

2012

Equality Analysis Guidance and Form



Brent Council Equality Analysis Form

Please contact the Corporate Diversity team before completing this form. The form is to be used for both predictive Equality Analysis and any reviews of existing policies and practices that may be carried out.

Once you have completed this form, please forward to the Corporate Diversity Team for auditing. Make sure you allow sufficient time for this.

1. Roles and Responsibilities: please refer to stage 1 of the guidance	
<p>Directorate: Regeneration and Growth</p> <p>Service Area: Planning and Regeneration</p>	<p>Person Responsible:</p> <p>Name: Joyce Ip</p> <p>Title: Regeneration Officer</p> <p>Contact No: 020 8937 2274</p> <p>Signed:</p>
<p>Name of policy: Burnt Oak, Colindale, The Hyde Placemaking Plan</p>	<p>Date analysis started: 2 October 2013</p> <p>Completion date: 13 December 2013</p> <p>Review date:</p>
<p>Is the policy:</p> <p style="padding-left: 40px;"><input checked="" type="checkbox"/> New</p> <p style="padding-left: 40px;"><input type="checkbox"/> Old</p>	<p>Auditing Details:</p> <p>Name: Elizabeth Bryan</p> <p>Title: Partnership Equality Policy Officer</p> <p>Date: 13 December 2013</p> <p>Contact No: 020 8937 1623</p> <p>Signed:</p>
<p>Signing Off Manager: responsible for review and monitoring</p> <p>Name: Dave Carroll</p> <p>Title: Head of New Initiatives</p> <p>Date: 13 December 2013</p> <p>Contact No: 020 8937 5202</p> <p>Signed:</p>	<p>Decision Maker:</p> <p>Name individual /group/meeting/ committee:</p> <p>Executive Committee</p> <p>Date: 13 January 2013</p>

2. Brief description of the policy. Describe the aim and purpose of the policy, what needs or duties is it designed to meet? How does it differ from any existing policy or practice in this area?

The Project:

Burnt Oak/ Colindale, once home for a very important community focal point, Oriental City/ Yaohan Plaza, is one of the five growth areas in Brent. It is identified as a growth area for around 2,500 homes, on sites arranged along the axis of Edgware Road (A5). All those new developments in the Growth Area when complete will improve the area immensely and bring in new jobs. However, these developments should not be looked at in isolation with the rest of the Burnt Oak and The Hyde Town Centres.

The Burnt Oak, Colindale and The Hyde Placemaking Plan sets out a vision which aims to maximise the opportunity associated with the area along the A5.

It seeks to guide and catalyse change within the area through a suite of co-ordinated public realm interventions and urban design strategies. The proposals included in the document could radically transform the area within the next 10-15 years.

The document has been developed with input from the officers from Brent, Barnet, Harrow and Transport for London and the community. The placemaking plan provides a framework for collaboration amongst Brent, Barnet, TfL and Harrow to improve the A5 and its junctions.

The plan builds on the council's vision to boost the local economy by attracting private investment to the area and improve the area for new and existing residents, businesses and visitors.

Brent Planning Committee approved the BOCH Placemaking Plan on 4 September 2013. The Plan is now a material consideration in determining planning applications locally.

Project Objectives:

It provides a vision for the Council to play an enabling role to improve the area for new and existing residents, businesses and visitors. Having the vision adopted will support and strengthen funding bids. The proposals set out within the placemaking plan seeks to transform the quality of the public realm, and wider perceptions of the area, as a means to help catalyse development and investment and seek to shift the character of A5 away from that of a vehicular 'artery' towards that of a vibrant local high street. It also seeks to help revitalise the town centres, boost economic performance, support regeneration, build community pride, improve community cohesion by creating a more vibrant, pedestrian friendly and permeable environment and improve access to the open spaces and community facilities through the planning process.. The placemaking plan also provides a framework for collaboration amongst Brent, Barnet, TfL and Harrow to improve the A5 and its junctions.

Strategic Alignment:

Regenerating Burnt Oak and Colindale is a corporate priority and is entirely aligned with the objectives of the Council's Regeneration Strategy and the Borough Plan. The BOCH Placemaking Plan will help deliver regenerative transformation; economic development and maximise investment. It will help deliver a significantly better quality of physical environment within a sustainable community.

Regeneration Strategy

The Plan supports/ facilitate new developments in Burnt Oak/ Colindale Growth Area

- The Plan gathers funding pot information and delivery phasing plan would help application assembling when funding opportunities arise
- Give confidence to investors in terms of local environment and joint borough co-operation.

- Clearer guidance for the area would create certainty

Corporate Strategy

One Borough

The plan aims to help facilitate regeneration in the area apart from the 2,500 homes to be delivered (affordable housing will be provided), the associated community facilities for the new population – new school, nursery places, new health services, improved local open spaces, a new community swimming pool, new bus services to provide interchanges with local rail and underground stations, multi-use community centre will benefit the wider community and be accessible by all.

One Community

- Local businesses and residents have been consulted during the process. They will be consulted when detailed designs take place
- Any public realm improvements will improve everyone's quality of life.
- The plan suggests ways to help safeguard local businesses.
- The site specific allocations are for mixed use developments that employment opportunities should be available for local people.

One Council

Delivering the proposed projects will involve different departments within Brent. Collaborating with TfL and LBs Barnet and Harrow will ensure better co-ordination on tackling cross-borough issues.

Brent Climate Change Strategy

Planting new trees is part of the proposals to improve public realm. The wider transport strategy of the Placemaking Plan centres on reprioritising the A5 (a corridor of change) with a greater emphasis on public transport and cycling between surrounding neighbourhoods and the 'place' functions of walking around local centres. It aims to :

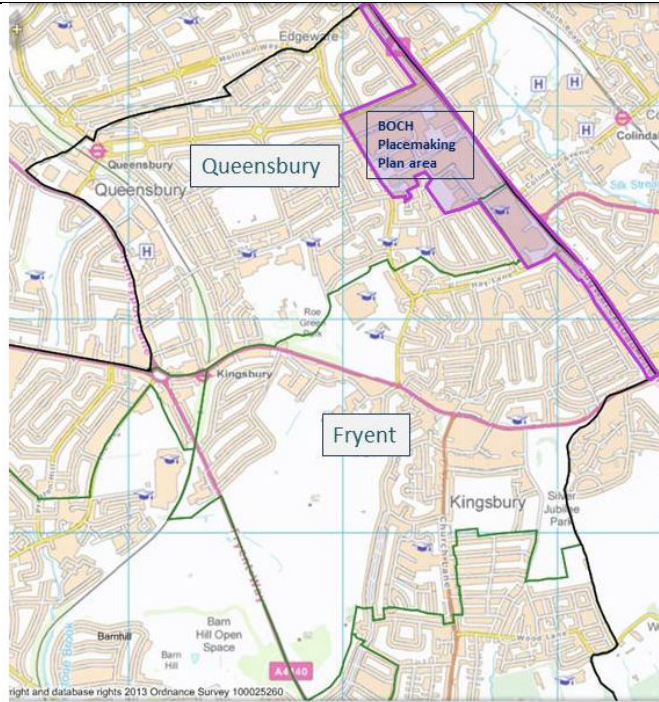
- create more space for walking and activity where the A5 acts as a local high street spine;
- create better east-west links across the A5, connecting important walking and cycling links in Brent and Barnet;
- make crossing of the A5 and adjoining side roads more direct, safe and inviting;
- make large development parcels more permeable to movement on foot;
- improve the quality and consistency of existing footways across the area, including decluttering and guardrail removal;
- improve wayfinding to stations and other destinations in the local area.

Scope of Works

The placemaking plan contains a list of projects which is part of the delivery strategy. This list of interventions tabulates various measures recorded in the project mapping. This list is also intended to guide action over forthcoming years, and assist with funding bids and the development of detailed implementation plans when allocating s106, Community Infrastructure Levy funding and possibly Borough Local Implementation Plan (LIP) funding.

3. Describe how the policy will impact on all of the protected groups:

The Placemaking Plan covers an area at the border of Fryent and Queensbury Wards. The 2011 Census results provide some basic indication of demographic composition of the area. However, the Burnt Oak and Colindale Town Centres do serve a bigger catchment rather than just the study area. They are local centres which area meant to serve local



people who likely travel there on foot.

	Fryent and Queensbury Ward						Brent	England and Wales
	Total	Total male	Total female	Total	Total male	Total female		
Age 0 to 4	1,964	1,006	958	6.9%	7.0%	6.7%	7.2%	6.2%
Age 5 to 15	3,885	2,021	1,864	13.6%	14.1%	13.0%	13.0%	12.6%
Age 16 to 64	19,311	9,769	9,542	67.5%	68.3%	66.7%	69.3%	64.7%
Age 65 and over	3,440	1,499	1,941	12.0%	10.5%	13.6%	10.5%	16.4%
Age 85 and over	407	126	281	1.4%	0.9%	2.0%	2.6%	2.2%
Total	28,600	14,295	14,305	100.0%	100.0%	100.0%	100.0%	100.0%

Age

The age profiles for the Fryent and Queensbury Wards is similarly to Brent average. However, attention should be drawn into the older population. Living in the area. Currently, Burnt Oak, Colindale and The Hyde are disjointed with poor walking environments. One of the objectives of the plan is to create a better environment for walking that will particularly benefit elderly people. Introducing improved crossing facilities the junction configurations will benefit everyone particular the elderly.

Disability

A key principle of the BOCH Plan is to encourage a reduction in car use and to make public transport more attractive by providing better access and waiting facilities for buses. These improvements will no doubt benefit people with disabilities, for instance, the improvement of paving materials will avoid the unevenness and reduce the occurrence of potholes.

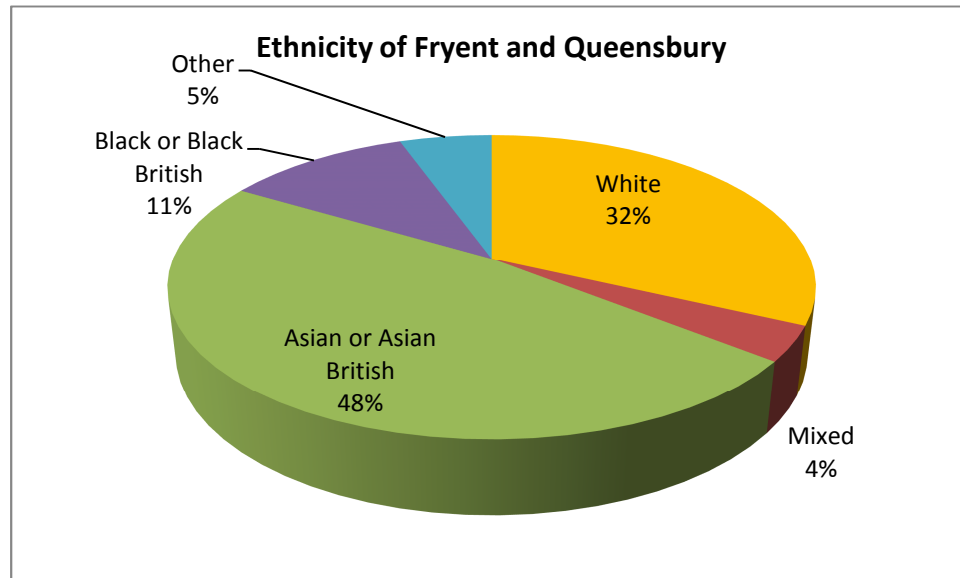
The proposals set out within the placemaking plan seek to transform the quality of the public realm, and wider perceptions of the area, as a means to help catalyse development and investment and seek to shift the character of A5 away from that of a vehicular 'artery' towards that of a vibrant local high street. It also seeks to help revitalise the town centres, boost economic performance, support regeneration, build community pride and improve access to the open spaces and community facilities. All these new developments when complete will improve the area immensely and bring in new jobs. These close to home

jobs will benefit those who have activity limitations because of disabilities, however, are economically active

Gender reassignment

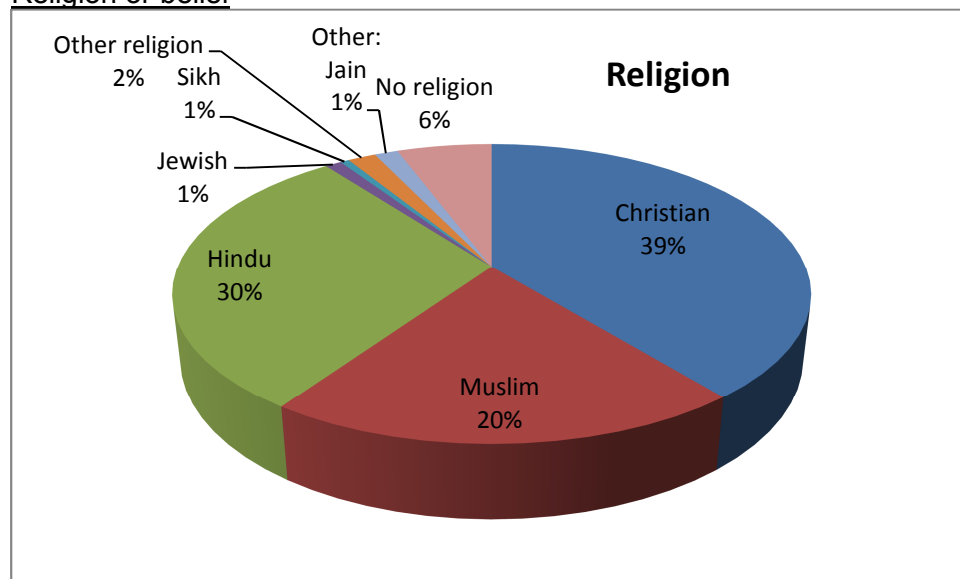
There will be no impact to this protected group

Race



Almost half the residents living in Fryent and Queensbury Wards are Asian. The percentage of BAME population in the area is 68.1% which is higher than Brent's 64%. However, the beneficiaries of the proposed projects included in the Placemaking Plan are the general public regardless their gender, age, race, sexuality, marital status and disability.

Religion or belief



There are no religion related projects proposed by the placemaking plan. There will be no impact to this protected group. Within the Placemaking area, there are no faith buildings, therefore, the proposed projects will not result in the loss of any faith buildings.

Sex, Sexual orientation, Marriage and civil partnership

2011 census	Single	Married	Same-sex civil partnership	Separate	Divorced	Widowed
BOCH	18.6%	58.7%	0.1%	4.9%	8.3%	9.4%
Brent	32.1%	43.8%	0.3%	5.8%	10.5%	7.6%

The beneficiaries of the proposed projects included in the Placemaking Plan are the general public regardless their gender, sexual orientation, marriage and civil partnership.

Pregnancy and maternity

The main components of the placemaking plan such as using simple, elegant and robust materials, improved streetscape environment and the introduction of street trees would provide a calmer environment for pregnant women. Improving the junction configurations and crossing facilities will improve safety in general. The Placemaking Plan also tries to provide better access by the introduction of better paving materials and the removal of obstructing objects on the street (decluttering) and waiting facilities for buses that will particularly benefit pregnant women.

Please give details of the evidence you have used:

Based on 2011 Census results and responses of the public to our consultation.

4. Describe how the policy will impact on the Council's duty to have due regard to the need to:

(a) Eliminate discrimination (including indirect discrimination), harassment and victimisation;

Safety and security are an essential element of successful places and spaces, and the overall sustainable community's agenda. Well designed and positive places are attractive environments and are places free from crime and the fear of crime, and contribute to public quality of life. The Placemaking Plan tries to improve the public realm quality to help reduce crime, the fear of crime and create a greater sense of place and reduce anti-social behaviour on streets and other public spaces. The public realm design takes into account natural surveillance and does not integrate enclosed spaces that could be susceptible to anti social behaviour where the protected groups normally are victims of humiliation.

(b) Advance equality of opportunity;

This stretch of the A5 currently suffers from a poor quality streetscape environment. The public realm is fragmented, cluttered and often poorly maintained. The highway environment is dominated by vehicle movement and is comparatively hostile to pedestrians and cyclists - difficult to cross and navigate, and with notable safety problems. The beneficiaries of the proposed projects included in the Placemaking Plan are the general public regardless their gender, age, race, sexuality, marital status and disability

(c) Foster good relations

5. What engagement activity did you carry out as part of your assessment?

Public consultation was carried out in locations accessible by people with disabilities. In June 2013, a consultation leaflet was distributed to all the residential properties (more than 9,000) in Burnt Oak and Queensbury Wards and some 250 non-residential properties within the Placemaking Plan area. The two consultation sessions located in Fryent Ward and Queensbury Ward respectively were publicised on the Council website. A four-hour consultation session took place at Asda Colindale in Queensbury Ward on Sunday 30 June 2013. Around 300 people were engaged in the consultation. Graphics explaining the vision for the area and plans with option designs were on display. Most of the consultees were drivers and their passengers as the consultation stall was held by the exit of the car park. Valuable comments written on post-it notes were made by the public from Brent and Barnet. Most of the comments received were supporting the principles of the placemaking Plan particularly around public realm improvements. However, some negative comments were also received around the introduction of median strips and cycle lane. Those consultees were concerned about the potential congestion and pedestrian safety when crossing the road if median strips were installed. The median strips in areas like Oford Street and Hornchurch Town Centre prove they can actually improve safety when crossing the road. The second four-hour consultation session was held at the Hyde (Colindale Town Centre), in Fryent Ward on Thursday 4 July 2013. Those visited the consultation tent on foot were traders, visitors and residents either making the journey specially after receiving the consultation leaflet or passers-by. Most of the comments received from some 200 consultees were more localised issues such as the dreadful condition of the alleyways, drinking, security and anti-social behaviour problem. Both the consultation sessions were co-hosted by all six of the Fryent and Queensbury councillors. Appendix 2 sets out the responses received by the Council on public consultation.

6. Have you identified a negative impact on any protected group, or identified any unmet needs/requirements that affect specific protected groups? If so, explain what actions you have undertaken, including consideration of any alternative proposals, to lessen or mitigate against this impact.

No negative impact on any protected group has been identified. Nevertheless, further study will be required during the design stage of the medium strip to make sure elderly people, small children, pregnant women and people with disabilities will not be impacted or discriminated by the installation of them because. Every location is different.

Please give details of the evidence you have used:

Data gathered from the 2011 Census has provided evidence to inform the Equality Analysis.

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

Protected Group	Positive impact	Adverse impact	Neutral
Age	X		

Disability	X		
Gender re-assignment	X		
Marriage and civil partnership	X		
Pregnancy and maternity	X		
Race	X		
Religion or belief	X		
Sex	X		
Sexual orientation	X		

8. The Findings of your Analysis

Please complete whichever of the following sections is appropriate (one only).
Please refer to stage 4 of the guidance.

No major change

Adjust the policy

Continue the policy

The Executive should adopt the Burnt Oak, Colindale and The Hyde Placemaking Plan as a vision for the Burnt Oak, Colindale and The Hyde area as recommended by Brent Planning Committee. Many of the proposals and recommendations within the Placemaking Plan need further study and work to progress them towards implementation - ranging from detailed traffic modelling and options appraisal, through to the development of specific design proposals and consultation to ensure strong community buy-in and pride in the initiative to assure the space is used as envisaged.

Stop and remove the policy

9. Monitoring and review

Please provide details of how you intend to monitor the policy in the future.
Please refer to stage 7 of the guidance.

Another equality analysis will be undertaken once the Placemaking Plan is implemented after 5 years in order to clarify the full impact of the project on all protected groups.

10. Action plan and outcomes

At Brent, we want to make sure that our equality monitoring and analysis results in positive outcomes for our colleagues and customers.

Use the table below to record any actions we plan to take to address inequality, barriers or opportunities identified in this analysis.

Action	By when	Lead officer	Desired outcome	Date completed	Actual outcome
Provide updates on the delivery of the Placemaking Plan.	Regularly	Joyce Ip	Provide an update on the progress being made on the Placemaking Plan to Council officers, Ward Councillors and resident and business representatives who should be briefed about the specific needs of the protected groups by the co-ordinator.		

Please forward to the Corporate Diversity Team for auditing.

Introduction

The aim of this guidance is to support the Equality Analysis (EA) process and to ensure that Brent Council meets its legal obligations under the Equality Act 2010. Before undertaking the analysis there are three key things to remember:

- It is very important to keep detailed records of every aspect of the process. In particular you must be able to show a clear link between all of your decisions and recommendations and the evidence you have gathered.
- There are other people in the council and in your own department who have done this before and can offer help and support.
- The Diversity and Consultation teams are there to advise you.

The Equality Act 2010

As a Public Authority, Brent Council is required to comply with the Public Sector Equality Duty (PSED) contained in the Equality Act 2010. These duties require Brent Council to have 'due regard' to the need to

- Eliminate discrimination, be it direct or indirect discrimination
- Advance equality of opportunity between persons who share a relevant protected characteristic and others who do not share it; and
- Foster good relations between people who share a protected characteristic and those who do not share it

The equality duty covers:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Marriage and civil partnership (direct discrimination only)
- Race
- Religion or belief
- Sex (formally known as gender)
- Sexual orientation

What is equality analysis?

Equality Analysis is core to policy development and decision making and is an essential tool in providing good services. Its purpose is to allow the decision maker to answer two main questions.

- Could the policy have a negative impact on one or more protected groups and therefore create or increase existing inequalities?
- Could the policy have a positive impact on one or more protected groups by reducing or eliminating existing or anticipated inequalities?

What should be analysed?

Due consideration of the need for an Equality Analysis should be addressed in relation to all policies, practices, projects, activities and decisions, existing and new. There will be some which have no equalities considerations, but many will. Where an EA is undertaken, some policies are considered a higher risk than others and will require more time and resources because of their significance. This would include:

- Policies affecting a vulnerable group such as young people, the elderly and people with a disability
- Policies related to elective services such as Sports Centres or Libraries
- High profile services
- Policies involving the withdrawal of services
- Policies involving significant reductions in funding or services
- Policies that affect large groups of people
- Policies that relate to politically sensitive issues

It can sometimes be difficult to identify which policies are more sensitive. If you are in doubt seek advice from a more senior officer or the Diversity Team.

When should equality analysis be done?

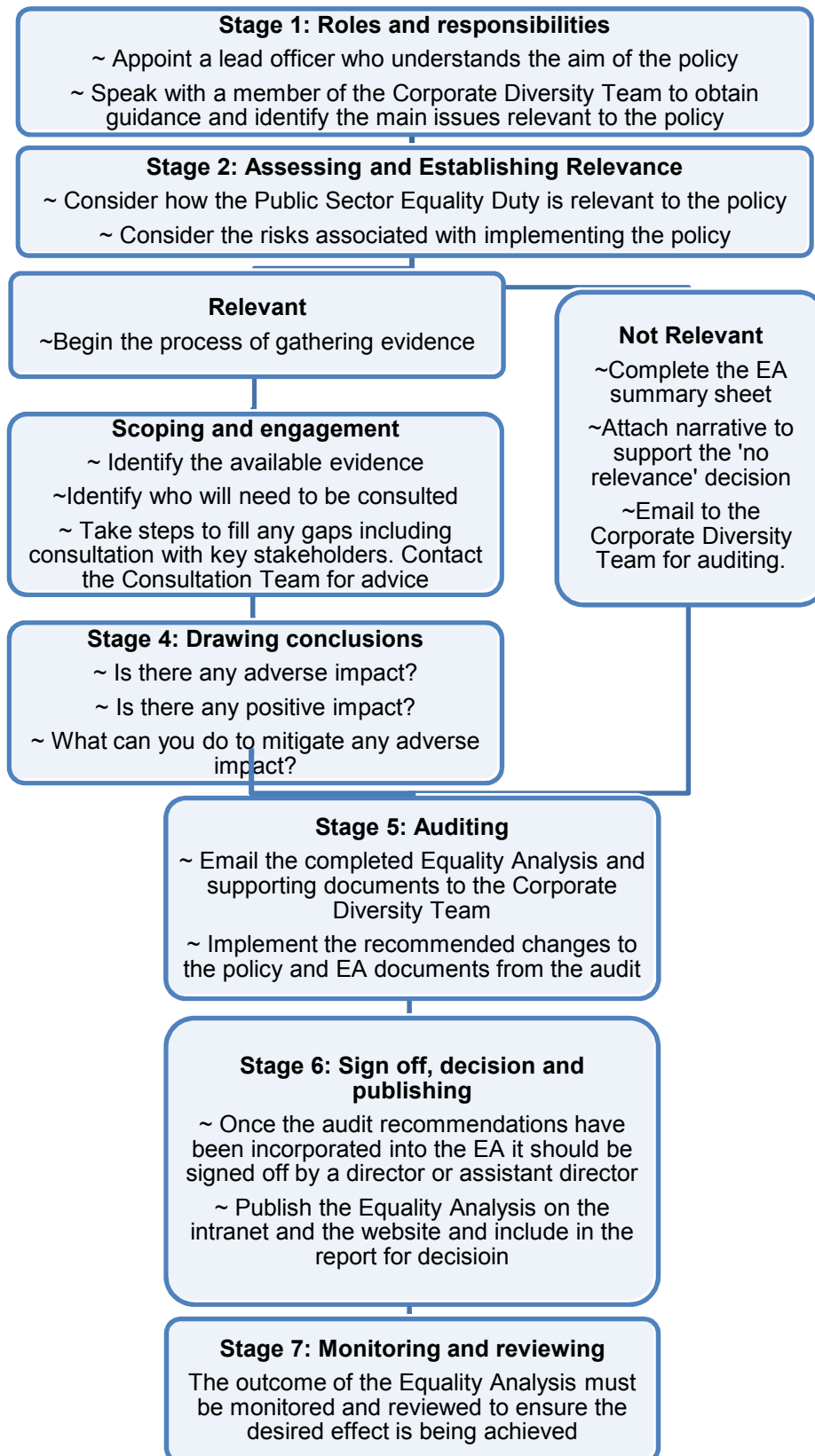
The EA must be completed before the policy is sent to the decision maker but should be carried out at the earliest possible stage. The advantage of starting early is that the equalities data informs and shapes the policy as it develops and progresses and this allows more time to address issues of inequality. You should also bear in mind that several changes may be happening at the same time. This would mean ensuring that there is sufficient relevant information to understand the cumulative effect of all of these decisions.

Positive action

Not all policies can be expected to benefit all groups equally, particularly if they are targeted at addressing particular problems affecting one protected group. (An example would be a policy to improve the access of learning disabled women to cancer screening services.) Policies like this, that are specifically designed to advance equality, will, however, also need to be analysed for their effect on equality across all the protected groups.

Brent Council's Equality Analysis Process

This flow chart sets out the process for carrying out an EA. Details on each stage of the process follow. Please note that it may be necessary to consult the Corporate Diversity team at each stage and that Legal may also need to be involved. This should be factored in to the time scale.



Stage 1: Roles and Responsibilities

The first stage in the process is to allocate the following roles.

Role	Responsibilities and tasks
Decision maker - the person or group making the policy decision (e.g. CMT/Executive/Chief Officer).	<ul style="list-style-type: none"> • Check that the analysis has been carried out thoroughly: • Read and be familiar with the EA and any issues arising from it and know, understand and apply the PSED. (The evidence on which recommendations are based must be available to this person.) • Take account of any countervailing factors e.g. budgetary and practical constraints
The officer undertaking the EA	<ul style="list-style-type: none"> • Contact the Corporate Diversity and Consultation teams for support and advice • Develop an action plan for the analysis • Carry out research, consultation and engagement if required • Develop recommendations based on the analysis • Submit the EA form to the Diversity team for audit with the evidence and any other relevant documents including the report the EA will be attached to • Incorporate the recommendations of the audit • Include the Equalities Analysis in papers for decision-makers
The Corporate Diversity Team. Usually an individual officer will be assigned at the start of the process	<ul style="list-style-type: none"> • Provide support and advice to the responsible officer • Carry out the audit of the EA to monitor quality standards and ensure it is sufficiently rigorous to meet the general and public sector duties. • Return the analysis to the responsible officer for further work if it fails to meet the necessary standard • Consult Legal if necessary (this stage of the process will take at least 5 days)
The council officer responsible for signing off the EA. Usually a senior manager within the relevant directorate	<p>Ensure:</p> <ul style="list-style-type: none"> • That the EA form is completed • That any issues raised as part of the auditing process have been fully dealt with • That the EA, the evidence used and any issues arising from the analysis are brought to the attention of the decision maker • Ensure that the findings are used to inform service planning and wider policy development.

Stage 2: Assessing and Establishing Relevance

We need to ensure that all of our policies and key decisions, both current and proposed, have given appropriate consideration to equality. Consideration of the need for an EA needs to be given to all new policies; all revised policies, all key decisions and changes to service delivery need an EA. Those that are more relevant will require more resources and data.

The following questions can help you to determine the degree of relevance, but this is not an exhaustive list:

Key Questions:

- Does the policy have a significant effect in terms of equality on service users, employees or the wider community? Remember that relevance of a policy will depend not only on the number of those affected but also by the significance of the effect on them.
- Is it a major policy, significantly affecting how functions are delivered in terms of equality?
- Will it have a significant effect on how other organisations operate in terms of equality?
- Does the policy relate to functions that previous engagement has identified as being important to particular protected groups?
- Does or could the policy affect different protected groups differently?
- Does it relate to an area with known inequalities (for example, access to public transport for disabled people, racist/homophobic bullying in schools)?
- Does it relate to an area where equality objectives have been set by Brent Council?

If the answer to any of the above is “yes”, you will need to carry out an Equalities Analysis.

“Not relevant”

If you decide that a policy does not impact on any of the equality needs contained in the public sector equality duty, you will need to:

- Document your decision, including the reasons and the information that you used to reach this conclusion. **A simple statement of no relevance to equality without any supporting information is not sufficient, nor is a statement that no information is available.** This could leave you vulnerable to legal challenge so obtaining early advice from the Corporate Diversity team would be helpful.
- Complete the EA Form and send it to the Corporate Diversity Team for auditing. If the Corporate Diversity Team advises that policy is relevant then you will need to continue the EA process (See flowchart). If the Corporate Diversity Team advises that the policy is not relevant then you will need to have it signed off, publish it and put in place monitoring arrangements for the policy.

Stage 3: Scoping

Scoping establishes the focus for the EA and involves carrying out the following steps:

- Identify how the aims of the policy relate to equality and which aspects have particular importance to equality.
- Identify which protected groups and which parts of the general equality duty the policy will, or is likely to, affect.
- Identify what evidence is available for the analysis, what the information gaps are, and establish which stakeholders can usefully be engaged to support the analysis.

Think about:

- The purpose of the policy, and any changes from any existing policy
- The reason for the policy
- The context
- The beneficiaries
- The intended results

At this early stage you should start to think about potential effects on protected groups. This could mean that you decide to change your overall policy aims or particular aspects of the

policy in order to take better account of equality considerations. It is often easier to do this at an earlier stage rather than having to reconsider later on in the process.

Sources of information

It is important to have as much up-to-date and reliable information as possible about the different groups likely to be affected by the existing or proposed policy. The information needed will depend on the nature of the existing or proposed policy, but it will probably include many of the items listed below:

- The Brent Borough profile for demographic data and other statistics
- Census findings; the 2011 census data will be available during 2012
- Equality monitoring data for staff and/or service users
- Reports and recommendations from inspections or audits conducted on service areas
- Previous reports that have been produced either on a similar topic or relating to the same service user group
- Responses to public enquiries on similar topics e.g. Freedom of Information requests
- Comparisons with similar policies in other departments or authorities to help you identify relevant equality issues.
- Analysis of enquiries or complaints from the public to help you understand the needs or experiences of different groups.
- Recent research from a range of national, regional and local sources to help you identify relevant equality issues.
- Results of engagement activities or surveys to help you understand the needs or experiences of different groups.
- Local press and other media. This will tell you whether there is public concern about possible equalities implications and help you to highlight issues for engagement

Many of these sources will be consulted as a matter of course when reviewing or developing a policy. Equalities considerations are one part of the policy process, not an extra.

Service user information

The type of information you need will depend on the nature of the policy. However, information relating to service users is usually essential. Consider:

- The full range of information that you already have about the user group e.g. information contained within service reviews, audit reports, performance reviews, consultation reports
- Who actually uses the service?
- When do they use it?
- How do they use it and what are their experiences?
- Are there alternative sources of provision that could be accessed?
- Who will be using the service in the future?
- Information from groups or agencies who deliver similar services to your target group e.g. survey results from voluntary and community organisations.

Identify your information gaps

If you do not have equality information relating to a particular policy or about some protected groups, you will need to take steps to fill in your information gaps. This could mean doing further research, undertaking a short study, conducting a one off survey or consultation exercise, holding a focus group etc.

Engagement

The Consultation team are available to advise on all aspects of engagement.

You may wish to carry out engagement, which can help you to:

- Gather the views, experiences and ideas of those who are, or will be, affected by your decisions.
- Base your policy on evidence rather than on assumptions
- Check out your ideas
- Find solutions to problems and develop ways to overcome barriers faced by particular groups.
- Design more appropriate services,
- Monitor and evaluate the success of your policies and understand where improvements may be necessary.
- Avoid the costs of remedying and adapting services after their implementation
- Pre-empt complaints, which can be costly and time-consuming.

But remember you don't always have to consult or embark upon engagement if you already have enough information to assess the likely impact of the policy change on the equality needs, and if there is no other legal duty to consult. This engagement can form part of the broader consultation being carried out around service changes. You can also use recent engagement and research activities as a starting point, for example on a related policy or strategy and you can use documentation resulting from other equality analysis that Brent Council (or others) have undertaken.

For your engagement to be effective you will need to:

- Think carefully about who you should engage with. You will need to prioritise those who are most likely to be affected by the policy and those who will experience the greatest impact in terms of equality and good relations.
- In regard to people with a disability, as good practice it is recommended that they should be actively involved in engagement activity which directly affects them or the services that they receive.
- Make sure that the level of engagement is appropriate to the significance of the policy and its impact on equality
- Consider what questions you will need to ask, in order to understand the effect of the policy on equality. If you find it difficult to frame suitable questions you may take advice from the Corporate Diversity and Consultation teams
- Link into existing forums or community groups or to speak with representatives to help you reach less visible groups or those you have not engaged with before.
- Create opportunities for people to participate in supportive and safe environments where they feel their privacy will be protected, or via technology such as the internet
- Think of strategies that address barriers to engagement. Other people in the council have experience of this and can advise, as can the Corporate Diversity team and the Consultation team.

Stage 4: Drawing conclusions

You will need to review all of the information you have gathered in order to make a judgement about what the likely effect of the policy will be on equality, and whether you need to make any changes to the policy.

You may find it useful to ask yourself "What does the evidence (data, consultation outcomes etc.) tell me about the following questions":

- Could the policy outcomes differ between protected groups? If so, is that consistent with the policy aims?

- Is there different take-up of services by different groups?
- Could the policy affect different groups disproportionately?
- Does the policy miss opportunities to advance equality and foster good relations, including, for example, participation in public life?
- Could the policy disadvantage people from a particular group?
- Could any part of the policy discriminate unlawfully?
- Are there other policies that need to change to support the effectiveness of the policy under consideration?

If the answer to any of the above is "yes", you should consider what you can do to mitigate any harmful effects. Advice from the Diversity team will be particularly helpful at this stage.

You will also want to identify positive aspects of the policy by asking yourself:

- Does the policy deliver practical benefits for protected groups?
- Does the policy enable positive action to take place?
- Does the policy help to foster good relations between groups

Having considered the potential or actual effect of your policy on equality, you should be in a position to make an informed judgement about what should be done with your policy.

There are four main steps that you can take:

- **No major change**
- **Adjust the policy**
- **Continue the policy**
- **Stop and remove the policy**

(please see EA form for detailed descriptions of each decision)

Decisions may involve careful balancing between different interests, based on your evidence and engagement. For example, if the analysis suggests the needs of two groups are in conflict, you will need to find an appropriate balance for these groups and for the policy in question. The key point is to make sure the conclusions you reach can be explained and justified. Speak to the Diversity team if you are unsure.

As a result of your analysis you may need to develop new equality objectives and targets. These should be documented on the EA form.

Stage 5: Auditing

Once you have completed the EA you will need to complete the EA Form and send it to the Corporate Diversity Team for auditing. It is important to ensure that the EA Form is completed as fully as possible. Documenting all of your analysis is important to ensure that you can show how the general and specific duties are being met. This aspect of the analysis has been subject to legal challenge so you need to be able to show how you reached your conclusions. The audit process involves the Corporate Diversity Team reviewing the completed form, the information and evidence. Sometimes this may require advice from Legal. You need to bear in mind that this will take at least five days. The team will send you back a feedback form with comments and recommendations which you will need to action prior to the sign off of the form.

Stage 6: Sign Off, Decision and Publishing

Once the EA Form is completed, the document must be signed off and the completed document must be sent to the Corporate Diversity Team to be published on the council website.

Decision-making

In order to have due regard to the aims of the public sector equality duty, decision-making must be based on a clear understanding of the effects on equality. This means that Directors, CMT and others who ultimately decide on the policy are fully aware of the findings of the EA and have due regard to them in making decisions. They are also entitled to take into account countervailing factors such as budgetary and practical constraints.

Stage 7: Monitoring and Reviewing

Your EA, and any engagement associated with it, will have helped you to anticipate and address the policy's likely effects on different groups. However, the actual effect of the policy will only be known once it has been introduced. You may find that you need to revise the policy if, for instance:

- Negative effects do occur
- Area demographics change, leading to different needs,
- Alternative provision becomes available
- New options to reduce an adverse effect become apparent

You will need to identify a date when the policy will be reviewed to check whether or not it is having its intended effects. This does not mean repeating the EA, but using the experience gained through implementation to check the findings and to make any necessary adjustments. Consider:

- How you will measure the effects of the policy?
- When the policy will be reviewed (usually after a year) and what could trigger an early revision (see above)?
- Who will be responsible for monitoring and review?
- What type of information is needed for monitoring and how often it will be analysed?
- How to engage stakeholders in implementation, monitoring and review?

Section 3: Glossary

Civil partnership: Legal recognition of a same-sex couple's relationship. Civil partners must be treated the same as married couples on a range of legal matters.

Direct discrimination: This refers to less favourable treatment of one individual, if, because of that person's protected characteristic, that person is treated less favourably than another. Direct discrimination cannot be justified unless it is discrimination on the grounds of age.

Disability: A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

Equality information: The information that you have (or that you will collect) about people with protected characteristics that will help you to show compliance with the equality duty. This may include the findings of engagement with protected groups and others and evidence about the effect of your policies on protected groups. It includes both qualitative and quantitative information, as well as evidence of analysis you have undertaken.

Gender reassignment: This is the process of transitioning from one sex to another. See also trans, transgender, transsexual.

Harassment: Unwanted conduct related to a protected characteristic that has the purpose or effect of violating a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment. It may also involve unwanted conduct of a sexual nature or be related to gender reassignment or sex.

Indirect discrimination: This is when a neutral provision, criterion or practice is applied to everyone, but which is applied in a way that creates disproportionate disadvantage for persons with a protected characteristic as compared to those who do not share that characteristic, and cannot be shown as being a proportionate means of achieving a legitimate aim.

Mitigation: This is when measures are put in place that lessen the negative effects of a policy or policies on protected groups.

Objective justification: Your provision may indirectly discriminate against a particular group if:

- It is a proportionate means to achieve a legitimate end
- The discrimination is significantly outweighed by the benefits
- There is no reasonable alternative to achieve the legitimate end

For example, some employers have policies that link pay and benefits to an employee's length of service, such as additional holiday entitlement for long-serving employees. This may indirectly discriminate against younger people who are less likely to have been employed for that length of time, but in most circumstances it is seen as being a proportionate way of encouraging staff loyalty.

Direct discrimination on the grounds of age can also be objectively justified (no other direct discrimination can be).

Positive action: Lawful actions that seeks to overcome or minimise disadvantages that people who share a protected characteristic have experienced, or to meet their different needs (for example, providing mentoring to encourage staff from under-represented groups to apply for promotion).

Pregnancy and Maternity: Pregnancy is the condition of being pregnant. Maternity is the period after giving birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, including as a result of breastfeeding.

Proportionality: The weight given to equality should be proportionate to its relevance to a particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or on employees.

Race: This refers to a group of people defined by their colour, nationality (including citizenship), ethnic or national origins.

Reasonable adjustment: Public authorities making adjustments to the way in which they carry out their functions so that disabled people are not disadvantaged by the way in which those functions are carried out. This is with regard to policies, practices or procedures, premises, and the provision of auxiliary aids or services.

Relevance: How far a function or policy affects people, as members of the public, and as employees of the authority. Some functions may be more relevant to some protected groups than to others, and to one or more of the three elements of the general equality duty. The function or policy may still be relevant if the numbers affected by it are very small.

Religion or belief: Religion means any religion, including a reference to a lack of religion. Belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect your life choices or the way you live for it to be included.

Sexual orientation: This is whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Trans: The terms 'trans people' and 'transgender people' are both often used as umbrella terms for people whose gender identity and/or gender expression differs from their birth sex, including transsexual people (those who propose to undergo, are undergoing or have undergone a process of gender reassignment to live permanently in their acquired gender), transvestite/cross-dressing people (those who wear clothing traditionally associated with the other gender either occasionally or more regularly), androgyne/polygender people (those who have non-binary gender identities and do not identify as male or female), and others who define as gender variant.

Transgender: An umbrella term for people whose gender identity and/or gender expression differs from their birth sex. They may or may not seek to undergo gender reassignment hormonal treatment/surgery. Often used interchangeably with trans.

Transsexual: A person who intends to undergo, is undergoing or has undergone gender reassignment (which may or may not involve hormone therapy or surgery). Transsexual people feel the deep conviction to present themselves in the appearance of the opposite sex. They may change their name and identity to live in the preferred gender. Some take hormones and have cosmetic treatments to alter their appearance and physical characteristics. Some undergo surgery to change their bodies to approximate more closely to their preferred gender. Transsexual people have the protected characteristic of gender reassignment under the Equality Act 2010. Under the Act, gender reassignment is a personal process rather than a medical one and it does not require someone to undergo medical treatment in order to be protected.

Victimisation: Subjecting a person to a detriment because they have made a complaint of discrimination, or are thought to have done so; or because they have supported someone

else who has made a complaint of discrimination. Victimisation is unlawful under the Equality Act 2010.

A Summary of the Equality Act 2010

The Equality Act 2010 replaces the existing anti-discrimination laws with a single Act. The legislation covers:

- Employment and work
- Goods and services
- The exercise of public functions
- Premises
- Associations
- Transport
- Education

The act prohibits:

- Direct discrimination
- Indirect discrimination
- Discrimination by association
- Discrimination by perception
- Discrimination arising from disability
- Victimisation
- Harassment

The new legislation no longer refers to 'diversity strands' instead it introduces the concept of 'protected characteristics or groups, the protected characteristics are:

- Age
- Disability
- Gender reassignment
- Race
- Religion or belief
- Sex
- Sexual orientation
- Marriage and civil partnership
- Pregnancy and maternity

The Public Sector Equality Duty

The public sector equality duty requires that the council must, in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- 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.

These are generally referred to as the three arms of the duty. In relation to 'fostering' there is a duty to have due regard to the need to tackle prejudice and promote understanding.

Equality of opportunity is expanded by placing a duty on the Council to have due regard to the need to:

- Remove or minimize disadvantages connected to a characteristic of a protected group.
- Take steps to meet the needs of protected groups.
- Encourage participation of protected groups in public life where participation is proportionately low.

There is also a specific requirement that councils must take steps to take account of a person's disability and there is a duty to make reasonable adjustments to remove barriers for disabled people. The duty is 'anticipatory'. For example, Brent Council cannot wait until a disabled person wants to use its services, but must think in advance (and on an ongoing basis) about what people with a range of impairments might reasonably need.