

 Brent	<p style="text-align: center;">Cabinet 15th December 2014</p> <p style="text-align: center;">Report from the Strategic Director of Regeneration & Growth</p>
For Action	Wards Affected: ALL
<p style="text-align: center;">Authority to award contract for Online Community Web Portal</p>	

Appendices 1 and 5 of this report are Not for Publication

1.0 Summary

- 1.1 This report requests authority to award a contract for the provision, maintenance and support of an on line Community web portal, as required by Contract Standing Order No 88. The report summarises the process undertaken in tendering this contract, the outcomes of tender evaluation and a recommendation for the award of the contract.

2.0 Recommendations

- 2.1 That Members award the contract for the provision, maintenance and support of Brent Council's Online Community Web Portal to Agilisys Limited.

3.0 Detail

Background

- 3.1 A web portal is a specially designed online site that enables easy and simple access to on line services through a single user account. Once a user has created their account, they are able to gain access to a range of online services via one authentication (login) which acts as a gateway to multiple web services. Currently access to Brent online services requires separate logins and authentication and this is time consuming and inconvenient to Brent residents.

- 3.2 A new Community Access Strategy was approved by Cabinet on 13 October 2014. The strategy aims to significantly increase the range of services that can be accessed online and significantly improve residents' experience when using these. By achieving this, the Council will be able to offer residents easy and convenient access to services on a 24/7 basis, meaning that they will not have to rely on more traditional contact methods such as telephoning or visiting to make a face to face enquiry. As more residents use on line services, the Council will be able to better target resources to provide the most personalised contact handling arrangements to those who are vulnerable and have complex needs. There is a broad range of services available through Brent's web site and these will continue to grow over the coming years.
- 3.3 To improve residents' experience when accessing services via the web and encourage use of on line services, plans are underway to implement a new web portal which will allow residents to create their own 'My Brent' account within the existing Brent web site. Residents will continue to be able to access information and services by visiting Brent's main website however, the option to create a personalised Brent account will enable them to access a range of services without the need to separately log on for each service.
- 3.4 The portal will enable residents to display personalised information relevant to them, such as details of their Council Tax account or rent account, thus giving them more direct control in managing these. It will also be able to proactively signpost residents to other services that may be helpful to them, for example Council Tax discounts or free school meals.
- 3.5 In view of the above, steps have been taken to procure a new web portal. Subject to the award of contract being agreed by Cabinet in December, the portal will go live in a phased way between July 2015 and August 2016. The first phase will include Council Tax, Benefits, Planning and Building Control. Details of the services that will be provided via the portal are contained in Appendix 5.
- 3.6 Prior to commencing procurement, soft market testing was undertaken to evaluate the potential supplier market for this product, taking into account Brent's likely requirements. Contact was also made with a range of Local Authorities who had already invested in portal solutions to learn about their experiences and learning points. In total, fifteen suppliers were researched and five Authorities were contacted. These included: Barking & Dagenham, Harrow, Lambeth, Westminster and Wandsworth. This work was carried out between March and May 2014.
- 3.7 The specification was developed in consultation with Service Areas over the summer of 2014. This also took account of relevant feedback from the five Local Authorities who had already gone live. The specification required bidders to submit proposals that would enable

residents to access a large range of online services through one single sign on. This reflected Brent's aims to utilise the new portal to become the main gateway to services available via the web and to utilise the portal in a more ambitious way than other Local Authorities who had invested in this technology.

- 3.8 In order to identify the most appropriate procurement route, officers considered whether to procure using an OJEU tender process or through a framework. Officers identified 2 frameworks that appeared to offer an appropriate and cost effective method of procuring a web portal.
- 3.9 One of the frameworks reviewed was the G-Cloud framework operated by Crown Commercial Services. The product specifications placed on the G-Cloud framework by the fifteen suppliers previously identified, were reviewed for suitability by the Web & Online Services Manager, Web Portal PM and Senior Category Manager. This review process identified three suppliers with the potential to meet Brent's requirements: Gandlake, Civica and Agilisys Limited. These were the only suppliers that offered a fully developed product designed to meet Brent's broad requirements including resident authentication and the capability to integrate with IT systems.
- 3.10 The other framework reviewed was one established by the London Borough of Wandsworth specifically in relation to single sign on portals. The three suppliers named in paragraph 3.9 above are also the three suppliers on the Wandsworth framework. Following an evaluation of this framework and the other procurement routes, officers concluded that the Wandsworth framework was best placed to deliver the desired solution in the most cost effective manner. As a result, authority from the Strategic Director Regeneration and Growth to procure via the Wandsworth framework was obtained in August 2014.

The tender process

- 3.11 The new contract will be let using the standard call off terms for the Wandsworth Framework. There will be an initial period of six months for the implementation, after which there will be a four year period for delivery of the services and therefore the total contract period will be 4.5 years.
- 3.12 The three suppliers on the Wandsworth Framework were invited to tender via the London Tenders Portal on 2nd Sept 2014. Bidders were provided with a detailed specification and details of the tender approach.
- 3.13 The tendering instructions stated that the contract would be awarded on the basis of the most economically advantageous offer to the Council where the price and quality evaluation split was 60% and 40% respectively and that in evaluating tenders, the Council would have

regard to the following:

- Whole life cost evaluation covering delivery price & running costs (on-boarding & setup, integration, support & maintenance, hosting)
- Functional fit (ability to meet user requirements, future extensibility, and performance as specified in relevant Service Level Agreements).
- Technical characteristics (solution availability, data protection & security)
- Delivery capabilities (end to end project lifecycle delivery and available skilled personnel)

3.14 Tenderers were required to submit additional information providing details of their proposed arrangements for performing the contract including (but not limited to) the following:

- Ability to meet Brent's delivery timeline expectations
- Ability to meet Brent's internal and externally assessed policies relevant to the portal

Evaluation process

3.15 The tender evaluation was carried out by a panel of officers from Customer Services, ITU, and Procurement.

3.16 All tenders had to be submitted electronically no later than 23rd September 2014 16:00. Tenders were opened on the same day and only one valid tender was submitted and received. This tender was from Agilisys Limited.

3.17 Despite only receiving one tender, the tender was evaluated fully in accordance with the Wandsworth framework evaluation methodology detailed at Appendix 2 to ascertain whether it met the council's requirements. The tender panel scoring was completed on 29th September and was followed by a presentation from the bidder on 6 October 2014. Following supplier presentation, documented panel queries were passed to the supplier to clarify outstanding security and integration queries. The panel then held further meetings on 7th and 16th October to review and formally agree final scoring as supplier clarifications were received. A summary of the scoring for Agilisys is detailed below with further information contained in Appendix 1:

Contractor	Price Score (max 60)	Quality Score (max 40)	Total (max 100)
Agilisys	60	29	89

3.18 Brent's specification requirements included up to 42 system integrations for a total of 20 services. The market response and

subsequent evaluation process suggests that Brent's requirements were too ambitious given the indicative industry progress in this relatively new area of web improvement for Local Authorities. This is further illustrated by the fact that most Authorities have adopted a more incremental approach to integrating service access through a portal. Appendix 4 provides details of the Web Portal offer across London authorities, the maximum number of services available via any one Authority are 6. Details of integration provided by the Agilisys response are included in Appendix 5.

3.19 The Project Team have taken the following factors into account when formulating a recommendation to Cabinet:

- Tender specification section scores and supplementary product information provided by the supplier in relation to Brent requirements
- Supplier's quoted costs
- Costs formally declared by Agilisys, Civica and Gandlake on G-Cloud for a platform equivalent to that sought by Brent

3.20 After reviewing the aggregated information available, the solution proposed by Agilisys is deemed to provide value for money, and to also provide Brent with a progressive solution that will enable residents to access a multitude of Brent services online via a single login.

3.21 It has become clear from the evaluation process that Agilisys is one of the market leaders for this area of web services for local authorities and has both the capabilities and a product development plan that should enable Brent to bring further services online in the future. This is however dependent on the capability of our existing system providers to support what is known as "single sign on" technology. In essence this means that the system is configured to allow residents to access their service through the portal log in. A number of Brent's legacy web systems were not procured with single sign on capability however this will be a requirement of all future web services procurement. Where single sign on is not available, a business case will be developed to determine whether there would be an appropriate return on investment if this was requested. The system supplier for Libraries (Axiell) has already committed to this and the supplier for Environmental Reporting (Veolia) has indicated this will be looked at within the next 12 months.

3.22 The evaluation provides confidence that the Agilisys product can support the broad aims of the Community Access strategy although this will be an iterative process as systems develop or new systems are procured.

3.23 Officers therefore recommend the award of the contract to Agilisys Limited.

3.24 It is anticipated that the contract will commence in January 2015.

4.0 Financial Implications

- 4.1 This report proposes to award the contract for the provision, maintenance and support of Brent Council's Online Community Web Portal to Agilisys Limited.
- 4.2 The Council Contract Standing Orders state that contracts for supplies and services exceeding £250,000 or works contracts exceeding £500,000 shall be referred to the Cabinet for approval of the award of the contract.
- 4.3 Further analyses of the financial implications and the breakdown of cost are as shown in Appendix 1.

5.0 Legal Implications

- 5.1 The Wandsworth framework (the Framework) is a multiple supplier framework. It commenced on 17th June 2013 and has a 4 year term from the commencement date during which call-off contracts can be let.
- 5.2 The London Borough of Wandsworth advertised the Framework in accordance with the Public Contracts Regulations 2006 ("the EU Regulations"). The OJEU notice stated that the Framework was available for use by Brent Council and therefore the council is entitled to access the Framework. Accessing a framework already set up in compliance with the EU Regulations means that the council does not have to run its own tender exercise in compliance with the EU Regulations.
- 5.3 For frameworks established by another contracting authority and not Brent, Standing Orders 86 (d) provides that the Director of Legal and Procurement must advise that participation in the framework agreement is legally permissible. From information provided by the London Borough of Wandsworth, the Director of Legal and Procurement has confirmed that participation in the Framework is legally permissible
- 5.4 It will be noted from paragraph 3.13 that a price/quality split of 60%/40% was set for evaluation purposes. The Framework prescribes that evaluation will be on the basis of the most economically advantageous bid with headline criteria of Price (with a weighting of 70% though this can be adjusted by +/- 10%) and Quality (with a weighting of 70% though this can be adjusted by +/- 10%) but allows organisations using the Framework wide discretion in the setting of evaluation sub-criteria to be applied to call-offs. Evaluation of the bid has therefore been consistent with the evaluation criteria and weightings permitted by the Framework and consistent with the evaluation methodology at Appendix 2.

- 5.5 The estimated value of the contract to be called-off under the Framework is such that it will be classed as High Value Contracts under the Council's Standing Orders and Financial Regulations. As such award of a High Value Contract under a framework agreement requires Cabinet approval

6.0 Diversity Implications

- 6.1 Members are referred to the Equalities Impact Assessment at Appendix 3 and will note that the analysis has confirmed a state of "No Major Change" with regards to equalities. The proposals in this report have been subject to screening and officers believe that there are no diversity implications.

7.0 Background Papers

- 7.1 The Community Access Strategy agreed by Cabinet in October which aims to significantly increase the range of services that can be accessed online and significantly improve our residents experience when using these.

Contact Officers

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APPENDIX 2

WANDSWORTH FRAMEWORK SCORING METHODOLOGY

The Council or relevant Partner shall evaluate any Bid Responses received from the framework contractors in accordance with the following evaluation methodology:

- i. the Council/Partner will consider the Bid Responses received and shall consider whether the Contractor can meet the timescales set;
- ii. if Council/Partner does not consider a Contractor can meet the deadline requirements the Partner may, in its absolute discretion, reject the Contractor's Bid Response;
- iii. the Council/Partner may, but is not obliged to, seek clarification on any elements of the Bid Response and may in its absolute discretion, invite the Contractors to present their Bid Responses to the Council to enable an understanding and clarification of the Bid Response. The presentations will not form part of the evaluation of the Bid Responses. However Contractors may be asked to clarify elements of their Bid Response at the presentation and any such responses should be submitted in writing following the meeting. These clarification responses will, as applicable, be taken into account on evaluation.
- iv. Those Bid Responses which pass the initial tests will be evaluated as follows. The Council will provide further detailed award criteria, including priorities and weighting during the process set out in this Schedule 2.

Award Criteria	Criteria Weighting %	Sub-criteria	Sub-criteria weighting %
Price	60%	To be determined by Council/Partner	To be determined by Council/Partner
Quality	40%	To be determined by Council/Partner	To be determined by Council/Partner

- a Price:
For the purposes of evaluating price, the Council/Partner will consider the total Price Estimate for the provision of the Ordered Services. The Council will rank all these Price Estimates and the lowest Price Estimate of those will score the maximum percentage for this criterion.

All the other framework contractors will be awarded percentage points for their Price Estimate based on the relationship between their Price Estimate and the lowest Price Estimate.

Example where price weighting is 70%

LPE represents the lowest Price Estimate
CPE represents a Contractor's Price Estimate

Contractor with LPE scores 70%

Contractor with higher PE scores:

$(LPE/CPE) \times 70 = \text{percentage score for price.}$

- b Quality/technical merit:

Under this criterion the Council/Partner shall evaluate the Contractor's detailed proposals for the provision of the Ordered Services and score the sub criteria set out in the table above in accordance with the scoring scale below:

The quality evaluation will award scores by assessing the Contractor's proposals. The Council shall evaluate the appropriateness and effectiveness of the Tenderer's proposed systems for providing the Ordered Services in accordance with the terms of the contract and for ensuring consistently high quality service delivery.

The Council/Partner will provide further detailed award criteria, including priorities and weightings, during the process set out in this Schedule 2.

Scoring:

The Council/Partner will score the qualitative parts using the following scoring mechanism. The Council/Partner reserves the right to reject a Bid Response which scores 1 or 0 in any of the tier 2 criteria.

Score	Meaning
0 Points	Wholly unsatisfactory. Proposal is unsuitable and/or suggests unacceptable risk.
1 Point	Proposal fails to meet requirements in a significant way.
2 Points	Proposal fails to meet requirements in some way.
3 Points	Satisfactory. Proposal meets all the requirements.
4 Points	Proposal exceeds requirements and adds some value.
5 Points	Good. Proposal exceeds requirements and adds significant value.

The score out of five for each of the quality/technical merit evaluation areas will be multiplied by the weighted factor and all the weighted scores for each Bid Response will be added together to give a total weighted score for the quality/technical merit element of the evaluation for that Bid Response.

The total weighted scores for quality/technical merit will be added to the weighted score for price to provide an overall total weighted score for each Bid Response.

The Contractor with the highest scoring Bid Response will be awarded the Call off Contract for the Ordered Services.

APPENDIX 3

EQUALITIES IMPACT ASSESSMENT

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	
Directorate: Regeneration & Growth Service Area: Brent Customer Services	Person Responsible: Name: Amit Joshi Title: Web Portal Project Manager Contact No: 0208 937 1598 Signed: Amit Joshi
Name of policy: Brent Online Community Web Portal	Date analysis started: 15/09/14 Completion date: October 2016 Review date: Feb 2015
Is the policy: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>	Auditing Details: Name: Sarah Kaiser Title: Head of Equality Date: 6 November 2014 Contact No: 0208 937 4521 Signed: Sarah Kaiser
Signing Off Manager: Responsible for review and monitoring Name: Paula Buckley Title: Head of Customer Services & Revenues Date: Contact No: 0208 937 1932 Signed:	Decision Maker: Name individual /group/meeting/ committee: Date:

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 Online Community Web Portal will provide Brent residents with centralised access to the Council's transactional web services in scope of the project. These web services are currently provided by web pages on the main Brent site and / or externally hosted microsites.

This setup has resulted in a fractured user experience as residents are frequently required to setup multiple online accounts to access services. In addition the use of internal as well as externally hosted pages has resulted in the transactional services being harder to locate and navigate.

The Portal will aim to resolve these issues by collating and centralising access to the wide array of services, via the use of a single account username and password.

In addition the Portal will strive to be simple, intuitive, and customisable.

This means not only allowing centralised access, but providing an easy to navigate introduction / gateway point into Brent's web services.

Residents accessing the Portal will also be able to see dashboard summary information across the Service Areas in scope, that will be personalised to the individual e.g. council tax paid / owed, benefits claimed, rent due etc.

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

Age

Some – although not all – older people have a reluctance or reduced ability to use the internet and associated web services, and may not have ready access to the internet. This group of people may not use online services and therefore are unlikely to be affected by the policy, as we will ensure that they are able to access services via other channels such as face to face and over the telephone.

It is possible that making online services more user-friendly could help this group of people to begin to use Brent's web offerings.

The Portal is also likely to benefit older residents who do have access to the web and are able to use online web services. It will provide an entry point to an array of online services, reducing the need for older residents who are disabled or have impaired mobility to travel to Brent offices.

Disability

Some disabled people may have difficulty using online web services because of their impairment or lack confidence to use web services because of previous experiences with inaccessible websites. This group of people will not use online services and therefore are unlikely to be affected by the policy, as we will ensure that they are able to access services via other channels such as face to face and over the telephone.

The Portal will provide an entry point to an array of online services for those with access to the web, thus providing residents with disabilities (that prevent telephone or face to face contact) with more options to engage with Brent e.g. those with hearing impairment and / or mobility difficulties.

The Portal will also be W3C WCAG 2.0 "AA" compliant at a minimum. WCAG 2.0 is the shared global web standard for ensuring that people with disabilities have appropriate accessibility to web services.

Finally, language used on the Portal will be in plain and simple English which will benefit people with learning disabilities or hearing impairments that may affect literacy levels.

Gender reassignment

The Portal may provide residents with access to services and sensitive information in a more confidential and private manner. This is likely to benefit transgender and gender variant residents who may fear that they could experience discrimination or mistreatment in face to face or phone contact.

Race / Ethnicity

There may be some residents who speak English as a second or additional language or who do not know the language at all that will be unable to speak, read or write to the level of English that is required to use the Portal.

Religion or belief

Some religious groups may prohibit or minimise internet usage due to their beliefs. These groups of people will not use online services and therefore are unlikely to be affected by the policy, as we will ensure that they are able to access services via other channels such as face to face and over the telephone.

Sex

None

Sexual orientation

The Portal may provide residents with access to services and sensitive information in a more confidential and private manner. This is likely to benefit lesbian, gay and bisexual residents who may fear that they could experience discrimination or mistreatment in face to face or phone contact.

Pregnancy & maternity

The Portal will provide an improved entry point into Brent's online services, for those with access to the web, thus reducing the need for pregnant residents or those on maternity leave with childcare responsibilities to travel to Brent offices.

Literacy / Level of Education

Some Brent residents may not possess the level of literacy required to use the Portal.

Please give details of the evidence you have used:

- The Annual Population Survey 2013 - GLA/ONS (Business Intelligence Team report)
- BCS data from Business Objects/Client Index
- 2011 Census
- BCS Harlesden - Survey Monkey
- Extract from the article "Engendered Penalties: Transgender and Transsexual

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;

The Online Community Web Portal will:

- i. Provide residents with centralised access to Brent's online services via one single account as opposed to requiring multiple logins for different services, as is currently the case.

This centralised access will aid all residents but especially those with minimal to no IT experience. Having only one account will markedly simplify the process to access Brent's web services, being more convenient for some whilst appearing less intimidating / complex to others who may previously have been put off from using Brent's online services.

- ii. Be simple, easy and intuitive for all Brent residents including protected groups - in terms of layout / look and feel, language used and customer journey.

The design of the Portal will strive to include intuitive layout / look and feel, simple and inoffensive use of the English language throughout, adhere to W3C Accessibility guidelines, and provide straightforward and logical customer journeys to the various transactional services.

All of the above will be used to ensure, as much as possible, that residents are able to navigate the Portal regardless of:

- Level of IT expertise
- Ethnicity
- Disability

(b) Advance equality of opportunity;

The Online Community Web Portal will:

- i. Empower residents to self-serve online on a 24 / 7 basis with reduced reliance on Brent staff and their associated availability i.e. standard Brent Civic Centre working hours.

Empowering residents in this way may positively impact the following groups:

- Those in full or part time employment during Civic Centre working hours
- Those with mobility issues

- ii. Encourage residents with the ability to self serve to move away from traditional modes of engagement with Brent (telephone, face to face, letter). This shift in resident contact routes, should aid in freeing up Council resources to focus on traditional engagement with those residents with complex service needs.

Whilst it is expected, following Capita demographic analysis, that up to 76% of Brent residents will be fully able to self serve online, traditional engagement routes will still be available to ensure equality of opportunity e.g. residents without internet access.

(c) Foster good relations

The primary focus of the Portal is to better the relationship between the Council and individual residents, via an improved service and therefore we anticipate that it will have limited impact on relationships between Brent communities.

It is possible that the Portal may implement the use of community forums, as well as allow each Service Area to promote community events. These may both help to improve relations between groups of people with different equality characteristics.

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

i. Who did you engage with?

Residents have not been engaged with as yet but will, in the form of customer focus groups, be involved in the design and testing phases of the project from Jan 2015. Customer focus sessions will be representative of Brent including disabled groups.

ii. What methods did you use?

Focus groups will be used in tandem with the Community Access Strategy.

iii. What did you find out?

TBC

iv. How have you used the information gathered?

TBC

v. How has it affected your policy?

TBC

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.

Age

Older age groups may have reluctance or reduced ability to use online web services. In addition these groups may or may not have any internet access. These groups will still be able to access Brent services via traditional telephone and / or face to face contact.

In addition, those who wish to try to use web services will be able to do so from self help kiosks at Brent Civic Centre, with assistance from staff.

Finally one of the aims of the Portal is for Customer Services staff to be able create online accounts on behalf of residents, with the resident able to choose to manage the account themselves or do so with assistance from staff over the phone.

Alternatively it may be possible for such accounts to be securely managed on behalf of the resident by a third party who has been granted rights of representation.

Disability

Some residents with disabilities may have difficulty using online web services because of their impairment.

The Portal will also be W3C WCAG 2.0 "AA" compliant at a minimum.

WCAG 2.0 is the shared global web standard for ensuring that people with disabilities have appropriate accessibility to web services.

As above, one of the aims of the Portal is for Customer Services staff to be able create online accounts on behalf of residents, with the resident able to choose to manage the account themselves or do so with assistance from staff over the phone. Alternatively it may be possible for such accounts to be securely managed on behalf of the resident by a third party who has been granted rights of representation.

Gender reassignment

N/a

Race / Ethnicity

There may be some residents who are unable to speak, read or write to the level of

English that is required to use the Portal. In the majority of Brent households, there is someone who can speak English who may be able to assist. In 1 – 2.5% of households across the borough, no one is able to speak English.

These residents will need either support or translation services via face to face interaction. This support will be provided as part of the Community Access Strategy. Additionally, traditional phone and face to face contact channels will still be available for these groups.

Religion or belief

Some religious groups may prohibit or minimise internet usage due to their beliefs. Traditional phone and face to face contact channels will also still be available for these groups.

Sex

N/a

Sexual orientation

N/a

Pregnancy & maternity

N/a

Literacy / Level of Education

Some Brent residents may not possess the level of literacy required to use the Portal. The Portal will therefore employ the use of simple and plain English and descriptive icons on Portal.

Traditional phone and face to face contact channels will still be available for these groups.

Please give details of the evidence you have used:

- The Annual Population Survey 2013 - GLA/ONS (Business Intelligence Team report)
- BCS data from Business Objects/Client Index
- 2011 Census
- BCS Harlesden - Survey Monkey

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

Protected Group	Positive impact	Adverse impact	Neutral
Age	√	√	
Disability	√	√	

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

8. The Findings of your Analysis

Please complete whichever of the following sections is appropriate (one only).

No major change

Your analysis demonstrates that:

- *The policy is lawful*
- *The evidence shows no potential for direct or indirect discrimination*
- *You have taken all appropriate opportunities to advance equality and foster good relations between groups.*

Please document below the reasons for your conclusion and the information that you used to make this decision.

The findings of this assessment show that the Online Community Web Portal will be highly beneficial to a large number of Brent residents.

There are a number of equality considerations identified within this report that have already been addressed by the requirements specification for this project. For example the Portal will:

- Adhere to global web guidelines to ensure that the service is accessible to disabled people.
- Offer 24 / 7 access to chosen Brent web services thus advancing equality of opportunity to residents that may not be able to visit Council premises within standard opening hours e.g. those with childcare responsibilities, in full time employment, or with reduced mobility.
- Enable internal staff to manage online portal accounts on behalf of residents that may have reluctance or reduced ability to use online services such as some older or disabled residents groups.

The Portal will also likely provide equalities benefits to residents that may fear discrimination or mistreatment via traditional face to face or telephone contact, and may therefore prefer private and confidential access to Council services – for example lesbian, gay, bisexual, transgender and gender variant residents, It has also been identified that some groups may be unable or unwilling to use the portal – specifically some older residents, disabled people, certain religious groups and those residents who cannot read and write English to a sufficient standard. To ensure that these groups do not experience any disadvantage as a result of the

introduction of the Portal, traditional face to face and telephone contact channels will remain available as alternatives.
Equalities will continue to be monitored throughout this project, with analysis of this review occurring every 3-4 months for the duration of delivery. This document will be amended and updated as required going forward.

Adjust the policy

This may involve making changes to the policy to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential adverse effect on a particular protected group(s).

Remember that it is lawful under the Equality Act to treat people differently in some circumstances, where there is a need for it. It is both lawful and a requirement of the public sector equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.

If you have identified mitigating measures that would remove a negative impact, please detail those measures below.

Please document below the reasons for your conclusion, the information that you used to make this decision and how you plan to adjust the policy.

N/a

Continue the policy

This means adopting your proposals, despite any adverse effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not amount to unlawfully discrimination, either direct or indirect discrimination.

In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing the policy, and how you reached this decision.

Explain the countervailing factors that outweigh any adverse effects on equality as set out above:

Please document below the reasons for your conclusion and the information that you used to make this decision:

N/a

Stop and remove the policy

If there are adverse effects that are not justified and cannot be mitigated, and if the policy is not justified by countervailing factors, you should consider stopping the policy altogether. If a policy shows unlawful discrimination it must be removed or changed.

Please document below the reasons for your conclusion and the information that you used to make this decision.

N/a

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.

This document will be reviewed in Jan 2015 after supplier onboarding and the commencement of the Phase 1 design.

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
Use of resident groups during design and testing	Ongoing between Jan 2015 – Jul 2016	Amit Joshi	Resident perspective taken into account during Portal delivery		

APPENDIX 4 LONDON COUNCIL PORTAL OFFERINGS

London Local Authority	Portal supplier	Services provided via portal											
		Council Tax	CT & Housing Benefits	Rents	Business Rates	Landlords	Environ. Reporting	Admissions	Parking	Libraries	Recycling & Waste	Electoral	Planning
Total		18	15	4	12	8	3	1	3	3	3	1	2
Barking & Dagenham	Agilisys	√	√	√									
Barnet	Gandlake	Solution Delivery in Progress											
Bexley	Firmstep	√	√		√								
Brent	N/a	N/a											
Bromley	Supplier unconfirmed	√	√		√	√							
Camden	Supplier unconfirmed	√	√		√	√							
City of London	N/a	N/a											
City of Westminster	N/a	N/a											
Croydon	Supplier unconfirmed	√	√	√			√	√					
Ealing	Agilisys	Solution Delivery in Progress											
Enfield	Supplier unconfirmed	√	√		√	√							
Greenwich	N/a	N/a											
Hackney	Gandlake	√	√		√								
Hammersmith	Agilisys	√	√				√		√				

& Fulham													
Haringey	Gandlake	Solution Delivery in Progress											
Harrow	Gandlake	✓	✓	✓	✓	✓				✓			
Havering	N/a	N/a											
Hillingdon	N/a	N/a											
Hounslow	N/a	N/a											
Islington	Supplier unconfirmed	✓	✓	✓			✓		✓		✓		
Kensington & Chelsea	N/a	N/a											
Kingston	Supplier unconfirmed	✓			✓								
Lambeth	Gandlake		✓			✓				✓	✓	✓	
Lewisham	Gandlake	✓			✓	✓							
Merton	Supplier unconfirmed	✓	✓		✓								
Newham	N/a	N/a											
Redbridge	Supplier unconfirmed	✓							✓		✓		✓
Richmond	N/a	N/a											
Southwark	Gandlake	✓	✓							✓			
Sutton	Gandlake	✓	✓		✓	✓							
Tower Hamlets	Agilisys	✓			✓								
Waltham Forest	Supplier unconfirmed	✓	✓		✓	✓							
Wandsworth	Agilisys	Solution Delivery in Progress											