

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Reviewing community-based Support Packages, residential and Nursing home placements to ensure they are commensurate with needs and always maximising independence. (AH01, AH03 and AH04)
DEPARTMENT:	Adult social care
TEAM:	Reablement, Review, Long term support & Occupational Therapist teams
LEAD OFFICER:	Claudia Brown
DATE:	29 December 2022

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

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 is some evidence that Brent provides more homecare hours in community care packages than other London boroughs – potentially around 1 hour per week extra per client over the age of 75 than expected.

Under the Care Act 2014, all service users are to receive a proportionate review of their support funded by social care, annually. As a result, support packages/ placements can be adjusted accordingly. By undertaking some focus reviews, it will provide us with an opportunity to ensure support packages are commensurate to the needs of the individual.

This project proposes to be focussed on the areas where the data shows that we are outliers in providing care.

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

All Adult from the Age of 18

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.

ASC work with vulnerable client who require support as a result of their Physical, psychological and Mental frailty / disabilities. All clients receiving funded support from ASC are required to have an annual review. So, although this project will be undertaken as business as usual, there will be a closer focus on the area that we are outlier in our spending compared to other boroughs.

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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
If you have answered YES to ANY of the above, then proceed to section 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.

To achieve the saving as set out in the budget all current service users will be subjected to a review.

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. The review will relate to all service users who meet the Care Act criteria and are in receipt of a social care funded support package or a placement
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	
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?

At each review the working group will engage with the individual and all parties involved in the support arrangements of the individual will be reviewed

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?

- Service change can be perceived by individuals to be a negative change. Service users and their families may choose not to engage with this process. However, our social workers are experienced from previous work and will make all efforts to engage families and service users in the process before any changes are made. If the person does not have capacity and their family continues to dispute the assessed change, we have the option of approaching the court of protection to make a decision. However, this will be used as a last option as we are usually able to negotiate an agreed position.
- Staff will engage with providers as appropriate however, there is a risk of existing providers try to disrupt the move on process – this will be managed by the Commissioning Team, to work with providers to recognise the best interests of service users

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

All reviews are monitored by team manager and the project will feed into the Project and Transformation Board via a highlight report

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 project will be undertaken as business as usual and any impact for the focused areas will be monitored and reported to the Project and transformation board.

Therefore, no adverse equality impact has been identified at this stage

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
Continue with reviewing all Service users receiving funded support from ASC annually as required by the care ACT	Support packages are adjusted as a result of the review/ reassessment if needed	Social workers, Occupational Therapist and Reviewing offices	April 2024

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Claudia Brown, Director ASC
REVIEWING OFFICER:	Andrew Davies, Head of Commissioning, Contracting and Market Management Tiffany Adonis-French Head of Complex Care Direct Services and Duty Sarah Richards Head of Intermediate care and Principal Occupational Therapist
HEAD OF SERVICE:	Claudia Brown, Director ASC

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Savings will be made by a reduction in the contract value of the Supporting Young People Contract ('Connexions')
DEPARTMENT:	Children and Young People
TEAM:	Inclusion
LEAD OFFICER:	Sharon Buckby/Shirley Parks
DATE:	19 December 2022

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

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.

Savings will be made by a reduction in the contract value of the Supporting Young People Contract ('Connexions') by the value of £80K. The full impact will be mitigated by £40K of education funding (e.g., pupil premium funding) being allocated to the service to enable a dedicated advisor from the provider Prospects to be maintained within Brent Virtual School.

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

Young people who are at risk of being Not in Education, Employment or Training (NEET) may not get the same level of support as currently.

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 the contract supports outcomes for vulnerable children and young 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	
If you have answered YES to ANY of the above, then proceed to section 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.

The Supporting Young People Contract is aimed at ensuring all young people are in education, employment and training. The number of young people in Brent who are NEET is low. However, those who are NEET are vulnerable young people, some have SEND and there is some disproportionality in the cohort.

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	The service is for young people who are aged 16+, and a lower level of service could impact on outcomes into education, employment and training post-16.
DISABILITY	
Details of impacts identified	There could be an impact on the timeliness of the progress into education, employment and training of young people with Special Education Needs and Disabilities (SEND) if the level of support is reduced.
RACE	
Details of impacts identified	There could be an impact on the timeliness of the progress into education, employment and training of young people who are of different ethnic backgrounds, in particular of Black Caribbean or Black or Black mixed heritage, if the level of support is reduced.
SEX	
Details of impacts identified	None

SEXUAL ORIENTATION	
Details of impacts identified	None
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?

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?

Mitigation measures will address any potential negative impacts.

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

The NEET data is monitored regularly and there is ongoing contract management which will be used to monitor impacts. There will be targeted approaches for the young people considered to be most at risk of being negatively impacted by reduced levels of support.

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.

Overall, the contract will continue to provide essential support to children and young people to ensure that they have positive journeys into adulthood.

A reduced service, however, could impact on the number of Brent young people who are in education, employment or training post-16 in relation to the most vulnerable groups. A number of mitigation measures will address these:

- The impact of the saving will be reduced by £40K being provided towards the contract through Brent Virtual School funds
- The contract will focus on vulnerable young people most at risk of being NEET to mitigate any negative impacts.
- Young people with SEND will be supported through improved 14 + transition planning at annual reviews of Education, Health and Care Plans led by schools to mitigate any impact.

As a Council priority there is separate, targeted work underway through the Black Community Action Plan to support and motivate young people into education, employment

and training and to provide access/exposure to employment opportunities that will mitigate the impact.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an “X”.</i>		
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
Continue to monitor the percentage of young people who are EET/NEET in vulnerable groups through regular contract monitoring.	There is no reduction in the number who are EET	Sharon Buckby	Ongoing

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Shirley Parks, OD Safeguarding Performance and Strategy
REVIEWING OFFICER:	Sharon Buckby, Head of Inclusion and Brent Virtual School
HEAD OF SERVICE:	Nigel Chapman, Corporate Director Children and Young People

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Reduction of one Practice Educator Role
DEPARTMENT:	CYP – Safeguarding, Partnerships and Strategy
TEAM:	Quality Assurance and L&D
LEAD OFFICER:	Sonya Kalyniak
DATE:	19 December 2022

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

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.

Reduction of one Practice Educator post

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

There are 3 people in this role and 1 post would be reduced.

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, there is relevance to equality and the council's public sector duty due to all three post-holders being female from ethnically diverse backgrounds from a variety of religions or beliefs.

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	
If you have answered YES to ANY of the above, then proceed to section 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.

Reviewed the sex, religious and ethnic background of the three candidates.

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	All three employees in these posts are from ethnically diverse backgrounds.
SEX	
Details of impacts identified	All three employees in these posts are female.
SEXUAL ORIENTATION	

Details of impacts identified	Not applicable
PREGANCY AND MATERNITY	
Details of impacts identified	Not applicable
RELIGION OR BELIEF	
Details of impacts identified	All three employees in these posts have different religious backgrounds.
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?

Yes

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

Careful consideration will be given to selecting the employees who remain in the post and the employee who will be moved to another area of CYP, in collaboration with post holders. There will be no redundancies from this proposal and every effort will be given to support one of these employees into a different social work qualified role with the same pay and conditions.

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?

This will be measured through supervision (job satisfaction) and retention of all three employees.

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.

Although one employee with protected characteristics will move from the Practice Educator post to another social work qualified position with similar pay and conditions, this will be done with sensitivity and support. There will be no redundancies

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	
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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
Determine a fair and transparent selection process for one employee to move to a different role	One employee is selected and supported to move to a different role.	Nicole Levy	31/03/2023

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Shirley Parks, OD Safeguarding Performance and Strategy 19/12/2022
REVIEWING OFFICER:	Sonya Kalyniak, Head of Safeguarding and Quality Assurance
HEAD OF SERVICE:	Nigel Chapman, Corporate Director Children and Young People

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Savings will be made by a reduction in staffing costs within the core school effectiveness team.
DEPARTMENT:	Children and Young People
TEAM:	Setting and School Effectiveness Service
LEAD OFFICER:	Shirley Parks/Jen Haskew
DATE:	12.12.22

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

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.

Savings will be made by a reduction in staffing costs within the core school effectiveness team.

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

There is a risk that pupil outcomes and school Ofsted inspection judgements could decline due to less capacity to fulfil core school improvement work. However, this risk will be avoided by reducing staffing costs without reducing capacity within the core school improvement team.

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 potential impact on young people will be protected by cutting staffing costs without reducing capacity within the core team.

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
If you have answered YES to ANY of the above, then proceed to section 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.

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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	N/A
DISABILITY	
Details of impacts identified	N/A
RACE	
Details of impacts identified	N/A
SEX	
Details of impacts identified	N/A
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?

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?

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.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
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
Continue to monitor Ofsted outcomes	Quality of provision maintained	Jen Haskew	Ongoing

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Jen Haskew, Head of Setting and School Effectiveness (12.12.22)
REVIEWING OFFICER:	Shirley Parks, OD Safeguarding Performance and Strategy
HEAD OF SERVICE:	Nigel Chapman, Corporate Director Children and Young People

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Service Transformation - RLS related - Detailed service review including route optimisation and alternative means of transport
DEPARTMENT:	Residents Services
TEAM:	Neighbourhood Management
LEAD OFFICER:	Chris Whyte
DATE:	1/12/2022

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

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 SEN passenger transport service is currently shared with LB Harrow who lead the service on behalf of both Authorities. Despite this, Brent BC is the larger 'client' for the service and it is estimated that costs per user for Brent are 30% higher than the cost for Harrow.

We know that there is opportunity for savings from benchmarking with other local authorities.

Edge Public Solutions has been appointed to carry out a review in order to inform savings options. Their first objective will be to effectively establish how well travel and transport services performs and identify cost reduction potential along with service quality and compliance improvement opportunities. They will then identify a program of change that will deliver successful implementation.

The expected efficiencies from the review are at least 10-15% of current expenditure (£1.2m - £1.8m) and are in line with efficiencies that Brent Public Solutions have identified for other local authorities.

We expect that the following key areas will provide the improvement opportunities

Strategy and policy

- Strategic and service planning for passenger transport; the fit with corporate priorities, legal requirements, and comparison to best practice.

- Culture and interaction with customers both internal and external, interaction with the Brent client team, SEN and ASC teams, parents, carers, and schools/daycentres.
- Policy improvement opportunities, eligibility and assessment practice and control
- Delivery strategy, possible alternative delivery models and options.
- Demand forecasts and management of this data for future years (including school rolls, impacts of demand management, and demographic projections).
- Opportunities to move from providing door to door transport to other travel solutions
- Opportunities to improve internal fleet and suppliers in terms of carbon emissions

Passenger transport management

- Operation structures, client management arrangements, processes, and financial control across all transport functions and processes including compliance with the Inter Authority Agreement between Brent BTS client team, Brent SEN & ASC, Brent NHS team and schools etc. including any gaps identified.
- Management capabilities and effectiveness
- Systems used and reporting functionality and effectiveness
- Accountability. Financial overview, management, control and reporting, financial trends, demand management. Including a review of the suitability of KPI's for financial and operational performance.
- Management skills and capability, including skills gaps across management, officers and front-line driver and PA's for both managed service internal routes and private hire providers.
- Performance management regime.
- Compliance regime in relation to vehicle and driver/escort provision and statutory compliance (e.g., S19, PATS, MIDAS etc.)
- Depot arrangements with Harrow, costs, flexibility, future strategy.
- Provision of internal fleet cost model and comparison with external supply
- Contract analysis and review
- Day to day management of safe-guarding, safety, training of providers, CCTV, and specialist equipment management.

Passenger transport co-ordination and demand control

- Routing and co-ordination methodology/ protocols/ opportunities
- Examination of approach to complex and exceptional travel requirement cases in terms of how they are managed, and decision made
- Suitability of service provision (routing logic, journey times, appropriateness of vehicles, relevant access requirements, route rationalisation potential etc.) and any alternatives.
- Balance of internal and external passenger transport provision
- Passenger transport procurement and options for improvement including contracts with private suppliers.
- Market supply analysis (market capacity, market engagement, strategic sourcing options, innovative ways to increase competition and drive best value)
- Focus on effective use of escorts, reduction in single person journeys and vehicle utilization improvement opportunities
- Opportunities for alternative travel arrangements including personal budgets
- Travel training and travel 'buddy' schemes to enable walking.

Group pick up opportunities

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

Users of the Brent Passenger Transport Service: children with physical and/or learning disabilities and adults who use day centres.

The families and careers of users of the service.

Brent Passenger Transport staff and associated contractors

School staff and day centre 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

The current passenger transport service is used to transport 1234 children and young people with special educational needs to school or college. These children have learning and/or physical disabilities. The service also transports 75 adult clients who are either elderly and / or have learning difficulties or physical disabilities. It transports them from home to day centres or other placements or activities, as defined within their personal care plans. The service is therefore currently mainly focused on younger and older age groups and therefore any change will disproportionately affect those groups. The nature of the impact will depend on the individuals and their disability. People with learning disabilities may find any change in transport drivers and escorts very unsettling.

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	
If you have answered YES to ANY of the above, then proceed to section 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.

Information from Brent Transport Services, Adult Social Care and Children and Young People on the age, gender and disability of service users. Many of the users have high level physical and learning disabilities.

Information provided through an in-depth analysis of the current service offer in terms of how it compares to other authorities and how it complies with government guidance and legislation.

Further consultation and engagement work will take place with stakeholders to inform the service review that is underway.

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	The passenger transport service will still be provided to its existing users, most of which are either children or older people. Any change that is identified as necessary by the review has the potential to very unsettling and disconcerting for a period of time for many users, especially those who may be anxious about changes to routine but should ultimately provide a better service.

	<p>Consultation and engagement will take place with these stakeholders, including service users and families, to understand what they want from the service and on what the most important considerations are in terms of facilitating a more seamless and less-unsettling transition.</p>
DISABILITY	
Details of impacts identified	<p>The passenger transport service will still be provided to its existing users, most of whom have a disability.</p> <p>Consultation and engagement will take place with stakeholders, including service users and families, to understand what they want from any revised service and/or operating policies. This consultation will include an engagement programme that will identify the best means of ensuring the most seamless transition and of creating appropriate mitigations to remove stress and anxiety. It is considered most beneficial to undertake any change in full consultation with stakeholders, so their concerns are heard and accounted for.</p>
RACE	
Details of impacts identified	N/A
SEX	
Details of impacts identified	N/A
SEXUAL ORIENTATION	
Details of impacts identified	N/A
PREGNANCY 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?

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 review of the service that is underway will include a full engagement and consultation exercise with service users. This review will help determine the extent of any operational changes and the revision of any policies that may be necessary and/or appropriate. It will be fully open to receiving concerns and representation from service users so these can be properly accounted for as part of any service redesign.

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

This will be established through the course of the review but are most likely to include issues that relate to re-routing, a change of pick up and drop of routines, or any change in the service personnel with whom the service users are used to coming into contact with. There will be a need to limit the level of change in relation to these issues to the fullest extent possible, or at least to fully communicate any change to users in the clearest and most helpful way possible.

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

The review is intended to identify policy and operating changes that will benefit passengers over the longer term. This will mean a settled and more effective service over a longer period in the future.

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

The revised services and the changed policies will be monitored by a newly created cross-council Transport Board. That governance will run parallel to the day-to-day operational monitoring of the service and will include very regular dialogue with service users and their parents/guardians.

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.

This is intended to be a process of service review that will generate cost efficiencies alongside improvements and benefits for passengers.

In order to optimise the benefits, the following actions will apply –

- Through the Review, engage and consult fully with service users so that their views can inform the future service.
- Have an agreed transition phase to ensure a smooth move to any new service.
- Ensure that consistency with drivers and passenger attendants forms part of the outcome.
- Ensure compliance with government guidance, legislation and good practice by similar organisations elsewhere
- Promote, encourage and support the skills for independent travel.
- Engage with staff about the proposals, support them through the change process

SECTION D – RESULT

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

A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	
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B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	X
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
Service Review	Change operating procedures, policies, new governance, savings and efficiencies.	C Whyte	March 2024
Consultation/ engagement with stakeholders	All stakeholders aware of any proposed service change / policy changes.	C Whyte	March 2024
Transport Board established	New governance in place.	C Whyte	Dec 2023

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Simon Finney, Head of Neighbourhood Management
REVIEWING OFFICER:	Chris Whyte Director of Environment and Leisure
HEAD OF SERVICE:	Chris Whyte Director of Environment and Leisure

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	To increase Council Tax by 4.99% in 2023/24
DEPARTMENT:	Council wide
TEAM:	N/A
LEAD OFFICER:	N/A
DATE:	7 December 2022

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

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 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 4.99%, where 2% is ring fenced for Adult Social Care and 2.99% is a general increase. This is the maximum increase allowed by government. The proposal will generate an additional £7.0m 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.

2. 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 2022/23 (Brent share)	Amount payable in 2023/24 (Brent share)	Increase per annum	Increase per month	Increase per week	Total number of dwellings affected

A	£946.32	£993.54	£47.22	£3.94	£0.91	6,051
B	£1,104.04	£1,159.13	£55.09	£4.59	£1.06	13,850
C	£1,261.76	£1,324.72	£62.96	£5.25	£1.21	40,162
D	£1,419.48	£1,490.31	£70.83	£5.90	£1.36	38,709
E	£1,734.92	£1,821.49	£86.57	£7.21	£1.66	22,943
F	£2,050.36	£2,152.67	£102.31	£8.53	£1.97	6,477
G	£2,365.80	£2,483.85	£118.05	£9.84	£2.27	3,433
H	£2,838.96	£2,980.62	£141.66	£11.81	£2.72	250

If this proposal is approved it will affect all households in Brent's 131,875 residential dwellings, that will see their Council Tax bills increase, unless they are eligible for 100% Council Tax support. Currently, approximately 20% (26,300 households out of the 131,875) 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 (38,612 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 £2.8m 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.

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 proposal will have both positive and negative impacts on residents and will potentially hit groups with protected characteristics harder. 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. In addition, the Brent Resident Support Fund (RSF) provides further assistance to vulnerable residents, including but not limited to help with the cost of their Council tax bill.

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	
If you have answered YES to ANY of the above, then proceed to section 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.

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.

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	N/A
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?

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 to both. Significant engagement / consultation is planned between December 2022 and February 2023 ahead of the decision being made by full council on 23 February 2023.

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

None required

6. 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 £2.8m, 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 negative impact on those most at need. It will also likely lead to increased crisis costs and further impact upon budget pressures.

The 2.99% increase in Council Tax for general use should have a positive impact on some equality groups as it prevents an additional reduction of £4.2m 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.

7. 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. The reason for this is that the Council Tax increase will help to protect front line services, reduce the amount of savings required and provide much needed additional growth for the Adult Social Care budget. The Council Tax increase proposed is equivalent to approximately £7.0m 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>		
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
Review impact of council tax increase	Better understanding of negative impacts	Peter Cosgrove	April – June 2023

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Peter Cosgrove, Head of Revenues and Debt
REVIEWING OFFICER:	Ravinder Jassar, Deputy Director of Finance
HEAD OF SERVICE:	Thomas Cattermole, Director of Customer Access