delivery.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	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?

No negative impact identified

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 Plan

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 [add](#) Assessment

[From the analysis undertaken, it is envisaged that the savings proposal will have no adverse equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries Assistant Director – Infrastructure & Transactions	Signature:	Date: 20/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland Director of Corporate Services	Signature:	Date:

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?	Savings achieved through the consolidation of revenue budgets within Infrastructure & Transactions. (Savings proposal CS72)
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)	The savings proposals above will result in no reduction to service provision as they have been achieved through operational efficiencies.
2. How does this contribute to the council's corporate priorities?	Delivery of savings as required by the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There should be no adverse impact on service delivery or to our customers. The proposals will enable the same level of service to be delivered from a lower level of funding.
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).

Historical spend on budgets has been reviewed and different processes and ways of working have been considered to deliver the savings required. It is not envisaged that these savings proposals will have any impact on service delivery.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	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?

Not applicable

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 Plan

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?
Not Applicable						

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 [add](#) Assessment

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date: 20/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Legal Services savings of £80,000 (£60k by 2017 and £20k by 2018) by deletion of 2 x FTE (CS73)
Which Department/ Division has the responsibility for this?	Corporate Governance Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Paul Evans, Assistant Director of Corporate Governance and Joint Head of Legal 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)	The deletion of two posts will be achieved by driving efficiencies in service delivery and changes in demand for legal support which are expected in the future.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity"
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The affected persons will be the Departments, Officer and Members of Merton, Richmond, Sutton and Kingston who use the legal service.
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 London Boroughs of Richmond, Sutton and the Royal Borough of Kingston upon Thames who all contribute to the funding of the South London Legal Partnership. The Shared Service Governance Board will determine how the savings will be applied.

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 would need to consider the protected characteristics of the complement of staff likely to be affected at the time the savings are required. As this is not until 2017/18 and the establishment is fluid it is not possible to undertake this analysis at this time. It is, however, unlikely that there will be a negative impact.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	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?

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 Plan

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 [add](#) Assessment

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Fiona Thomsen, Head of Shared Legal Services	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Paul Evans, AD Corporate Governance	Signature:	Date:

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?	HR savings of £127,000 (CS74 - £69k for 2016/2017 and CS75 - £58k for 2017/18) by deletion of 3 x FTE in total and procurement economies of scale from partnership work with other councils
Which Department/ Division has the responsibility for this?	HR Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Dean Shoesmith, Joint Head of HR 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)	The deletion of two posts in the central operations team will be achieved by driving efficiencies in service delivery consolidation of shared structures. The deletion of one post in L&D will be achieved by further efficiency measures through reorganisation and service consolidation.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity"
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The affected persons will be the Departments, Officer and Members of Merton and Sutton who use the HR service.
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 London Borough of Sutton. The responsibility has potential for being shared more widely dependent on the review of a four-borough HR shared service with Kingston and Richmond. The HR Shared Service Governance Board has governance to determine how the savings will be applied.

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 would need to consider the protected characteristics of the complement of staff likely to be affected at the time the savings are required. As this is not until 2017/18 and the establishment is fluid it is not possible to undertake this analysis at this time however the workforce is currently predominantly female and measurement will be taken before and after the recommended changes

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓	✓		The affected part of the workforce is predominantly female
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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

Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures

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 Plan

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?
Potential gender impact on a predominantly female workforce	Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures	Seek to ensure the representation of staff.	31/3/17 and 31/3/18	No	Marissa Bartlett and Kim Brown	Yes

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 [add](#) Assessment

- Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures may not be possible to fully mitigate, explain your justification with full reasoning.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Dean Shoesmith, Joint Head of HR	Signature:	Date:23/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:23/12/13

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?	<p>EV02: Increase by £5 per year parking permits in the following categories: Teachers, Trade and Business permits.</p> <p>EV11 : increase by 10% (average) pay and display parking charges for all On and Off Street locations</p>
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking 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)	These increase in charges to parking permits and pay and display parking charges are where we have not made changes for over 3 years. The aim is to manage demand to improve the availability of parking spaces for ad hoc parking. Before any increases are implemented a survey must be carried to show if demand during peak times of operation reach or exceeded 85% of capacity as apposed to an average figure. The 85% figure is an industry benchmark.
2. How does this contribute to the council's corporate priorities?	Improves the availability of parking spaces leading to improved resident and customer satisfaction.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents and the ad hoc users of Permit and On Street pay and display parking bays will benefit by the increase in charges as the aim of any increase in charges to reduce demand for these types of parking spaces. The existing purchasers of these types of parking spaces and permits will be negatively affected as they will be required to pay more for to park.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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).

As part of these proposals an assessment of the capacity issues will need to be undertaken to confirm if there is a need to increase costs as way of managing demand. The groups using this service are Businesses, Trade, Teachers and the public in general. Whilst there will be impact due to an increase in costs to park groups such as blue badge holders will not be adversely affected and in fact may benefit as they are allowed to park in the parking spaces that we are attempting to increase capacity.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified <i>The negative impacts are unknown</i>
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	There is no data that indicates the types of groups as listed below will be affected by these proposals.
Disability				X	As above
Gender Reassignment				X	As above
Marriage and Civil Partnership				X	As above
Pregnancy and Maternity				X	As above
Race				X	As above
Religion/ belief				X	As above
Sex (Gender)				X	As above
Sexual orientation				X	As above
Socio-economic status				X	Whilst the status is unknown about this group the fact that the intention is to increase the costs of parking permits by £5 and pay and display parking may adversely affect this group.

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

If negative impacts are identified through any monitoring then an action plan will try to address this as far as is practicable.

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 Plan

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?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2014	Existing	Paul Walshe	Included as part of service review 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 [add](#) Assessment

The realignment of management structures will ensure that there is no negative impact arising from this proposal.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/11/2012
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development	Signature: 	Date: 30/11/2012

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?	EV03, EV04, EV05, EV06, EVO7: Deletion of 2 enforcement officer posts Deletion of 1 admin officer(outsource admin functions) Deletion of 1 admin officer (Shared service DC and BC admin) Deletion of 2 planning officers Deletion of 1 Development Control/ BC area team leader
Which Department/ Division has the responsibility for this?	PP@D/ E @ R

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan
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)	Designed to deliver savings from 2015/16. The aim is to make financial savings whilst seeking to retain a statutory planning function. These proposed savings are in addition to others previously agreed.
2. How does this contribute to the council's corporate priorities?	This is a savings proposal and whilst it seeks to retain the statutory function it does not directly contribute to Corporate priorities. Service standards will be affected.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The reduction of the posts will result in a reduced capacity to support the planning applications processes resulting reduced ability to meet any government set performance targets. Applicants and residents will therefore receive a reduced service. Equalities groups are represented in the population served.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	No

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 very limited information presently collected on such groups using the service. Planning applications are often submitted by planning agents and developers on behalf of residents. It is not believed that the equality groups are disproportionately represented in the client population in terms of planning applicants. Unauthorised development requiring enforcement action takes place in all parts of the borough. With the capacity of the team reduced, all groups would experience a reduced service.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X	X		No evidence that any protected group will be disproportionately impacted'
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		

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

It is not believed that there would be a disproportionate impact on equality groups. Planning applicants are likely to have higher socio economic status since they are usually property owners and seeking to invest capital funds in development activity. The negative impact from these proposed budget changes cannot be wholly mitigated for any group. In the first instance better information on service users and impact would need to be sought in order to identify the impact and what action if any could be taken, however there are limited funds to support such activity.

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 Plan

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?
Identified through significant service level reductions	Action plan to mitigate (subject to resources)	Measuring customer feedback. Significant complaint numbers inevitable	2016	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 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 [3](#) Assessment

There is a negative impact on all of the groups identified since the proposals involve the reduction in the size of the planning and planning enforcement function DC, however, there is no disproportionate effect on any protected group. Therefore, the range and breadth of service will be reduced to such an extent that it will affect members of the public, businesses, partner organisations, corporate objectives and regeneration proposals designed to benefit all groups. There is little if any mitigation that can be put in place to address this. The equality groups affected are not disproportionately affected.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan Building and Development Control Manager	Signature: Neil Milligan	Date: 20/12/2013
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development / Chris Lee Director	Signature:	Date: 6.1.14

What are the proposals being assessed? Which Department/ Division has the responsibility for this?	Renegotiation of the Leisure Centres Contract EV09 Environment & Regeneration Department / Sustainable Communities Division
Stage 1: Overview	
<p>Name and job title of lead officer</p> <p>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)</p>	<p>Christine Parsloe, Leisure & Culture Development Manager</p> <p>1.) Energy Savings – Remove the requirement of the contractor to invest £30k per annum for the next 7 years in energy savings initiatives and replace this with a one off bid to central government for investment into energy savings initiatives which the council would procure and implement with the contractor.</p> <p>2) Energy Savings – Bring back in house the responsibility for the payment of the energy bills making savings through tariff, etc. The negotiation will require the contractor still to take a usage risk, whilst the council would take back the tariff risk.</p> <p>3) Additional income generation through operation of the new floodlit multi-use games area within the contract, whilst still maintaining a mixed economy of use on the new facilities in order to meet the external funding agreements, sports development plan and local needs</p> <p>4) Pensions savings – the roll out of the Governments Opt-Out Pensions Agreement is now rolling out and there are some savings from this roll out.</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>Delivers savings through doing our business with our contractors differently making efficiency savings. Delivers increased opportunities for sports & physical activity participation by all the community including those who can afford, thus generating additional income.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>1, 2 & 4 - These will affect the contractors (GLL), LB Merton's Facilities and Leisure & Culture Development Teams who will all have changes to the way in which back office functions take place. This proposal benefits the Council by making savings</p> <p>3 - This will affect the contractors (GLL) and external customers in the delivery of new activities on the new sports facility. This proposal will benefit the local community and external customers by creating increased sporting and physical activity opportunities whilst making savings for the council through increased income.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>This responsibility is shared with the contractor, Greenwich Leisure Limited, and our Corporate Services Facilities Team and will require Legal Team support to carry out the contract change notices. External Funding Partners are supporting the building of the new Floodlit Multi-use Games Area. Overall the responsibility is jointly shared by the Environment & Regeneration Department (on behalf of the Council) and the Contractor, Greenwich Leisure Limited</p>

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 are no negative equality impacts in this submission, rather the construction of two floodlit lit multi-use games areas will increase opportunities for sports & physical activities in the Mitcham area.

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	Football development plan will target people of all ages to increase physical activity
Disability	X			X	Football development plan will target disabled people to increase physical activity
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race	X			X	Football development plan will welcome all people to increase physical activity and target any specific groups as appropriate
Religion/ belief		X		X	
Sex (Gender)	X			X	Football development plan will target women & girls to increase sport & physical activity
Sexual orientation		X		X	
Socio-economic status	X			X	Football development plan will ensure that there are a range of activities, events and programmes to suit all people including charges levied

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

None.

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 Plan

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 [add](#) Assessment

In assessing these savings proposals it is clear that the burden of work will fall onto officers of the Council and the Contractor, GLL. All parties have already had early discussions and are working to bring these savings to fruition whilst minimizing any burden these changes may cause. From an equalities point of view none of these changes cause any concerns. On the introduction of a Floodlit Multi-use Games Area which will be added into the Leisure Management Contract, there is in place a Football Development Plan that will become a contractual obligation on GLL to deliver thus protecting the equalities issues that could arise in terms of access, costs and ability to participate. This is of positive benefit to the local community as it creates an opportunity that would not have otherwise had and it is in public ownership hence access to all can be protected through the contract. There are no negative impacts in this savings proposal. No particular groups will be affected more than another. There are no courses of action required as part of this assessment.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Christine Parsloe Leisure & Culture Development Manager	Signature:	Date: 18 December 2013
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date: 18 December 2013

Equality Analysis



What are the proposals being assessed?	EV10 Specific proposals will be determined for the Greenspaces service through the TOM process
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces 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)	Specific proposals will be determined through the TOM process in order to generate budget savings either through reduced expenditure and/or increased income generation
2. How does this contribute to the council's corporate priorities?	The proposals will support efforts to ensure that the council operates more efficiently and at reduced cost, recognising current corporate priorities insofar as possible
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	A range of customers are likely to be affected including staff, service users and stakeholders and partners. The outcome will contribute to the overall operation efficiency of the service and the council as a whole
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	To be determined through the TOM process, but it is highly likely that some of the proposals will be shared with other departments and partners

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 evidence considered will depend upon the nature of the proposals developed through the TOM process

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

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

To be confirmed

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

- | | |
|-----|---|
| TBC | 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. |
| TBC | 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. |
| TBC | 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. |
| TBC | Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals. |

Stage 5: Improvement Action Plan

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?
TBC	TBC	TBC	TBC	TBC	Doug Napier	TBC
TBC	TBC	TBC	TBC	TBC	Doug Napier	TBC
TBC	TBC	TBC	TBC	TBC	Doug Napier	TBC

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 [add](#) Assessment

[To be confirmed](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 17/12/13
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date: