

## **Individual Equality Analyses of Budget Proposals**

This document:

- outlines the equality implications of individual budget proposals for 2020/21 and 2021/22 – 2022/23.on equality and socio-economic groups;
- sets out the mitigating factors and monitoring arrangements put in place;
- informs the equalities implications section in the Budget and Council Tax report for proposals relating to 2020/21 and 2021/22 – 2022/23.

The equality analyses in this report are subject to change in response to alterations to any of the individual budget proposals.

## **Summary of 2020/21 budget proposals**

The table below sets out the equalities analysis for individual savings proposals for 2020/2021 against each service area:

| Service Area | Index             | Description   | Full EA completed | Page no. |
|--------------|-------------------|---|-------------------|----------|
| CWB          | CWB001            | Public Health re-commissioning – substance misuse                   | No                | 6        |
| CWB          | CWB003            | Public Health re-commissioning - cease untargeted smoking cessation | Yes               | 7        |
| CWB          | CWB015            | Adult Social Care re-commissioning – Homecare                       | Yes               | 13       |
| CWB          | CWB016            | Adult Social Care re-commissioning - Placement review               | Yes               | 27       |
| CWB          | CWB017            | Adult Social Care re-commissioning - Day care                       | Yes               | 33       |
| CWB          | CWB018            | Adult Social Care re-commissioning - Prevention contracts           | No                | 39       |
| CWB          | CWB021            | Housing Association Lease Scheme                                    | Yes               | 40       |
| REG          | R&E001            | Dimming street lights   | No                | 54       |
| REG          | R&E004            | Building control  | No                | 56       |
| REG          | R&E008            | Wembley licensing   | No                | 57       |
| REG          | R&E018            | Regeneration & Environment staffing efficiencies                    | No                | 59       |
| CYP          | CYP004            | WLA Shared Fostering Service  | Yes               | 61       |
| CYP          | CYP008            | Children's centres  | Yes               | 66       |
| PPP          | PPP001            | Reducing voluntary sector grants                                    | Yes               | 75       |
| PPP          | PPP003            | Restructure of communications, conference & events department       | No                | 83       |
| CDS          | RES003/<br>RES004 | Customer services service modernisation, more digital               | Yes               | 85       |
| CDS          | RES005            | Customer services   | No                | 92       |

|             |        |                                       |     |    |
|-------------|--------|---------------------------------------|-----|----|
| LHRAI       | RES001 | Legal savings - Demand management     | No  | 94 |
| Council Tax | N/A    | Overall Council Tax increase of 3.99% | Yes | 96 |

### **Summary of 2021/22 – 2022/23 budget proposals**

The table below sets out the equalities analysis for individual savings proposals for 2021/22 – 2022/23 against each service area:

| Service Area | Index           | Description   | Full EIA conducted | Page no. |
|--------------|-----------------|---|--------------------|----------|
| CWB          | 2021-23 CWB 001 | Improved Reablement offer                           | No                 | 104      |
| CWB          | 2021-23 CWB 003 | Placement Review                                    | Yes                | 109      |
| CWB          | 2021-23 CWB 004 | Deprivation of Liberty Safeguards (DoLS) provision  | No                 | 114      |
| CWB          | 2021-23 CWB 005 | Community Care recommissioning                      | Yes                | 120      |
| CWB          | 2021-23 CWB 006 | Properties to relieve Temporary Accommodation       | Yes                | 125      |
| CWB          | 2021-23 CWB 013 | New Accommodation for Independent Living (NAIL)     | No                 | 130      |
| CYP          | 2021-23 CYP 001 | Clawback of unused Direct Payments                  | Yes                | 132      |
| CYP          | 2021-23 CYP 002 | Short Break Centre                                  | Yes                | 137      |
| CYP          | 2021-23 CYP 003 | Adjusting resources in demand led budgets           | Yes                | 143      |
| CYP          | 2021-23 CYP 004 | CYP cross-service                                   | Yes                | 149      |
| CYP          | 2021-23 CYP 005 | Increased income target for the Gordon Brown Centre | Yes                | 153      |
| CYP          | 2021-23 CYP 006 | 10% saving on commissioning                         | Yes                | 159      |
| R&E          | 2021-23 R&E 001 | General Efficiencies across R&E                     | No                 | 165      |
| R&E          | 2021-23 R&E 002 | Lighting Maintenance                                | No                 | 170      |
| R&E          | 2021-23 R&E 003 | Schemes/Drainage fees                               | No                 | 174      |

|     |                    |  |     |     |
|-----|--------------------|--|-----|-----|
| R&E | 2021-23 R&E 004    | Damage Cost Recovery   | Yes | 179 |
| R&E | 2021-23 R&E 005    | Building Control Fees Review   | No  | 184 |
| R&E | 2021-23 R&E 006    | Brent Transport Services move  | Yes | 189 |
| R&E | 2021-23 R&E 007    | Pre-app service; review basic and enhanced offer   | No  | 193 |
| R&E | 2021-23 R&E 009    | Apprenticeship levy commercial offer   | Yes | 199 |
| R&E | 2021-23 R&E 011    | Facilities Management contract review  | Yes | 204 |
| CDS | 2021-23 CDS 001/2  | ICT Client and Application support - Income generation   | No  | 209 |
| CDS | 2021-23 CDS 003/5  | ICT Client and Application support - Printing Costs & Oracle changes budget                    | No  | 214 |
| CDS | 2021-23 CDS 004    | ICT Client and Application support - Salaries  | Yes | 219 |
| CDS | 2021-23 CDS 006    | Merger of Housing and BCS contact centre   | Yes | 223 |
| CDS | 2021-23 CDS 007    | Reduction in Postal Costs  | Yes | 229 |
| CDS | 2021-23 CDS 008    | Savings from new Council Tax Support scheme  | Yes | 234 |
| CDS | 2021-23 CDS 009    | Increased automation in Customer Services  | Yes | 239 |
| CDS | 2021-23 CDS 010    | Replace IEG (on line benefits form)  | Yes | 244 |
| CDS | 2021-23 CDS 011    | Staffing efficiencies in Customer Services   | Yes | 249 |
| CDS | 2021-23 CDS 012    | Transformation - Staffing efficiencies   | No  | 255 |
| CE  | 2021-23 CE 001/2/3 | Efficiency savings within Legal, HR, Audit & Investigations/Finance/ Assistant Chief Executive | No  | 257 |

## **2021/22 budget proposals**

### **Community Wellbeing**

#### **CWB001 Public Health re-commissioning**

Initial Equality Impact Analysis screening:

|                        |               |
|------------------------|---------------|
| <b>Reference:</b>      | CWB001        |
| <b>Service(s):</b>     | Public Health |
| <b>Lead Member(s):</b> | Cllr Hirani   |

|                           |   |
|---------------------------|---|
| <b>Savings Proposals:</b> | Savings to be delivered over the lifetime of a new contract following service redesign and re procurement of substance misuse |
|---------------------------|---|

### **Financial and Staffing Information**

| <b>2018/19</b>                                      |                         |
|---|-------------------------|
| <b>Total budget for the service(s) £'000:</b>       | 4,100                   |
| <b>Total post numbers in the services(s) (FTE):</b> | NA commissioned service |

|                                    | <b>2019/20</b>          | <b>2020/21</b>          |
|------------------------------------|-------------------------|-------------------------|
|                                    | £'000                   | £'000                   |
| <b>Proposed saving:</b>            | 100                     | 150                     |
|                                    | FTE                     | FTE                     |
| <b>Proposed staffing reduction</b> | NA commissioned service | NA commissioned service |

### **Proposed savings**

Substance misuse services were redesigned and re-procured during 17/18 with a lead provider and a new service model being put in place from 1/4/18 resulting in savings over the life of the contract

### **How would this affect users of this service?**

Service users were closely involved in the redesign of the service and in the evaluation of tenders. A change in lead provider has been unsettling for some users but they have been kept informed and involved and close attention paid to maintaining outcomes

Following a period of transition we expect service user experience and outcomes to be improved

### **Key milestones**

The work to achieve these savings has been carried out

### **Key consultations**

None required – as contract is in place to deliver savings

### **Key risks and mitigations**

Close contract management to ensure new service model is implemented faithfully and to maintain high performance

These savings are within a ring fenced grant.

### **Equality impact screening**

|   |   |
|---|---|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |   |
|   | N |
| Disabled people   | N |
| Particular ethnic groups  | N |
| Men or Women (include impacts due to pregnancy/maternity)   | N |
| People of particular sexual orientation/s   | N |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | N |
| People in particular age groups   | N |
| Groups with particular faiths/beliefs   | N |
| Marriage / civil partnership  | N |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                         |    |
|-------------------------|----|
| EIA required?:          | NO |
| EIA to be completed by: |    |
| Deadline:               |    |

|                                 |               |
|---------------------------------|---------------|
| Lead officer for this proposal: | Melanie Smith |
|---------------------------------|---------------|

No update to CWB001 as of 06/12/2019 – information provided by Melanie Smith, Director of Public Health.

### **CWB003 Cease untargeted smoking cessation**

#### **EQUALITY ANALYSIS (EA)**

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | Savings Proposal                        |
| <b>DEPARTMENT:</b>      | Community and Wellbeing - Public Health |
| <b>TEAM:</b>            | Stop Smoking Service                    |

|                      |  |
|----------------------|--|
| <b>LEAD OFFICER:</b> | Janice Constance and Clementine Djatmika |
| <b>DATE:</b>         | 24/12/2018                               |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The proposal is to cease untargeted smoking cessation and retain the stop smoking service for mental health service users and pregnant women. Intended results is to make the service more cost-efficient.

2. Who may be affected by this policy or proposal?

In 17/18, 1143 smokers were supported to quit by public health commissioned services. Smokers who wish to quit would lose access to free nicotine replacement therapy and to face to face support.

NRT would still be available to purchase or on prescription. On line and telephone support would be available, provided by the London Smoking Cessation Transformation Project.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The revised service will advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. For example those who are pregnant or those with a disability, i.e. mental health service users. Service outcome is designed to lower inequalities in smoking related outcomes in those with protected characteristics. For example those who are pregnant or those with a disability, i.e. mental health service users.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic | IMPACT   |              |          |
|----------------|----------|--------------|----------|
|                | Positive | Neutral/None | Negative |
| Age            |          | X            |          |
| Sex            |          | X            |          |
| Race           | X        |              |          |



|                        |          |          |  |
|------------------------|----------|----------|--|
| Disability             | <b>X</b> |          |  |
| Sexual orientation     |          | <b>X</b> |  |
| Gender reassignment    |          | <b>X</b> |  |
| Religion or belief     |          | <b>X</b> |  |
| Pregnancy or maternity | <b>X</b> |          |  |
| Marriage               |          | <b>X</b> |  |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |          |          |
|---|----------|----------|
|   | YES      | NO       |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?   | <b>X</b> |          |
| Does the policy or proposal relate to an area with known inequalities?  | <b>X</b> |          |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |          | <b>X</b> |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | <b>X</b> |          |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |          |          |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
|--|
| <p><b>Disability:</b> People with disabilities who may also have mental health problems especially those with drug and alcohol problems are more likely to smoke than general population and less likely to quit without support.</p> <p><b>Race:</b> Some BME groups have higher smoking rates than average (e.g. Bangladeshi, Arab, Turkish and some Eastern Europeans).</p> <p>Some groups such as the South Asian population will have lower smoking rates, however have an increased rate with the use of other tobacco products such as shisha and chewing tobacco.</p> <p><b>Pregnancy and Maternity:</b> The impact of smoking during pregnancy on maternal and foetal health is significant in terms of morbidity, mortality, long term infant health</p> |
|--|

and healthcare costs. The smoking status at time of delivery in 2016/17 was 3.2%, this equates to 146 women smoking at time of delivery (fingertips).

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | Not Applicable  |
| <b>DISABILITY</b>                    |   |
| <b>Details of impacts identified</b> | <p>The stop smoking service will be targeted to mental health service users. This will:</p> <ul style="list-style-type: none"> <li>• Increase available support and resources to aid in smoking cessation</li> <li>• Service will be tailored to the needs of this vulnerable group</li> </ul>        |
| <b>RACE</b>                          |   |
| <b>Details of impacts identified</b> | <p>The stop smoking service will be targeted to chewing tobacco/shisha service users. This will:</p> <ul style="list-style-type: none"> <li>• Increase available support and resources to aid in smoking cessation</li> <li>• Service will be tailored to the needs of this targeted group</li> </ul> |
| <b>SEX</b>                           |   |
| <b>Details of impacts identified</b> | Not Applicable  |
| <b>SEXUAL ORIENTATION</b>            |   |

|   |   |
|---|---|
| <b>Details of impacts identified</b>    | Not Applicable  |
| <b>PREGANCY AND MATERNITY</b>           |   |
| <b>Details of impacts identified</b>    | <p>The stop smoking service will be targeted to pregnant service users. This will:</p> <ul style="list-style-type: none"> <li>• Increase available support and resources to aid in smoking cessation</li> <li>• Service will be tailored to the needs of this targeted group</li> </ul> |
| <b>RELIGION OR BELIEF</b>               |   |
| <b>Details of impacts identified</b>    | Not Applicable  |
| <b>GENDER REASSIGNMENT</b>              |   |
| <b>Details of impacts identified</b>    | Not Applicable  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |   |
| <b>Details of impacts identified</b>    | Not Applicable  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

None identified

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

None identified

5. Please detail any areas identified as requiring further data or detailed analysis.

|                 |
|-----------------|
| None identified |
|-----------------|

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

|                 |
|-----------------|
| None identified |
|-----------------|

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

- |  |
|--|
| <ul style="list-style-type: none"><li>• Continuous feedback received from the community,</li><li>• Recording demand for service</li><li>• Data analysis from Midwifery and mental health services and service users.</li></ul> |
|--|

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

|           |
|-----------|
| As above. |
|-----------|

## SECTION D – RESULT

| Please select one of the following options. Mark with an “X”. |   |   |
|---|---|---|
| A   | CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED | X |
| B   | JUSTIFY AND CONTINUE THE POLICY/PROPOSAL    |   |
| C   | CHANGE / ADJUST THE POLICY/PROPOSAL         |   |
| D   | STOP OR ABANDON THE POLICY/PROPOSAL         |   |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|--------|------------------|---------|-----------------|

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

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |  |
|---------------------------|--|
| <b>OFFICER:</b>           | Janice Constance and Clementine Djatmika |
| <b>REVIEWING OFFICER:</b> | John Licorish                            |
| <b>HEAD OF SERVICE:</b>   | John Licorish                            |

Adult Social Care re-commissioning - Homecare CWB015

## EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | Procurement of Homecare Services             |
| <b>DEPARTMENT:</b>      | Adult Social Care                            |
| <b>TEAM:</b>            | Commissioning, Contracts & Market Management |
| <b>LEAD OFFICER:</b>    | Andrew Davies                                |
| <b>DATE:</b>            |  |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

|   |
|---|
| <p>The proposal that is the subject of the equalities analysis is a fundamental review and remodelling of homecare services for the borough.</p> <p>The review was required because the quality and reliability of current homecare in the borough is variable both at provider and individual service user level. There are a large number of providers in the borough and this impacts negatively on the council's ability to develop close working relationships. There is also a significant and an ongoing capacity issue within the borough related to the 'churn' and retention of the homecare workforce and reduced control over costs and expenditure.</p> <p>The proposed new service model will not remove services, but it will change the way services are delivered and will place greater emphasis on a personalised outcomes based approach.</p> |
|---|

The new service model is expected to deliver improved quality of service provision, improved service user experience, provide a better grip on pricing and expenditure and establish more productive working relationships with providers.

As a result the council and providers will be better able to meet both needs and the expressed preferences of service users.

Proposed changes include:

- A reduction in the overall number of homecare agencies as compared with those contracted through the WLA framework and through individual spot contracts
- A Zone/Patch based approach, which will ensure that providers have a deep knowledge of the areas they work in and are able to work closely with key partners such as GPs
- Development of a sustainable market for home care provision
- Measurable improvement in the provider's ability to deliver support in an enabling outcomes based approach
- Measurable improvement in the quality of services and consistency of care
- Measurable improvement in the service user's experience of receiving services
- Better grip on pricing and expenditure
- The council is committed to paying an hourly rate that will enable providers to pay the London Living Wage.

## 2. Who may be affected by this policy or proposal?

Those affected by the proposal are:

- Residents receiving, or likely to receive home care services;
- Family carers;
- Providers of home care services and their staff.

It should be noted that the nature of impact of the proposed changes is expected to be mainly positive.

## 3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes.

The very nature homecare services means that they are targeted at, and are disproportionately accessed by, vulnerable adults and children who are also more likely experience multiple disadvantage due to their age and disabilities / health conditions.

Additional disadvantages may also be experienced due to socio-economic inequalities such as fuel poverty, social isolation and economic deprivation.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    | X        |              |          |
| Sex                    |          | X            |          |
| Race                   | X        |              |          |
| Disability             | X        |              |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  | X   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   | X   |    |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | X   |    |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

### Engagement Activity

An engagement plan was created from the start of the review, which included detailed activities to specifically involve a wide range of individuals who would be affected by the proposed changes. Engagement activities included: service user telephone interviews and workshops; care provider surveys and workshops; care worker engagement surveys; and consultations with internal staff and external providers. A detailed analysis of the profile of homecare and reablement service users will be undertaken and used to monitor the different needs of service users across the borough.

Three task and finish groups, which included representatives from provider organisations, were also set up to focus on Operational Change, Workforce Development and Technology. The aim of these groups was to identify how homecare provision in Brent could be improved.

Further engagement was undertaken prior to finalising the proposed service model. This consisted of face to face and telephone interviews of service users and a workshop session with carers. The review results of the additional engagement reflected the results of earlier engagement results.

### Key Finding from Engagement Activities

Consistent themes from the engagement activity and data analysis have been used to develop the service model and service specification. These include:

- Having the same carer
- Carers turning up on time
- Being able to contact the agency
- Having a carer of a specific gender and or a carer who understands service user religious or cultural needs
- Better communication between the council and the provider and between the provider and the service user
- The provider having a better knowledge of the area they work in – this will help reduce travel time and enable the provider to work closely with local partners such as GPs
- Better workforce planning, certainty around hours for care workers improving recruitment and retention
- Better training for carers employed by providers

### Data Analysis

Data used in this assessment largely came from the B13 Reports and is based on the total number of homecare or reablement packages of care open on Mosaic as of the 31<sup>st</sup> September 2017. Please note that the total number of open homecare or reablement packages of care may not reflect the total number of individual service users receiving a home care or reablement service as some service users may have



more than one package of care, for instance in the case of two carers being required for a call.

Further B13 reports have been produced throughout the development of the model. The data contained within this document reflects the detailed 2017 data upon which the model was based and provides some comparisons with high level data from additional reports.

Relevant information from the data analysis is set out in individual sections of the documents.

### Other Considerations

#### Cultural

Given the diversity of the borough, due consideration has also been given to the specific needs of service users from BAME backgrounds and faith groups, as well as the specific needs of LGBT adults.

#### IMD

By its very nature homecare and reablement services are targeted at, and disproportionately accessed by, vulnerable adults who are also more likely experience multiple disadvantage. The percentage of homecare and reablement service users within each ward was analysed in tandem with wider Brent indicators of deprivation including health and income. Whilst these indicators may not be protected characteristics, they helped the council understand the needs requirement of service users and any external factors influencing their circumstance.

There was only a slight positive correlation (0.337) between percentage of homecare and reablement service users (ranked by ward) and the levels of deprivation (ranked by ward), (see figure 27). Although this indicates that level of deprivation has little influence on the number homecare and reablement service users, the wards of Stonebridge, Harlesden and Willesden Green are all ranked in the top 5 most deprived wards in the borough (1, 2 & 4 respectively) and correspondingly had the same ranked position for percentage of service users per ward. As such it highlights an increased level of need within these three areas particularly due to higher levels of deprivation. This information will be taken into consideration for any final recommendations of the review.

Furthermore, as stated in the Brent Council's 2019 - 2023 Equality Strategy, there is a recognition that an individual's health has influence on their needs and life outcomes. There is a positive correlation (0.606) between self-reporting of Bad or Very Bad health in the Brent population by ward and the percentage of homecare and reablement service users (see figure 14). In only three instances (Brondesbury Park, Dollis Hill and Kilburn) there is a larger than 1% difference which suggests that wards with increased self-reporting of bad or very bad health does correspond to that

wards levels of need within homecare and reablement. This information will be taken into consideration for any final recommendations of the review.

### Family Carers

Family carers may also be impacted by the proposals. Nearly 9% of Brent's residents provide some form of unpaid care, and in the decade between 2001 and 2011 there has been an overall increase in unpaid carers in Brent, with 26,600 residents providing one hour of care or more on a weekly basis, and nearly 1,600 people providing care of between 20 and 49 hours a week, and 1,312 providing care of 50 hours or more per week in the borough<sup>1</sup>. In 2017/18 there were 5536 carers registered with Brent Carers Service, estimated to be around 20% of the total carers population in Brent. The review has aimed to include the opinions of family carers where possible.

### Care Workers

Skills for Care estimate that 30% of care works in Brent are on zero hours' contracts, higher than the England average at 24% but lower than the London average of 37%. It is estimated that 57% of care workers in Brent are employed on a full time basis with 18% employed on a part time basis and 26% of care works having no fixed hours. The homecare and reablement review is taking this into consideration and looks to benefit care workers within Brent by changing interaction with providers.

The above will be reinforced by a review on the rates of pay seen in Brent. According to Skills for Care, the average hourly rate for care workers in Brent is £8.28, which is slightly lower than the London average of £8.31. However, the average hourly rate is higher in Brent than the neighbouring councils of Barnet (£8.06), Ealing (£7.90) and Harrow (£8.07). The homecare and reablement review aimed to understand if transport is incorporated into this hourly rate and to promote all providers to be paying the minimum of National Living wage with the view to work towards paying the London Living Wage.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

| AGE                                  |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | <u>Service Users</u>  |
|                                      | Brent has a young population with a median age of 35, five years below the national average. 12.1% of the population are over 65. However, the population is aging, it is predicted that the number of residents aged over 65 is expected to increase by two thirds by 2028 – an additional 26,000 older residents. |

<sup>1</sup> Brent JSNA 2014

|  |   |
|--|---|
|  | <p>21% of the population are children (under 16) and this is expected fall to 19% by 2038.</p> <p>In comparison in 2017 and 2018 89% of homecare service users were over 65. Figure 3 shows a closer ward by ward comparison of age. Any changes made to homecare will impact the elderly population of Brent far greater than any other age bracket. The wards with an older population may be disproportionately affected compared to other areas in the borough.</p> <p>Consideration has been given to the distribution of homecare and reablement service users across the wards within the borough (see figure 13). Homecare and reablement service users are fairly evenly distributed across the borough, with the average percentage distribution across all wards being 4.55% when including the service users with no ward information, and being 4.72% when removing them. The highest percentage of service users are found in Stonebridge with the lowest percentage of service users residing in Queens Park.</p> <p><u>Care Workers</u></p> <p>The average age of care workers in Brent is reported to be 45, with 6% of care workers aged under 24, with 23% aged over 55. The age demographic of Brent's workforce is therefore in line with our neighbouring councils of Harrow (44), Barnet (45) and Ealing (44).</p> <p><u>Action</u></p> <p>This review has taken into account the demographic make-up in relation to the age of service users and care workers when considering the final recommendations and the development of the service model and specification.</p> <p>Particular focus has been placed on ensuring that factors relating to age, percentage of service users in a ward and areas of multiple deprivation have been considered when developing the Zones for lead providers across the borough. For instance, Stonebridge and Harlesden wards are ranked as the top two most deprived wards in the borough and are also the top two for percentage of service users. As a result, these wards are each in a Zone of their own, whereas other Zones contain two wards each. This means that lead providers for these wards can focus on the specifically on one area.</p> <p>In addition, in recognition of specialist nature of the services required by child service users and their families, the service model includes 4 specialist children's homecare providers. Two working the west of the borough and two in the east.</p> |
|--|---|

|                                      |  |
|--------------------------------------|--|
|                                      | <p>The implementation will only happen following consultation with individual service users and unless the council is satisfied that the provider has the staff and infrastructure in place to meet the needs of the service user.</p> <p>Continued consultation with internal and external stakeholders, service users, family carers and providers will help alleviate the possibility of currently unidentified negative impacts occurring.</p>   |
| <b>DISABILITY</b>                    |  |
| <b>Details of impacts identified</b> | <p>More than half of all residents in Brent aged over 65 have a long term disability compared with 3% of Children and 16% of those aged between 16 &amp; 64.</p> <p>86.52% of homecare and reablement service users have 'Physical Support' as their primary service user group (see figure 19). Within 'Physical Support', 69.32% of service users receive a package of care under the Older Persons Service (OPS) (see figure 16).</p> <p>A ward breakdown by service types has been conducted: Learning Disability (LD), Mental Health (MH), Older Person Service (OPS), Physical Disability (PD) and reablement (see figure 21 – 26).</p> <p><u>Action</u></p> <p>This data has been looked at in tandem with GP localities and existing care providers within the borough to ensure service users have sufficient access to relevant care (see figures 15 – 18).</p> <p>This review has taken into account the information relating to disability when considering the final recommendations and the development of the service model and service specification. For instance, the model sets out the need to have specialist providers for Learning Disabilities, Mental Health and Children. Lead providers in each of the Zones in the borough will specifically focus on services for older people with physical disabilities. The specification places the person at the centre of support planning and risk assessment focussing on the outcomes they want to achieve. It aims to ensure that they have the right support at the right time to live well with their particular conditions. Providers will need to ensure that staff have received the appropriate training relating to the specialism they are working within and the specific needs of the clients they are working with.</p> <p>The implementation will only happen consultation with individual service users and unless the council is satisfied that the</p> |

|                                      |   |
|--------------------------------------|---|
|                                      | <p>provider has the staff and infrastructure in place to meet the needs of the service user.</p> <p>Continued consultation with internal and external stakeholders, service users, family carers and providers will help alleviate the possibility of currently unidentified negative impacts occurring.</p>  |
| <b>RACE</b>                          |   |
| <b>Details of impacts identified</b> | <p>In 2017 32.31% of homecare and reablement service users were White, with 28.43% of service users being Asian or Asian British, and 25.1% of service users being Black or Black British. There is a higher percentage of Black or Black British homecare and reablement service users than in the wider Brent population, with individuals identifying as White, Asian or Asian British and Mixed, Multiple or Other having a lower percentage representation within service users than in the wider Brent population (see figures 4 to 9). The review took this information, and any implications it may have, into account when developing recommendations.</p> <p>In 2018 36% of homecare users were White while, 26% Asian or Asian British, 24% &amp; Black or Black British. The percentage of Black or Black British service users remains higher than the wider Brent population</p> <p>Unfortunately, there is no data outlining the ethnicity for 11.44% homecare and reablement service users (see figures 7 &amp; 9). Therefore, there is an unknown element for a proportion of service users that the review cannot fully take into consideration which may lead to negative implication. However, the review looks to improve the service and, in turn, improve service users' experiences. We will also look at systems, such as the use of Care Place to improve the collection of data.</p> <p><u>Care Workers</u></p> <p>Skills for Care analysis indicates that Brent has an estimated 61% of care workers of British nationality, 11% from within the EU and 28% outside the EU. Brent had a higher percentage of care workers of British nationality than the neighbouring councils of Barnet (42%) and Harrow (55%) respectively, with similar rates to Ealing (60%). All four councils had a greater reliance on non-EU workers than EU workers.</p> <p><u>Action</u></p> |

|                                      |  |
|--------------------------------------|--|
|                                      | <p>This review has taken into account the demographic make-up, cultural and language needs of service users and the demographic make-up of care workers when considering the final recommendations and the development of the service model and specification.</p> <p>For instance, the service specification requires providers place the person at the centre of support planning responding to individual needs and desired outcomes. Providers are also required to respond to future demographic changes.</p>   |
| <b>SEX</b>                           |  |
| <b>Details of impacts identified</b> | <p>Although the effect of the review is presumed to be neutral on the sex of homecare and reablement service users, it is important to note that in 2017 and 2018 there is a greater percentage of female than male service users. In 2017 59.06% of service users were women, in comparison with the wider Brent population of 50.3%. (see figure 1 &amp; 2)</p> <p>In 2018 58% of services users were female and 41% male.</p> <p><u>Action</u></p> <p>This review has taken into account the demographic make-up, of service users and the demographic make-up of care workers when considering the final recommendations and the development of the service model and specification.</p> |
| <b>SEXUAL ORIENTATION</b>            |  |
| <b>Details of impacts identified</b> | <p>Not known. There is no recorded information on the sexual orientation of homecare and reablement service users. We will also look at systems such as the use of Care Place to improve the collection of data.</p> <p><u>Action</u></p> <p>The service model and specification will ensure that the council and its contracted providers aim to provide LGBT-inclusive services.</p>   |
| <b>PREGNANCY AND MATERNITY</b>       |  |
| <b>Details of impacts identified</b> | <p>This protected characteristic of pregnancy does is not specifically applicable to this service.</p> <p><u>Action</u></p>  |

|   |   |
|---|---|
|   | The service model and specification will ensure that the council and its providers provide an inclusive service.  |
| <b>RELIGION OR BELIEF</b>               |   |
| <b>Details of impacts identified</b>    | <p>Unfortunately, there is no recorded information on the religion or belief of homecare and reablement service users.</p> <p><u>Action</u></p> <p>The service specification will ensure that the council and its contracted providers provide culturally and religiously sensitive services, wherever possible.</p> <p>For instance, the service specification requires providers to take a person centred approach will be taken to care and support planning. This will include the ability to specify the gender of those who support them and religious practices that may be taken into account when providing care.</p> <p>We will also look at systems such as the use of Care Place to improve the collection of data.</p> |
| <b>GENDER REASSIGNMENT</b>              |   |
| <b>Details of impacts identified</b>    | <p>Not known. There is no recorded information on the gender identity of homecare and reablement service users.</p> <p><u>Action</u></p> <p>The service specification will ensure that the council and its contracted providers will aim to provide LGBTQ+ inclusive services.</p> <p>We will also look at systems such as the use of Care Place to improve the collection of data.</p>   |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |   |
| <b>Details of impacts identified</b>    | <p>There is no recorded information on this protected characteristic.</p> <p><u>Action</u></p> <p>The service specification will ensure that the council and its contracted providers will aim to provide an inclusive services</p>   |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Participants in engagement initiatives were, as far as possible, representative of the people who will be affected by the proposals.

An engagement plan was created from the outset of the review, detailing proposed initiatives to actively involve all individuals affected. The initiatives included: service user telephone interviews and workshops; care provider surveys and workshops; care worker engagement surveys; and consultations with internal staff and external providers. A detailed analysis of the profile of homecare and reablement service users has been undertaken and used to monitor the different needs of service users across the borough.

Three task and finish groups were also set up to specifically focus on Operational Change, Workforce Development and Technology. Working with providers the aim of these groups was to identify the quality of homecare provision in Brent could be improved and person centred outcomes achieved.

A care worker survey was developed and circulated to all contracted care provider agencies in the borough. Pay, training and security were highlighted as issues.

To test that the emerging service model, further engagement was undertaken toward the end of the process. This consisted of face to face and telephone interview with service users, a workshop sessions focused of carers and further provider tenement forums.

No further engagement is required prior to the model being implemented. However, ongoing engagement will be required during the implementation period and beyond to ensure the anticipated improvement in quality is sustained and equalities implications are monitored. This will also be achieved via the performance and quality framework set out in the specification.

5. Please detail any areas identified as requiring further data or detailed analysis.

N/A

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?



No further action plan required at this stage. All of the issues identified above have been address during the development of the service model and service specification.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

The Service Specification and associated Schedules include

- A Quality Assurance Framework,
- An Outcomes Framework and
- A Performance Management Framework.

To support these, providers must use the council specified Electronic Call Monitoring (ECM) system. This will provide real time information to ensure service users receive the care they need at the correct time.

The use of CarePlace, an electronic brokerage system, will also be mandatory for providers. This will enable the council and providers to respond to new service users and changes to service user needs more quickly. It will also provide contract monitoring information and equalities monitoring information.

In addition, a team of Placement Relationship Officers will monitor the contract and the quality of service provision. They will undertake regular provider audits, which will include face to face discussions with service users, deal with complaints with the aim of preventing escalation and participat in safeguarding investigations.

Placement Relationship Officers will develop and deep and ongoing relationship with providers making recommendations for improvement and monitoring the implementation of those recommendations.

Ongoing service user engagement will take place during the implementation period and beyond.

A regular Brent Provider Forum will be held all providers will be invited to attend. The Provider Forum will encourage the sharing of good practice and develop an agenda that will focus on quality and improvement. This will include speakers and workshops that focus on current issues, common challenges and emerging issues including those relating to equalities.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Equalities issues have been taken into account throughout the review and have been a key focus in the development of the new service model and service specification.

Where identified, negative impacts have been addressed within the model and specification. Positive impacts of the proposed model have been enhanced where possible. An example of this is the focus placed on specialist providers and the way the Zones have been developed.

The main changes to the homecare service model have been set out below:

- A move away from a Brent wide, generic service to a patch based model aligned to the 13 Primary Care Networks for the delivery of service for Older People and Physical Disabilities (details of patches is set out at Appendix 1). Each patch would have a lead provider and a support provider who would be required to deliver at least 80% of all of the hours in the patch. The remaining hours would be delivered by providers from an approved provider list, allowing smaller providers who do not have the capacity to deliver the required volume of hours in any patch to also continue to deliver work for Brent and will also provide a degree of market assurance and allow us to retain enough providers to cover any market failure issues.
- For 'specialist' care groups, where there is not enough demand to allow for a split into 13 patches, we are proposing two patches. For reablement and children's services the proposal is to work on two patches covering the borough, with four lead providers for each service type. For learning disabilities and mental health services, the plan is to have two patches, with two lead providers for each service type.
- Whilst providers will be able to bid for as many services as they wish, they will only be awarded a maximum of:
  - Up to two older people / physical disability zones
  - One older people / physical disability zone and one of the children's, reablement, LD and MH or dementia zones
  - Providers will only be the lead provider for one of the children's, reablement, LD and MH zones – they will not be awarded two of these zones.
- This model has the benefit of allowing providers to develop relationships with a smaller group of GP practices, less travel time and security around the number of hours to be delivered allowing for longer term workforce planning for providers. This should also result in a smaller number of providers, allowing for better contract monitoring and better training and support for carers.
- Consistency of care worker is something that the council and care providers are committed to, and it will be included as an element in performance and contract monitoring schedules. As part of the re-procurement provider will be asked to commit to providing a small pool of named care workers for each service users, and commit to these named workers being the people who deliver care to the service user for the lifespan of the contract (wherever possible).
- The council has committed to paying an hourly rate that allows workers to be paid at London Living Wage levels.

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b>   | <b>Expected outcome</b>   | <b>Officer</b> | <b>Completion Date</b> |
|---|---|----------------|------------------------|
| Quality and contract monitoring visits will consider equalities issues          | Quality and performance measures are being achieved                 | Andrew Davies  | Ongoing                |
| Aggregated quality monitoring information will be monitored by the HOS and SGAB | Quality and equality issues and identified quickly and action taken | Andrew Davies  | Ongoing                |
| Equalities Data will be monitored on a regular basis                            | Issues are identified and action taken                              | Andrew Davies  | ongoing                |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |  |
|---------------------------|--|
| <b>OFFICER:</b>           |  |
| <b>REVIEWING OFFICER:</b> |  |
| <b>HEAD OF SERVICE:</b>   |  |

Adult Social Care re-commissioning – Placement Review CWB016

### EQUALITY ANALYSIS (EA)

|                         |                  |
|-------------------------|------------------|
| <b>POLICY/PROPOSAL:</b> | Placement Review |
|-------------------------|------------------|

|                      |   |
|----------------------|---|
| <b>DEPARTMENT:</b>   | Adult Social Care                         |
| <b>TEAM:</b>         | Residential and Nursing Team              |
| <b>LEAD OFFICER:</b> | Andrew Davies, Head of Commissioning, ASC |
| <b>DATE:</b>         | 5 <sup>th</sup> December 2019             |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

There are currently c. 180 residential or nursing care placements that cost the council over £1,000 per week.

Placements are to be reviewed as part of the NAIL programme, to determine whether people could be moved to less restrictive placements, or whether there is any scope for fee reduction based on need and care provided.

For some service users, they will be supported to move into new placements, better suited to their needs, but that also deliver a financial saving to the council; other placements will be subject to fee negotiation, if the client is unable to move, but where it is felt a fairer price for the service can be negotiated.

2. Who may be affected by this policy or proposal?

Adult Social Care service users living in residential or nursing placements, or high cost supported living placements.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. All of the people affected by this proposal have a disability, which will need to be taken into account when considering the impact of moving someone to another service. People will not be moved if it is felt that it is not going to be in their best interests or would have a detrimental impact on them because of their disability. The primary aim of moving someone from one placement to another is to move them to a service that better meets their needs that have arisen because of their disability.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | x            |          |
| Disability             | X        |              |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?   | x   |    |
| Does the policy or proposal relate to an area with known inequalities?  | x   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | x   |    |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

6. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

ASC keeps up to date records of all placements in residential, nursing and supported living services, the cost of those placements and the primary disability for the person in those services. This has enabled us to identify the high cost placements to focus our review work on, as well as those placements to target for price negotiation where it has been identified that it would not be in the individual best interests to move placement.

7. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | None  |
| <b>DISABILITY</b>                    |   |
| <b>Details of impacts identified</b> | The proposal will have an impact on disability, in so much that all of the people affected by the proposal are living in a residential or nursing care setting because of their disability. By looking at different options for care in less restrictive settings, the proposal will give people more choice and control over how they receive their care and support and should help to promote independence for those who are able to live in less restrictive settings. Nobody will be moved to another care setting without a review, which will assess their care needs and match those to service best able to meet those needs. If a person cannot be moved, the council will seek to re-negotiate the cost of their existing placement so it better reflects assessed care needs. |
| <b>RACE</b>                          |   |
| <b>Details of impacts identified</b> | None  |
| <b>SEX</b>                           |   |
| <b>Details of impacts identified</b> | None  |
| <b>SEXUAL ORIENTATION</b>            |   |
| <b>Details of impacts identified</b> | None  |

| PREGANCY AND MATERNITY        |      |
|-------------------------------|------|
| Details of impacts identified | None |
| RELIGION OR BELIEF            |      |
| Details of impacts identified | None |
| GENDER REASSIGNMENT           |      |
| Details of impacts identified | None |
| MARRIAGE & CIVIL PARTNERSHIP  |      |
| Details of impacts identified | None |

8. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

9. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement is done on an individual basis with service users, their families and friends and advocates, rather than wider consultation with all people in services.

10. Please detail any areas identified as requiring further data or detailed analysis.

None.

11. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

12. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

### SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |



## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |                                      |
|---------------------------|--------------------------------------|
| <b>OFFICER:</b>           | Andrew Davies, Head of Commissioning |
| <b>REVIEWING OFFICER:</b> |                                      |
| <b>HEAD OF SERVICE:</b>   | Andrew Davies, Head of Commissioning |

Adult Social Care re-commissioning – Day Care CWB017

### EQUALITY ANALYSIS (EA)

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | Community Care Recommissioning            |
| <b>DEPARTMENT:</b>      | Adult Social Care                         |
| <b>TEAM:</b>            | Community and Prevention Team             |
| <b>LEAD OFFICER:</b>    | Andrew Davies, Head of Commissioning, ASC |
| <b>DATE:</b>            | 5 <sup>th</sup> December 2019             |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Adult Social Care plans to recommission external day care provision, restructuring provision into a new, lower cost model of care and include Public Health outcomes into a new model of delivery.

Day care in Brent is commissioned according to an old fashioned and out of date model. The majority of provision is expensive, building based and does not offer choice and control to service users. Additionally, there is an over provision of traditional day care in Brent, meaning that providers are not transforming their services, and often wish to increase their costs for the Council to make up for low take up of their services.

The commissioning service are working with providers to redesign services into new models of care that supports more choice and control and promotes less building based provision. Public Health outcomes will also be built into the recommissioned service.

2. Who may be affected by this policy or proposal?

Adult Social Care service users that attend day centres, as well as future service users.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. The majority of people (but not all) who attend day services have a disability, which will need to be taken into account when considering the impact of re-commissioning services. The two main groups of service users are older people and people with a learning disability.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    | X        |              |          |
| Sex                    |          | X            |          |
| Race                   |          | x            |          |
| Disability             | X        |              |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an “X”.

| <b>SCREENING CHECKLIST</b>   |            |           |
|--|------------|-----------|
|  | <b>YES</b> | <b>NO</b> |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  | <b>x</b>   |           |
| Does the policy or proposal relate to an area with known inequalities?   | <b>x</b>   |           |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  | <b>x</b>   |           |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  | <b>x</b>   |           |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |            |           |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
|--|
| <p>We have a significant amount of data to inform this work, but it is still being analysed to inform commissioning options. We are looking numbers of service users using day care services, where they live and travel to day care, the disability of individuals and whether they need transport to attend services. Ethnicity of service users is also being analysed, to inform decisions around cultural sensitive in commissioning services, and whether we should continue to commission culturally specific services.</p> |
|--|

6. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> | <p>Older people will continue to be significant users of day services, but the plan will be to broaden the offer to them so that services are better tailored to need. Options are still to be developed, but options for older people will continue to be central to the ASC offer.</p> |

| <b>DISABILITY</b>                    |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | ASC commissions day services for people with disabilities, and this project is designed to commission services that meet the needs of people in the service now, but also identifying and commissioning services for future service users. There will be changes to services, but people with disabilities will be consulted and involved in the co-design of services, so that they have an input into design and commissioning. |
| <b>RACE</b>                          |   |
| <b>Details of impacts identified</b> | None  |
| <b>SEX</b>                           |   |
| <b>Details of impacts identified</b> | None  |
| <b>SEXUAL ORIENTATION</b>            |   |
| <b>Details of impacts identified</b> | None  |
| <b>PREGANCY AND MATERNITY</b>        |   |
| <b>Details of impacts identified</b> | None  |
| <b>RELIGION OR BELIEF</b>            |   |
| <b>Details of impacts identified</b> | None  |
| <b>GENDER REASSIGNMENT</b>           |   |

|   |      |
|---|------|
| <b>Details of impacts identified</b>    | None |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |      |
| <b>Details of impacts identified</b>    | None |

7. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

8. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement is done on an individual basis with service users, their families and friends and advocates. Further engagement will also be undertaken as proposals are developed – they will need to be consulted on.

9. Please detail any areas identified as requiring further data or detailed analysis.

None.

10. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

11. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Ongoing consultation and engagement with service users, families and staff.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired

outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

We do not anticipate any negative impacts on equalities considerations as a result of this project. Inevitably with change, particularly where it involves longstanding standing services that haven't changed in many years, people will not necessarily be supportive. Much of the work with this project will be focussed on service user engagement so that people input into the changes and are well informed before they take place. But, there is no plan to change the proposal because of equalities considerations.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |                                      |
|---------------------------|--------------------------------------|
| <b>OFFICER:</b>           | Andrew Davies, Head of Commissioning |
| <b>REVIEWING OFFICER:</b> |                                      |
| <b>HEAD OF SERVICE:</b>   | Andrew Davies, Head of Commissioning |

#### Adult Social Care re-commissioning - Prevention Contracts CWB018

|                        |                         |
|------------------------|-------------------------|
| <b>Reference:</b>      | CWB018                  |
| <b>Service(s):</b>     | Prevention Contracts    |
| <b>Lead Member(s):</b> | Cllr Farah, Cllr Hirani |

|                           |   |
|---------------------------|---|
| <b>Savings Proposals:</b> | Non statutory ASC services will be specified with public health to include a stronger focus on prevention and health promotion. |
|---------------------------|---|

#### Financial and Staffing Information

| 2018/19   |            |
|---|------------|
| <b>Total budget for the service(s) £'000:</b>       | <b>200</b> |
| <b>Total post numbers in the services(s) (FTE):</b> | <b>0</b>   |

|                                    | 2019/20 | 2020/21 |
|------------------------------------|---------|---------|
|                                    | £'000   | £'000   |
| <b>Proposed saving:</b>            | 200     | 0       |
|                                    | FTE     | FTE     |
| <b>Proposed staffing reduction</b> | 0       | 0       |

#### Proposed savings

A number of contracts have been identified that have the potential to contribute to public health outcomes through support for preventative services. These services will be re-specified and recommissioned through the PH grant.

#### How would this affect users of this service?

The services will be recommissioned to deliver broader outcomes, ASC required outcomes and public health outcomes, so the impact on service users should be positive. This is a

re-commissioning proposal with an administrative change in budgets and so if there is an impact in services it will be positive.

### **Key milestones**

1. Identify services which could be re-specified and recommissioned to increase their public health impact.
2. Agree Public Health funding suitability with DPH and Finance
3. Re-specify and undertake procurement.
4. Finance to amend budget coding.

### **Key consultations**

None required.

### **Key risks and mitigations**

There is a risk that changes to the use of PH grants will mean the identified contracts cannot be funded. Risk will be mitigated by ensuring that only preventative and PH contracts are identified.

### **Equality impact screening**

|   |   |
|---|---|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |   |
|   |   |
| Disabled people   | N |
| Particular ethnic groups  | N |
| Men or Women (include impacts due to pregnancy/maternity)   | N |
| People of particular sexual orientation/s   | N |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | N |
| People in particular age groups   | N |
| Groups with particular faiths/beliefs   | N |
| Marriage / civil partnership  | N |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                         |    |
|-------------------------|----|
| EIA required?:          | No |
| EIA to be completed by: |    |
| Deadline:               |    |

|                                 |                |
|---------------------------------|----------------|
| Lead officer for this proposal: | Helen Woodland |
|---------------------------------|----------------|

CWB021 Housing Association Lease Scheme Proposed to introduce a Reasonable Rents policy



## EQUALITY ANALYSIS (EA)

### Proposal 1 - Reasonable Rents

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | Brent Equality Analysis - Introduce a new nominations agreement with Registered Providers |
| <b>DEPARTMENT:</b>      | Community Wellbeing   |
| <b>TEAM:</b>            | Housing Needs   |
| <b>LEAD OFFICER:</b>    | Omari Gayle   |
| <b>DATE:</b>            | 24/04/2019  |

### SECTION A – INITIAL SCREENING

2. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The Council is working to increase housing supply. This proposal is to offer newly accepted homeless households' accommodation with Assured Shorthold Tenancies (AST) from a Registered Provider (RP) / Registered Social Landlord under the Council's revised allocations scheme (if approved by Cabinet) to end the main homelessness duty.

The Council will work with RPs to nominate homeless families to accommodation with ASTs that the RP will lease from private owners by offering a competitive 'Reasonable Rent'.

This is not currently possible if the accommodation is classified as TA or for homelessness prevention (where Housing Benefit will only cover 90% of the January 2011 LHA rate). It is also not possible for Private Rented Sector Offers (PRSOs) into RP leased accommodation (where HB and Universal Credit (UC) will only pay 100% of the current LHA rate).

However, if an offer of an AST from a Registered Provider / Registered Social Landlord pursuant to Part 6 of the Housing Act 1996 is made in order to end the main homelessness duty or the relief duty, then a Reasonable Rent charged by an RP can be charged and fully reclaimed from HB or UC.

Accommodating households through a Part 6 offer would reduce the number of households living in TA. It should be added that such an offer of accommodation under Part 6 of the Housing Act 1996 must be suitable and affordable for the housing applicant in order to discharge the Council's duty to provide temporary accommodation to accepted homeless households.

In practice, this proposal will be implemented for newly accepted homeless households. Officers have considered the content of the Council's Tenancy Strategy,

which currently recommends to registered providers of social housing grant that the norm for a fixed term tenancy should be five years but with shorter and/or longer periods where appropriate. The council's tenancy strategy is being reviewed and changes thereto will go out for consultation and then submitted to Cabinet for a decision.

3. Who may be affected by this policy or proposal?

This proposal may affect homeless households who the council accepts the main homelessness duty to, under homelessness legislation. This means the Council has a statutory duty to secure these households suitable accommodation.

In the past three years, the council has accepted the main homelessness duty to 1,848 households from 01 April 2015 to 31 March 2018. This is an average of approximately 600 per year.

However, since April 2018 the average number of households that the Council has accepted the main homelessness duty to has reduced to an average of 30 households per month or approximately 400 per year, significantly less than previous years due to changes introduced through the Homelessness Reduction Act 2017, which introduced a statutory duty to prevent and relieve homelessness.

4. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, there is relevance to equality and the council's public sector equality duty as within the cohort of people accessing this service some protected groups are over-represented compared to the borough as a whole.

This is due to the criteria through which priority need is established under the relevant legislation: for example, a household may be regarded as being in priority need owing to age, to a physical disability or mental health condition or to pregnancy. It is also an effect of poverty and disadvantage: some ethnic groups, for example Black Africans, are over-represented among homeless households. Black Africans make up 21% of current accepted homeless households compared to 7.9% in the wider borough. (Source: 2016 population from GLA)

5. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic | IMPACT   |              |          |
|----------------|----------|--------------|----------|
|                | Positive | Neutral/None | Negative |

|                        |   |   |   |
|------------------------|---|---|---|
| Age                    |   | X |   |
| Sex                    |   | X |   |
| Race                   |   | X |   |
| Disability             | X |   | X |
| Sexual orientation     |   | X |   |
| Gender reassignment    |   | X |   |
| Religion or belief     |   | X |   |
| Pregnancy or maternity |   | X |   |
| Marriage               |   | X |   |

6. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  | X   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   | X   |    |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | X   |    |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

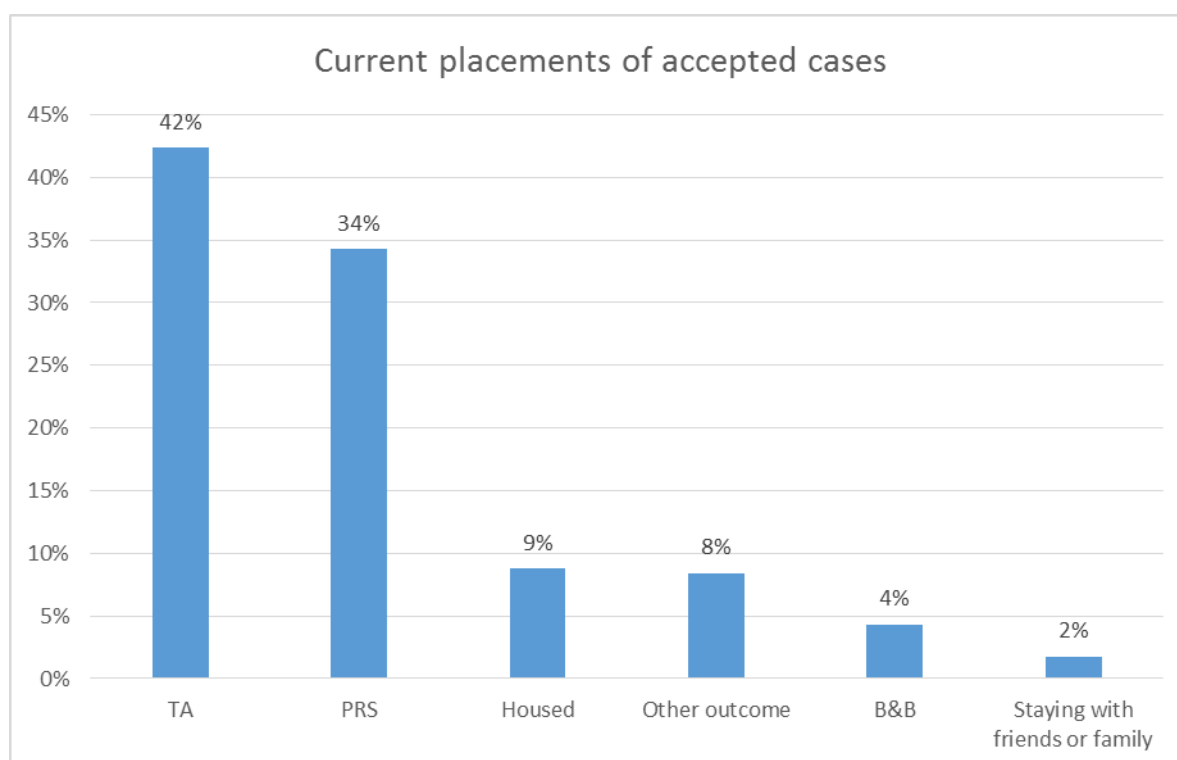
12. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
|--|
| <p>To evaluate the impact of this proposal, we have analysed the 1,848 homeless households where the main homelessness duty has been accepted for the previous</p> |
|--|

three financial years (April 2015 – March 2018) and assessed their current placements based on their protected characteristics.

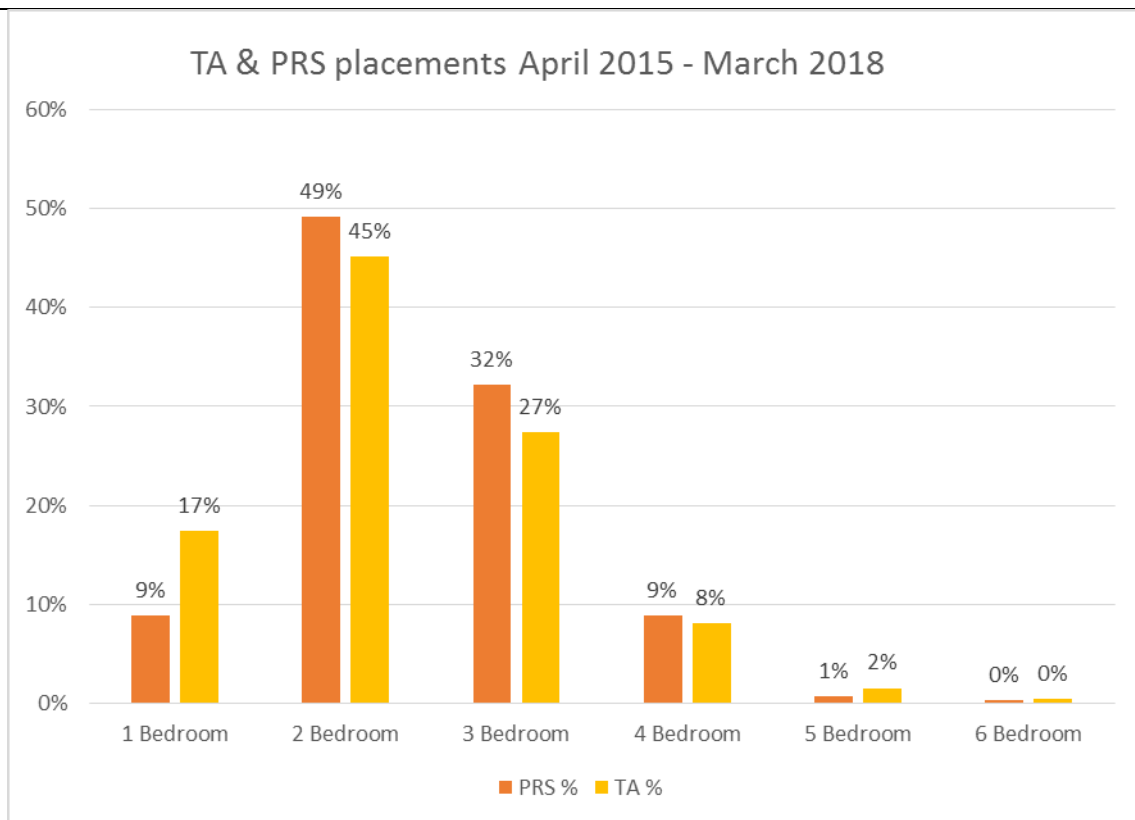
According to the data over the last 3 years:

- 42% (783) of homeless households are placed in to TA
- 34% (633) have been placed into the Private Rented Sector (PRS).
- 4% (80) applicants are in emergency bed & breakfast accommodation (B&B)
- 9% (163) have been housed in social housing
- 8% (156) of applicants have had other outcomes i.e. cases discharged or withdrawn.
- 2% (33) of applicants have made other arrangements for TA, potentially staying with family and friends



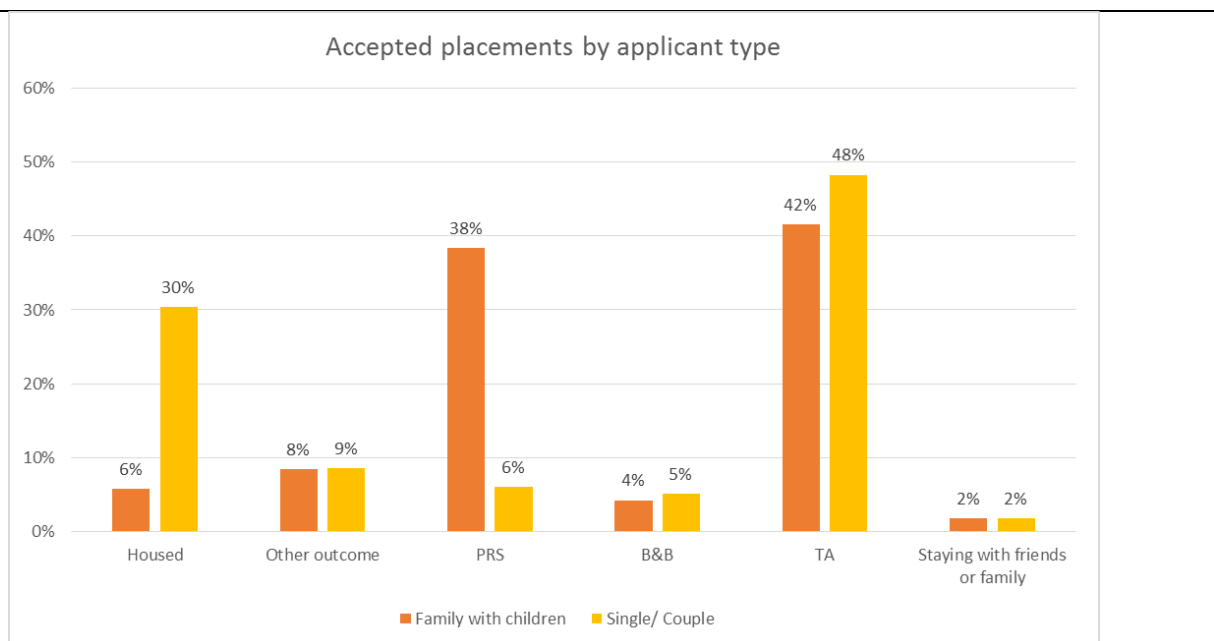
Cases with other outcomes, staying with family or friends, in B&B or housed will be excluded from the analysis, as the reasonable rents model will not affect these outcomes. The 9% of cases that have been housed have had higher bandings due to medical or other reasons.

76% (1,416) of accepted cases are placed into TA or PRS. The below data shows the different outcomes for this cohort by bedroom need which is proportionately similar for both Stage 2 TA and PRS placements after acceptance.



The biggest difference in the placements by bedroom sizes is for 1 bedrooms, which makes up 17% of the TA placements but only 9% of the PRS placements. This is because council stock is more adequately able to meet the demand for 1 bedroom households with an average waiting time of 3 years compared to 9 years for a 2 bedroom property or over 20 years for properties 5 bedroom or larger. Therefore, the focus for PRS procurement is on larger properties to meet the demand.

The below graph shows placements for single households compared to families.



100% of single households have a 1 bedroom housing need. For this cohort the proportion of PRS placements is much lower at 6% of the overall outcomes for single households in the last 3 years.

For the equality impact modelling we will focus on the TA and PRS placements as it is these placements that will be impacted by the introduction of the reasonable rents model.

13. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |  |
|-------------------------------|--|
| Details of impacts identified | <p>The below graph shows the proportion of placements by age band. We do see that placement in TA are proportionately higher for those in the age bands of 65 -70 and 70+. This age band makes up 4.7% of the entire cohort of accepted homeless households.</p> <p>We can also see that this age group tends to be single applicants (57%) and / or requiring smaller bedroom sizes 60% require a 1 bed property, 30% a 2 bed and 10% a 3 bed property.</p> <p>The older households on the waiting list are more likely to have a housing need due to disability or health concern, which is being met by suitable accommodation in the TA stock.</p> |

|                               | <p>It is not anticipated that the introduction of the reasonable rents model will change this distribution based on age as properties are allocated on a needs basis.</p> <div><div>Main Applicant IndicatorApplication type</div><div>Count of Application Reference No</div><div>Age of applicants placed in Teporary Accomodation or Private rented sector</div><table><tr><th>Age Range</th><th>PRS (%)</th><th>TA (%)</th></tr><tr><td>18-25</td><td>7%</td><td>5%</td></tr><tr><td>25-30</td><td>13%</td><td>12%</td></tr><tr><td>30-35</td><td>16%</td><td>16%</td></tr><tr><td>35-40</td><td>15%</td><td>16%</td></tr><tr><td>40-45</td><td>19%</td><td>15%</td></tr><tr><td>45-50</td><td>13%</td><td>13%</td></tr><tr><td>50-55</td><td>9%</td><td>10%</td></tr><tr><td>55-60</td><td>4%</td><td>5%</td></tr><tr><td>60-65</td><td>2%</td><td>2%</td></tr><tr><td>65-70</td><td>1%</td><td>3%</td></tr><tr><td>70+</td><td>1%</td><td>4%</td></tr></table><div>Placement</div><div>Age Range</div></div> | Age Range | PRS (%) | TA (%) | 18-25 | 7% | 5% | 25-30 | 13% | 12% | 30-35 | 16% | 16% | 35-40 | 15% | 16% | 40-45 | 19% | 15% | 45-50 | 13% | 13% | 50-55 | 9% | 10% | 55-60 | 4% | 5% | 60-65 | 2% | 2% | 65-70 | 1% | 3% | 70+ | 1% | 4% |
|-------------------------------|--|-----------|---------|--------|-------|----|----|-------|-----|-----|-------|-----|-----|-------|-----|-----|-------|-----|-----|-------|-----|-----|-------|----|-----|-------|----|----|-------|----|----|-------|----|----|-----|----|----|
| Age Range                     | PRS (%)  | TA (%)    |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 18-25                         | 7%   | 5%        |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 25-30                         | 13%  | 12%       |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 30-35                         | 16%  | 16%       |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 35-40                         | 15%  | 16%       |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 40-45                         | 19%  | 15%       |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 45-50                         | 13%  | 13%       |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 50-55                         | 9%   | 10%       |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 55-60                         | 4%   | 5%        |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 60-65                         | 2%   | 2%        |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 65-70                         | 1%   | 3%        |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| 70+                           | 1%   | 4%        |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| DISABILITY                    |  |           |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |
| Details of impacts identified | <p>Through data matching with housing benefit data we can see that 143 (8%) accepted homeless households are currently receiving some form of disability allowance.</p> <p>Of the households identified as receiving a disability allowance, the proportion of placement is 97% into TA while 4 (3%) households were placed in PRS.</p> <p>The other way we can identify disability in our data is through the acceptance decision reason which could be for the below vulnerability reasons:</p> <ul style="list-style-type: none"><li>• ELDERLY</li><li>• VULNERABLE ALCOHOL ABUSE</li><li>• VULNERABLE INCAPABLE OF FINDING OWN ACCM</li><li>• VULNERABLE MEDICAL</li><li>• VULNERABLE MENTAL ABUSE</li><li>• VULNERABLE OTHER</li><li>• VULNERABLE PROBATION OFFICER RECOM.</li><li>• VULNERABLE SOC.SERVICES RECOMMENDATION</li></ul>   |           |         |        |       |    |    |       |     |     |       |     |     |       |     |     |       |     |     |       |     |     |       |    |     |       |    |    |       |    |    |       |    |    |     |    |    |

|   | <ul style="list-style-type: none"><li>• VULNERABLE VIOLENCE/PHYSICAL ABUSE</li><li>• VULNERABLE:FLEEING HOME IN VIOLENCE/THRE</li><li>• VULNERABLE:HAVING BEEN IN CUSTODY/ON REM</li></ul> <p>143 (13%) accepted households have been identified as vulnerable in their acceptance decision. Of this cohort 126 (88%) were placed in TA while 17 (12%) had PRS placements.</p> <p>Through both data sets, we see a higher proportion of households with disability or vulnerability indicators placed in TA. Officers acknowledge that this is can be because of the limitations in procuring accommodation in the private rented sector that can meet the needs of the vulnerable or be managed by those who are vulnerable.</p> <p>We can only end homelessness duty with an offer of suitable accommodation and this may mean that social housing is the only option for some households and they will continue to be placed in TA while waiting for an offer.</p>  |           |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
|---|--|-----------|-------|-------|-------------------|----|----|---------------|----|----|---------------|----|----|--------------|----|----|-------------|----|----|-----------------|----|----|---------------|-----|-----|---------------|----|----|-----------------|-----|-----|-------------|----|----|--------------|-----|-----|-------------|----|----|-----------------------|----|----|-------------------------------|----|----|---------------------------------|----|----|--------------|----|----|-----------------------|----|-----|------------------------|----|----|---------------------------------|----|----|--------------------------------|----|----|-------------|----|----|-------------|----|----|
| RACE  |  |           |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Details of impacts identified   | <p>The below graph shows placements for accepted households in the last three years by ethnicity.</p> <div><p>Ethnicity of Applicants placed in Temporary Accommodation or Private Rented Sector</p><table border="1"><thead><tr><th>Ethnicity</th><th>% TA</th><th>% PRS</th></tr></thead><tbody><tr><td>Asian Bangladeshi</td><td>1%</td><td>0%</td></tr><tr><td>Asian British</td><td>1%</td><td>1%</td></tr><tr><td>Asian Chinese</td><td>0%</td><td>0%</td></tr><tr><td>Asian Indian</td><td>3%</td><td>3%</td></tr><tr><td>Asian Other</td><td>8%</td><td>9%</td></tr><tr><td>Asian Pakistani</td><td>3%</td><td>3%</td></tr><tr><td>Black African</td><td>18%</td><td>14%</td></tr><tr><td>Black British</td><td>4%</td><td>6%</td></tr><tr><td>Black Caribbean</td><td>11%</td><td>12%</td></tr><tr><td>Black Other</td><td>2%</td><td>3%</td></tr><tr><td>Black Somali</td><td>15%</td><td>15%</td></tr><tr><td>Mixed Other</td><td>1%</td><td>0%</td></tr><tr><td>Mixed White and Asian</td><td>0%</td><td>0%</td></tr><tr><td>Mixed White and Black African</td><td>1%</td><td>0%</td></tr><tr><td>Mixed White and Black Caribbean</td><td>1%</td><td>1%</td></tr><tr><td>Other Afghan</td><td>1%</td><td>0%</td></tr><tr><td>Other Any other group</td><td>7%</td><td>12%</td></tr><tr><td>Other Eastern European</td><td>5%</td><td>5%</td></tr><tr><td>Other Scottish / Northern Irish</td><td>7%</td><td>5%</td></tr><tr><td>White Gypsy or Irish Traveller</td><td>0%</td><td>1%</td></tr><tr><td>White Irish</td><td>1%</td><td>0%</td></tr><tr><td>White Other</td><td>9%</td><td>8%</td></tr></tbody></table></div> | Ethnicity | % TA  | % PRS | Asian Bangladeshi | 1% | 0% | Asian British | 1% | 1% | Asian Chinese | 0% | 0% | Asian Indian | 3% | 3% | Asian Other | 8% | 9% | Asian Pakistani | 3% | 3% | Black African | 18% | 14% | Black British | 4% | 6% | Black Caribbean | 11% | 12% | Black Other | 2% | 3% | Black Somali | 15% | 15% | Mixed Other | 1% | 0% | Mixed White and Asian | 0% | 0% | Mixed White and Black African | 1% | 0% | Mixed White and Black Caribbean | 1% | 1% | Other Afghan | 1% | 0% | Other Any other group | 7% | 12% | Other Eastern European | 5% | 5% | Other Scottish / Northern Irish | 7% | 5% | White Gypsy or Irish Traveller | 0% | 1% | White Irish | 1% | 0% | White Other | 9% | 8% |
|   | Ethnicity  | % TA      | % PRS |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Asian Bangladeshi   | 1%   | 0%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Asian British   | 1%   | 1%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Asian Chinese   | 0%   | 0%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Asian Indian  | 3%   | 3%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Asian Other   | 8%   | 9%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Asian Pakistani   | 3%   | 3%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Black African   | 18%  | 14%       |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Black British   | 4%   | 6%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Black Caribbean   | 11%  | 12%       |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Black Other   | 2%   | 3%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Black Somali  | 15%  | 15%       |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Mixed Other   | 1%   | 0%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Mixed White and Asian   | 0%   | 0%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Mixed White and Black African   | 1%   | 0%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Mixed White and Black Caribbean   | 1%   | 1%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Other Afghan  | 1%   | 0%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Other Any other group   | 7%   | 12%       |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Other Eastern European  | 5%   | 5%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| Other Scottish / Northern Irish   | 7%   | 5%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| White Gypsy or Irish Traveller  | 0%   | 1%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| White Irish   | 1%   | 0%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| White Other   | 9%   | 8%        |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |
| <p>The graph shows proportionaltely similar distribution for TA and PRS placements among those ethnic groups being accepted on the housing waiting list. Therefore officers expect a neutral impact with the indroducton of the reasonable rents model.</p> |  |           |       |       |                   |    |    |               |    |    |               |    |    |              |    |    |             |    |    |                 |    |    |               |     |     |               |    |    |                 |     |     |             |    |    |              |     |     |             |    |    |                       |    |    |                               |    |    |                                 |    |    |              |    |    |                       |    |     |                        |    |    |                                 |    |    |                                |    |    |             |    |    |             |    |    |



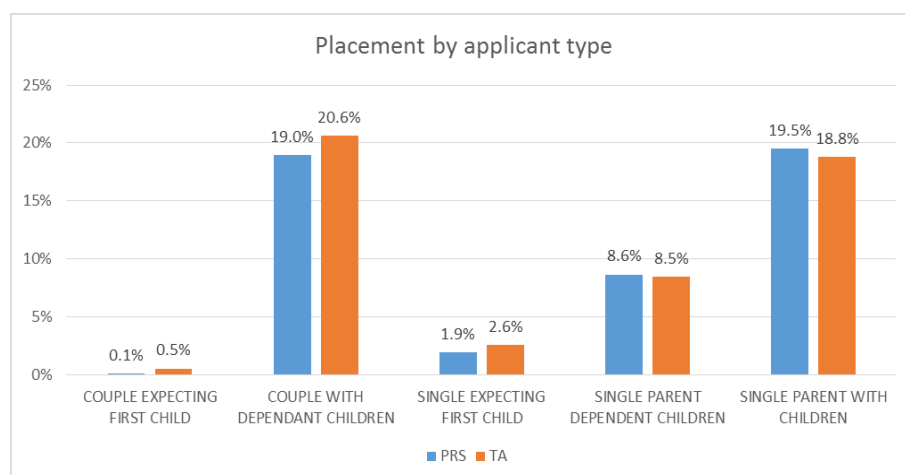
|                               | <p>Officers note that the ethnicity of the main applicant of the household has been used here as a proxy for the ethnicity of the household. We are mindful that using main applicant only may makes an assumption about a homogenous household makeup that may disproportionately exclude the mixed race community in our analysis.</p> <p>Ethnicity data is unknown for 619 (33%) applicants.</p>   |         |         |        |        |     |     |      |     |     |
|-------------------------------|---|---------|---------|--------|--------|-----|-----|------|-----|-----|
| SEX                           |   |         |         |        |        |     |     |      |     |     |
| Details of impacts identified | <p>The below graph shows the proportion of applicants placed in TA or PRS based on their sex.</p> <div><p>Count of Application Reference No</p><p>Sex of applicants placed in Temporary Accomodation or Private Rented sector</p><table border="1"><thead><tr><th>Sex</th><th>PRS (%)</th><th>TA (%)</th></tr></thead><tbody><tr><td>FEMALE</td><td>69%</td><td>65%</td></tr><tr><td>MALE</td><td>31%</td><td>35%</td></tr></tbody></table><p>Placement: PRS (blue), TA (orange)</p><p>Sex: FEMALE, MALE</p></div> <p>The proportion of placements in PRS and TA are relatively similar for both sexes.</p> <p>It is anticipated that the introduction of the reasonable rents model will have a nuetral impact on households based on their sex.</p> | Sex     | PRS (%) | TA (%) | FEMALE | 69% | 65% | MALE | 31% | 35% |
|                               | Sex   | PRS (%) | TA (%)  |        |        |     |     |      |     |     |
| FEMALE                        | 69%   | 65%     |         |        |        |     |     |      |     |     |
| MALE                          | 31%   | 35%     |         |        |        |     |     |      |     |     |
| SEXUAL ORIENTATION            |   |         |         |        |        |     |     |      |     |     |
| Details of impacts identified | <p>There is insufficient data regarding sexual orientation of the applicants accepted as homeless in the last three years to assess the impact on these groups.</p> <p>Although we do know that LGBTQI people make up between 5 and 7% of the UK population and between 4-6% of Brent's. (Source: Stonewall and GLA for population projection)</p> <p>We do not however, consider there to be any adverse impacts on this group.</p>  |         |         |        |        |     |     |      |     |     |

## PREGNANCY AND MATERNITY

### Details of impacts identified

There is insufficient data on pregnancy or maternity in the data set to carry out full analysis. However, there are acceptance reasons based on pregnancy.

The below graph shows placement of families accepted based on their family composition. Other acceptance reasons could include medical or vulnerability, which is not mutually exclusive.



Placements in TA or PRS and are similar for families accepted based on family composition.

We do not expect any impact on these groups with the introduction of reasonable rents.

## RELIGION OR BELIEF

### Details of impacts identified

There is insufficient data regarding religion of the applicants accepted as homeless in the last three years to assess the impact on these groups.

2011 Census data provides us with the following information about religion and belief in the wider borough.

| Religion or belief | Percentage |
|--------------------|------------|
| Christianity       | 41%        |
| Islam              | 19%        |
| Hinduism           | 18%        |
| No religion        | 11%        |
| Judaism            | 1%         |

|                               |  |    |
|-------------------------------|--|----|
|                               | Buddhism   | 1% |
|                               | We do not however consider there to be any adverse impacts on any religious group based on their religion or belief.   |    |
| GENDER REASSIGNMENT           |  |    |
| Details of impacts identified | <p>There is insufficient data regarding gender reassignment of the applicants accepted as homeless in the last three years to assess the impact on these groups.</p> <p>The Diversity in Brent document states that 3,400 people in Brent experience gender variance (based on GLA population projections that equates to 1% of the borough population)<br/>Source: Stonewall.</p> <p>We do not however consider there to be any adverse impacts on this group based on gender variance.</p> |    |
| MARRIAGE & CIVIL PARTNERSHIP  |  |    |
| Details of impacts identified | <p>There is insufficient data regarding marital status of the applicants accepted as homeless in the last three years to assess the impact on these groups. We do not however consider there to be any adverse impacts on this group.</p>  |    |

14. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No, the proposal to introduce a new nominations agreement with RPs does not identify any impacts that could be unlawful under the Equality Act.

The new nominations agreement with RPs will provide a household with an offer of accommodation under Part 6 of the Housing Act 1996. This offer must be suitable and affordable for the housing applicant in order to discharge the Council's duty to provide temporary accommodation to accepted homeless households under section 193 of the Housing Act 1996.

Therefore, it advances equality of opportunity in the way that it is a fair and transparent means of allocating homes, based on the needs to the applicant.

15. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes, a number of engagement initiatives were undertaken to gather the views of those affected by the changes to the policy as outlined below. Further engagement is not required.

Formal consultation was launched on 12 November 2018 and ended on 21 January 2019, through an on-line consultation survey. As well as advertising the consultation survey on the Council's website, and on the Locata home page, every household currently on the housing register (including Band D) was notified. Consultation workshops were also held with the following stakeholders;

- Members
- Temporary Accommodation User Forums (attended by approximately 500 households over 5 Forums)
- Registered Providers
- Voluntary Sector
- Adult Social Care
- Children's and Young People Services
- Brent Housing Management

As some of the issues that were being consulted on are fairly technical, the purpose of these workshops was to go through each issue in detail and to give people the opportunity to ask questions to clarify what we were asking them to give their opinion on. Attendees were then encouraged to express their opinions via the consultation survey that was made available via the Council's consultation portal.

An independent research company, bmg Research were also commissioned to facilitate 2 workshops on the 12 March 2019. The first workshop was made up of a group of housing professionals and the second made up of a cross section of residents of the borough. The purpose of these workshops was to give people more of an opportunity to debate the implications and express their views of the various proposals and possible impact on households seeking social housing.

16. Please detail any areas identified as requiring further data or detailed analysis.

Data on applicants and households in regards to their protected characteristics, particularly in areas where limited data prevents us drawing any conclusions (as listed below) would help improve our equality analysis.

- Disability
- Sexual orientation
- Gender reassignment
- Religion or belief
- Pregnancy or maternity

- Marriage

The introduction of a new customer portal from April 2018 where homeless applicants can make an application directly and include their demographic information will help to improve data capture in this area.

17. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

No negative impacts have been identified based on protected characteristics.

18. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

All allocations of properties made under this proposal will be monitored in line with the Council's Allocation Scheme and statutory reporting requirements to relevant agencies. Operational meetings.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Analysis of placements carried out in the last three years shows that different housing products can be more appropriate for different groups based on needs and availability. The emphasis of the allocations scheme is to ensure suitable accommodation is offered to those households that are in priority need based on clear and equitable guidelines.

The reasonable rents model introduces another option for households to access suitable accommodation, however for those households in need through disability or medical reasons access will remain the same to social housing either directly or through TA.

## SECTION D – RESULT

*Please select one of the following options. Mark with an "X".*

|   |  |          |
|---|--|----------|
| A | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
|---|--|----------|

|          |   |  |
|----------|---|--|
| <b>B</b> | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b> |  |
| <b>C</b> | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>      |  |
| <b>D</b> | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>      |  |

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b> | <b>Expected outcome</b> | <b>Officer</b> | <b>Completion Date</b> |
|---------------|-------------------------|----------------|------------------------|
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |

### SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |                 |
|---------------------------|-----------------|
| <b>OFFICER:</b>           | Omari Gayle     |
| <b>REVIEWING OFFICER:</b> | Lavdrim Krashi  |
| <b>HEAD OF SERVICE:</b>   | Laurence Coaker |

### R&E001 Dimming Street lights

|                        |                           |
|------------------------|---------------------------|
| <b>Reference:</b>      | R&E001                    |
| <b>Service(s):</b>     | Environmental Improvement |
| <b>Lead Member(s):</b> | Cllr Sheth                |

|                           |                                      |
|---------------------------|--------------------------------------|
| <b>Savings Proposals:</b> | Further Street Lighting Efficiencies |
|---------------------------|--------------------------------------|

### Financial and Staffing Information

| <b>2017/18</b>                                      |       |
|---|-------|
| <b>Total budget for the service(s) £'000:</b>       | £250k |
| <b>Total post numbers in the services(s) (FTE):</b> | N/A   |

|                                    | 2019/20 | 2020/21 |
|------------------------------------|---------|---------|
|                                    | £'000   | £'000   |
| <b>Budget implications:</b>        |         | £100k   |
|                                    | FTE     | FTE     |
| <b>Proposed staffing reduction</b> | N/A     | N/A     |

### **Budget Implications**

An additional £0.1m p.a. could be saved through a further rigorous review of lighting levels at a highly localised level across the borough.

### **How would this affect users of this service?**

Some users may notice lower lighting levels than expected at certain locations, especially given that previous reductions have been made. Any impact must not be sufficient to affect lighting levels required for road safety, or to meet expectations of community safety.

### **Key milestones**

Complete review and implement detailed Lighting Plan – 2019

### **Key consultations**

N/A. Resident and visitor feedback on lighting levels could be acted on quickly.

### **Key risks and mitigations**

Some users will likely notice lower lighting levels than expected at certain locations. Should the lighting level not be acceptable at a specific location the CMS does allow corrective adjustments to be made rapidly.

### **Equality impact screening**

|   |    |
|---|----|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |    |
|   | No |
| Disabled people   |    |
| Particular ethnic groups  |    |
| Men or Women (include impacts due to pregnancy/maternity)   |    |
| People of particular sexual orientation/s   |    |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment |    |
| People in particular age groups   |    |
| Groups with particular faiths/beliefs   |    |
| Marriage / civil partnership  |    |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                                 |             |
|---------------------------------|-------------|
| EIA required?:                  | No          |
| EIA to be completed by:         |             |
| Deadline:                       |             |
| Lead officer for this proposal: | Chris Whyte |

#### R&E004 Building control

|                        |                                 |
|------------------------|---------------------------------|
| <b>Reference:</b>      | R&E004                          |
| <b>Service(s):</b>     | Regeneration – Building Control |
| <b>Lead Member(s):</b> | Cllr Tatler                     |

|                           |   |
|---------------------------|---|
| <b>Savings Proposals:</b> | Brent Building Control continues to show a good track record in competitively winning major projects through partnership schemes. Unless there is a major economic downturn we expect to improve our income position by focussing on discretionary services. A flexible 'associates' resourcing model is being implemented to allow the service to operate effectively on projects across the London and south east region. The proposed savings comprise fees earned due to increase in volume of work and providing additional services through associates. |
|---------------------------|---|

#### Financial and Staffing Information

| 2018/19   |       |
|---|-------|
| <b>Total budget for the service(s) £'000:</b>       | (413) |
| <b>Total post numbers in the services(s) (FTE):</b> | 16.8  |

|                                    | 2019/20 | 2020/21 |
|------------------------------------|---------|---------|
|                                    | £'000   | £'000   |
| <b>Proposed saving:</b>            | 176     | 35      |
|                                    | FTE     | FTE     |
| <b>Proposed staffing reduction</b> | 0       | 0       |

#### Proposed savings



The generation of additional income by the Building Control team. £100k is adjusting the budget to match current workload, with the remainder to come from out-of-borough associate work.

### **How would this affect users of this service?**

No significant impact expected.

### **Key milestones**

In implementation

### **Key consultations**

None

### **Key risks and mitigations**

Down turn in the economy - keep close monitor / develop further partnerships  
Unexpected government policies affecting Building Control resulting from Grenfell

### **Equality impact screening**

|   |      |
|---|------|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |      |
|   | None |
| Disabled people   |      |
| Particular ethnic groups  |      |
| Men or Women (include impacts due to pregnancy/maternity)   |      |
| People of particular sexual orientation/s   |      |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment |      |
| People in particular age groups   |      |
| Groups with particular faiths/beliefs   |      |
| Marriage / civil partnership  |      |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                         |    |
|-------------------------|----|
| EIA required?:          | No |
| EIA to be completed by: |    |
| Deadline:               |    |

|                                 |                 |
|---------------------------------|-----------------|
| Lead officer for this proposal: | Aktar Choudhury |
|---------------------------------|-----------------|

### **R&E008 Wembley licensing**

|                   |        |
|-------------------|--------|
| <b>Reference:</b> | R&E008 |
|-------------------|--------|

|                        |                          |
|------------------------|--------------------------|
| <b>Service(s):</b>     | Regeneration - Licensing |
| <b>Lead Member(s):</b> | Cllr Miller              |

|                           |  |
|---------------------------|--|
| <b>Savings Proposals:</b> | <p>A potential increase in revenue arising from increased activity in Wembley.</p> <p>Improvement works on Olympic Way should be largely complete by 2020. The improvements should result in an increase in the number of events at Wembley and with it an increase in the workload for the Licensing service.</p> |
|---------------------------|--|

### **Financial and Staffing Information**

| <b>2018/19</b>                                      |       |
|---|-------|
| <b>Total budget for the service(s) £'000:</b>       | (154) |
| <b>Total post numbers in the services(s) (FTE):</b> | 7     |

|                                    | <b>2019/20</b> | <b>2020/21</b> |
|------------------------------------|----------------|----------------|
|                                    | £'000          | £'000          |
| <b>Proposed saving:</b>            |                | 50             |
|                                    | FTE            | FTE            |
| <b>Proposed staffing reduction</b> |                |                |

### **Proposed savings**

Income from additional licensing arising from increased activity in Wembley after 2020. The additional income cannot be generated until Olympic Way works are complete.

### **How would this affect users of this service?**

No impact

### **Key milestones**

Completion of Olympic Way

### **Key consultations**

None

### **Key risks and mitigations**

Delay in completing Olympic Way - Work closely with Quintain to ensure works progress to plan.

### **Equality impact screening**

|   |      |
|---|------|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |      |
|   | None |
| Disabled people   |      |
| Particular ethnic groups  |      |
| Men or Women (include impacts due to pregnancy/maternity)   |      |
| People of particular sexual orientation/s   |      |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment |      |
| People in particular age groups   |      |
| Groups with particular faiths/beliefs   |      |
| Marriage / civil partnership  |      |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                         |      |
|-------------------------|------|
| EIA required?:          | None |
| EIA to be completed by: |      |
| Deadline:               |      |

|                                 |              |
|---------------------------------|--------------|
| Lead officer for this proposal: | Alice Lester |
|---------------------------------|--------------|

### **R&E018 Regeneration & Environment staffing efficiencies**

|                        |                                |
|------------------------|--------------------------------|
| <b>Reference:</b>      | R&E018                         |
| <b>Service(s):</b>     | Environmental Services         |
| <b>Lead Member(s):</b> | Cllrs Sheth, Miller and Tatler |

|                           |  |
|---------------------------|--|
| <b>Savings Proposals:</b> | Staffing and Structures – Removal of circa 40 FTE – VR Offer and Compulsory. |
|---------------------------|--|

### **Financial and Staffing Information**

| 2017/18   |            |
|---|------------|
| <b>Total budget for the service(s) £'000:</b>       | <b>£4m</b> |
| <b>Total post numbers in the services(s) (FTE):</b> | <b>N/A</b> |

|                             | 2019/20 | 2020/21 |
|-----------------------------|---------|---------|
|                             | £'000   | £'000   |
| <b>Budget implications:</b> | £1,524K | 450     |

|                                    |            |            |
|------------------------------------|------------|------------|
|                                    | <b>FTE</b> | <b>FTE</b> |
| <b>Proposed staffing reduction</b> | N/A        | N/A        |

### **Budget Implications**

An annual £1,974k saving of staff salary costs. Some offset may be due with respect to redundancy, severance and the cost of service redesign and possible re-evaluation of other posts. There is potential for savings to be brought into this financial year, depending on vacancies that arise.

### **How would this affect users of this service?**

This would be a 'downsizing' exercise that will make teams leaner and would require a remodelling of structures to mitigate the impact on service delivery.

### **Key milestones**

Managing change consultations as appropriate and also vacancies held and removed throughout the year.

### **Key consultations**

Affected staff as and when required.

### **Key risks and mitigations**

The opportunity could be limited to voluntary redundancy applications that are agreed. Further mitigation of the impact on staff could be through holding and removing vacant posts. Initial investigation of likely interest in VR suggests no compulsory redundancies are likely to be necessary.

### **Equality impact screening**

|   |    |
|---|----|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |    |
|   | No |
| Disabled people   |    |
| Particular ethnic groups  |    |
| Men or Women (include impacts due to pregnancy/maternity)   |    |
| People of particular sexual orientation/s   |    |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment |    |
| People in particular age groups   |    |
| Groups with particular faiths/beliefs   |    |
| Marriage / civil partnership  |    |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                |    |
|----------------|----|
| EIA required?: | No |
|----------------|----|

|                         |  |
|-------------------------|--|
| EIA to be completed by: |  |
| Deadline:               |  |

|                                 |             |
|---------------------------------|-------------|
| Lead officer for this proposal: | Chris Whyte |
|---------------------------------|-------------|

## Children and Young People

CYP004 Develop a shared fostering service with the 3 other WLA boroughs, resulting in staffing efficiencies

### EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | 19/20-20/21 Budget Proposals CYP008          |
| <b>DEPARTMENT:</b>      | Children and Young People                    |
| <b>TEAM:</b>            | Looked After Children and Permanency Service |
| <b>LEAD OFFICER:</b>    | Onder Beter                                  |
| <b>DATE:</b>            | 04/01/2019                                   |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Development of a joint fostering service with another local authority (namely Ealing Borough Council). This would mean joint recruitment, assessment and approval of foster carers as well as support provided to them.

The aim is to recruit and retain more in-house foster carers who could provide a stable family environment to looked after children in Brent and Ealing. The outcomes are in line with the CYPS Departmental Plan and the Borough Plan.

2. Who may be affected by this policy or proposal?

The aim is to attract both Brent and Ealing residents as well as residents residing in neighbouring boroughs into fostering. No one is considered to be affected by this change in a negative way. In fact, via joint and more effective recruitment campaigns more prospective foster carers could be reached.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Providing children in care with stable and caring homes and running a fostering service are amongst council's public sector duties. Hence, making these changes, it is anticipated that the council's public sector duty will be fulfilled in a more efficient way.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | x            |          |
| Sex                    |          | x            |          |
| Race                   |          | x            |          |
| Disability             |          | x            |          |
| Sexual orientation     |          | x            |          |
| Gender reassignment    |          | x            |          |
| Religion or belief     |          | x            |          |
| Pregnancy or maternity |          | x            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty? | x   |    |
| Does the policy or proposal relate to an area with known inequalities?  |     | x  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?                       | x   |    |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?         | x   |    |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b>                                   |     |    |
| <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>                           |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

There is a nationally acknowledged shortage of foster carers for children in care. Brent is not an exception. Whilst local authorities struggle to recruit and retain sufficient number of foster carers, private and voluntary sector offers more financially attractive packages for foster carers, which local authorities cannot afford due to budgetary constraints. This results in a competitive market. Foster carers recruited by private and voluntary sector are commissioned by local authorities, especially when they lack in-house foster placements, which is financially burdensome.

In preparation for this project, fostering data for both Brent and Ealing has been reviewed alongside with the fostering relevant strategies i.e. marketing strategy or sufficiency strategy shared.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> | We are currently struggling to place older looked after children in fostering settings due to lack of sufficiency. We will be able to reach more potential foster carers who might be able to provide placements for children of all ages.   |
| <b>DISABILITY</b>                    |  |
| <b>Details of impacts identified</b> | Reaching out more potential foster carers means that we could have a broadened profile of carers who could offer placements to children with disabilities.   |
| <b>RACE</b>                          |  |
| <b>Details of impacts identified</b> | Reaching out more potential foster carers will improve better cultural matches between children and foster carers. Having more foster carers from different ethnic backgrounds means that we could have a broadened profile of carers who could offer placements to children from various backgrounds including unaccompanied asylum seeking children. |
| <b>SEX</b>                           |  |
| <b>Details of impacts identified</b> | We might increase the possibility of having more male carers.  |
| <b>SEXUAL ORIENTATION</b>            |  |

|   |   |
|---|---|
| <b>Details of impacts identified</b>    | We might increase the possibility of having more carers with different sexual orientations.   |
| <b>PREGANCY AND MATERNITY</b>           |   |
| <b>Details of impacts identified</b>    | Not Applicable  |
| <b>RELIGION OR BELIEF</b>               |   |
| <b>Details of impacts identified</b>    | Having a broadened profile of foster carers will increase the possibility of better matching in relation of children's and foster carers' religions or beliefs. |
| <b>GENDER REASSIGNMENT</b>              |   |
| <b>Details of impacts identified</b>    | We might increase the possibility of reaching people who had gender reassignment.   |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |   |
| <b>Details of impacts identified</b>    | Not Applicable  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Further work is planned to take place in 2019 with fostering services in Brent and Ealing

5. Please detail any areas identified as requiring further data or detailed analysis.



Continuous review

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

In any case, the existing services will continue.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Regular reviews – performance meetings and performance indicators for looked after children will be used.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Further lack of in-house fostering places – this risk is mitigated by making sure there will be regular performance management that puts recruitment and retention of foster carers under scrutiny.

One LA might get more benefits - the risk will be mitigated by transparent and open protocols and processes agreed and relevant levels of authorisations granted. Regular reviews of contacts, referrals, assessments, fostering panel activity as well as retention of foster carers.

## SECTION D – RESULT

*Please select one of the following options. Mark with an “X”.*

|          |  |          |
|----------|--|----------|
| <b>A</b> | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b> | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b> | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |

|          |  |  |
|----------|--|--|
| <b>D</b> | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b> |  |
|----------|--|--|

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |           |
|---------------------------|-----------|
| <b>OFFICER:</b>           |           |
| <b>REVIEWING OFFICER:</b> |           |
| <b>HEAD OF SERVICE:</b>   | Sue Gates |

CYP008 Develop family hubs from children's centres

## EQUALITY ANALYSIS (EA)

|                         |                                     |
|-------------------------|-------------------------------------|
| <b>POLICY/PROPOSAL:</b> | 19/20-20/21 Budget Proposals CYP008 |
| <b>DEPARTMENT:</b>      | Children and Young People           |
| <b>TEAM:</b>            | Early Help                          |
| <b>LEAD OFFICER:</b>    | Sue Gates                           |
| <b>DATE:</b>            | 12/12/18                            |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary of its objectives and the intended results.

Development of Family Hubs from the existing Children's Centres by reduction of the current number of 17 Children's Centres to 8 Family Hubs. Children's Centres remit is families with children 0-5 whereas Family Hubs will bring together the focus of whole family working from 0-19 (25 for those of SEND), families currently accessing Children's Centres will still be able to access services through the Family Hubs. Children's Centres are well placed to transform into Family Hubs, they are well known, are non-stigmatising and are in a range of accessible locations and already offer a range of services delivered by Brent Council and partners. The actual sites are yet to be confirmed but the hubs will be targeted in areas of the borough with the highest usage and levels of deprivation as well as taking into consideration the size and locality of the current Children's Centre buildings.

The aims and objectives of the Family Hubs will closely align with the agreed Outcome Based Reviews that considered adolescents on the edge of care and involved in gang activity. The objectives will also be closely aligned to key public health outcomes related to children and their families in areas such as all children receiving timely ASQ reviews, childhood obesity and tooth decay.

It is anticipated that the affected families will be made aware of the changes through the centres, and formal reports that will be released after the budget consultation period. With the change / closure of any CC's, the council will also be required to carry out consultation as stated in accordance to statutory guidance from the Dfe.

2. Who may be affected by this policy or proposal?

Families living in areas near to those children's centres that will close may not be able to access those support services as easily meaning they will need to travel further, this can be more difficult for those with SEND. Families affected will be informed at all stages of developments, ensuring they are aware of their nearest Family Hub and what services they will still be able to access.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

People in particular age groups. Families with under 5's living in areas near to those children's centres that will close may not be able to access those support services as easily.

## Brent Under 5 population estimates

Data Source:

2016-based demographic projections, London ward population projections Housing-led Model, released in 2017

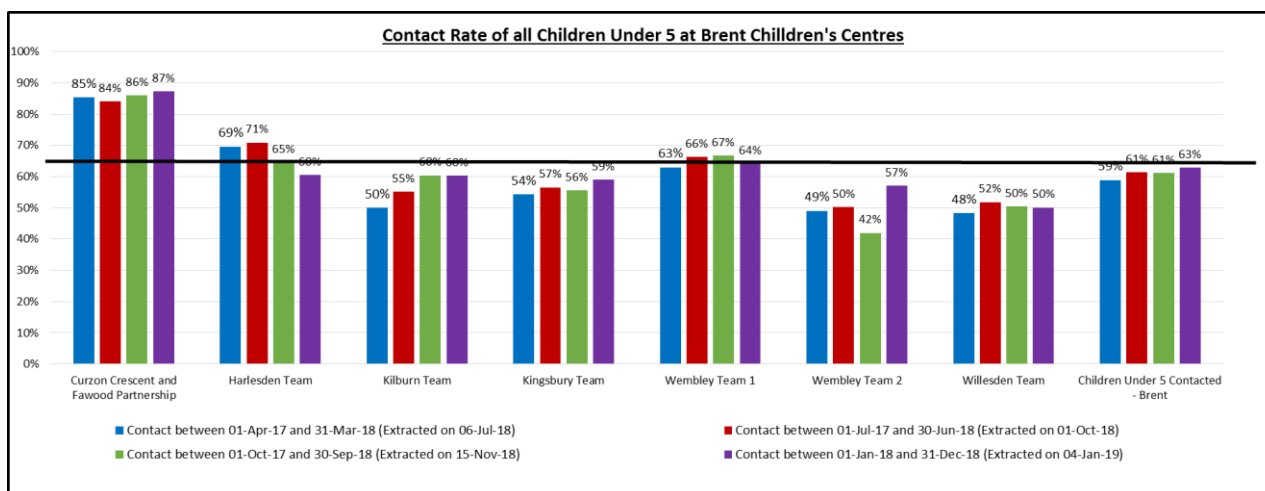
Citation: © GLA 2016-based Demographic Projections

| Year / Age Group | Under 1 | Age 1 | Age 2 | Age 3 | Age 4 | Total under 5 population                | Difference each year |
|------------------|---------|-------|-------|-------|-------|---|----------------------|
| 2018             | 5103    | 4970  | 4963  | 4880  | 4780  | 24696                                   |                      |
| 2019             | 5124    | 4986  | 4878  | 4864  | 4784  | 24636                                   | -60                  |
| 2020             | 5130    | 4991  | 4883  | 4777  | 4762  | 24543                                   | -93                  |
| 2021             | 5121    | 4992  | 4882  | 4773  | 4675  | 24443                                   | -100                 |
| 2022             | 5106    | 4980  | 4882  | 4770  | 4669  | 24407                                   | -36                  |
|                  |         |       |       |       |       | Percentage decrease (from 2018 to 2022) | 1.17%                |

**NB: GLA population estimates are higher than the data provided by NHS**

From this data we can see the projections of the under 5's population are expected to remain around the 24,400 region.

Based on the 2011 census, the under 5's make up 21% of Brent's population and from the 2015 JSNA it had increased by 11% taking the population of 0-5's up to 32%.



The current contact rates for the locality teams can be seen in the above chart. Our current target is to reach 65% of the registered children.

- Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic | IMPACT   |              |          |
|----------------|----------|--------------|----------|
|                | Positive | Neutral/None | Negative |
| Age            |          |              | x        |

|                        |  |          |          |
|------------------------|--|----------|----------|
| Sex                    |  | <b>x</b> |          |
| Race                   |  | <b>x</b> |          |
| Disability             |  | <b>x</b> |          |
| Sexual orientation     |  | <b>x</b> |          |
| Gender reassignment    |  | <b>x</b> |          |
| Religion or belief     |  | <b>x</b> |          |
| Pregnancy or maternity |  |          | <b>x</b> |
| Marriage               |  | <b>x</b> |          |

5. Please complete **each row** of the checklist with an “X”.

| <b>SCREENING CHECKLIST</b>   |            |           |
|--|------------|-----------|
|  | <b>YES</b> | <b>NO</b> |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  | <b>x</b>   |           |
| Does the policy or proposal relate to an area with known inequalities?   |            | <b>x</b>  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  | <b>x</b>   |           |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  | <b>x</b>   |           |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |            |           |

## **SECTION B – IMPACTS ANALYSIS**

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

Outcome Based Reviews that were carried out by the council.

The community and affected families have been given the opportunity to complete the public consultation that opened in October 2018 and will run until the end of January 2019. Four Brent Connect meetings also took place for the public to attend to find out more about the proposed changes as part of the consultation. This consultation has also been promoted to the affected families through the existing Children's Centres.

Should this budget proposal be approved, statutory Children's Centre consultation will need to take place, the council Change Team will need to be involved and consultation around Hubs will need to be carried out as part of outcome based review.

Annual impact study takes place for the Children's Centres, latest available data shows a 97% satisfaction rate for Brent CC's.

99% report positive impacts for themselves & 100% for their children from taking up support related to health & wellbeing.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

| AGE                                  |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> | <p>Disproportionate impact on most vulnerable (CC target) families such as those requiring social care intervention (List attached) – this is mitigated by the creation of family hubs that will widen the age of support available and target the hubs in the areas of the borough with the greatest level of need.</p> <p>Early intervention outcomes worsen for children, such as those requiring social care intervention, health outcomes worsen – for example tooth decay continues to worsen and obesity levels continue to rise. Other poor outcomes may include children achieving below the expected level for the Early Years Foundation stage profile and children with SEND left being undiagnosed therefore unable to access intervention when needed – further impacting on their educational achievements once they reach formal school age.</p> |
| DISABILITY                           |  |

|                                      |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> | Some families with disabled members may find it harder to travel to the Family Hubs as these may be spread across the borough.   |
| <b>RACE</b>                          |  |
| <b>Details of impacts identified</b> | Not Applicable   |
| <b>SEX</b>                           |  |
| <b>Details of impacts identified</b> | Not Applicable   |
| <b>SEXUAL ORIENTATION</b>            |  |
| <b>Details of impacts identified</b> | Not Applicable   |
| <b>PREGANCY AND MATERNITY</b>        |  |
| <b>Details of impacts identified</b> | As integrated centres, there are services provided by the midwifery team around antenatal and postnatal support, closure of all CC's will mean that expectant / new parents will have difficulty accessing such support. |
| <b>RELIGION OR BELIEF</b>            |  |
| <b>Details of impacts identified</b> | Not Applicable   |
| <b>GENDER REASSIGNMENT</b>           |  |

|   |                |
|---|----------------|
| <b>Details of impacts identified</b>    | Not Applicable |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |                |
| <b>Details of impacts identified</b>    | Not Applicable |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No as Family Hubs will be intended to have a 'whole family approach' allowing children and young people from 0-19 to access services from a hub, this is further extended to 25 if they have any SEND needs. The hubs will consist of targeted intervention and also some universal services that will be open to all.

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Public consultation of the Budget Proposals is currently open, commenced from October 2018 and will run until end of January 2019, 4 Brent Connect meetings were also made available in different parts of the borough as part of the public consultation. Feedback is currently unavailable as this consultation is still open, the council will compile a report on the findings and a decision will be made by cabinet in February 2019.

5. Please detail any areas identified as requiring further data or detailed analysis.

Continuous review – take up data within the Hub areas – is this reflective of the families within the area and the targets that are yet to be identified for the Hubs.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

By the LA ensuring that the Family Hubs offer an integrated service that include the vital support children 0-5 and their families need. This includes services through health partners such as Health Visiting, antenatal and post-natal support and also economic support such as JCP.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?



Regular reviews - performance management cycle for the Family Hubs, (yet to be agreed) involves scrutiny on data against set targets which are also yet to be agreed, contract management with commissioned providers. Reviews are likely to take place on a quarterly basis.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Disproportionate impact on most vulnerable families - This risk is mitigated by the creation of family hubs that will widen the age range of support available to families who require support and target the hubs in the areas of the borough that have the highest usage and deprivation levels as well as considering the size and locality of individual centres.

Early intervention outcomes worsen for children - This risk is mitigated by ensuring the design of the new family hub model uses research findings to make best use of available resources and that these are broadened to cover school age children. This will allow greater reach of new targeted services into families than is currently possible with the existing model.

LA will need to ensure engagement with the affected community of the developments and changes with the transfer to Family Hubs from Children's Centres at all stages. Families will be informed via the existing Children's Centres, signposting to the relevant reports and having the information readily available through the Brent website.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |

|          |  |  |
|----------|--|--|
| <b>D</b> | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b> |  |
|----------|--|--|

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b>  | <b>Expected outcome</b>   | <b>Officer</b> | <b>Completion Date</b>                 |
|--|---|----------------|--|
| Consultation with users and stakeholders   | Transparency and open discussion with those affected to discuss the purpose of Family Hubs and what they may look like.   | Sue Gates      | October 2019                           |
| Identification and commissioning of key partnerships necessary for Family Hub services to be delivered.  | Key partnerships in place with agreed SLA's prior to Family Hub launch.   | Sue Gates      | October 2019                           |
| Closure of CC's and transfer to Family Hub model.  | Identified centres transferred to Family Hubs, bringing together a more integrated approach of working. Governance will need to be explored and agreed, this will involve key stakeholders forming a management committee. This will support with ensuring integrated working is fully developed. | Sue Gates      | October 2020                           |
| Continuous engagement with the community.  | Transparency and community being kept up to date with the developments.   | Sue Gates      | Continuous                             |
| Early intervention services continue to take place within the Family Hubs, paying particular focus to those in target groups and most in need. | Families to still be able to access a range of services to support their needs at the right time, avoiding the need to further escalation.  | Sue Gates      | Continuous                             |
| Performance Management Cycle to be agreed and in place for Family Hubs   | Family Hubs are regularly monitored with clear targets (that are yet to be agreed) but are likely to  | Sue Gates      | To be agreed prior to October 2020 and |

|  |   |  |  |
|--|---|--|--|
|  | combine educational, health and economic objectives to delivering to a high quality service with appropriate support and guidance from LA. These will be monitored against the Performance Management Cycle which will include scrutinising data. |  | be operational upon Family Hubs launch |
|--|---|--|--|

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |            |
|---------------------------|------------|
| <b>OFFICER:</b>           | Leena Choi |
| <b>REVIEWING OFFICER:</b> |            |
| <b>HEAD OF SERVICE:</b>   | Sue Gates  |

PPP001 Reducing voluntary sector grants

### EQUALITY ANALYSIS (EA)

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | Proposal to reduce voluntary sector funding |
| <b>DEPARTMENT:</b>      | Assistant Chief Executive                   |
| <b>TEAM:</b>            | Strategy and Partnership                    |
| <b>LEAD OFFICER:</b>    | Julia Mlambo                                |
| <b>DATE:</b>            | 3 <sup>rd</sup> of January 2020             |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

During 2019 budget setting process, the Cabinet agreed the voluntary sector funding budget for 2019/21 and 2020/21. As part of this, the Strategy and Partnership Team made savings to its contract and commissioning programme in order to make it more efficient and sustainable in the longer term.

The proposal was to reduce the Voluntary Sector support budgets in the following ways:

- Reduce the voluntary & community sector assistance budget by £80 000 over 2 years. This budget is used to fund Brent CVS who provide capacity development support to Voluntary Sector and Community organisations (VSCOs) within the borough.
- Reduce Brent Advice Partnership Funding by £127 000 over two years. This fund is used to develop the capacity of local advice services.
- Reduce the generalist advice contract held by the Citizen's Advice Bureau (CAB) by £35 000 over two years.
- Reduce the Specialist Advice Contract by £18 000 over two years. This contract is also held by the CAB.

The first year savings were successfully implemented from April 2019 onward.

This paper is an opportunity to review the impact of the budget cuts to assess whether there are any additional effects on protected groups and therefore whether additional mitigating actions need to be taken.

## 2. Who may be affected by this policy or proposal?

The reductions to the voluntary & community sector assistance budget and the Brent Advice Partnership Fund are not likely to have an effect on protected groups as they do not have an impact on direct service provision.

In addition, the organisations affected are either able to access funding from other sources or did not use all their allocated funding 2018/9, so the current funding level is more in line with their apparent needs.

The budget cuts to the CAB could have a potential impact on the following groups.

- Older and disabled people could be disproportionately affected as they access CAB services in higher numbers.
- There may be some additional effects on women, some BAME groups and faith groups who are more likely to be in need of benefits and other advice. BAME groups and women access CAB services in disproportionate numbers.

## 3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

VSCOs can engage with the most vulnerable and excluded members of the community. Particularly the specialist advice services which are focussed on people who are vulnerable due to age or disability.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          |              | x        |
| Sex                    |          |              | x        |
| Race                   |          |              | x        |
| Disability             |          |              | x        |
| Sexual orientation     |          | x            |          |
| Gender reassignment    |          | x            |          |
| Religion or belief     |          |              | x        |
| Pregnancy or maternity |          |              | x        |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  | x   |    |
| Does the policy or proposal relate to an area with known inequalities?   | x   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  | x   |    |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  | x   |    |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The information and evidence for this analysis has come from the regular monitoring reports supplied by CAB. The data suggests that in September 2017 to September 2018 just over 10,000 people were seen by the CAB. The breakdown was as follows.

| <b>Age</b>              | <b>Gender:</b> | <b>Disability<br/>(self-identified)</b> | <b>Ethnicity:</b> |
|-------------------------|----------------|---|-------------------|
| 65 years and above 1624 | Male - 4870    | 4220                                    | White-2813        |
| 24 – 65 years           | Female - 5952  |   | Asian -2165       |
| 9,199                   |                |   | Black-4220        |
|                         |                |   | Mixed-542         |
|                         |                |   | Other -1083       |

Funding cuts are being implemented from March 2019 onwards, so we do not have current full year data showing the impact of 2018/9 budget decisions. However, our most recent data (from Quarter 2 2019/20) gives some indication of the impact of the funding reduction.

This data suggests that there was an increase in the number of overall clients seen by the CAB in Quarter 2 as 3049 people were seen during this quarter against an average of 2706 a quarter in 2018.

There was also an increase in the proportion of clients from some protected groups; the proportion of BAME people increased to 90% from 70% in 2018/9 and there was an increase of people with disabilities and long term conditions to 45% from around 40%.

It is too soon to tell whether what this data means, as we are not comparing like for like information. However, this is still an encouraging sign that protected groups might be being better targeted and there has not been a significant reduction in the capacity of Brent CAB.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b> |
|------------|
|------------|

|                                      |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> | <p>Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:</p> <p>Around 18% of the CAB clients are over 65%, so cuts could have a disproportionate effect on older people.</p> <p>Specialist advice services provide support to vulnerable people for example home visits for older people who are not able easily leave the house to access benefits and other vital advice.</p> <p>A reduced service could have a disproportionate negative impact on this group.</p> |
| <b>DISABILITY</b>                    |  |
| <b>Details of impacts identified</b> | <p>Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:</p> <p>Around 40% of CAB clients are disabled or long term sick.</p> <p>Specialist advice services provide support to vulnerable people for example home visits for disabled people who are not able easily leave the house to access benefits and other vital advice.</p> <p>A reduced service could have a disproportionate negative impact on this group.</p>  |
| <b>RACE</b>                          |  |
| <b>Details of impacts identified</b> | <p>Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:</p> <p>In 2018 around 70% of clients were BAME so a reduced service is likely to have a disproportionate negative effect on this group.</p>   |
| <b>SEX</b>                           |  |
| <b>Details of impacts identified</b> | <p>Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:</p> <p>In 2018 around 45% of the CAB clients were male and 55% clients were female. Therefore cuts could have a disproportionate negative effect on female service users.</p>   |
| <b>SEXUAL ORIENTATION</b>            |  |

|   |  |
|---|--|
| <b>Details of impacts identified</b>    | Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:<br><br>No data available   |
| <b>PREGANCY AND MATERNITY</b>           |  |
| <b>Details of impacts identified</b>    | Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:<br><br>No data is available, however given the disproportionate number of women accessing Brent CAB it is possible that there may be an effect on pregnancy and maternity. |
| <b>RELIGION OR BELIEF</b>               |  |
| <b>Details of impacts identified</b>    | Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:<br><br>No data available, though given the disproportionate number of BAME groups, it is possible that a reduction in service will have an impact on some faith groups     |
| <b>GENDER REASSIGNMENT</b>              |  |
| <b>Details of impacts identified</b>    | No data available  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| <b>Details of impacts identified</b>    | No data available  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

- Our analysis suggests that LGBT communities will not be affected (though data on this group is not available to confirm this).
- There is less data on the effects on married people/young people/families but it is possible they will be affected (see above).



- BAME groups, women, faith groups and older people are likely to impacted

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

There is a longer term plan for Brent Council to review and redevelop its relationship with the voluntary and community sector, including its contracted provision. Any proposals will be developed in consultation with the affected stakeholders.

5. Please detail any areas identified as requiring further data or detailed analysis.

None

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

Action is being taken to reduce the impact of funding cuts, and so far these appear to be successful.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Through quarterly monitoring reports from Brent CAB.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There is a possible negative effect on service users and a disproportionate impact on those from some protected groups i.e. BAME, disabled groups, older people and women.

In order to address these potential negative impacts a number of mitigation actions have been put in place.

- Regular monitoring meetings with providers to assess impact of any changes and support them in reconfiguring their services to meet the needs of their service users.
- Brent VSCOs will still be able to bid for money from the Council's comprehensive grant funding programme. Council officers are enhancing the grants policy and procedures to make it easier for organisations to bid for funds. All information relating to grants is readily available on the Council website.
- Continuing to build the capacity of smaller and specialist advice services within the borough through training and development so that they are able to see service users that the CAB are not able to support.
- Funding the online advice service to provide advice to appropriate service users.
- Additional funding for advice by Children and Young People which should be able to provide a service to some children, young people and families.
- Targeting the most vulnerable older and disabled people as part of the specialist advice service to ensure that they receive the best service possible.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action  | Expected outcome   | Officer  | Completion Date |
|---|--|--|-----------------|
| Review & re-design all VCISO contracts over 2020/1 to maximise benefits across all funding streams      | Provide a services that meet the needs of the 'in need' service users                            | Strategy and Partnership Team managers               | March 2020      |
| Ensure that information on how to apply for grants is as widely available and as accessible as possible | More organisations able to access Council grant funding.   | Partnership and Engagement Manager and Grant Manager | Ongoing         |
| Enhance the Brent Advice Service Partnerships to ensure that smaller advice services                    | Increase the use of alternative services able to provide advice to targeted groups in particular | Partnership and Engagement Manager                   | Ongoing 2020    |
| Promote the use of online / self-service information and guidance tool; Brent Advice Matters            | More service users receive advice online thus reducing impact on advice services                 | Partnership and Engagement Manager                   | Ongoing 2020    |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |  |
|---------------------------|--|
| <b>OFFICER:</b>           |  |
| <b>REVIEWING OFFICER:</b> |  |
| <b>HEAD OF SERVICE:</b>   |  |

### PPP003 Restructure of communications, conference & events department

|                        |  |
|------------------------|--|
| <b>Reference:</b>      | PPP003   |
| <b>Service(s):</b>     | Restructure of communications, conference & events department. |
| <b>Lead Member(s):</b> | Cllr Butt  |

|                          |   |
|--------------------------|---|
| <b>Policy Proposals:</b> | It is proposed to restructure the communications, conference & events functions in 2020/21 to realign services to enable the team to maximise income generation opportunities while |
|--------------------------|---|

|  |   |
|--|---|
|  | focusing more tightly on core corporate communications priorities only. |
|--|---|

### **Financial and Staffing Information**

| <b>2017/18</b>                                      |      |
|---|------|
| <b>Total budget for the service(s) £'000:</b>       | 685  |
| <b>Total post numbers in the services(s) (FTE):</b> | 17.8 |

|                                    | <b>2019/20</b> | <b>2020/21</b> |
|------------------------------------|----------------|----------------|
|                                    | £'000          | £'000          |
| <b>Budget implications:</b>        | 0              | 100            |
|                                    | FTE            | FTE            |
| <b>Proposed staffing reduction</b> | 0              | 0              |

### **How would this affect users of this service?**

The proposal may require internal departments to be more flexible when booking space in The Drum as the proposal is to generate more commercial income from fee-paying external clients using the space. Internal departments may also need to accept a reduced service level from corporate communications for non-core priority business. Client departments wishing to deliver more communications than the corporate communications team has capacity to deliver directly will need to deliver communications themselves, but with oversight and advice from the corporate communications team, or find one off budgets for short term project support.

### **Key milestones**

Review the commercial income target in early 2020/21 to explore whether all of the above savings can realistically be achieved by generating more income or whether any needs to come from the salaries budget (as there are no materials budgets held in corporate communications).

### **Key consultations**

Consultation with the team 2020/21

### **Key risks and mitigations**

Council department may need to accept that space in The Drum is not always available and seek alternative rooms in the Civic Centre.

### **Equality impact screening**

|   |                                      |
|---|--------------------------------------|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |                                      |
|   |                                      |
| Disabled people   | No                                   |
| Particular ethnic groups  | No                                   |
| Men or Women (include impacts due to pregnancy/maternity)   | No (unless brought forward to 19/20) |
| People of particular sexual orientation/s   | No                                   |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | No                                   |
| People in particular age groups   | No                                   |
| Groups with particular faiths/beliefs   | No                                   |
| Marriage / civil partnership  | No                                   |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                         |    |
|-------------------------|----|
| EIA required?:          | No |
| EIA to be completed by: |    |
| Deadline:               |    |

|                                 |               |
|---------------------------------|---------------|
| Lead officer for this proposal: | Rob Mansfield |
|---------------------------------|---------------|

## Resources

RES003 and RES004 Service modernisation- reduced opening hours, more digital services and demand management

### EQUALITY ANALYSIS (EA)

|                         |                     |
|-------------------------|---------------------|
| <b>POLICY/PROPOSAL:</b> | RES 003 and RES 004 |
| <b>DEPARTMENT:</b>      | Resources           |
| <b>TEAM:</b>            | BCS                 |
| <b>LEAD OFFICER:</b>    | Margaret Read       |
| <b>DATE:</b>            | January 2019        |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Implementation of digital services to migrate contact handling from more expensive channels such as face to face and telephony. This will include implementation of Robotic Processing Automation and improvements to the current on line offer for customers to increase the number of enquiries handled through self-service facilities including diverting customers away from using telephone and face to face access methods where appropriate. I.e. where services can easily be accessed in this way

It is also proposed to launch a new Universal Offer to all residents which will set an expectation to self-serve using digital channels – in order to provide more personalised and tailored support to those who are most vulnerable. Customers needing help will be identified through a framework which will determine the type of assistance needed with staff empowered to deliver bespoke support required.

Review of current contact to identify key causes of failure demand and remedial action to address root causes and prevent this reoccurring.

## 2. Who may be affected by this policy or proposal?

Robotic processing will not directly affect customers with any protected characteristic – as this will change the way in which work is processed but not the nature of the service being delivered. Automated processes will reduce the need for staff to carry out less complex tasks however staffing reductions will be managed through natural turnover and as such will not directly impact staff.

As our digital offer improves, this will have a beneficial impact for customers as it will improve the ease with which they can self-serve. Customers are already required to self-serve through digital channels following a change to the BCS operating model agreed by cabinet in November 2017. As specific changes are developed, any groups specifically affected will be identified.

## 3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The changes proposed to achieve savings will not reduce or adversely affect the current service provided to customers but will improve the ease with which customers can access self-service facilities (with assistance where required), reduce processing time and will release capacity in order to deliver more tailored assistance to vulnerable customers ( as failure demand reduces ). As specific changes are identified through development of a new universal access offer, potential impacts of protected groups may arise and will be addressed through a further Equalities Assessment

## 4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    | x        |              |          |
| Sex                    | x        |              |          |
| Race                   | x        |              |          |
| Disability             | x        |              |          |
| Sexual orientation     | x        |              |          |
| Gender reassignment    | x        |              |          |
| Religion or belief     | x        |              |          |
| Pregnancy or maternity | x        |              |          |
| Marriage               | x        |              |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?   | x   |    |
| Does the policy or proposal relate to an area with known inequalities?  | x   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | x   |    |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

A review of Access arrangements was undertaken between Sept 2018 and Jan 2019 and this identified the need to improve aspects of the current self-service offer for residents via the My Account portal. Approximately 45% of visitors to the Customer Services Centre advised that they had tried to resolve their enquiry through other channels, before visiting –including attempts to use self-service facilities such as online systems and attempting to get through on the telephone. Improvements to

address the difficulties that customers are experiencing using self-service facilities including providing computer/device access and assistance to be able to use these facilities where needed should have a positive impact for all protected groups.

The revised offer to vulnerable residents which is being developed as part of the wider customer access review will take account of the specific barriers that are faced when using online services, particularly those who fall into protected groups. For example, this will include those that are digitally excluded i.e. don't have access to facilities and/or do not know how to use online services together with other barriers that some face where even with significant degrees assistance are unlikely to be able to self-serve successfully.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

| AGE                                  |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> | Older people are less likely to be confident in using digital self-service facilities. The newly developed offer to residents will clearly set out the support and help available to them to access self-service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs and provision of assistance in peoples' homes where appropriate. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support  |
| DISABILITY                           |  |
| <b>Details of impacts identified</b> | People with learning disabilities and those suffering from mental health may find it more difficult to use digital self-service facilities and require assistance or provision of services in a different way. However, in some cases there will be a positive impact through provision of web chat and improved online facilities e.g. in the case of hearing and visual impairment. The newly developed offer to residents will clearly set out the support and help available to them to access self-service facilities and also the arrangements for assisting them or providing services where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs and provision of assistance in peoples' homes where appropriate. Residents that are able to access services |



|                                      |  |
|--------------------------------------|--|
|                                      | themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support  |
| <b>RACE</b>                          |  |
| <b>Details of impacts identified</b> | People whose first language isn't English may find it more difficult to use digital self-service channels. The newly developed offer to residents will clearly set out the support and help available to them to access self-service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include translation services and facilities through the Council website, training, and assistance with accessing services including through locality hubs. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support |
| <b>SEX</b>                           |  |
| <b>Details of impacts identified</b> | The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hub. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support.   |
| <b>SEXUAL ORIENTATION</b>            |  |
| <b>Details of impacts identified</b> | The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support.  |
| <b>PREGNANCY AND MATERNITY</b>       |  |

|   |   |
|---|---|
| <b>Details of impacts identified</b>    | The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve.  |
| <b>RELIGION OR BELIEF</b>               |   |
| <b>Details of impacts identified</b>    | The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support. |
| <b>GENDER REASSIGNMENT</b>              |   |
| <b>Details of impacts identified</b>    | The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve.  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |   |
| <b>Details of impacts identified</b>    | The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve.  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

As no negative impacts have been identified – engagement is not considered necessary at this stage, however it is likely that further engagement activities will be required as the new access offer is developed in order to test that it is fit for purpose.

5. Please detail any areas identified as requiring further data or detailed analysis.

A data set providing information on the breakdown of types of customers together with potentially protected groups will be captured and collated in order to inform development of the new access offer to Brent residents.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

Any remaining negative impacts will be identified and justified through another EA following development of the new access offer.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

A further EA will be carried out when the new access offer is developed further, including arrangements in place for vulnerable customers and those that will need assistance/support to self-serve.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There are no further actions identified as this stage but will likely be identified through a further EA on development of the revised access offer.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action   | Expected outcome  | Officer       | Completion Date  |
|--|---|---------------|------------------|
| Undertake EA of new universal access offer and offer to vulnerable residents | To ensure that the revised access offer does not adversely impact on any protected group and develop any associated action plan | Sally Hodgson | April – May 2019 |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |  |
|---------------------------|--|
| <b>OFFICER:</b>           | Sally Hodgson                          |
| <b>REVIEWING OFFICER:</b> |  |
| <b>HEAD OF SERVICE:</b>   | Margaret Read ( Operational Director ) |

### RES005 Customer services staff rationalisation

|                        |                   |
|------------------------|-------------------|
| <b>Reference:</b>      | RES005            |
| <b>Service(s):</b>     | Customer Services |
| <b>Lead Member(s):</b> | Cllr Southwood    |

|                          |  |
|--------------------------|--|
| <b>Policy Proposals:</b> | Staff rationalisation following transfer of Council Tax to in house provision following expiry of Capita contract in May 2019. |
|--------------------------|--|

### Financial and Staffing Information

| 2017/18   |        |
|---|--------|
| <b>Total budget for the service(s) £'000:</b>       | 11,688 |
| <b>Total post numbers in the services(s) (FTE):</b> | 263.15 |

|                             | 2019/20 | 2020/21 |
|-----------------------------|---------|---------|
|                             | £'000   | £'000   |
| <b>Budget implications:</b> |         | 200     |
|                             | FTE     | FTE     |

|                                    |   |   |
|------------------------------------|---|---|
| <b>Proposed staffing reduction</b> | 0 | 5 |
|------------------------------------|---|---|

### **Proposed saving**

Staff rationalisation following transition of service to in house provision in 2019.

### **How would this affect users of this service?**

Reductions will require acceleration of channel shift and thus less resident access to resolve enquiries by phone or face to face. See RES003 & RES004

### **Key milestones**

Restructure of service

- Consultation Nov 2019
- Consultation closes Dec 2019
- Full Implementation by March 2020

### **Key consultations**

Staff affected

### **Key risks and mitigations**

#### **Risks**

Consideration has been given to bringing forward this saving of £200K from 2020/21 to 2019/20 however this is not recommended as this would place the Council Tax service at significant risk of becoming destabilised and a consequential risk of reduction to Council Tax collection. The Council Tax service has been outsourced since 1995 and significant efforts will be required to integrate this back to in house provision, harmonise staffing, develop staff, redesign processes and develop the system expertise within Digital services.

Decline in Council Tax collection

Backlogs of work arise

Decline in resident satisfaction with service

#### **Mitigation**

Reduction in contacts prior to restructure by channel shift

Review of processes to streamline and automate where possible.

Improve customer journey when using on line facilities and act on feedback provided.

### **Equality impact screening**

|   |   |
|---|---|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |   |
|   |   |
| Disabled people   | Y |
| Particular ethnic groups  | Y |
| Men or Women (include impacts due to pregnancy/maternity)   | Y |
| People of particular sexual orientation/s   | Y |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | Y |
| People in particular age groups   | Y |
| Groups with particular faiths/beliefs   | Y |
| Marriage / civil partnership  | Y |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                         |                           |
|-------------------------|---------------------------|
| EIA required?:          | Yes                       |
| EIA to be completed by: | Richard Vallis/ Neil Gann |
| Deadline:               | <i>If agreed, TBD</i>     |

|                                 |               |
|---------------------------------|---------------|
| Lead officer for this proposal: | Margaret Read |
|---------------------------------|---------------|

#### RES001 Legal savings - Demand management

|                        |                           |
|------------------------|---------------------------|
| <b>Reference:</b>      | RES001                    |
| <b>Service(s):</b>     | Resources- Legal Services |
| <b>Lead Member(s):</b> | Cllr McLennan             |

|                          |  |
|--------------------------|--|
| <b>Policy Proposals:</b> | Demand Management and income generation: Realising the impact of the Impower demand management review and income generation through raising new and existing fees and charges. |
|--------------------------|--|

#### Financial and Staffing Information

|   |       |
|---|-------|
| <b>2017/18</b>                                      |       |
| <b>Total budget for the service(s) £'000:</b>       | 3,183 |
| <b>Total post numbers in the services(s) (FTE):</b> | 50.5  |

|                             |                |                |
|-----------------------------|----------------|----------------|
|                             | <b>2019/20</b> | <b>2020/21</b> |
|                             | £'000          | £'000          |
| <b>Budget implications:</b> | 50             | 50             |
|                             | FTE            | FTE            |

|                                    |   |     |
|------------------------------------|---|-----|
| <b>Proposed staffing reduction</b> | 0 | 0.4 |
|------------------------------------|---|-----|

**How would this affect users of this service and what are the key risks and mitigations?**

- Reduce support for contract and procurement activity – no longer routinely provide advice on contracts which do not require formal tendering in accordance with the council's standing orders.

This might (subject to detailed consideration) enable the deletion of a 0.4 post or enable the undertaking in house of work that would otherwise be placed externally with more expensive providers. This would mean increased risk for the council in respect of these contracts and shift work to managers and/or the procurement team. Legal Services will provide a suite of basic contract and advice documents to support this.

- Increase in charges for work charged to 3rd parties (s106, s278, residential property work) and establish new 3rd party charges for some commercial property areas.
- Other Demand Management project savings.

This is very uncertain. Reductions in demand are likely to be spread thinly across many posts undertaking different types of legal work. The effect is likely to be increased resilience rather than an ability to delete specific posts. There may be a reduction in spend on external counsel's fees due to increased in-house capacity.

**Equality impact screening**

|   |   |
|---|---|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |   |
|   |   |
| Disabled people   | N |
| Particular ethnic groups  | N |
| Men or Women (include impacts due to pregnancy/maternity)   | N |
| People of particular sexual orientation/s   | N |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | N |
| People in particular age groups   | N |
| Groups with particular faiths/beliefs   | N |
| Marriage / civil partnership  | N |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                |   |
|----------------|---|
| EIA required?: | N |
|----------------|---|

|                         |  |
|-------------------------|--|
| EIA to be completed by: | In the event that a .4 post is deleted, an equality assessment will be undertaken in accordance with the council's Organisational Change policy. |
| Deadline:               |  |

|                                 |              |
|---------------------------------|--------------|
| Lead officer for this proposal: | Debra Norman |
|---------------------------------|--------------|

## Council Tax

Overall Council Tax increase of 3.99%

### EQUALITY ANALYSIS (EA)

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | To increase Council tax by 3.99% in 2020/21 |
| <b>DEPARTMENT:</b>      | Council Wide                                |
| <b>TEAM:</b>            | n/a   |
| <b>LEAD OFFICER:</b>    | n/a   |
| <b>DATE:</b>            | 12 December 2019                            |

### SECTION A – INITIAL SCREENING

8. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The Council is required to make significant savings in order to deliver a legally required balanced budget. In order to help overcome this it is proposed to increase Council Tax by 3.99%, where 2% is ring fenced for Adult Social Care and 1.99% is a general increase. This is the maximum increase allowed by government. The proposal will generate an additional £4.9m of recurring income for the Council and therefore avoid having to make further savings to key council services such as adult social care, children's services, etc.

This will impact on all residents within Brent who are eligible to pay Council Tax. Under the changes that are being made to local government funding there is more emphasis on generating more funding locally (i.e. becoming more self-determinant). This proposal is linked to one aspect of local government funding where the Council has some discretion to raise additional funds by increases to Council Tax.

9. Who may be affected by this policy or proposal?

All households in Brent, apart from those eligible for 100% Council Tax discount.

The increase by band and the number of properties affected are shown below.

| Band | Amount payable in 2019/20 | Amount payable in 2020/21 | Increase per annum | Increase per month | Increase per week | Total number of |
|------|---------------------------|---------------------------|--------------------|--------------------|-------------------|-----------------|
|      |                           |                           |                    |                    |                   |                 |



|   | (Brent share) | (Brent share) |         |       |       | dwellings affected |
|---|---------------|---------------|---------|-------|-------|--------------------|
| A | £841.56       | £875.16       | £33.60  | £2.80 | £0.65 | 5,759              |
| B | £981.82       | £1,021.02     | £39.20  | £3.27 | £0.75 | 13,154             |
| C | £1,122.08     | £1,166.88     | £44.80  | £3.73 | £0.86 | 36,928             |
| D | £1,262.34     | £1,312.74     | £50.40  | £4.20 | £0.97 | 35,265             |
| E | £1,542.86     | £1,604.46     | £61.60  | £5.13 | £1.18 | 22,242             |
| F | £1,823.38     | £1,896.18     | £72.80  | £6.07 | £1.40 | 6,415              |
| G | £2,103.90     | £2,187.90     | £84.00  | £7.00 | £1.62 | 3,410              |
| H | £2,524.68     | £2,625.48     | £100.80 | £8.40 | £1.94 | 247                |

If this proposal is approved it will affect all households in Brent's 123,420 residential dwellings, that will see their Council Tax bills increase, unless they are eligible for 100% Council Tax support. Currently, approximately 15% (19,019 households out of the 123,420) of households in Brent receive full or partial Council Tax support, which means that they will receive full or partial protection from the increase. In addition, those households where there is one eligible adult resident or less (35,355 households), a reduction of up to 50% on their bill will be due.

The Council Tax increase will mean that the budget of Adult Social Care services will grow by a further £2.5m which will enable the service to meet increasing demand of current and future service users who are among the most vulnerable members of Brent's community. This is a positive impact.

10. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. This proposal will have both positive and negative impacts on some equality groups. However, since the council tax is applicable to all properties it is not considered that the increase targets any one particular group rather it is an increase that is applied across the board. At the same time because the increase is applied to all properties it is not possible to exempt any particular groups. However, on the latter point there is a council tax support scheme that offers support to vulnerable people and people on low incomes.

11. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

12. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | X   |    |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

13. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The council has analysed the statutory council tax base return which shows the total number of households that are required to pay council tax and the households who are eligible for council tax support.

Other than this is not possible to conduct further impact analyses as the proposed Council Tax increase will affect households in Brent in different ways based on their financial circumstances. However low income households are likely to be protected as they will see increases in their Council Tax support which will either offset in full or partially this increase. The council tax support scheme is also proposed to be reviewed and further analysis on the cumulative impact will be assessed as part of the modelling of the new scheme design.

14. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |     |
|--------------------------------------|-----|
| <b>Details of impacts identified</b> | N/A |
| <b>DISABILITY</b>                    |     |
| <b>Details of impacts identified</b> | N/A |
| <b>RACE</b>                          |     |
| <b>Details of impacts identified</b> | N/A |
| <b>SEX</b>                           |     |
| <b>Details of impacts identified</b> | N/A |
| <b>SEXUAL ORIENTATION</b>            |     |

|   |     |
|---|-----|
| <b>Details of impacts identified</b>    | N/A |
| <b>PREGANCY AND MATERNITY</b>           |     |
| <b>Details of impacts identified</b>    | N/A |
| <b>RELIGION OR BELIEF</b>               |     |
| <b>Details of impacts identified</b>    | N/A |
| <b>GENDER REASSIGNMENT</b>              |     |
| <b>Details of impacts identified</b>    | N/A |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |     |
| <b>Details of impacts identified</b>    | N/A |

15. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

16. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes to both. Significant engagement/ consultation has taken place since October 2018 and more is planned in January and February ahead of the decision being made by full council on 25 February 2019.

17. Please detail any areas identified as requiring further data or detailed analysis.

None required

18. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

If the proposal is rejected, the Adult Social Care budget will not grow by £2.5m, which could pose challenges to the service to meet growing demand of current and future service users. Failure to meet the increasing demand and diverse needs of current and future service users would have a potential negative impact on those most at need.

The 1.99% increase in Council Tax for general use should have a positive impact on some equality groups as it prevents an additional reduction of £2.4m in the Council's budget. Without a specific alternative proposal the exact benefit to specific groups of residents, staff and external stakeholders is uncertain, but a reduction in budget at short notice will limit the scope of the Council to reduce the impact on services used by vulnerable groups of people.

While the Council Tax proposal will increase the financial pressure on some households, the Council Tax support scheme will partially or fully mitigate this impact for those households who are living on low incomes and are eligible for Council Tax support. Further, single households will have the impact mitigated by the 25% discount offered to single households.

19. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

If the Council Tax proposal is approved, the Council will continue to monitor the impact on equality groups to ensure that any unexpected consequences and/or adverse impact are promptly identified and mitigated. This will take place when the new council tax support scheme is implemented.

The existing powers under Section 13A of the Local Government Act 1992 allow the Council to reduce Council Tax by up to 100%. The process for applying is detailed on the Council's website.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

It is proposed to continue with the proposal despite the negative equality impacts. The reason for this is that the Council Tax increase will help to protect front line services. The Council Tax increase proposed is equivalent to approximately £4.9m of additional funding. If this funding was not available, services such as Adult Social Care and Children's Social Care would have to be significantly reduced.

Brent has processes in place for applying a Council Tax support/reduction/exemption to those eligible, therefore whilst this increase will impact across the board, it is anticipated that the impact will be proportionate dependent on an individual's circumstances and whether they receive a Council Tax support/reduction/exemption.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action  | Expected outcome  | Officer      | Completion Date   |
|---|---|--------------|-------------------|
| Review impact of council tax increase at the same time as the implementation of the new council tax support scheme. | Better understanding of negative impacts, which can be mitigated as part of the implementation of the new scheme design | Troy Francis | April – June 2020 |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                 |            |
|-----------------|------------|
| <b>OFFICER:</b> | Leigh Wood |
|-----------------|------------|

|                               |              |
|-------------------------------|--------------|
| <b>REVIEWING<br/>OFFICER:</b> | David Graaff |
| <b>HEAD OF<br/>SERVICE:</b>   | Asha Vyas    |

## **2021/22 – 2022/23 budget proposals**

### **Community Wellbeing**

#### **Improved Reablement Offer 2021-23 CWB 001**

#### **EQUALITY ANALYSIS (EA)**

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | CWB 001 Improved and Effective Reablement Offer for residents discharged from hospital |
| <b>DEPARTMENT:</b>      | Adult Social Care  |
| <b>TEAM:</b>            | Reablement Team  |
| <b>LEAD OFFICER:</b>    | Sunny Mehmi  |
| <b>DATE:</b>            | 13 <sup>th</sup> November 2019   |

#### **SECTION A – INITIAL SCREENING**

7. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Delivering the outcomes of the review undertaken by Newton Europe in March 2019. The outcome of the review were through a more effective and comprehensive reablement offer:

- the service would be able to support higher needs residents
- discharge resident sooner than the current timeframe
- improve links with hospital and community social care team to improve resident journey; and
- reduce or not require any ongoing packages of homecare

A further savings amount has been identified through reducing the contribution that the local authority makes to the rehab (health) element of the service.

8. Who may be affected by this policy or proposal?

Residents who have reablement opportunities.

Staff within the reablement service.

9. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

This proposal has no relevance to equality and the council's public sector equality duty.

The service is open to all adult residents in the Borough who have potential reablement opportunities. The improvements/developments in the service will be



across the universal offer and not effect a specific cohort/group of the population or result in an inequality to a cohort/group.

10. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

11. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  |     | X  |
| Does the policy or proposal relate to an area with known inequalities?   |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |     | x  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

19. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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

20. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |  |
|-------------------------------|--|
| Details of impacts identified |  |
| DISABILITY                    |  |
| Details of impacts identified |  |
| RACE                          |  |
| Details of impacts identified |  |
| SEX                           |  |
| Details of impacts identified |  |
| SEXUAL ORIENTATION            |  |
| Details of impacts identified |  |

| PREGANCY AND MATERNITY        |  |
|-------------------------------|--|
| Details of impacts identified |  |
| RELIGION OR BELIEF            |  |
| Details of impacts identified |  |
| GENDER REASSIGNMENT           |  |
| Details of impacts identified |  |
| MARRIAGE & CIVIL PARTNERSHIP  |  |
| Details of impacts identified |  |

21. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

22. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

23. Please detail any areas identified as requiring further data or detailed analysis.

24. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

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

25. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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

### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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

### SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
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## SECTION F – SIGN OFF

|                           |             |
|---------------------------|-------------|
| <b>OFFICER:</b>           |             |
| <b>REVIEWING OFFICER:</b> |             |
| <b>HEAD OF SERVICE:</b>   | Sunny Mehmi |

### Placement Review 2021-23 CWB 003

## EQUALITY ANALYSIS (EA)

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | CWB 003 Placement Review                  |
| <b>DEPARTMENT:</b>      | Adult Social Care                         |
| <b>TEAM:</b>            | Residential and Nursing Team              |
| <b>LEAD OFFICER:</b>    | Andrew Davies, Head of Commissioning, ASC |
| <b>DATE:</b>            | 5 <sup>th</sup> December 2019             |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

There are currently c. 180 residential or nursing care placements that cost the council over £1,000 per week.

Placements are to be reviewed as part of the NAIL programme, to determine whether people could be moved to less restrictive placements, or whether there is any scope for fee reduction based on need and care provided.

For some service users, they will be supported to move into new placements, better suited to their needs, but that also deliver a financial saving to the council; other placements will be subject to fee negotiation, if the client is unable to move, but where it is felt a fairer price for the service can be negotiated.

2. Who may be affected by this policy or proposal?

Adult Social Care service users living in residential or nursing placements, or high cost supported living placements.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. All of the people affected by this proposal have a disability, which will need to be taken into account when considering the impact of moving someone to another service. People will not be moved if it is felt that it is not going to be in their best interests or would have a detrimental impact on them because of their disability. The primary aim of moving someone from one placement to another is to move them to a service that better meets their needs that have arisen because of their disability.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | x            |          |
| Disability             | X        |              |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?  | x   |    |
| Does the policy or proposal relate to an area with known inequalities?   | x   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  | x   |    |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

ASC keeps up to date records of all placements in residential, nursing and supported living services, the cost of those placements and the primary disability for the person in those services. This has enabled us to identify the high cost placements to focus our review work on, as well as those placements to target for price negotiation where it has been identified that it would not be in the individual best interests to move placement.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |   |
|-------------------------------|---|
| Details of impacts identified | None  |
| DISABILITY                    |   |
| Details of impacts identified | The proposal will have an impact on disability, in so much that all of the people affected by the proposal are living in a residential or nursing care setting because of their disability. By looking at different options for care in less restrictive settings, the proposal will give people more choice and control over how they receive their care and support and should help to promote independence for those who are able to live in less restrictive settings. Nobody will be moved to another care setting without a review, which will assess their care needs and match those to service best able to meet those needs. If a person cannot be moved, the council will seek to re-negotiate the cost of their existing placement so it better reflects assessed care needs. |
| RACE                          |   |
| Details of impacts identified | None  |
| SEX                           |   |
| Details of impacts identified | None  |

| SEXUAL ORIENTATION            |      |
|-------------------------------|------|
| Details of impacts identified | None |
| PREGANCY AND MATERNITY        |      |
| Details of impacts identified | None |
| RELIGION OR BELIEF            |      |
| Details of impacts identified | None |
| GENDER REASSIGNMENT           |      |
| Details of impacts identified | None |
| MARRIAGE & CIVIL PARTNERSHIP  |      |
| Details of impacts identified | None |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement is done on an individual basis with service users, their families and friends and advocates, rather than wider consultation with all people in services.



5. Please detail any areas identified as requiring further data or detailed analysis.

|       |
|-------|
| None. |
|-------|

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

|     |
|-----|
| N/A |
|-----|

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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### SECTION D – RESULT

| Please select one of the following options. Mark with an "X". |   |   |
|---|---|---|
| A   | CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED | x |
| B   | JUSTIFY AND CONTINUE THE POLICY/PROPOSAL    |   |
| C   | CHANGE / ADJUST THE POLICY/PROPOSAL         |   |
| D   | STOP OR ABANDON THE POLICY/PROPOSAL         |   |

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
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## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |                                      |
|---------------------------|--------------------------------------|
| <b>OFFICER:</b>           | Andrew Davies, Head of Commissioning |
| <b>REVIEWING OFFICER:</b> |                                      |
| <b>HEAD OF SERVICE:</b>   | Andrew Davies, Head of Commissioning |

Deprivation of Liberty Safeguards (DoLS) provision 2021-23 CWB 004

## EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | CWB 004 Deprivation of Liberty (DoLS) – Best Interest Assessors Role |
| <b>DEPARTMENT:</b>      | Community Wellbeing – Adult Social Care                              |
| <b>TEAM:</b>            | Safeguarding Adults and DoLS   |
| <b>LEAD OFFICER:</b>    | Georgina Diba, Head of Safeguarding and Transformation               |
| <b>DATE:</b>            | 18.11.2019   |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

|   |
|---|
| <p>The change proposed to is to have our permanent staff undertake the Best Interest Assessor (BIA) Role, as opposed to outsourcing this via BIAs externally at a cost of £250.000 per case. This would bring savings to the Council, in addition to practice improvements for those staff trained and act as an incentive for recruitment and retention.</p> <p>In detail:<br/>The Deprivation of Liberty Safeguards requires six assessments to be undertaken on each case. In Brent, three of these are commissioned to an external Section 12 Doctor, while the remaining three are commissioned to an external Best Interest</p> |
|---|

Assessors (BIA). The current remuneration to external BIAs is approximately £250.00 per assessments, with some variation due to travel or location outside of London. Section 12 Doctors are not employed by the Council and our insurance / liability makes employing a medical professional directly not viable; the only alternative is with the shift to Liberty Protection Safeguards (LPS), CCGs / Hospitals would also be utilising S12 Doctors and could be employed directly by our health partners that we could use through S75 agreement or joint commissioning, at a potential reduced rate to current.

Brent Council previously invested in staff to undertake training as a best interest assessor. These courses are accredited and cost approximately £1550 for a five-day course. Brent currently have a very limited pool of practitioners trained to undertake this role as follows: 3 social workers, 2 safeguarding adult's managers, and two team managers. Many staff who previously undertook are no longer believed to be working in Brent.

In order to commission a sufficient pool of individuals to undertake these assessments, while reducing impact on current caseloads, it is envisioned 14 BIAs would be required to be in place, undertaking three to four assessments per month.

Benefits:

- Skilled ability to work with mental capacity and best interests improve wider practice in the teams
- Improved flexibility of cover during periods of sickness or leave
- Staff incentivised for career development – leading to training in new role for Liberty of Protection Safeguards (LPS)

It is also important to note that new legislation is coming which changes the DoLS to the new Liberty of Protection Safeguards (LPS). The BIA role will be changed to Approved Mental Capacity Practitioners (AMCP). This is expected for implementation in September 2020 and training before this time for the new AMCP role; this presents an ideal opportunity to train the workforce before the new legislation comes into effect.

2. Who may be affected by this policy or proposal?

Internal staff will have the opportunity to further develop their skills, practice and career potential. Training in the new LPS and as an AMCP widens the opportunities available.

There is no impact on residents, our service users or carers. The changes is solely about reducing the external commissioning of BIAs and giving this opportunity to our staff. The role, and the assessments to be completed, are set by legislation and guidance which are not changing.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The change does not have relevance to the equality nor the council's public sector equality duty. As noted above there is no impact to residents, and particularly those who would be subject to a Deprivation of Liberty Safeguards authorisation, through the proposed change. The change is solely around providing this role and the requirements through our internal staff as opposed to temp/ agency staff.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | x            |          |
| Sex                    |          | x            |          |
| Race                   |          | x            |          |
| Disability             |          | x            |          |
| Sexual orientation     |          | x            |          |
| Gender reassignment    |          | x            |          |
| Religion or belief     |          | x            |          |
| Pregnancy or maternity |          | x            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?  |     | x  |
| Does the policy or proposal relate to an area with known inequalities?   |     | x  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |     | x  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |  |
|-------------------------------|--|
| Details of impacts identified |  |
| DISABILITY                    |  |
| Details of impacts identified |  |
| RACE                          |  |
| Details of impacts identified |  |
| SEX                           |  |
| Details of impacts identified |  |
| SEXUAL ORIENTATION            |  |
| Details of impacts identified |  |
| PREGANCY AND MATERNITY        |  |
| Details of impacts identified |  |

| RELIGION OR BELIEF            |  |
|-------------------------------|--|
| Details of impacts identified |  |
| GENDER REASSIGNMENT           |  |
| Details of impacts identified |  |
| MARRIAGE & CIVIL PARTNERSHIP  |  |
| Details of impacts identified |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

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4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

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5. Please detail any areas identified as requiring further data or detailed analysis.

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6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

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7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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### SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |


### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
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### SECTION F – SIGN OFF

Please ensure this section is signed and dated.

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|---------------------------|--|
| <b>OFFICER:</b>           |  |
| <b>REVIEWING OFFICER:</b> |  |
| <b>HEAD OF SERVICE:</b>   | 18.11.2019  |

## Community Care recommissioning 2021-23 CWB 005

### **EQUALITY ANALYSIS (EA)**

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | CWB 005 Community Care Recommissioning    |
| <b>DEPARTMENT:</b>      | Adult Social Care                         |
| <b>TEAM:</b>            | Community and Prevention Team             |
| <b>LEAD OFFICER:</b>    | Andrew Davies, Head of Commissioning, ASC |
| <b>DATE:</b>            | 5 <sup>th</sup> December 2019             |

### **SECTION A – INITIAL SCREENING**

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Adult Social Care plans to recommission external day care provision, restructuring provision into a new, lower cost model of care and include Public Health outcomes into a new model of delivery.

Day care in Brent is commissioned according to an old fashioned and out of date model. The majority of provision is expensive, building based and does not offer choice and control to service users. Additionally, there is an over provision of traditional day care in Brent, meaning that providers are not transforming their services, and often wish to increase their costs for the Council to make up for low take up of their services.

The commissioning service are working with providers to redesign services into new models of care that supports more choice and control and promotes less building based provision. Public Health outcomes will also be built into the recommissioned service.

2. Who may be affected by this policy or proposal?

Adult Social Care service users that attend day centres, as well as future service users.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.



Yes. The majority of people (but not all) who attend day services have a disability, which will need to be taken into account when considering the impact of re-commissioning services. The two main groups of service users are older people and people with a learning disability.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    | X        |              |          |
| Sex                    |          | X            |          |
| Race                   |          | x            |          |
| Disability             | X        |              |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | x            |          |

4. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  | x   |    |
| Does the policy or proposal relate to an area with known inequalities?   | x   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  | x   |    |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  | x   |    |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

We have a significant amount of data to inform this work, but it is still being analysed to inform commissioning options. We are looking numbers of service users using day care services, where they live and travel to day care, the disability of individuals and whether they need transport to attend services. Ethnicity of service users is also being analysed, to inform decisions around cultural sensitive in commissioning services, and whether we should continue to commission culturally specific services.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | Older people will continue to be significant users of day services, but the plan will be to broaden the offer to them so that services are better tailored to need. Options are still to be developed, but options for older people will continue to be central to the ASC offer.   |
| <b>DISABILITY</b>                    |   |
| <b>Details of impacts identified</b> | ASC commissions day services for people with disabilities, and this project is designed to commission services that meet the needs of people in the service now, but also identifying and commissioning services for future service users. There will be changes to services, but people with disabilities will be consulted and involved in the co-design of services, so that they have an input into design and commissioning. |
| <b>RACE</b>                          |   |
| <b>Details of impacts identified</b> | None  |
| <b>SEX</b>                           |   |
| <b>Details of impacts identified</b> | None  |
| <b>SEXUAL ORIENTATION</b>            |   |
| <b>Details of impacts identified</b> | None  |
| <b>PREGNANCY AND MATERNITY</b>       |   |

|   |      |
|---|------|
| <b>Details of impacts identified</b>    | None |
| <b>RELIGION OR BELIEF</b>               |      |
| <b>Details of impacts identified</b>    | None |
| <b>GENDER REASSIGNMENT</b>              |      |
| <b>Details of impacts identified</b>    | None |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |      |
| <b>Details of impacts identified</b>    | None |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement is done on an individual basis with service users, their families and friends and advocates. Further engagement will also be undertaken as proposals are developed – they will need to be consulted on.

5. Please detail any areas identified as requiring further data or detailed analysis.

None.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Ongoing consultation and engagement with service users, families and staff.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

We do not anticipate any negative impacts on equalities considerations as a result of this project. Inevitably with change, particularly where it involves longstanding services that haven't changed in many years, people will not necessarily be supportive. Much of the work with this project will be focussed on service user engagement so that people input into the changes and are well informed before they take place. But, there is no plan to change the proposal because of equalities considerations.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b> | <b>Expected outcome</b> | <b>Officer</b> | <b>Completion Date</b> |
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## SECTION F – SIGN OFF

|                           |                                      |
|---------------------------|--------------------------------------|
| <b>OFFICER:</b>           | Andrew Davies, Head of Commissioning |
| <b>REVIEWING OFFICER:</b> |                                      |
| <b>HEAD OF SERVICE:</b>   | Andrew Davies, Head of Commissioning |

### Properties to relieve Temporary Accommodation 2021-23 CWB 006

## EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | CWB 006 Additional properties obtained which reduce demand for Temporary Accommodation |
| <b>DEPARTMENT:</b>      | Housing  |
| <b>TEAM:</b>            | Housing Needs  |
| <b>LEAD OFFICER:</b>    | Laurence Coaker  |
| <b>DATE:</b>            | 21 November 2019   |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Additional housing stock is expected to become available through the Council New Build programme, which can be used to provide permanent properties for a significant number of homeless households currently in Temporary Accommodation (TA).

The council are also redeveloping a former care home “Knowles House”. When the development is completed, the new building will provide a council owned, in-house TA resource to use as TA for homeless households, reducing the costs of obtaining accommodation from external providers

This means more families could stay in Brent, and fewer families would need to move to poor quality and expensive out of borough Temporary Accommodation.

2. Who may be affected by this policy or proposal?

Homeless households who are owed a duty by the council to secure suitable accommodation under the Housing Act 1996 part 7 (S188 and S193)

3. Is there relevance to equality and the council’s public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, as within the cohort of people accessing this service some protected groups are over-represented compared to the borough as a whole.

This is due to the criteria through which priority need is established under the relevant legislation: for example, a household may be regarded as being in priority need owing to age, to a physical disability or mental health condition or to pregnancy. It is also an effect of poverty and disadvantage: some ethnic groups, for example Black Africans, are over-represented among homeless households. Black Africans make up 21% of current accepted homeless households compared to 7.9% in the wider borough (Source: 2016 population from GLA).

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             | X        |              |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  | X   |    |
| Does the policy or proposal relate to an area with known inequalities?   | X   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  | X   |    |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  | X   |    |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |   |
|-------------------------------|---|
| Details of impacts identified | No adverse impact identified  |
| DISABILITY                    |   |
| Details of impacts identified | Both the new Knowles House and the new supply of social housing will increase supply of accommodation suitable for disabled households. |
| RACE                          |   |
| Details of impacts identified | No adverse impact identified  |
| SEX                           |   |
| Details of impacts identified | No adverse impact identified  |
| SEXUAL ORIENTATION            |   |
| Details of impacts identified | No adverse impact identified  |
| PREGANCY AND MATERNITY        |   |

|   |                              |
|---|------------------------------|
| <b>Details of impacts identified</b>    | No adverse impact identified |
| <b>RELIGION OR BELIEF</b>               |                              |
| <b>Details of impacts identified</b>    | No adverse impact identified |
| <b>GENDER REASSIGNMENT</b>              |                              |
| <b>Details of impacts identified</b>    | No adverse impact identified |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |                              |
| <b>Details of impacts identified</b>    | No adverse impact identified |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?



7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Will be monitored in line with the council's Allocation Scheme and statutory reporting requirements to relevant agencies. Also by way of operational meetings.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

These proposals will introduce more options for households to access suitable accommodation and ease the burden on TA. They will result in an increase in the number of dwellings available for those with accessibility needs.

## SECTION D – RESULT

*Please select one of the following options. Mark with an "X".*

|          |  |          |
|----------|--|----------|
| <b>A</b> | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b> | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b> | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b> | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b> | <b>Expected outcome</b> | <b>Officer</b> | <b>Completion Date</b> |
|---------------|-------------------------|----------------|------------------------|
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |

## SECTION F – SIGN OFF

|                 |  |
|-----------------|--|
| <b>OFFICER:</b> |  |
|-----------------|--|

|                           |                 |
|---------------------------|-----------------|
| <b>REVIEWING OFFICER:</b> |                 |
| <b>HEAD OF SERVICE:</b>   | Laurence Coaker |

### CWB013 New Accommodation for Independent Living (NAIL)

|                        |            |
|------------------------|------------|
| <b>Reference:</b>      | CWB013     |
| <b>Service(s):</b>     | NAIL       |
| <b>Lead Member(s):</b> | Cllr Farah |

|                           |   |
|---------------------------|---|
| <b>Savings Proposals:</b> | Increasing NAIL provision to support more users, but also developing provision to support higher need users and support some users who would have gone into nursing care. |
|---------------------------|---|

### Financial and Staffing Information

| <b>2018/19</b>                                      |               |
|---|---------------|
| <b>Total budget for the service(s) £'000:</b>       | <b>11,000</b> |
| <b>Total post numbers in the services(s) (FTE):</b> | <b>0</b>      |

|                                    | <b>2019/20</b> | <b>2020/21</b> |
|------------------------------------|----------------|----------------|
|                                    | £'000          | £'000          |
| <b>Proposed saving:</b>            | 0              | 2,000          |
|                                    | FTE            | FTE            |
| <b>Proposed staffing reduction</b> | 0              | 0              |

### Proposed savings

Despite successful demand management within ASC, the number of people requiring and who are eligible for services is increasing. Therefore we are proposing increasing the number of NAIL units we develop to help mitigate the cost pressure of this demand, but also developing specialist provision to cater for people who might otherwise have needed nursing care.

### How would this affect users of this service?

Outcomes for individuals in residential and nursing care and poor – lower life expectancy and poorer quality of life. Individuals who are supported in their own accommodation and who remain in the community have much better outcomes, therefore the impact on service users will be positive.

### Key milestones

Identification of additional sites suitable for building or converting into 40+ unit extra care facilities. An additional 59 units of high support NAIL will be required to achieve the savings target.

Once identified, the process for designing, building and managing the construction process will need to be followed, alongside the commissioning of a care provider, identification of suitable individuals to move and individual reviews for all of the identified people.

### **Key consultations**

Individual consultation will be required with identified individuals, and with their families. Depending on the sites located, consultation with neighbours or the community through the planning process may be required.

### **Key risks and mitigations**

Risk involve time delays and unexpected cost when developing provisions. NAIL has been running successfully for 2 years and there has been a lot of useful learning in this time that helps us to mitigate these risks. This includes the use of the HCIB board to monitor the progress of projects with a cross council board who can progress issues if required, stronger relationships between different departments within the Council and stronger project management tools and resources.

### **Equality impact screening**

|   |   |
|---|---|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |   |
|   |   |
| Disabled people   | N |
| Particular ethnic groups  | N |
| Men or Women (include impacts due to pregnancy/maternity)   | N |
| People of particular sexual orientation/s   | N |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | N |
| People in particular age groups   | N |
| Groups with particular faiths/beliefs   | N |
| Marriage / civil partnership  | N |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                         |    |
|-------------------------|----|
| EIA required?:          | No |
| EIA to be completed by: |    |
| Deadline:               |    |

|                                 |                |
|---------------------------------|----------------|
| Lead officer for this proposal: | Helen Woodland |
|---------------------------------|----------------|

## Children and Young People

### Clawback of unused Direct Payments 2021-23 CYP 001

#### EQUALITY ANALYSIS (EA)

|                         |                                  |
|-------------------------|----------------------------------|
| <b>POLICY/PROPOSAL:</b> | Budget Option Information CYP001 |
| <b>DEPARTMENT:</b>      | CYP                              |
| <b>TEAM:</b>            | Localities                       |
| <b>LEAD OFFICER:</b>    | Stephen Gordon                   |
| <b>DATE:</b>            | 16/12/2019                       |

#### SECTION A – INITIAL SCREENING

12. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Implementation of card payments for Direct Payment clients means the service will be able to reclaim unused or overpaid funds immediately, using the same approach taken within Adult Social Care. For a variety of reasons direct payments may no longer be required by a family for the purposes of supporting their child. At present there is a risk that payments can continue for several months before they are amended. The card system will allow officers to identify overpayments and reclaim these rapidly.

CWD Direct Payments value £500k per year. A 5% clawback rate would equal £25K.

13. Who may be affected by this policy or proposal?

This policy will affect the families who are allocated direct payments to meet the assessed needs of their children. For a variety of reasons the families may no longer require these payments or do not use the direct payments resource allocation in line with the agreement signed.

14. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The service provides direct payments to meet the assessed need of children and young people with different abilities. Therefore the current policy is relevant to equality and the council's public sector equality duty towards the children and young adults who are disabled in the borough.

15. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic | IMPACT |
|----------------|--------|
|----------------|--------|

|                        | Positive | Neutral/None | Negative |
|------------------------|----------|--------------|----------|
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          |              | X        |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

16. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  | X   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   | X   |    |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | X   |    |
| <b>If you have answered YES to ANY of the above, then proceed to section B.<br/>           If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

26. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|   |
|---|
| <p>Payment cards have been distributed to families.</p> <p>Letter informing the families about the clawback scheme and reminding them of the council’s duty to audit, monitor and review payment, to be sent out between January and March. There will be a number of local surgeries will be arranged to enable parents to feed back.</p> <p>Fully implement the payment by card scheme in April 2020.</p> <p>Clawback will start in April 2020.</p> <p>Measure impact during 2020/21.</p> |
|---|

27. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | There is no impact. The children and young people with assessed needs will continue to receive support as detailed in the legislation.  |
| <b>DISABILITY</b>                    |   |
| <b>Details of impacts identified</b> | Some of the children and families who are not using the direct payment in line with the service agreement will see their payment reduced or cancelled. More appropriate support will be offered to families, which may include activities in the community, play schemes or care at home depending on the review of their assessment. |
| <b>RACE</b>                          |   |
| <b>Details of impacts identified</b> | There is no impact in relation to race  |
| <b>SEX</b>                           |   |
| <b>Details of impacts identified</b> | There is no impact in relation to sex   |
| <b>SEXUAL ORIENTATION</b>            |   |
| <b>Details of impacts identified</b> | There is no impact in relation to sexual orientation  |
| <b>PREGANCY AND MATERNITY</b>        |   |
| <b>Details of impacts identified</b> | There is minimal impact as some of the mothers of disabled children and young people may be pregnant when we implement this policy.   |

| RELIGION OR BELIEF            |   |
|-------------------------------|---|
| Details of impacts identified | There is no impact in relation to religion or belief.             |
| GENDER REASSIGNMENT           |   |
| Details of impacts identified | There is no impact in relation to gender reassignment             |
| MARRIAGE & CIVIL PARTNERSHIP  |   |
| Details of impacts identified | There is no impact in relation to marriage and civil partnership. |

28. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

The impact identified is not unlawful under the Equality Act 2010

29. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

The parents sign a direct payment agreement where the expectation of how to use the direct payment and Council's responsibility are clearly outlined. Letters will be sent out to all families receiving direct payments informing them about this policy.

30. Please detail any areas identified as requiring further data or detailed analysis.

This is the first time that it is being done. The Council will run a regular report to monitor the spent and usage of direct payments fund. If a family has more than 8 weeks of direct payment in the account the difference will be clawed back.

For example

Parent receive £100.00 per week = £400.00 per month

8 weeks = £800.00

Parent account balance is £2000.00 as of the date of the review

Council claws back the difference of £1200.00 (£2000.00 - £800.00 = £1200.00)

31. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

There will be limited negative impact as the parents will still be left with the necessary funds to cover the expenses that they may have accrued. The purchase Order and payment will continue at the same level even after the clawback until a review of needs and care package. This will impact on the relationship of the parent with the council, however the officers will work closely with the family to minimise impact on children and families. Where necessary the council will offer other services to meet the assessed needs of the children, young adults and their families. All the proposed actions outlined in the policy are in line with the service agreement and legislation.

32. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Officers will run regular monitoring reports. For the families where the underspend of the care package is significant, an urgent review will be carried out to ensure that the needs of children, young adults and their carers are assessed, explore the reasons why the underspend has occurred and work with the families to decide the best way to meet the assessed needs.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Parents may not use the direct payment for a variety of reasons. The council has a duty to monitor, review and claw back any unspent care package which more than 8 weeks as detailed in the example above. This will have a negative impact as this is the first time that the council is implementing this policy, and the family will need to be informed and the message about the usage of direct payment reinforced. The families will be informed in advance about the action of the Council and given time to explain the reasons for the underspend before any claw back. This may lead to review of the care package and more appropriate support offered to the families, i.e. Care at Home support or activities in the community.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN



This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action   | Expected outcome   | Officer                                | Completion Date |
|--|--|--|-----------------|
| Letters informing the families about the implementation of this policy   | Families to be made aware  | Mirjan Dhamo                           | 10/01/2019      |
| Finance Officer to run direct payments report to identify families with over 8 weeks of unspent direct payment | Officers to identify families and write letters to them.   | Christian Obande/Finance               | Quarterly       |
| Officers to contact families and seeks clarity about the unspent direct payment.                               | Families to be given the opportunity to explain their situation and agree an action plan.          | Shaun West/John Murphy                 | Quarterly       |
| Officers in social care and finance to review regularly the claw back.   | Officers to have a better understanding of the savings and impact on families and budget forecast. | Mirjan Dhamo/Stephen Gordon/Hemma Shah | Quarterly       |
|  |  |  |                 |
|  |  |  |                 |
|  |  |  |                 |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |                |
|---------------------------|----------------|
| <b>OFFICER:</b>           | Hemma Shah     |
| <b>REVIEWING OFFICER:</b> | Mirjan Dhamo   |
| <b>HEAD OF SERVICE:</b>   | Stephen Gordon |

Short Break Centre 2021-23 CYP 002

## EQUALITY ANALYSIS (EA)

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | Short Break Centre- Sell available beds |
|-------------------------|---|

|                      |                |
|----------------------|----------------|
| <b>DEPARTMENT:</b>   | CYP2           |
| <b>TEAM:</b>         | Localities     |
| <b>LEAD OFFICER:</b> | Stephen Gordon |
| <b>DATE:</b>         | 16/12/2019     |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

It is proposed that existing spare capacity of respite beds/nights at the Short Break Centre (SBC) will be sold to neighbouring authorities at market rates. The intention is to sell the beds at £730 per night for planned stays and £910 for emergency bookings. Selling the nights will reduce voids at relatively low marginal cost as payments for the management, building and other operational costs are within the existing budget.

2. Who may be affected by this policy or proposal?

There should be a minimal impact on users of the service. The sale of extra bed nights would bring more users to the centre but as long as this is managed sensitively then it could bring some social benefits to existing users. There is no intention to reduce opportunities for Brent resident young children and young people to use the SBC – the proposal is to better utilise existing capacity that is not required by the service.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

There is relevance to the equality and council's public sector equality duty. The Short Break Centre provides services for children and young people of different abilities and has a duty to promote such abilities for all the children.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic     | IMPACT   |              |          |
|--------------------|----------|--------------|----------|
|                    | Positive | Neutral/None | Negative |
| Age                |          | X            |          |
| Sex                |          | X            |          |
| Race               |          | X            |          |
| Disability         | X        |              |          |
| Sexual orientation |          | X            |          |

|                        |          |          |  |
|------------------------|----------|----------|--|
| Gender reassignment    |          | <b>X</b> |  |
| Religion or belief     | <b>X</b> |          |  |
| Pregnancy or maternity |          | <b>X</b> |  |
| Marriage               |          | <b>X</b> |  |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |          |          |
|---|----------|----------|
|   | YES      | NO       |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?   | <b>X</b> |          |
| Does the policy or proposal relate to an area with known inequalities?  | <b>X</b> |          |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |          | <b>X</b> |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | <b>X</b> |          |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |          |          |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
|--|
| <p>The Short Break Centre is an 8 bedded unit, which provides services for disabled children and young people up the age of 19 in the borough. The beds are allocated based on the assessed needs and agreed at the Disabled Children and Young People's Panel. The registered manager is a core member of the group. The centre has a surplus capacity and some beds are already sold to neighbouring boroughs. The centre has been successful in becoming a preferred provider for London Borough of Barnet. The London Borough of Ealing will be operating their own short break centre from next year. The centre keeps a regular timetable of occupancy and vacancies which is monitored regularly by the registered manager and the service manager. A detailed analysis is carried out by the registered manager to ensure that disabled children and young people who are Brent Residents do not miss out, but also the centre is self-sufficient by generating income to meet the financial demands of the service.</p> |
|--|

| Period    | Number of nights used by Brent Residents | Number of nights sold to neighbouring authorities |
|-----------|--|---|
| 2017-2018 | 1455                                     | 155   |
| 2018-2019 | 1235                                     | 164   |
| 2019-2020 | 821                                      | 242   |

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                                  |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | No impact identified. The centre will continue to provide services for children and young people up to the age of 19.   |
| DISABILITY                           |   |
| <b>Details of impacts identified</b> | The centre will continue to provide services for children and young people of different abilities. This will benefit children, young people and their families as they will be able to meet peers, share their experiences and learn from each other. |
| RACE                                 |   |
| <b>Details of impacts identified</b> | No impact identified. The centre will continue to provide services to all the children and young people from different ethnic backgrounds.  |
| SEX                                  |   |
| <b>Details of impacts identified</b> | No impact identified  |
| SEXUAL ORIENTATION                   |   |

|   |   |
|---|---|
| <b>Details of impacts identified</b>    | No impact identified  |
| <b>PREGANCY AND MATERNITY</b>           |   |
| <b>Details of impacts identified</b>    | No impact identified  |
| <b>RELIGION OR BELIEF</b>               |   |
| <b>Details of impacts identified</b>    | Children, young people and their families come from different backgrounds and religions. They will be able to learn about the differences and respect the diversity of our communities located in different boroughs. |
| <b>GENDER REASSIGNMENT</b>              |   |
| <b>Details of impacts identified</b>    | No Impact identified  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |   |
| <b>Details of impacts identified</b>    | No impact identified  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

N/A

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Consultation with service users, their families and the Brent Parent Carer Forum has been carried out with positive feedback obtained. There are regular coffee morning organised with parents and their views will continue to be sought.

5. Please detail any areas identified as requiring further data or detailed analysis.

The registered manager and the service will continue to keep accurate records of the nights /beds being sold to ensure that the negative impact on Brent residents is minimal.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

There could be a risk of Brent's young people not being able to access this service if too many bed/nights are sold. The present proposal does not involve any reduction in services for Brent's young people. Selling the nights will reduce voids at relatively low marginal cost.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Accurate records will be kept to ensure that the number of beds sold does not surplus the number of nights/beds being offered to Brent residents.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There is minimal impact of this policy on the Brent residents. There is a risk of reducing the number of beds being available to Brent residents due to being sold, however the current proposal does not involve a reduction in the number of beds/nights being available to Brent residents. The service will sell the surplus, which is needed to generate income to run the centre. The children, young people and their families will continue to socialise, which will enhance their experiences in the centre.

## SECTION D – RESULT

*Please select one of the following options. Mark with an "X".*

|          |  |          |
|----------|--|----------|
| <b>A</b> | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b> | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |

|          |  |  |
|----------|--|--|
| <b>C</b> | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b> |  |
| <b>D</b> | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b> |  |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b>  | <b>Expected outcome</b>  | <b>Officer</b>                 | <b>Completion Date</b> |
|--|--|--------------------------------|------------------------|
| Monitor the number of nights/beds being sold to neighbouring boroughs. | Number of beds/nights sold does not surplus the beds/nights being used by Brent residents. | Mirjan Dharmo/Nedra Saparamadu | Quarterly              |
| Monitor income generated   | Generate income to continue to keep the centre running within the current budget provided  | Mirjan Dharmo/Nedra Saparamadu | Quarterly              |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |                  |
|---------------------------|------------------|
| <b>OFFICER:</b>           | Nedra Saparamadu |
| <b>REVIEWING OFFICER:</b> | Mirjan Dharmo    |
| <b>HEAD OF SERVICE:</b>   | Stephen Gordon   |

Adjusting resources in demand led budgets 2021-23 CYP 003

## EQUALITY ANALYSIS (EA)

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | CYP 003 Adjusting resources in demand led budgets |
| <b>DEPARTMENT:</b>      | CYP   |
| <b>TEAM:</b>            | Looked After Children and Permanency              |
| <b>LEAD OFFICER:</b>    | Onder Beter                                       |
| <b>DATE:</b>            | 10.12.2019  |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The rate of Looked After Children per 10,000 of population is historically low in Brent and the current rate is low when compared to statistical neighbours. Although with expected population growth this number is likely to increase, it should however be in line with the current statistical measure. With the assumption that this low rate continues over the next 18 months a reduction in the budget in line with posts that were held vacant in August 2019 could be implemented to align resource to demand.

2. Who may be affected by this policy or proposal?

If the rate of LAC remains as it was in Aug 2019 then it is anticipated that a resource reduction could be achieved without a major negative impact upon looked after children and care leavers.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. If the rate of LAC remains as it was in Aug 2019 then reduction in resource will have no relevance to equality and the council's public sector equality duty. However, in the rate of LAC increases then this savings could not be achieved as it will have a negative impact on service delivery.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty? | X   |    |



|  |          |          |
|--|----------|----------|
| Does the policy or proposal relate to an area with known inequalities?   |          | <b>X</b> |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |          | <b>X</b> |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  | <b>X</b> |          |
| <b>If you have answered YES to ANY of the above, then proceed to section B.<br/>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |          |          |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

### **Key milestones**

Quarterly monitoring of LAC numbers within existing performance reports will be reviewed to consider whether current levels remain stable. A decision would need to be made by the service by early 2021 regarding the resource required to meet demand for the subsequent two financial years.

### **Key consultations**

Lead Member will be kept regularly informed and service users and staff will be kept regularly informed and their views sought through internal mechanisms.

### **Key risks and mitigations**

- Risk that caseloads will rise, particularly as demographic changes increase the number of Secondary age children. (65% of current LAC are 13+). Risk that continuing complexity of need accelerates due to issues regarding contextual safeguarding and serious youth violence. This is an area of risk and if the rate of LAC increases we could not achieve this saving. Hence the service will make a decision in early 2021 to re-assess the situation. For example, the number of LAC has increased since Aug by 26 more children in care (in Sep and Oct 2019) and if demand continues growing then we would not be able to go ahead with the savings.
- Population growth is expected to stabilise following the current primary bulge moving through the school system. A number of activities as set out in the current borough plan are intended to improve outcomes and manage risk effectively for target groups at higher risk of becoming looked after

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

|            |
|------------|
| <b>AGE</b> |
|------------|

|                                      |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested. |
| <b>DISABILITY</b>                    |   |
| <b>Details of impacts identified</b> | N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested. |
| <b>RACE</b>                          |   |
| <b>Details of impacts identified</b> | N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested. |
| <b>SEX</b>                           |   |
| <b>Details of impacts identified</b> | N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested. |
| <b>SEXUAL ORIENTATION</b>            |   |
| <b>Details of impacts identified</b> | N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested. |
| <b>PREGANCY AND MATERNITY</b>        |   |
| <b>Details of impacts identified</b> | N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested. |
| <b>RELIGION OR BELIEF</b>            |   |
| <b>Details of impacts identified</b> | N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested. |
| <b>GENDER REASSIGNMENT</b>           |   |

|   |   |
|---|---|
| <b>Details of impacts identified</b>    | N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested. |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |   |
| <b>Details of impacts identified</b>    | N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested. |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

N/A

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

The Lead Member will be kept informed. Staffing and budgets are standing items of management meetings where discussions take place. This will be used as platform to inform first line managers. Staff forums will be platforms to discuss the arrangements with all staff if the current rate of LAC remains as it was in Aug 2019.

5. Please detail any areas identified as requiring further data or detailed analysis.

The number of LAC needs to be monitored.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

If the rate of LAC increases, the proposal will not be taken forward.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Quarterly monitoring of LAC numbers within existing performance reports will be reviewed to consider whether current levels remain stable. A decision would need to be made by the service by early 2021 regarding the resource required to meet demand for the subsequent two financial years.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions

you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The Service will continue monitoring the number of children in care using well-established performance indicators. If the current rate of children in care remains as they were in August 2019, then staffing resource would be reduced by 100k. However, if the rate of children in care increases then the Service will not reduce the resources as this would be an area of growth in demand.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> |          |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    | <b>X</b> |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b>  | <b>Expected outcome</b>  | <b>Officer</b>         | <b>Completion Date</b> |
|--|--|------------------------|------------------------|
| Continue to monitor number of LAC and allocation list of workers | To identify trend of demand and take action as per the above proposal. | Head of Service - LACP | March 2021             |

## SECTION F – SIGN OFF

|                           |                        |
|---------------------------|------------------------|
| <b>OFFICER:</b>           | Onder Beter            |
| <b>REVIEWING OFFICER:</b> | Nigel Chapman          |
| <b>HEAD OF SERVICE:</b>   | Onder Beter – 10/12/19 |

Review and zero base other service area budgets 2021-23 CYP 004

## EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | 2021-23 CYP 004 CYP Cross Service  |
| <b>DEPARTMENT:</b>      | Children and Young People  |
| <b>TEAM:</b>            | Safeguarding, Partnerships and Strategy                                    |
| <b>LEAD OFFICER:</b>    | Brian Grady, Operational Director, Safeguarding, Partnerships and Strategy |
| <b>DATE:</b>            | 3 <sup>rd</sup> December 2019  |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The proposal is to review service area budgets to achieve and accumulate minor savings.

To achieve the saving a budget analysis will be carried out on non-staff and non-frontline service budgets across CYP. Management will then challenge budget holders to produce updated service delivery plans focussed on outcomes which can be costed by the finance team.

2. Who may be affected by this policy or proposal?

The following groups have been considered in impacts when reviewing budget lines  
 Children and young people  
 Parents/Carers  
 Schools  
 Practitioners working with children and young people

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The council's public sector equality duty is relevant, as the review of budgets was considered any potential impact on vulnerable groups.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic | IMPACT   |              |          |
|----------------|----------|--------------|----------|
|                | Positive | Neutral/None | Negative |
| Age            |          | X            |          |
| Sex            |          | X            |          |
| Race           |          | X            |          |
| Disability     |          | X            |          |

|                        |  |          |  |
|------------------------|--|----------|--|
| Sexual orientation     |  | <b>X</b> |  |
| Gender reassignment    |  | <b>X</b> |  |
| Religion or belief     |  | <b>X</b> |  |
| Pregnancy or maternity |  | <b>X</b> |  |
| Marriage               |  | <b>X</b> |  |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST  |          |          |
|--|----------|----------|
|  | YES      | NO       |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  | <b>x</b> |          |
| Does the policy or proposal relate to an area with known inequalities?   |          | <b>x</b> |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |          | <b>x</b> |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |          | <b>x</b> |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |          |          |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
|--|
| <p>The analysis so far and budget review exercise has concentrated on those budgets which have historically underspent or which represent discretionary spend. For example;</p> <ol style="list-style-type: none"> <li>1. The CYP Learning and Development budget is centralised in the Safeguarding and Quality Assurance service and has underspent in recent years. A costed plan could be designed to meet key requirements, such as ensuring Continuous Professional Development for social workers, and deliver a saving through more efficient procurement.</li> <li>2. Eliminate recently unused budgets such as the £23k ‘family conference budget’ which historically was used to commission family conferences.</li> </ol> <p>None of the budget lines so far have identified any negative impacts for children and young people, Parents/Carers, Schools and practitioners working with children and young people.</p> |
|--|

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |                |
|-------------------------------|----------------|
| Details of impacts identified | Not applicable |
| DISABILITY                    |                |
| Details of impacts identified | Not applicable |
| RACE                          |                |
| Details of impacts identified | Not applicable |
| SEX                           |                |
| Details of impacts identified | Not applicable |
| SEXUAL ORIENTATION            |                |
| Details of impacts identified | Not applicable |
| PREGANCY AND MATERNITY        |                |
| Details of impacts identified | Not applicable |
| RELIGION OR BELIEF            |                |

|   |                |
|---|----------------|
| <b>Details of impacts identified</b>    | Not applicable |
| <b>GENDER REASSIGNMENT</b>              |                |
| <b>Details of impacts identified</b>    | Not applicable |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |                |
| <b>Details of impacts identified</b>    | Not applicable |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes

5. Please detail any areas identified as requiring further data or detailed analysis.

No areas are identified

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

No negative impacts have been identified.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?



This will be monitored through the OD Safeguarding, Partnerships and Strategy reviewing each budget line reduction proposals prior to agreement.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

It is concluded that this policy will result in no negative impacts and should proceed.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b>  | <b>Expected outcome</b>   | <b>Officer</b>                              | <b>Completion Date</b> |
|--|---|---|------------------------|
| The budget area review to assess any unidentified impacts prior to the end of the financial year | That all budget reductions can be achieved with no impact for children and young people | OD, Safeguarding, Partnerships and Strategy | April 2020             |

## SECTION F – SIGN OFF

|                           |   |
|---------------------------|---|
| <b>OFFICER:</b>           | Brian Grady 3 <sup>rd</sup> December 2019 |
| <b>REVIEWING OFFICER:</b> |   |

|                         |             |
|-------------------------|-------------|
| <b>HEAD OF SERVICE:</b> | Brian Grady |
|-------------------------|-------------|

### Increased income target for the Gordon Brown Centre 2021-23 CYP 005

#### **EQUALITY ANALYSIS (EA)**

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | 2021-23 CYP 005 Increased income target for the Gordon Brown Centre |
| <b>DEPARTMENT:</b>      | Children and Young People   |
| <b>TEAM:</b>            | Setting and School Effectiveness                                    |
| <b>LEAD OFFICER:</b>    | John Galligan, Head of Setting and School Effectiveness             |
| <b>DATE:</b>            | 3 <sup>rd</sup> December 2019                                       |

#### **SECTION A – INITIAL SCREENING**

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Increased income target for the Gordon Brown Outdoor Education Centre. The Centre has benefitted from recent capital investment, and successful summer trading in 2019 indicates a forecast surplus of £50k against the current net zero budget.

2. Who may be affected by this policy or proposal?

Children and young people aged 0-18  
Parents/Carers  
Schools  
Practitioners working with children and young people

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

This proposal extends the use of the Gordon Brown Education Centre. The increased access to this resource has not been identified as having any relevance to equality and the council's public sector equality duty.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic | IMPACT   |              |          |
|----------------|----------|--------------|----------|
|                | Positive | Neutral/None | Negative |
| Age            |          | X            |          |
| Sex            |          | X            |          |
| Race           |          | X            |          |

|                        |  |   |  |
|------------------------|--|---|--|
| Disability             |  | X |  |
| Sexual orientation     |  | X |  |
| Gender reassignment    |  | X |  |
| Religion or belief     |  | X |  |
| Pregnancy or maternity |  | X |  |
| Marriage               |  | X |  |

6. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  |     | x  |
| Does the policy or proposal relate to an area with known inequalities?   |     | x  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |     | x  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
|--|
| <p>This proposal extends the use of the Gordon Brown Education Centre. The Centre has benefitted from recent capital investment. Successful summer trading in 2019 indicates a forecast surplus of £50k against the current net zero budget which has been the basis of analysis to project future income targets, alongside engagement with Brent schools.</p> <p>The planned income generation from the selling of daytime and residential activity bookings will be reviewed quarterly through 2019/20 and into 20/21</p> |
|--|

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |                |
|-------------------------------|----------------|
| Details of impacts identified | Not applicable |
| DISABILITY                    |                |
| Details of impacts identified | Not applicable |
| RACE                          |                |
| Details of impacts identified | Not applicable |
| SEX                           |                |
| Details of impacts identified | Not applicable |
| SEXUAL ORIENTATION            |                |
| Details of impacts identified | Not applicable |
| PREGNANCY AND MATERNITY       |                |
| Details of impacts identified | Not applicable |
| RELIGION OR BELIEF            |                |
| Details of impacts identified | Not applicable |

| GENDER REASSIGNMENT           |                |
|-------------------------------|----------------|
| Details of impacts identified | Not applicable |
| MARRIAGE & CIVIL PARTNERSHIP  |                |
| Details of impacts identified | Not applicable |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

The Gordon Brown Outdoor Education Centre management teams have engaged with the schools which are identified as the key stakeholders and potential customers for increased usage were representative. No further engagement is required.

5. Please detail any areas identified as requiring further data or detailed analysis.

No areas are identified

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

No negative impacts have been identified.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

This will be monitored through the management supervision of the centre manager

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

It is concluded that this policy will result in no negative impacts and should proceed.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b>  | <b>Expected outcome</b>   | <b>Officer</b>                           | <b>Completion Date</b> |
|--|---|--|------------------------|
| Impact of extended use to be monitored through supervision of the Centre manager | No negative impacts expected from extending the use of the Centre | Head of Setting and School Effectiveness | April 2020             |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |   |
|---------------------------|---|
| <b>OFFICER:</b>           | Brian Grady 3 <sup>rd</sup> December 2019 |
| <b>REVIEWING OFFICER:</b> |   |
| <b>HEAD OF SERVICE:</b>   | John Galligan                             |

### EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | CYP006                                       |
| <b>DEPARTMENT:</b>      | Safeguarding Performance & Strategy          |
| <b>TEAM:</b>            | Forward Planning, Performance & Partnerships |
| <b>LEAD OFFICER:</b>    | Shirley Parks                                |
| <b>DATE:</b>            | 18/11/19                                     |

#### SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Budget saving of £50k on commissioning activity achieved through a 10% saving on commissioning when contracts become due.

The CYP procurement forward plan identifies a number of contracts which are due to go out to tender for new contracts to commence for April 2021, including for Speech and Language Therapy services and Mental Health and Wellbeing services.

This will be achieved through:

- retendering services to achieve competitive pricing
- bringing any spot-purchased services into contracts where possible to achieve economies of scale
- redesigning services to achieve efficiencies

There will be a number of different service proposals, each of which will be subject to a detailed equality impact assessment to mitigate any negative impacts.

2. Who may be affected by this policy or proposal?

Children and young people aged 0-18 and 18-25 with an EHCP

Parents/Carers

Schools

Practitioners working with children and young people

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

|     |
|-----|
| Yes |
|-----|

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | X   |    |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.



The budget proposal relates to a number of commissioned services that either support children with special needs and disabilities or vulnerable children and young people, where the services are likely to be retendered for 2021/22. The intention is to apply a 10% saving to contracts to be retendered to achieve a more efficient unit cost. If contract extensions are applied then savings will be achieved through negotiation.

The commissioned services that this is likely to apply to include:

Speech and Language Services

Mental health and wellbeing services

Semi-independent block contract for services

Early help services

As with any re-commissioning process, there could be a redesign of statutory services (e.g. speech and language services). This will be informed by feedback from service users and by demand analysis. Re-commissioning will ensure that children who have a statutory right to services continue to receive them.

It is not anticipated that services aimed at supporting vulnerable children (e.g. mental health and wellbeing services or early help services) will reduce in terms of scope, but that market competition will drive efficiencies. There could, however, be some redesign of services for example to increase alignment with CCG commissioned services which could drive efficiencies. Any redesign will be informed by service user feedback and detailed demand analysis.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                                  |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | The same age range of children and young people will continue to receive services.  |
| DISABILITY                           |   |
| <b>Details of impacts identified</b> | Statutory services for children and young people with a disability will continue. Non-statutory services will continue to |

|   |  |
|---|--|
|   | be available for children and young people regardless of whether they have a disability.   |
| <b>RACE</b>                             |  |
| <b>Details of impacts identified</b>    | All services will continue to impact equally upon all children and young people and their parents/carers regardless of race.               |
| <b>SEX</b>                              |  |
| <b>Details of impacts identified</b>    | All services will continue to impact equally upon all children and young people and their parents/carers regardless of gender.             |
| <b>SEXUAL ORIENTATION</b>               |  |
| <b>Details of impacts identified</b>    | All services will continue to impact equally upon all children and young people and their parents/carers regardless of sexual orientation. |
| <b>PREGANCY AND MATERNITY</b>           |  |
| <b>Details of impacts identified</b>    | Services are fully inclusive and aim to improve outcomes for all children and young people and their families.                             |
| <b>RELIGION OR BELIEF</b>               |  |
| <b>Details of impacts identified</b>    | All services will continue to impact equally upon all children and young people and their parents/carers regardless of religion or belief. |
| <b>GENDER REASSIGNMENT</b>              |  |
| <b>Details of impacts identified</b>    | All services will continue to impact equally upon all children and young people and their parents/carers.                                  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |

|                                      |   |
|--------------------------------------|---|
| <b>Details of impacts identified</b> | All services will continue to impact equally upon all children and young people and their parents/carers. |
|--------------------------------------|---|

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement will be undertaken with stakeholders and service users at the point of recommissioning any service.

5. Please detail any areas identified as requiring further data or detailed analysis.

Each service will be recommissioned based on an updated and detailed analysis of service need, including the views of target user groups.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

Negative impacts are not anticipated. However, to achieve anticipated savings it may be necessary to reduce the scope of non-statutory services. The focus will be to ensure that the most vulnerable children and young people and their families continue to be supported through commissioned services.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

All commissioned services are subject to contract monitoring and evaluation. This includes regular feedback from service users, monitoring complaints and compliments, service data analysis and contract monitoring meetings. The Commissioning Team hosts a quarterly stakeholder meeting that reviews service effectiveness and informs contract monitoring meetings.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy

despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The commissioning of services in scope of the budget savings proposal will be undertaken to achieve efficiencies primarily through market engagement and through improved alignment with CCG commissioned services.

It is not intended that the scope of any service would reduce unless this is underpinned by analysis that indicates reduced demand. All services that are commissioned are subject to detailed analysis of demand. If a service is no longer required or if a reduced service is considered appropriate to meet need, the opportunity will be taken to realise budget savings.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an “X”.</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b>  | <b>Expected outcome</b>   | <b>Officer</b>   | <b>Completion Date</b> |
|--|---|--|------------------------|
| Demand analysis for each service, including evidence of impact of current services | Confirmation of commissioned services required and of what works well and what needs to be redesigned | Tanuja Saujani, Commissioning and Market Insight Manager | June 2020              |
| Consultation with children and parents/carers on specifications                    | Services that will be procured are informed by service user perspective including what                | Tanuja Saujani, Commissioning and Market Insight Manager | July 2020              |

|                                       |   |   |                |
|---------------------------------------|---|---|----------------|
|                                       | works well and what needs to be redesigned  |   |                |
| Market testing and market development | Determine if market will respond positively to tendering process in the context of specification and available budget | Tanuja Saujani,<br>Commissioning and Market Insight Manager | September 2020 |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |   |
|---------------------------|---|
| <b>OFFICER:</b>           | Shirley Parks, Head of Forward Planning, Performance and Partnerships |
| <b>REVIEWING OFFICER:</b> | Brian Grady, Operational Director - 14 November 2019                  |
| <b>HEAD OF SERVICE:</b>   | Shirley Parks, Head of Forward Planning, Performance and Partnerships |

## Regeneration & Environment

### General Efficiencies across R&E 2021-23 R&E 001

#### EQUALITY ANALYSIS (EA)

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | R&E 001 General Efficiencies across R&E |
| <b>DEPARTMENT:</b>      | R&E                                     |
| <b>TEAM:</b>            | N/A                                     |
| <b>LEAD OFFICER:</b>    | C Whyte                                 |
| <b>DATE:</b>            | 15/11/2019                              |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

This exercise is intended to remove funds that have been deemed to be surplus to the structural revenue requirement of the directorate, i.e. not needed, and so their removal would have no adverse operational impact.

2. Who may be affected by this policy or proposal?

No sector of the community.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. The resources to be removed are surplus to requirement so would have no effect on service delivery.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | x            |          |
| Sex                    |          | x            |          |
| Race                   |          | x            |          |
| Disability             |          | x            |          |
| Sexual orientation     |          | x            |          |
| Gender reassignment    |          | x            |          |
| Religion or belief     |          | x            |          |
| Pregnancy or maternity |          | x            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?   |     | x  |
| Does the policy or proposal relate to an area with known inequalities?  |     | x  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   |     | x  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.<br/>           If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to

validate them with evidence. If you have monitoring information available, include it here.

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- For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |  |
|-------------------------------|--|
| Details of impacts identified |  |
| DISABILITY                    |  |
| Details of impacts identified |  |
| RACE                          |  |
| Details of impacts identified |  |
| SEX                           |  |
| Details of impacts identified |  |
| SEXUAL ORIENTATION            |  |
| Details of impacts identified |  |
| PREGANCY AND MATERNITY        |  |

|   |  |
|---|--|
| Details of impacts identified           |  |
| <b>RELIGION OR BELIEF</b>               |  |
| Details of impacts identified           |  |
| <b>GENDER REASSIGNMENT</b>              |  |
| Details of impacts identified           |  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| Details of impacts identified           |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

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4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

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5. Please detail any areas identified as requiring further data or detailed analysis.

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6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?



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7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |

## SECTION F – SIGN OFF

|                           |         |
|---------------------------|---------|
| <b>OFFICER:</b>           | C Whyte |
| <b>REVIEWING OFFICER:</b> |         |
| <b>HEAD OF SERVICE:</b>   |         |

### Lighting Maintenance 2021-23 R&E 002

## EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | R&E 002 10% efficiency saving from new lighting maintenance contract |
| <b>DEPARTMENT:</b>      | R&E  |
| <b>TEAM:</b>            | Parking & Lighting   |
| <b>LEAD OFFICER:</b>    | Gavin F Moore  |
| <b>DATE:</b>            | 13.11.2019   |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Following 20 year PFI lighting maintenance contract, and £5 million investment in LED and CMS technology, and two additional years trouble-shooting using revenue funding, by the end of March 2021 we should be in a position to make an efficiency saving of 10% on the lighting maintenance budget. This 10% efficiency saving is a corporate requirement on all contract re-letting and renewals.

2. Who may be affected by this policy or proposal?

No-one. It is an efficiency saving.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. It is an efficiency saving, pure and simple.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | x            |          |
| Sex                    |          | x            |          |
| Race                   |          | x            |          |
| Disability             |          | x            |          |
| Sexual orientation     |          | x            |          |
| Gender reassignment    |          | x            |          |
| Religion or belief     |          | x            |          |
| Pregnancy or maternity |          | x            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  |     | x  |
| Does the policy or proposal relate to an area with known inequalities?   |     | x  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |     | x  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

|     |
|-----|
| AGE |
|-----|

|                                      |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> |  |
| <b>DISABILITY</b>                    |  |
| <b>Details of impacts identified</b> |  |
| <b>RACE</b>                          |  |
| <b>Details of impacts identified</b> |  |
| <b>SEX</b>                           |  |
| <b>Details of impacts identified</b> |  |
| <b>SEXUAL ORIENTATION</b>            |  |
| <b>Details of impacts identified</b> |  |
| <b>PREGANCY AND MATERNITY</b>        |  |
| <b>Details of impacts identified</b> |  |
| <b>RELIGION OR BELIEF</b>            |  |
| <b>Details of impacts identified</b> |  |
| <b>GENDER REASSIGNMENT</b>           |  |

|   |  |
|---|--|
| <b>Details of impacts identified</b>    |  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| <b>Details of impacts identified</b>    |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

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|  |
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4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

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5. Please detail any areas identified as requiring further data or detailed analysis.

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6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

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7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy

despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|        |                  |         |                 |
|        |                  |         |                 |
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|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |

## SECTION F – SIGN OFF

|                           |                   |
|---------------------------|-------------------|
| <b>OFFICER:</b>           | Kieron Condon     |
| <b>REVIEWING OFFICER:</b> | Anthony Vartanian |
| <b>HEAD OF SERVICE:</b>   | Gavin F Moore     |

Schemes/Drainage fees 2021-23 R&E 003

## EQUALITY ANALYSIS (EA)

|                         |                                |
|-------------------------|--------------------------------|
| <b>POLICY/PROPOSAL:</b> | R&E 003 Schemes/ Drainage Fees |
| <b>DEPARTMENT:</b>      | R&E                            |
| <b>TEAM:</b>            | Highways and Infrastructure    |
| <b>LEAD OFFICER:</b>    | Tony Kennedy                   |
| <b>DATE:</b>            | 15/11/2019                     |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

£100k additional from an increase in the level of fees applied to the delivery of large scale funded infrastructure improvement projects.

2. Who may be affected by this policy or proposal?

No sector of the community

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. These are fees applied to contractors, not members of the community.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | x            |          |
| Sex                    |          | x            |          |
| Race                   |          | x            |          |
| Disability             |          | x            |          |
| Sexual orientation     |          | x            |          |
| Gender reassignment    |          | x            |          |
| Religion or belief     |          | x            |          |
| Pregnancy or maternity |          | x            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST  |     |          |
|--|-----|----------|
|  | YES | NO       |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?  |     | <b>x</b> |
| Does the policy or proposal relate to an area with known inequalities?   |     | <b>x</b> |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | <b>x</b> |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |     | <b>x</b> |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |          |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |  |
|-------------------------------|--|
| Details of impacts identified |  |
| DISABILITY                    |  |
| Details of impacts identified |  |
| RACE                          |  |



|   |  |
|---|--|
| <b>Details of impacts identified</b>    |  |
| <b>SEX</b>                              |  |
| <b>Details of impacts identified</b>    |  |
| <b>SEXUAL ORIENTATION</b>               |  |
| <b>Details of impacts identified</b>    |  |
| <b>PREGANCY AND MATERNITY</b>           |  |
| <b>Details of impacts identified</b>    |  |
| <b>RELIGION OR BELIEF</b>               |  |
| <b>Details of impacts identified</b>    |  |
| <b>GENDER REASSIGNMENT</b>              |  |
| <b>Details of impacts identified</b>    |  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| <b>Details of impacts identified</b>    |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

**SECTION C - CONCLUSIONS**

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

**SECTION D – RESULT**

| Please select one of the following options. Mark with an “X”. |   |   |
|---|---|---|
| A   | CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED | x |

|          |   |  |
|----------|---|--|
| <b>B</b> | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b> |  |
| <b>C</b> | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>      |  |
| <b>D</b> | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>      |  |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b> | <b>Expected outcome</b> | <b>Officer</b> | <b>Completion Date</b> |
|---------------|-------------------------|----------------|------------------------|
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## SECTION F – SIGN OFF

|                           |              |
|---------------------------|--------------|
| <b>OFFICER:</b>           | Tony Kennedy |
| <b>REVIEWING OFFICER:</b> | Chris Whyte  |
| <b>HEAD OF SERVICE:</b>   | Chris Whyte  |

Damage Cost Recovery 2021-23 R&E 004

## EQUALITY ANALYSIS (EA)

|                         |                          |
|-------------------------|--------------------------|
| <b>POLICY/PROPOSAL:</b> | R&E 004                  |
| <b>DEPARTMENT:</b>      | R&E                      |
| <b>TEAM:</b>            | Neighbourhood Management |
| <b>LEAD OFFICER:</b>    | Simon Finney             |
| <b>DATE:</b>            | 15/11/2019               |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

This creates £50k net revenue by deploying a dedicated officer to more proactively recover the cost of repairs from developers and builders causing damage to the public highway.

2. Who may be affected by this policy or proposal?

Contractors undertaking works will be charged and held accountable for the damage they may cause to footways in Brent.

Residents may see more frequent footway repairs as a consequence.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. Footways may be in better condition as a consequence. Hazards will be removed.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    | x        |              |          |
| Sex                    |          | x            |          |
| Race                   |          | x            |          |
| Disability             | x        |              |          |
| Sexual orientation     |          | x            |          |
| Gender reassignment    |          | x            |          |
| Religion or belief     |          | x            |          |
| Pregnancy or maternity | x        |              |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty? | x   |    |
| Does the policy or proposal relate to an area with known inequalities?  | x   |    |

|  |  |          |
|--|--|----------|
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |  | <b>x</b> |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |  | <b>x</b> |
| <b>If you have answered YES to ANY of the above, then proceed to section B.<br/>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |  |          |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|   |
|---|
| <p>Footway damage is often caused by private contractors. Trip hazards can be created as a consequence.</p> <p>The council is subject to insurance claims resulting from injuries due to these hazards.</p> |
|---|

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> | The elderly may be more susceptible to trip hazards. Cost recovery will see more frequent repairs, thus mitigating this risk.                                |
| <b>DISABILITY</b>                    |  |
| <b>Details of impacts identified</b> | Those with accessibility considerations may be more susceptible to footway hazards. Cost recovery will see more frequent repairs, thus mitigating this risk. |
| <b>RACE</b>                          |  |
| <b>Details of impacts identified</b> |  |
| <b>SEX</b>                           |  |

|   |  |
|---|--|
| <b>Details of impacts identified</b>    |  |
| <b>SEXUAL ORIENTATION</b>               |  |
| <b>Details of impacts identified</b>    |  |
| <b>PREGANCY AND MATERNITY</b>           |  |
| <b>Details of impacts identified</b>    | Those with accessibility considerations may be more susceptible to footway hazards. Cost recovery will see more frequent repairs, thus mitigating this risk. |
| <b>RELIGION OR BELIEF</b>               |  |
| <b>Details of impacts identified</b>    |  |
| <b>GENDER REASSIGNMENT</b>              |  |
| <b>Details of impacts identified</b>    |  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| <b>Details of impacts identified</b>    |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

N/A

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

N/A

5. Please detail any areas identified as requiring further data or detailed analysis.

N/A

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

The number of repairs will be recorded and any reduction in insurance claims will be tracked to establish the longer term benefit of the proposal.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The initiative will have only positive equality implications.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|        |                  |         |                 |
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## SECTION F – SIGN OFF

|                           |              |
|---------------------------|--------------|
| <b>OFFICER:</b>           | Simon Finney |
| <b>REVIEWING OFFICER:</b> | Chris Whyte  |
| <b>HEAD OF SERVICE:</b>   | Chris Whyte  |

Building Control Fees Review 2021-23 R&E 005

### EQUALITY ANALYSIS (EA)

|                         |                                      |
|-------------------------|--------------------------------------|
| <b>POLICY/PROPOSAL:</b> | R&E 005 Building Control Fees Review |
| <b>DEPARTMENT:</b>      | Regeneration                         |
| <b>TEAM:</b>            | Building Control                     |
| <b>LEAD OFFICER:</b>    | Rohail Bhandari                      |
| <b>DATE:</b>            | 5/12/2019                            |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

|   |
|---|
| a) Increase building control published fees by 10% for schedule 2 new dwellings, up to 15 dwellings |
| b) More business from in-house council-led developments to raise additional fees                    |

2. Who may be affected by this policy or proposal?



|  |
|--|
| External customers and Brent in-house property development teams |
|--|

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

|   |
|---|
| No. This relates to fee increases only – fees charged to developers |
|---|

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?  |     | X  |
| Does the policy or proposal relate to an area with known inequalities?   |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |     | X  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |  |
|-------------------------------|--|
| Details of impacts identified |  |
| DISABILITY                    |  |
| Details of impacts identified |  |
| RACE                          |  |
| Details of impacts identified |  |
| SEX                           |  |
| Details of impacts identified |  |
| SEXUAL ORIENTATION            |  |
| Details of impacts identified |  |

| PREGANCY AND MATERNITY        |  |
|-------------------------------|--|
| Details of impacts identified |  |
| RELIGION OR BELIEF            |  |
| Details of impacts identified |  |
| GENDER REASSIGNMENT           |  |
| Details of impacts identified |  |
| MARRIAGE & CIVIL PARTNERSHIP  |  |
| Details of impacts identified |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

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4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

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5. Please detail any areas identified as requiring further data or detailed analysis.

|  |
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6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

|  |
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7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

|  |
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## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

|  |
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## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|        |                  |         |                 |
|        |                  |         |                 |

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## SECTION F – SIGN OFF

|                           |                 |
|---------------------------|-----------------|
| <b>OFFICER:</b>           | Rohail Bhandari |
| <b>REVIEWING OFFICER:</b> | John Flynn      |
| <b>HEAD OF SERVICE:</b>   | Gerry Ansell    |

Passenger Transport (2021-23 R&E 006)

## EQUALITY ANALYSIS (EA)

|                         |            |
|-------------------------|------------|
| <b>POLICY/PROPOSAL:</b> | R&E006     |
| <b>DEPARTMENT:</b>      | R&E        |
| <b>TEAM:</b>            | BTS        |
| <b>LEAD OFFICER:</b>    | R Trout    |
| <b>DATE:</b>            | 15/11/2019 |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The proposal is to relocate a number of SEN buses back to a Brent depot from Harrow to reduce operating times and costs.

2. Who may be affected by this policy or proposal?

Passengers with SEN

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. This may affect young individuals with disabilities by altering their current daily routine and this may cause anxiety and upset.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    | x        |              | x        |
| Sex                    |          | x            |          |
| Race                   |          | x            |          |
| Disability             | x        |              | x        |
| Sexual orientation     |          | x            |          |
| Gender reassignment    |          | x            |          |
| Religion or belief     |          | x            |          |
| Pregnancy or maternity |          | x            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   | x   |    |
| Does the policy or proposal relate to an area with known inequalities?  | x   |    |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | x   |    |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
|--|
| <p>Pupils with special educational needs (SEN) are the principle users of this service. Any change to their current daily routine may cause inconvenience, anxiety and/or upset.</p> <p>Previous passenger satisfaction surveys have identified that any change to routine can have an adverse impact on passengers.</p> |
|--|

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> | Users of the service, and so those likely to be affected, are mainly school age.                             |
| <b>DISABILITY</b>                    |  |
| <b>Details of impacts identified</b> | Users of the service, and so those likely to be affected, mainly have a disability or learning difficulties. |
| <b>RACE</b>                          |  |
| <b>Details of impacts identified</b> |  |
| <b>SEX</b>                           |  |
| <b>Details of impacts identified</b> |  |
| <b>SEXUAL ORIENTATION</b>            |  |
| <b>Details of impacts identified</b> |  |
| <b>PREGANCY AND MATERNITY</b>        |  |
| <b>Details of impacts identified</b> |  |
| <b>RELIGION OR BELIEF</b>            |  |

|   |  |
|---|--|
| <b>Details of impacts identified</b>    |  |
| <b>GENDER REASSIGNMENT</b>              |  |
| <b>Details of impacts identified</b>    |  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| <b>Details of impacts identified</b>    |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Communication of any changes will need to be carefully considered and sensitively delivered.

5. Please detail any areas identified as requiring further data or detailed analysis.

The precise detail of the operational changes are still to be determined.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

It is envisaged that the negative impact associated with any such change in routine, will be mitigated overtime by the benefit of having shorter, more convenient journeys for passengers.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

The service and its outcomes for its users are routinely monitored on a daily basis.

## SECTION C - CONCLUSIONS



Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Any negative impact will be short term. The change will create efficiencies in terms of routes and driving times and so create better comfort for passengers.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action   | Expected outcome                           | Officer | Completion Date |
|--|--|---------|-----------------|
| Plan routes to minimise journey times          | Reduced journey times, better comfort.     | R Trout | March 2019      |
| Communicate changes thoroughly and sensitively | Well informed passengers, reduced anxiety. | R Trout | March 2019      |

## SECTION F – SIGN OFF

|                           |               |
|---------------------------|---------------|
| <b>OFFICER:</b>           | Richard Trout |
| <b>REVIEWING OFFICER:</b> | Chris Whyte   |
| <b>HEAD OF SERVICE:</b>   | Chris Whyte   |

## EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | Additional pre-application charges for specialists e.g. conservation and design, landscaping |
| <b>DEPARTMENT:</b>      | Planning and Development Services  |
| <b>TEAM:</b>            | Spatial Planning / Development Management Planning   |
| <b>LEAD OFFICER:</b>    | Gerry Ansell   |
| <b>DATE:</b>            |  |

### SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The service already charges considerable amounts for a pre-application service, tiered to reflect the size of the proposal and the amount of time spent on giving pre-app advice. For all but the smallest schemes, the charge includes some input from specialist design services where required e.g. conservation and design, trees and landscaping.

However, there may be some instances where the specialist advice goes beyond the basic service, in which case an additional charge could be levied, in agreement with the applicant.

A wide range of applications from small householder to major urban developments are received. Equality information is monitored for planning applications but not for pre-application stage.

The proposal would exclude categories 1 and 2 (below) and would therefore allow disabled people to improve their homes without a planning fee. Households would

| Service  | Type of development   | Fee                   | Response            |
|----------|---|-----------------------|---------------------|
| PREAPP 1 | Householder (extensions and alterations to a dwelling)          | £240 (£200+VAT)       | Written*            |
| PREAPP 2 | Small Minor development (1 unit / up to 99 sq.m.)               | £360 (£300+VAT)       | Written*            |
| PREAPP 3 | Medium Minor development (2 to 4 units / 100 – 499 sq.m.)       | £960 (£800+VAT)       | Written*            |
| PREAPP 4 | Large Minor development (5 to 9 units / 500 – 999 sq.m.)        | £1800 (£1,500+VAT)    | Written and meeting |
| PREAPP 5 | Major development (10 to 24 units / 1,000 - 1,999 sq.m.)        | £4800 (£4000+VAT)     | Written and meeting |
| PREAPP 6 | Large major development (25 to 149 units / 2,000 - 4,999 sq.m.) | £9000 (£7,500+VAT)    | Written and meeting |
| PREAPP 7 | Strategic development* (150 units + / 5,000 sq.m. +)            | £12,000 (£10,000+VAT) | Written and meeting |
| PREAPP 8 | Reserved matters  | £1800 (£1,500+VAT)    | Written and meeting |

have free application so would not be negatively affected. Disabled residents (e.g. if trying to make home more accessible) would not be affected.

2. Who may be affected by this policy or proposal?

Providing pre-application advice is a non-statutory function but is seen as an essential part of the planning service. As this would mainly affect commercial operators (rather than domestic residents) it would be built in to their calculations on scheme costs.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. This charge is not envisaged to affect smaller schemes (e.g. extensions to homes / small businesses). The additional charges for specialist advice would primarily be levied for larger development proposals submitted by developers and larger commercial operators and these would be factored into their calculations of scheme costs.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?   |     | X  |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   |     | X  |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |  |
|-------------------------------|--|
| Details of impacts identified |  |
| DISABILITY                    |  |
| Details of impacts identified |  |
| RACE                          |  |
| Details of impacts identified |  |
| SEX                           |  |
| Details of impacts identified |  |
| SEXUAL ORIENTATION            |  |
| Details of impacts identified |  |

| PREGANCY AND MATERNITY        |  |
|-------------------------------|--|
| Details of impacts identified |  |
| RELIGION OR BELIEF            |  |
| Details of impacts identified |  |
| GENDER REASSIGNMENT           |  |
| Details of impacts identified |  |
| MARRIAGE & CIVIL PARTNERSHIP  |  |
| Details of impacts identified |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

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3. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

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4. Please detail any areas identified as requiring further data or detailed analysis.

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5. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

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6. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
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## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |              |
|---------------------------|--------------|
| <b>OFFICER:</b>           | David Glover |
| <b>REVIEWING OFFICER:</b> |              |
| <b>HEAD OF SERVICE:</b>   | Gerry Ansell |

To develop a commercial training arm that can utilise the apprenticeship levy to deliver Apprenticeship Standards. (2021-23 R&E 009)

## EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | To develop a commercial training arm that can utilise the apprenticeships levy to deliver Apprenticeships Standards. |
| <b>DEPARTMENT:</b>      | Regeneration   |
| <b>TEAM:</b>            | Employment, Skills and Enterprise  |
| <b>LEAD OFFICER:</b>    | Joanne Thomas  |
| <b>DATE:</b>            | 25/11/12   |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

|   |
|---|
| To develop a commercial Apprenticeship training arm that can utilise the apprenticeship levy to deliver accredited Apprenticeships Standards. This will generate an income and will also give us the ability to directly design and deliver the content of the 'off the job' training which the apprentices will receive. This gives us the opportunity to ensure the training reflects the role and will ensure equality opportunities are fully embraced. |
|---|

2. Who may be affected by this policy or proposal?

By delivering Apprenticeship training in house, this gives us greater flexibility to ensure our residents who have protected characteristics can undertake an apprenticeship in a considered and inclusive setting.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

By increasing the scope of our service as a Council to become an Apprenticeship training provider, this will also help improve equality of opportunity, the quality of Apprenticeships and will also raise professional standards.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty? |     | x  |
| Does the policy or proposal relate to an area with known inequalities?  |     | x  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?                       |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?         |     | x  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b>                                   |     |    |



**If you have answered NO to ALL of the above, then proceed straight to section D.**

## **SECTION B – IMPACTS ANALYSIS**

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> |  |
| <b>DISABILITY</b>                    |  |
| <b>Details of impacts identified</b> |  |
| <b>RACE</b>                          |  |
| <b>Details of impacts identified</b> |  |
| <b>SEX</b>                           |  |
| <b>Details of impacts identified</b> |  |
| <b>SEXUAL ORIENTATION</b>            |  |

|   |  |
|---|--|
| Details of impacts identified           |  |
| <b>PREGANCY AND MATERNITY</b>           |  |
| Details of impacts identified           |  |
| <b>RELIGION OR BELIEF</b>               |  |
| Details of impacts identified           |  |
| <b>GENDER REASSIGNMENT</b>              |  |
| Details of impacts identified           |  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| Details of impacts identified           |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

**SECTION C - CONCLUSIONS**

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

**SECTION D – RESULT**

| <i>Please select one of the following options. Mark with an “X”.</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

**SECTION E - ACTION PLAN**

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action   | Expected outcome  | Officer         | Completion Date |
|--|---|-----------------|-----------------|
| To ensure engagement activities are fully inclusive for residents with protected characteristics | Increase reach of engagement particularly in areas with known lower participation of residents with protected characteristics | Tristan Cropley | Ongoing         |
|  |   |                 |                 |
|  |   |                 |                 |
|  |   |                 |                 |
|  |   |                 |                 |
|  |   |                 |                 |
|  |   |                 |                 |

## SECTION F – SIGN OFF

|                           |                |
|---------------------------|----------------|
| <b>OFFICER:</b>           | Joanne Thomas  |
| <b>REVIEWING OFFICER:</b> |                |
| <b>HEAD OF SERVICE:</b>   | Matthew Dibben |

FM contract extension (2021-23 R&E 011)

## EQUALITY ANALYSIS (EA)

|                         |                          |
|-------------------------|--------------------------|
| <b>POLICY/PROPOSAL:</b> | x                        |
| <b>DEPARTMENT:</b>      | Apleona Security Service |
| <b>TEAM:</b>            | Apleona Brent FM         |
| <b>LEAD OFFICER:</b>    | x                        |
| <b>DATE:</b>            | 2020                     |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

|   |
|---|
| Outsourced service provision. Apleona HSG, manned guarding restructure and automated access control for retained estates. |
|---|

2. Who may be affected by this policy or proposal?

Current services providers Eurotech (outsourced). Retained estates will receive the same level of security service with a move to a remote system to improve service and reduce carbon foot print through reduced uses of fossil fuel vehicles.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No,

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | x            |          |
| Sex                    |          | x            |          |
| Race                   |          | x            |          |
| Disability             |          | x            |          |
| Sexual orientation     |          | x            |          |
| Gender reassignment    |          | x            |          |
| Religion or belief     |          | x            |          |
| Pregnancy or maternity |          | x            |          |
| Marriage               |          | x            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty? |     | x  |
| Does the policy or proposal relate to an area with known inequalities?  |     | x  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?                       |     | x  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?         |     | x  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b>                                   |     |    |
| <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>                           |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The service provision will gain automated access control through existing systems located in the Brent Security Control room. Reduced use of vehicle and associated performance of traffic dependant service delivery.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |      |
|-------------------------------|------|
| Details of impacts identified | None |
| DISABILITY                    |      |
| Details of impacts identified | None |
| RACE                          |      |
| Details of impacts identified | None |
| SEX                           |      |
| Details of impacts identified | None |
| SEXUAL ORIENTATION            |      |
| Details of impacts identified | None |

| PREGANCY AND MATERNITY        |      |
|-------------------------------|------|
| Details of impacts identified | None |
| RELIGION OR BELIEF            |      |
| Details of impacts identified | None |
| GENDER REASSIGNMENT           |      |
| Details of impacts identified | None |
| MARRIAGE & CIVIL PARTNERSHIP  |      |
| Details of impacts identified | None |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

No

5. Please detail any areas identified as requiring further data or detailed analysis.

A projection on mile travelled per year in accordance with service provision would measure a reduced environmental impact.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

|                |
|----------------|
| None recorded. |
|----------------|

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

|     |
|-----|
| N/A |
|-----|

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

|  |
|--|
| Innovation by removing current use of physical security and associated transport, reduced costs and improved service with cost savings during modernisation of existing service. |
|--|

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|--------|------------------|---------|-----------------|



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## SECTION F – SIGN OFF

|                           |  |
|---------------------------|--|
| <b>OFFICER:</b>           |  |
| <b>REVIEWING OFFICER:</b> |  |
| <b>HEAD OF SERVICE:</b>   |  |

## Customer & Digital Services

ICT Client & Applications income generation from sale of IT support services (2021-23 CDS 001 & 002)

### EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | 2021-23 CDS 001/2 ICT Client and Application support - Income generation |
| <b>DEPARTMENT:</b>      | <b><u>Customer &amp; Digital Services</u></b>                            |
| <b>TEAM:</b>            | ICT Client & Applications Support  |
| <b>LEAD OFFICER:</b>    | Sally Chin   |
| <b>DATE:</b>            | 22 <sup>nd</sup> November 2019   |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

|  |
|--|
| Increase income from external organisations who receive an IT support service from Brent ICT Client and Applications |
|--|

2. Who may be affected by this policy or proposal?

|                        |
|------------------------|
| External Organisations |
|------------------------|

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No – proposal is directed at external organisations – providing a quality IT service which will provide good value for money

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty? |     | X  |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?                       |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?         |     | X  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b>                                   |     |    |
| <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>                           |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
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|  |
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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |  |
|-------------------------------|--|
| Details of impacts identified |  |
| DISABILITY                    |  |
| Details of impacts identified |  |
| RACE                          |  |
| Details of impacts identified |  |
| SEX                           |  |
| Details of impacts identified |  |
| SEXUAL ORIENTATION            |  |
| Details of impacts identified |  |
| PREGANCY AND MATERNITY        |  |

|   |  |
|---|--|
| <b>Details of impacts identified</b>    |  |
| <b>RELIGION OR BELIEF</b>               |  |
| <b>Details of impacts identified</b>    |  |
| <b>GENDER REASSIGNMENT</b>              |  |
| <b>Details of impacts identified</b>    |  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| <b>Details of impacts identified</b>    |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

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|--|
|  |
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4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

|  |
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|  |
|--|

5. Please detail any areas identified as requiring further data or detailed analysis.

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

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

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

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

|  |
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|  |
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### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

|  |
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### SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|        |                  |         |                 |
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## SECTION F – SIGN OFF

|                           |            |
|---------------------------|------------|
| <b>OFFICER:</b>           | Sally Chin |
| <b>REVIEWING OFFICER:</b> |            |
| <b>HEAD OF SERVICE:</b>   | Sally Chin |

ICT Client & Applications reduction in support services (2021-23 CDS 003 & 005)

## EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | 2021-23 CDS 003/5<br>ICT Client and Application support – Printing Costs & Oracle changes budget |
| <b>DEPARTMENT:</b>      | Customer & Digital Services  |
| <b>TEAM:</b>            | ICT Client & Applications Support  |
| <b>LEAD OFFICER:</b>    | Sally Chin   |
| <b>DATE:</b>            | 22 <sup>nd</sup> November 2019   |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

|   |
|---|
| Decrease expenditure on printing and changes to the Oracle system |
|---|

2. Who may be affected by this policy or proposal?

|                          |
|--------------------------|
| Staff within the Council |
|--------------------------|

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

|  |
|--|
| No – proposal is directed at areas of expenditure where there is scope to reduce usage without any impact on people. |
|--|

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   |     | X  |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   |     | X  |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |  |
|--------------------------------------|--|
| <b>Details of impacts identified</b> |  |
| <b>DISABILITY</b>                    |  |
| <b>Details of impacts identified</b> |  |
| <b>RACE</b>                          |  |
| <b>Details of impacts identified</b> |  |
| <b>SEX</b>                           |  |
| <b>Details of impacts identified</b> |  |
| <b>SEXUAL ORIENTATION</b>            |  |
| <b>Details of impacts identified</b> |  |
| <b>PREGANCY AND MATERNITY</b>        |  |
| <b>Details of impacts identified</b> |  |
| <b>RELIGION OR BELIEF</b>            |  |



|   |  |
|---|--|
| <b>Details of impacts identified</b>    |  |
| <b>GENDER REASSIGNMENT</b>              |  |
| <b>Details of impacts identified</b>    |  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| <b>Details of impacts identified</b>    |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b> | <b>Expected outcome</b> | <b>Officer</b> | <b>Completion Date</b> |
|---------------|-------------------------|----------------|------------------------|
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |

## SECTION F – SIGN OFF

|                 |            |
|-----------------|------------|
| <b>OFFICER:</b> | Sally Chin |
|-----------------|------------|

|                           |            |
|---------------------------|------------|
| <b>REVIEWING OFFICER:</b> |            |
| <b>HEAD OF SERVICE:</b>   | Sally Chin |

# ICT Client & Applications staffing efficiencies (2021-23 CDS 004)

## **EQUALITY ANALYSIS (EA)**

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | 2021-23 CDS 004<br>ICT Client and Application support – Salaries |
| <b>DEPARTMENT:</b>      | Customer & Digital Services                                      |
| <b>TEAM:</b>            | ICT Client & Applications Support                                |
| <b>LEAD OFFICER:</b>    | Sally Chin   |
| <b>DATE:</b>            | 22 <sup>nd</sup> November 2019                                   |

## **SECTION A – INITIAL SCREENING**

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Review structure

2. Who may be affected by this policy or proposal?

Staff

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes – as staff may be impacted

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic | IMPACT   |              |          |
|----------------|----------|--------------|----------|
|                | Positive | Neutral/None | Negative |
| Age            |          | X            |          |
| Sex            |          | X            |          |
| Race           |          | X            |          |
| Disability     |          | X            |          |

|                        |  |   |  |
|------------------------|--|---|--|
| Sexual orientation     |  | X |  |
| Gender reassignment    |  | X |  |
| Religion or belief     |  | X |  |
| Pregnancy or maternity |  | X |  |
| Marriage               |  | X |  |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   |     | X  |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
|--|
| As the proposal is to potentially restructure some staff may be displaced. |
|--|

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |                              |
|-------------------------------|------------------------------|
| Details of impacts identified | Potential staff displacement |

| <b>DISABILITY</b>                    |                              |
|--------------------------------------|------------------------------|
| <b>Details of impacts identified</b> | Potential staff displacement |
| <b>RACE</b>                          |                              |
| <b>Details of impacts identified</b> | Potential staff displacement |
| <b>SEX</b>                           |                              |
| <b>Details of impacts identified</b> | Potential staff displacement |
| <b>SEXUAL ORIENTATION</b>            |                              |
| <b>Details of impacts identified</b> | Potential staff displacement |
| <b>PREGANCY AND MATERNITY</b>        |                              |
| <b>Details of impacts identified</b> | Potential staff displacement |
| <b>RELIGION OR BELIEF</b>            |                              |
| <b>Details of impacts identified</b> | Potential staff displacement |
| <b>GENDER REASSIGNMENT</b>           |                              |
| <b>Details of impacts identified</b> | Potential staff displacement |

| MARRIAGE & CIVIL PARTNERSHIP  |                              |
|-------------------------------|------------------------------|
| Details of impacts identified | Potential staff displacement |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

No

5. Please detail any areas identified as requiring further data or detailed analysis.

N/A

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

N/A

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

During the restructure process I will work with HR to ensure that any posts that may be deleted will be based on fair assessments of service need

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
|        |                  |         |                 |

## SECTION F – SIGN OFF

|                           |            |
|---------------------------|------------|
| <b>OFFICER:</b>           | Sally Chin |
| <b>REVIEWING OFFICER:</b> |            |
| <b>HEAD OF SERVICE:</b>   | Sally Chin |

Merger of Housing and Corporate Contact Centres (2021-23 CDS 006)

## EQUALITY ANALYSIS (EA)

|                         |                          |
|-------------------------|--------------------------|
| <b>POLICY/PROPOSAL:</b> | Contact Centre Merger    |
| <b>DEPARTMENT:</b>      | Brent Customer Access    |
| <b>TEAM:</b>            | Contact Centre Operation |
| <b>LEAD OFFICER:</b>    | Asha Vyas                |

|              |                  |
|--------------|------------------|
| <b>DATE:</b> | 29 December 2019 |
|--------------|------------------|

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Amalgamation of the housing and corporate contact centre to drive consistency in service delivery and to create a consolidated 'front door' to handle service demands via our telephone and online channels. This initiative is also aimed at delivering operational efficiencies.

The aim of this proposal is to increase efficiency from the current operational arrangement and reflect the Council's long-term Customer Access ambition.

2. Who may be affected by this policy or proposal?

The above proposal will impact staff working across both contact centres. Together with key partners including our repair contractors. The extent of this impact is difficult to quantify at this stage. This is because the scope of the proposal is in its infancy stage.

This proposed change will impact on staff within the corporate, housing and Council Tax contact centre. It will also have implication for staff from the wider customer access frontline teams.

No equality impact on residents are anticipated other than improved customer experience. A fresh equality impact assessment once we've firmed up the detail change management plan.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, In compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), 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

It is too early to make an informed assessment to determine compliance with the above.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.



| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   |     | X  |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|   |
|---|
| <p>Analysis of call volumes and types has been pulled together across contact centre function. However, this is at an aggregated level and requires further segmentation, to determine customer profile across the range of equality strands.</p> <p>Segmentation will be done as part of the detailed change management process. We have a comprehensive set of transactional data though this will require detailed analysis.</p> |
|---|

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| <b>AGE</b>                           |                |
|--------------------------------------|----------------|
| <b>Details of impacts identified</b> | Not applicable |
| <b>DISABILITY</b>                    |                |
| <b>Details of impacts identified</b> | Not applicable |
| <b>RACE</b>                          |                |
| <b>Details of impacts identified</b> | Not applicable |
| <b>SEX</b>                           |                |
| <b>Details of impacts identified</b> | Not applicable |
| <b>SEXUAL ORIENTATION</b>            |                |
| <b>Details of impacts identified</b> | Not applicable |
| <b>PREGANCY AND MATERNITY</b>        |                |
| <b>Details of impacts identified</b> | Not applicable |
| <b>RELIGION OR BELIEF</b>            |                |

|   |                |
|---|----------------|
| <b>Details of impacts identified</b>    | Not applicable |
| <b>GENDER REASSIGNMENT</b>              |                |
| <b>Details of impacts identified</b>    | Not applicable |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |                |
| <b>Details of impacts identified</b>    | Not applicable |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

Not applicable

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

There will be a number of engagement activities carried out to inform the new service design. Consideration will be given to how we might seek the views from users

5. Please detail any areas identified as requiring further data or detailed analysis.

A more detailed analysis of call demands, supplemented by a very detailed segmentation analysis

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

We will carry out a further equality impact assessment once we've work up the detail of the new service design

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

We will develop a suite of management reports to monitor the impact of service post implementation of the new service arrangements

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The above analysis above has concluded that further work is required to determine the overall impact of the proposed initiative. Our indicative view is that this change will enhance service delivery. We recognise the need to ensure our new service offer caters for the needs of our vulnerable customers. This will be a key feature of the new service design and we'll ensure we established the right management information to assess impacts.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b>   | <b>Expected outcome</b>  | <b>Officer</b> | <b>Completion Date</b> |
|---|--|----------------|------------------------|
| Develop detailed project plan to set out the key purpose of this initiative, key objectives and expected outcomes for residents and the Council | Clear understanding of the scope of the project, expected benefits and anticipated impact on customers | Asha Vyas      | June 2020              |
| Carry out segmentation analysis   | To understand customers base and to assess the   | Asha Vyas      | August 2020            |

|   |   |           |              |
|---|---|-----------|--------------|
|   | impact of the changes to staffing level   |           |              |
| Develop a suite of management information to measure the success of the new service including the impact of customers | Understanding of performance post implementation of the change process and a clear measurement of impact on customers | Asha Vyas | October 2020 |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                           |              |
|---------------------------|--------------|
| <b>OFFICER:</b>           | Troy Francis |
| <b>REVIEWING OFFICER:</b> |              |
| <b>HEAD OF SERVICE:</b>   | Troy Francis |

Reduction in postal costs (2021-23 CDS 007)

## EQUALITY ANALYSIS (EA)

|                         |                               |
|-------------------------|-------------------------------|
| <b>POLICY/PROPOSAL:</b> | Reduction in postal costs     |
| <b>DEPARTMENT:</b>      | Customer and Digital Services |
| <b>TEAM:</b>            | Post Team                     |
| <b>LEAD OFFICER:</b>    | Asha Vyas                     |
| <b>DATE:</b>            | 05/12/19                      |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

|  |
|--|
| Reduce expenditure on postage through increased use of automation and on line channels for residents |
|--|

2. Who may be affected by this policy or proposal?

|  |
|--|
| No impact – this should be a natural consequence of the implementation of the Digital Strategy which is increasing digital self-service across a range of services and making is easier for residents to transact on line. |
|--|

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. As in point two above, this should be a natural consequence of the implementation of the Digital Strategy which is increasing digital self-service across a range of services and making it easier for residents to transact on line.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   |     | X  |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

No inequality can be identified from this specifically. There is a wider EA consideration for the Digital Strategy, however.

An equality impact assessment will be carried out to determine the impact of the detailed proposal. The design of new customer access target operating model will include a clear offer for customers from lower socio-economic backgrounds and disabled people.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |     |
|-------------------------------|-----|
| Details of impacts identified | n/a |
| DISABILITY                    |     |
| Details of impacts identified | n/a |
| RACE                          |     |
| Details of impacts identified | n/a |
| SEX                           |     |
| Details of impacts identified |     |
| SEXUAL ORIENTATION            |     |

|   |     |
|---|-----|
| <b>Details of impacts identified</b>    | n/a |
| <b>PREGANCY AND MATERNITY</b>           |     |
| <b>Details of impacts identified</b>    | n/a |
| <b>RELIGION OR BELIEF</b>               |     |
| <b>Details of impacts identified</b>    | n/a |
| <b>GENDER REASSIGNMENT</b>              |     |
| <b>Details of impacts identified</b>    | n/a |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |     |
| <b>Details of impacts identified</b>    | n/a |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

n/a

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

n/a

5. Please detail any areas identified as requiring further data or detailed analysis.

n/a



6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

n/a

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

n/a

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There are no mitigating actions foreseen to be needed as there is no impact to the customer.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b> | <b>Expected outcome</b> | <b>Officer</b> | <b>Completion Date</b> |
|---------------|-------------------------|----------------|------------------------|
| n/a           |                         |                |                        |
|               |                         |                |                        |

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

## SECTION F – SIGN OFF

|                           |              |
|---------------------------|--------------|
| <b>OFFICER:</b>           | Leigh Wood   |
| <b>REVIEWING OFFICER:</b> | Troy Francis |
| <b>HEAD OF SERVICE:</b>   | Asha Vyas    |

## BCS - Savings from new Council Tax Support scheme (2021-23 CDS 008)

### EQUALITY ANALYSIS (EA)

|                         |   |
|-------------------------|---|
| <b>POLICY/PROPOSAL:</b> | Savings from new Council Tax Support scheme |
| <b>DEPARTMENT:</b>      | Customer and Digital Services               |
| <b>TEAM:</b>            | Benefits                                    |
| <b>LEAD OFFICER:</b>    | Asha Vyas                                   |
| <b>DATE:</b>            | 05/12/19                                    |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

A new Council Tax Support (CTS) scheme is being introduced from April 2020. Although initially this may generate some additional customer demand due to the change from the existing scheme, following this it is expected that the new, simplified scheme will be easier to administer (as well as providing opportunities for greater automation.)

This staff saving will be made during the first year of running the new CTS scheme through natural turnover.

See also Savings proposal 2021-23 CDS 011, in conjunction with this proposal.

It should be noted that the Benefit Service is also reducing other staffing costs (currently met via Reserves) by approximately £200K each year up to 2023/24 in relation to the rollout of Universal Credit.

2. Who may be affected by this policy or proposal?

No impact – The reduction in FTEs will be as a natural consequence of a simplified scheme.

A communications plan is being developed and will include specific messaging to vulnerable groups.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No - as in point two above.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an "X".

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?  | X   |    |
| Does the policy or proposal relate to an area with known inequalities?   |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |     | X  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

No inequality can be identified from this specifically. There is a wider EA consideration for the Council Tax Support scheme, however. This has now been agreed at Full Council.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |     |
|-------------------------------|-----|
| Details of impacts identified | n/a |
| DISABILITY                    |     |
| Details of impacts identified | n/a |
| RACE                          |     |
| Details of impacts identified | n/a |
| SEX                           |     |
| Details of impacts identified |     |
| SEXUAL ORIENTATION            |     |
| Details of impacts identified | n/a |

| PREGANCY AND MATERNITY        |     |
|-------------------------------|-----|
| Details of impacts identified | n/a |
| RELIGION OR BELIEF            |     |
| Details of impacts identified | n/a |
| GENDER REASSIGNMENT           |     |
| Details of impacts identified | n/a |
| MARRIAGE & CIVIL PARTNERSHIP  |     |
| Details of impacts identified | n/a |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

n/a

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

n/a

5. Please detail any areas identified as requiring further data or detailed analysis.

n/a

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

n/a

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

|     |
|-----|
| n/a |
|-----|

### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

|  |
|--|
| There are no mitigating actions foreseen to be needed as there is no impact to the customer. |
|--|

### SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
| n/a    |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |

## SECTION F – SIGN OFF

|                           |              |
|---------------------------|--------------|
| <b>OFFICER:</b>           | Leigh Wood   |
| <b>REVIEWING OFFICER:</b> | Troy Francis |
| <b>HEAD OF SERVICE:</b>   | Asha Vyas    |

Increased automation (2021-23 CDS 009)

### EQUALITY ANALYSIS (EA)

|                         |                               |
|-------------------------|-------------------------------|
| <b>POLICY/PROPOSAL:</b> | Increased automation          |
| <b>DEPARTMENT:</b>      | Customer and Digital Services |
| <b>TEAM:</b>            | Benefits                      |
| <b>LEAD OFFICER:</b>    | Asha Vyas                     |
| <b>DATE:</b>            | 05/12/19                      |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Implementation of increased automation through Robotic processing, Northgate modules and Customer Relationship Management (CRM) system.

2. Who may be affected by this policy or proposal?

Automation should have a positive impact for residents as it will increase processing efficiency, accuracy and consistency of decisions. However, we recognise that appropriate checks will need to be put in place to ensure the integrity of data handling by the robotic solution.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, In compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), the Council must, in the exercise of its functions, have "due regard" to the need to:

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

5. Advance equality of opportunity between people who share a protected characteristic and those who do not.
6. Foster good relations between people who share a protected characteristic and those who do not

It is too early to make an informed assessment to determine compliance with the above

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | X   |    |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS



1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

There already a number of automation solution in operation within the department. We know from experience the need to ensure the right system logic, coupled with good quality data is required. This will enable consistency and minimise the risk of adversely affecting customers from particular groups. There is no anticipated adverse risk to any of the protected groups. Though further work will be done as part of the detailed proposal to assess the same.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |     |
|-------------------------------|-----|
| Details of impacts identified | n/a |
| DISABILITY                    |     |
| Details of impacts identified | n/a |
| RACE                          |     |
| Details of impacts identified | n/a |
| SEX                           |     |
| Details of impacts identified |     |
| SEXUAL ORIENTATION            |     |

|   |     |
|---|-----|
| <b>Details of impacts identified</b>    | n/a |
| <b>PREGANCY AND MATERNITY</b>           |     |
| <b>Details of impacts identified</b>    | n/a |
| <b>RELIGION OR BELIEF</b>               |     |
| <b>Details of impacts identified</b>    | n/a |
| <b>GENDER REASSIGNMENT</b>              |     |
| <b>Details of impacts identified</b>    | n/a |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |     |
| <b>Details of impacts identified</b>    | n/a |

8.3 Could any of the impacts you have identified be unlawful under the Equality Act 2010?

n/a

8.4 Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

n/a

8.5 Please detail any areas identified as requiring further data or detailed analysis.

|     |
|-----|
| n/a |
|-----|

3. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

|     |
|-----|
| n/a |
|-----|

4. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

|     |
|-----|
| n/a |
|-----|

### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

|  |
|--|
| There are no mitigating actions foreseen to be needed as there is no impact to the customer. |
|--|

### SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
| n/a    |                  |         |                 |

|  |  |  |  |
|--|--|--|--|
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## SECTION F – SIGN OFF

|                           |  |
|---------------------------|--|
| <b>OFFICER:</b>           |  |
| <b>REVIEWING OFFICER:</b> |  |
| <b>HEAD OF SERVICE:</b>   |  |

Replace online benefits form with a more agile solution to improve customer experience (2021-23 CDS 010)

## EQUALITY ANALYSIS (EA)

|                         |                                    |
|-------------------------|------------------------------------|
| <b>POLICY/PROPOSAL:</b> | Replace IEG4 online benefits forms |
| <b>DEPARTMENT:</b>      | Customer and Digital Services      |
| <b>TEAM:</b>            | Benefits                           |
| <b>LEAD OFFICER:</b>    | Asha Vyas                          |
| <b>DATE:</b>            | 05/12/19                           |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

|   |
|---|
| <p>The Benefits Service currently utilises an electronic claim form (IEG4) for claimants to make initial claims and report changes in circumstances – and has done successfully for several years. An EIA was carried out for online claiming several years ago. This is not a new initiative, rather looking for a more cost effective solution.</p> <p>This is used in conjunction with Risk Based Verification (RBV) software which risk-scores each claim / change, thereby dictating how much evidence is required from the claimant to support their claim.</p> <p>Over the next couple of years, there will be less need to utilise this relatively expensive approach, because: -</p> |
|---|

- The continued rollout of Universal Credit (UC) will result in a significant reduction in the number of claims and changes in circumstances for Housing Benefit (HB)
- A new Council Tax Support (CTS) scheme is being introduced from April 2020, utilising a significantly simpler claim process, less need for evidence verification from claimants (as more information from DWP and HMRC will be utilised), and indeed less need or benefit to be gained from differentiating claims on a risk basis (as many of the “higher risk” claims will have migrated from HB to UC).

As a result, it will be possible to move from IEG to a simpler and cheaper alternative e-claim (whether from a third party or internally developed in MS Dynamics). It will also be possible to move away from RBV or introduce a simpler and cheaper variation of this. Furthermore, the simplified CTS scheme has the potential for robotic automation to transfer data from the e-claim directly into the Council Tax system.

Savings will be deliverable by 2022/23 and achieved through cheaper alternative systems (or completely stopping use of RBV), plus 1FTE staffing saving from the potential robotic process.

## 2. Who may be affected by this policy or proposal?

There is not expected to be any impact on service users due to these changes; in fact, the benefits claim process and administration is expected to be improved via these proposals. Customer service is expected to be improved as a result.

## 3. Is there relevance to equality and the council’s public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No - as in point two above.

## 4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic      | IMPACT   |              |          |
|---------------------|----------|--------------|----------|
|                     | Positive | Neutral/None | Negative |
| Age                 |          | X            |          |
| Sex                 |          | X            |          |
| Race                |          | X            |          |
| Disability          |          | X            |          |
| Sexual orientation  |          | X            |          |
| Gender reassignment |          | X            |          |

|                        |  |   |  |
|------------------------|--|---|--|
| Religion or belief     |  | X |  |
| Pregnancy or maternity |  | X |  |
| Marriage               |  | X |  |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST   |     |    |
|---|-----|----|
|   | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?   | X   |    |
| Does the policy or proposal relate to an area with known inequalities?  |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?   |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?   | X   |    |
| <p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The IEG solution determines help determines claimant’s eligibility and entitlement to housing and Council tax support benefits. Data from established management reports have provided a view of the key risk indicators to bear in mind as part of the transition to an alternative solution. The key risk indicators will potentially include a few indicators relating to equalities and processes.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE |
|-----|
|-----|

|                                      |     |
|--------------------------------------|-----|
| <b>Details of impacts identified</b> | n/a |
| <b>DISABILITY</b>                    |     |
| <b>Details of impacts identified</b> | n/a |
| <b>RACE</b>                          |     |
| <b>Details of impacts identified</b> | n/a |
| <b>SEX</b>                           |     |
| <b>Details of impacts identified</b> |     |
| <b>SEXUAL ORIENTATION</b>            |     |
| <b>Details of impacts identified</b> | n/a |
| <b>PREGANCY AND MATERNITY</b>        |     |
| <b>Details of impacts identified</b> | n/a |
| <b>RELIGION OR BELIEF</b>            |     |
| <b>Details of impacts identified</b> | n/a |
| <b>GENDER REASSIGNMENT</b>           |     |

|   |     |
|---|-----|
| <b>Details of impacts identified</b>    | n/a |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |     |
| <b>Details of impacts identified</b>    | n/a |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

n/a

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

n/a

5. Please detail any areas identified as requiring further data or detailed analysis.

n/a

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

n/a

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

n/a

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.



There are no mitigating actions foreseen to be needed as there is no impact to the customer. However, should the project be taken forward an EIA will be carried out accordingly.

## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an "X".</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>x</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| Action | Expected outcome | Officer | Completion Date |
|--------|------------------|---------|-----------------|
| n/a    |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |
|        |                  |         |                 |

## SECTION F – SIGN OFF

|                           |              |
|---------------------------|--------------|
| <b>OFFICER:</b>           | Leigh Wood   |
| <b>REVIEWING OFFICER:</b> | Troy Francis |
| <b>HEAD OF SERVICE:</b>   | Asha Vyas    |

BCS - Staffing efficiencies (2021-23 CDS 011)

## EQUALITY ANALYSIS (EA)

|                         |                    |
|-------------------------|--------------------|
| <b>POLICY/PROPOSAL:</b> | Staff efficiencies |
| <b>DEPARTMENT:</b>      | Customer Access    |
| <b>TEAM:</b>            | Benefit assessment |
| <b>LEAD OFFICER:</b>    | Troy Francis       |
| <b>DATE:</b>            | 4 December 2019    |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Deliver staff efficiencies through undertaking various change management initiatives, aimed at the council tax support function and natural turnover. Savings will be spread across 2021/22 and 2022/23.

Staff working across our customer access operations (customer facing and back offices) would be affected.

It should be noted that the Benefits Service is also reducing other staffing costs by approximately £200k each year up to 2023/24 in relation to the rollout of Universal Credit. This is part of wider operational resource management strategy imposed us as part of the Universal Credit implementation. This commitment is set out within the departmental service plan.

2. Who may be affected by this policy or proposal?

There is not expected to be any impact on service users due to these staffing reductions, as they are all expected to be accomplished via streamlined or simplified processes (Council Tax / Benefits) or new systems (ASH). Customer service is expected to be improved as a result.

Any changes arising from this proposal will be communicated through local specific communication and engagement plan.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, In compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), 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

3. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

4. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  | X   |    |
| Does the policy or proposal relate to an area with known inequalities?   |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |     | X  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

There are various pieces of analysis carried out to determine operational and customer demands. This has some provided some crude baselines to inform a range of indicative assumptions. A demand forecasting analysis exercise is underway. The outcome of this piece of work will provide clarity on the Council's future channel strategy and resource model for frontline services. We'll also consider the use of new technology to handle some of our simple high volume activities.

A further impact assessment will be carried out to assess any impact on vulnerable residents.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

| AGE                           |                |
|-------------------------------|----------------|
| Details of impacts identified | Not applicable |
| DISABILITY                    |                |
| Details of impacts identified | Not applicable |
| RACE                          |                |
| Details of impacts identified | Not applicable |
| SEX                           |                |
| Details of impacts identified | Not applicable |
| SEXUAL ORIENTATION            |                |

|   |                |
|---|----------------|
| <b>Details of impacts identified</b>    | Not applicable |
| <b>PREGANCY AND MATERNITY</b>           |                |
| <b>Details of impacts identified</b>    | Not applicable |
| <b>RELIGION OR BELIEF</b>               |                |
| <b>Details of impacts identified</b>    | Not applicable |
| <b>GENDER REASSIGNMENT</b>              |                |
| <b>Details of impacts identified</b>    | Not applicable |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |                |
| <b>Details of impacts identified</b>    | Not applicable |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

Not applicable

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

No applicable

5. Please detail any areas identified as requiring further data or detailed analysis.

A more detailed analysis of call demand, together with a very detailed segmentation analysis

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

We will carry out a further equality impact assessment once we've work up the detail of the new service design

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

We will develop a suite of management reports to monitor the impact of service post implementation of the new service arrangements.

A fresh equality impact assessment will be carried out once we've got a detailed change plan. Having said that we're not anticipating any adverse impact on any of the protected characteristic.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The above analysis has concluded that further work is required to determine the overall impact of the proposed initiative to generate efficiencies in staffing levels. Our indicative view is that this change will enhance service delivery.

We recognise the need to ensure that above changes does not adversely affect any particular customer group. This will be a key feature of any changes to resource levels and we'll ensure we established the right management information to assess impacts.

## SECTION D – RESULT

*Please select one of the following options. Mark with an "X".*

|          |  |          |
|----------|--|----------|
| <b>A</b> | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b> | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b> | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |

|          |  |  |
|----------|--|--|
| <b>D</b> | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b> |  |
|----------|--|--|

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b>   | <b>Expected outcome</b>   | <b>Officer</b> | <b>Completion Date</b> |
|---|---|----------------|------------------------|
| Carry out segmentation analysis. There is a data demand analysis currently underway which will complement our current data sets. We're also intending to carry out a programme of customer journey mapping.               | To understand customers base and to assess the impact of the changes to staffing level                                | Asha Vyas      | August 2020            |
| Develop detailed project plan to set out the key purpose of this initiative, key objectives and expected outcomes for residents and the Council   | Clear understanding of the scope of the project, expected benefits and anticipated impact on customers                | Asha Vyas      | June 2020              |
| Develop a suite of management information to measure the success of the new service including the impact of customers. The management information referred to here will also include data to assess any equality impacts. | Understanding of performance post implementation of the change process and a clear measurement of impact on customers | Asha Vya       | October 2020           |

## SECTION F – SIGN OFF

|                             |              |
|-----------------------------|--------------|
| <b>OFFICER:</b>             | Troy Francis |
| <b>REVIEWING OFFICER:</b>   |              |
| <b>DIRECTOR OF CUSTOMER</b> | Troy Francis |

|                        |                   |
|------------------------|-------------------|
| <b>Reference:</b>      | 2021-23 CDS 012   |
| <b>Service(s):</b>     | Transformation    |
| <b>Lead Member(s):</b> | Margaret McLennan |

|                           |                                      |
|---------------------------|--------------------------------------|
| <b>Savings Proposals:</b> | Transformation staffing efficiencies |
|---------------------------|--------------------------------------|

### **Financial and Staffing Information**

| 2019/20   |            |
|---|------------|
| <b>Total budget for the service(s) £'000:</b>       | <b>£3M</b> |
| <b>Total post numbers in the services(s) (FTE):</b> | <b>53</b>  |

|                                    | 2021/22 | 2022/23 |
|------------------------------------|---------|---------|
|                                    | £'000   | £'000   |
| <b>Proposed saving:</b>            |         | 100     |
|                                    | FTE     | FTE     |
| <b>Proposed staffing reduction</b> |         | 1       |

### **Proposed savings**

Reduction of one management post as part of re-alignment of team structure following merger of Transformation, BCS service improvement, web and business intelligence functions. The current structure has 6 posts at this level.

### **How would this affect users of this service?**

No impact. Work would be redistributed across the team.

### **Key milestones**

N/A

### **Key consultations**

Consultation with affected staff on any structural changes.

### **Key risks and mitigations**

Risk of impact to delivery of transformation work programme will be mitigated by gradual implementation of changes and re-alignment of work between other managers in the team.

### **Equality impact screening**



The proposal would not have an adverse impact on any of the protected characteristics as outlined in the Equality Act 2010.

|   |    |
|---|----|
| Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:        |    |
|   |    |
| Disabled people   | No |
| Particular ethnic groups  | No |
| Men or Women (include impacts due to pregnancy/maternity)   | No |
| People of particular sexual orientation/s   | No |
| People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment | No |
| People in particular age groups   | No |
| Groups with particular faiths/beliefs   | No |
| Marriage / civil partnership  | No |

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

|                         |    |
|-------------------------|----|
| EIA required?:          | No |
| EIA to be completed by: |    |
| Deadline:               |    |

|                                 |            |
|---------------------------------|------------|
| Lead officer for this proposal: | Sadie East |
|---------------------------------|------------|

## Chief Executive's Department

Efficiency savings proposals (2021-23 CE 001/2/3)

### EQUALITY ANALYSIS (EA)

|                         |  |
|-------------------------|--|
| <b>POLICY/PROPOSAL:</b> | Efficiency savings within the Chief Executive's Departments  |
| <b>DEPARTMENT:</b>      | Chief Executive's Departments – (i) Finance, (ii) Legal, Human Resources, Audit and Investigations (iii) Assistant Chief Executive               |
| <b>TEAM:</b>            |  |
| <b>LEAD OFFICER:</b>    | Minesh Patel, Director of Finance.<br>Debra Norman, Director of Legal, HR, Audit & Investigations.<br>Shazia Hussain, Assistant Chief Executive. |
| <b>DATE:</b>            | 4 December 2019  |

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

LHRA&I proposals:

Reduce external Internal Audit through re-procurement and utilise finance resource through rotations. This will reduce overall available internal audit hours.

1. Full cost recovery from external.
2. Restructure of vacant posts in a legal team.
3. Rationalise OH checks on recruitment.
4. Re-procurement of Legal Library provider

Finance proposals:

5. Centralise management of all the council's energy spend drive procurement savings.
6. Rationalise, reduce and consolidate the use of document storage across the council via destruction and use of technology. This would be a spend to save project.

ACE proposals:

7. It is proposed to review the structure of the admin support across the council and centralise core elements within the Executive & Member Services function in 2021/22 which will result in efficiencies.
8. Restructure of Conference and Events to remodel the service with a view to generating more income, c£200k. This will mainly cover the historic communications income target gap and the £100k saving required for 2020/21.

2. Who may be affected by this policy or proposal?

Minimal impact on users of the service as the proposals focus primarily on efficiency savings and income generation.

Proposals within ACE will involve staffing restructures, which will be managed through the Managing Change policy.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

It is not expected that the proposals will have relevance to equality and the council's public sector equality duty. This is because the proposals focus primarily on efficiency savings and income generation. The proposals that involve staffing restructures will be managed through the Managing Change policy.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

| Characteristic         | IMPACT   |              |          |
|------------------------|----------|--------------|----------|
|                        | Positive | Neutral/None | Negative |
| Age                    |          | X            |          |
| Sex                    |          | X            |          |
| Race                   |          | X            |          |
| Disability             |          | X            |          |
| Sexual orientation     |          | X            |          |
| Gender reassignment    |          | X            |          |
| Religion or belief     |          | X            |          |
| Pregnancy or maternity |          | X            |          |
| Marriage               |          | X            |          |

5. Please complete **each row** of the checklist with an “X”.

| SCREENING CHECKLIST  |     |    |
|--|-----|----|
|  | YES | NO |
| Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?  |     | X  |
| Does the policy or proposal relate to an area with known inequalities?   |     | X  |
| Would the policy or proposal change or remove services used by vulnerable groups of people?  |     | X  |
| Has the potential for negative or positive equality impacts been identified with this policy or proposal?  |     | X  |
| <b>If you have answered YES to ANY of the above, then proceed to section B.</b><br><br><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b> |     |    |

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

|  |
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|  |
|--|

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

| AGE                           |  |
|-------------------------------|--|
| Details of impacts identified |  |
| DISABILITY                    |  |
| Details of impacts identified |  |
| RACE                          |  |
| Details of impacts identified |  |
| SEX                           |  |
| Details of impacts identified |  |
| SEXUAL ORIENTATION            |  |
| Details of impacts identified |  |
| PREGANCY AND MATERNITY        |  |
| Details of impacts identified |  |
| RELIGION OR BELIEF            |  |

|   |  |
|---|--|
| <b>Details of impacts identified</b>    |  |
| <b>GENDER REASSIGNMENT</b>              |  |
| <b>Details of impacts identified</b>    |  |
| <b>MARRIAGE &amp; CIVIL PARTNERSHIP</b> |  |
| <b>Details of impacts identified</b>    |  |

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

|  |
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## SECTION D – RESULT

| <i>Please select one of the following options. Mark with an “X”.</i> |  |          |
|--|--|----------|
| <b>A</b>   | <b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b> | <b>X</b> |
| <b>B</b>   | <b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>    |          |
| <b>C</b>   | <b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>         |          |
| <b>D</b>   | <b>STOP OR ABANDON THE POLICY/PROPOSAL</b>         |          |

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

| <b>Action</b> | <b>Expected outcome</b> | <b>Officer</b> | <b>Completion Date</b> |
|---------------|-------------------------|----------------|------------------------|
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |
|               |                         |                |                        |

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

|                               |  |
|-------------------------------|--|
| <b>OFFICER:</b>               | Ravinder Jassar, Head of Finance   |
| <b>REVIEWING<br/>OFFICER:</b> | Minesh Patel, Director of Finance  |
| <b>HEAD OF<br/>SERVICE:</b>   | Minesh Patel, Director of Finance.<br>Debra Norman, Director of Legal, HR, Audit & Investigations. |