

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	A series of Resources Division corporate savings (2020-21 CS 1-4, CS 16&17)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw. AD Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Various savings in back office costs together with increased income from our cash deposits:- Right sizing charge to Pension Fund for Pension Manager time    £24,000 Savings in Insurance Fund top up budget                            £70,000 Increase in Investment Income                                            £100,000 Miscellaneous savings (eg. Subscriptions)                            £39,000 (20/21), (£10,000 21/21 onwards) Saving in Consultancy costs                                                 £20,000
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	None
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Page 97

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

- An analysis of recent years spend and income data.

**Stage 3: Assessing impact and analysis**

**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

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

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

Page 99

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw, AD Resources	Signature: Roger Kershaw	Date: 7.10.19
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Housing Benefit Written Off Debt Recovery – 2020-21 CS4
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues & Benefits
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To collect previously written off housing benefit overpayment debt by external agency following availability of improved data matching and available information. The exercise is targeting debts that were written off where we were unable to trace the debtor or where we were unable to collect as the debtor failed to communicate. The exercise does not include debts where the debtors were unable to pay due to affordability, vulnerability or compassionate reasons. Enforcement agents (bailiffs) are not being used and debtors are only being contacted by phone or written correspondence
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents or ex residents who failed to pay housing benefit overpayments. The proposals assist the Council with making a balanced budget.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes – the collection of this debt is being undertaken by an external company (Civica On Demand) although the Revenues and Benefits Service has overall responsibility.

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

- Initial results from the exercise which commenced in July 2019. The income collected so far has been through agreed payment arrangements with debtors or where we have applied a statutory attachment to earnings to recover the debt direct from the debtors salary. We are finding that with the new information now provided by the Department of Work and Pensions regarding debtors employers and earnings a good number of these debtors are now working and are in a position to repay the previously written off debts.

## Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				Yes	Due to the data provided it is not possible to identify any negative impact.
Disability				Yes	Due to the data provided it is not possible to identify t-if any debtors have any disabilities
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race				Yes	Due to the data provided it is not possible to identify the race of debtors
Religion/ belief					
Sex (Gender)				Yes	Due to the data provided it is not possible to identify any negative impact.
Sexual orientation					
Socio-economic status			Yes		Potentially some debtors may not be in a financial position to repay debts – consideration is given and income and expenditure assessments

DRAFT

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Review affordability to repay debts where debtors claim they cannot afford payment arrangements	Income and expenditure	Review cases with contractor	On-going	Both	DK	Project plan

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

Page 103

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	David Keppler, Head of Revenues & Benefits	Signature: David Keppler	Date: 3.10.19
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Back office savings in Customers, Policy and Improvement (2020-21 CS5, CS6) A series of Corporate Governance savings (2020-21 CS 13&14)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw. AD Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Customers, Policy and Improvement: Various savings in back office costs for 20/21:- Reduction in running costs across the Division £20,000 Community Engagement – Reduced running costs £8,000 Corporate Governance: Various savings in back office costs for 20/21:- Miscellaneous savings in running costs £24,000 Saving in Consultancy costs £10,000
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	None
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None



## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

- An analysis of recent years spend and income data.

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

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

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

Page 106

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw, AD Resources	Signature: Roger Kershaw	Date: 9.10.19
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Staffing Establishment Reduction in Customer Experience & Communications (CS7)
Which Department/ Division has the responsibility for this?	Customers, Policy & Improvement

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Customers, Policy & Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The proposal is to reduce the staffing establishment in Customer Experience &amp; Communications by 2 x FTE.</p> <p>This is expected to be enabled through the integration of services leading to greater efficiency and use of resources and the implementation of the Customer Contact Strategy.</p> <p>Work to identify which posts will be part of further reviews and reorganisations of the service as the benefits of more integrated, generic working and automating customer contact emerge over the coming year.</p>
2. How does this contribute to the council's corporate priorities?	The proposal supports the theme of Corporate Capacity by ensuring the department offers support to the organisation in the most efficient way.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The reduction will be possible as a result of more efficient and streamlined arrangements being put in place for residents to contact the council. Therefore there is not expected to be any detrimental impact on residents and service users.</p> <p>Whilst ostensibly this proposal involves a reduction in staffing, the service will seek to mitigate the impact of this on staff by exploiting opportunities as vacancies arise naturally.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility is not shared; though departments will need to be fully consulted as the service is delivered on behalf of the organisation as a whole.

Page 107

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The budget available to the department and division going forward.

Lean reviews of elements of the service that indicate potential for efficiency and streamlining which are now being implemented.

Analysis of current tasks and volumes as part of the development of a business case for the reorganization of CPI in 2019.

It is not possible to undertake further more detailed analysis on impact on staff at this stage as the detailed proposals have not yet been established.

Page 108

## Stage 3: Assessing impact and analysis

From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

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

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
To be determined on development of a detailed business case	Detailed EIA to be developed	EIA	Sept 2020	Existing	Head of CE&C	Yes

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

**Stage 4: Conclusion of the Equality Analysis**

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

**Stage 5: Sign off by Director/ Head of Service**

Assessment completed by	<a href="#">Sophie Ellis, AD Business Improvement</a>	Signature:	Date: 10/11/15
-------------------------	-------------------------------------------------------	------------	----------------

**Stage 5: Sign off by Director/ Head of Service**

Improvement action plan signed off by Director/ Head of Service	<a href="#">Add name/ job title</a>	Signature:	Date:
-----------------------------------------------------------------	-------------------------------------	------------	-------

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings Reference numbers CS8, CS9 and CS12 which are to be delivered across the period 2020/23. These have all been assessed as not having any potential equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Technology Division

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Technology
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CS8 – Reduction in operating costs on the Councils corporate buildings, by moving from planned maintenance to statutory minimum, fix on fail with work only being undertaken where repairs directly affect the safety, security or weather proofing of a building.</p> <p>CS9 – Reduction in the operating cost for the corporate cleaning contract, which will be delivered through a review of the current specification and a reduction in the level and frequency of cleaning within the corporate buildings.</p> <p>CS12 – Cancel lease agreement on two Council vehicles to reduce operating costs. The vans are used to transport equipment and materials around the borough, and this will result in a significant reduction in the level of service and subsequent delays in completing urgent service affecting repairs.</p>
2. How does this contribute to the council's corporate priorities?	The reduction in operating costs are required in order to meet the requirements of the Council's wider MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>CS8 – No direct impact on any specific individuals or groups, but there will be a gradual reduction in the condition and working environment of the operational buildings.</p> <p>CS9 – No direct impact on any specific individuals or groups, but staff and visitors within the corporate buildings will notice the reduction in the level and frequency of cleaning as a result of the reduction.</p> <p>CS12 - No direct impact on any specific individuals or groups, but there will be a reduction in the time taken to complete repairs and deal with service affecting faults at the operational buildings.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

In the main, the proposals relate to general reductions in the level of internal support services provided across the Council, and therefore do not have any direct impact on any specific individuals or groups. Whilst there is no specific evidence available to support this assumption, historically the reductions made in previous years have not been found to have created any such problems or issues.

**Stage 3: Assessing impact and analysis**

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	None.
Disability		X		X	None.
Gender Reassignment		X		X	None.
Marriage and Civil Partnership		X		X	None.
Pregnancy and Maternity		X		X	None.
Race		X		X	None.
Religion/ belief		X		X	None.
Sex (Gender)		X		X	
Sexual orientation		X		X	None.
Socio-economic status		X		X	None.



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

None identified

### Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

**Stage 5: Improvement Action Pan**

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [1](#) Assessment

As a result of completing this equalities analysis it has been determined that there will not be any direct adverse impact on any particular group as a result of implementing the proposed savings.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mark Humphries – Assistant Director Infrastructure & Technology	<b>Signature: Mark Humphries</b>	<b>Date: 03/10/19</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Caroline Holland	<b>Signature:</b>	<b>Date:</b>

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings reference numbers CS10 and CS11 for the period 2020/23. These have all been assessed as potentially having equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Technology Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Technology
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CS10 – Restructure of the Transactional Services team to reduce operating costs, which will result in the loss of 3 FTE posts. This will result in a reduction of capacity within the team and will increase the time taken to produce and process Accounts Payable and Receivable invoices.</p> <p>CS11 – Restructure of the Commercial Services team to reduce operating costs, which will result in the loss of 1 FTE post. This will result in a reduction of capacity within the team to provide the specialist technical advice and support on the Councils procurement activities.</p>
2. How does this contribute to the council's corporate priorities?	The reduction in operating costs are required in order to meet the requirements of the Council's wider MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>CS10 – The proposed restructure and subsequent deletion of 3 posts will have a direct impact on staff, but the potential for any adverse impact on any particular protected group will be mitigated through the use of the Councils agreed procedures for Managing Organisational change.</p> <p>CS11 - The proposed restructure and subsequent deletion of 3 posts will have a direct impact on staff, but the potential for any adverse impact on any particular protected group will be mitigated through the use of the Councils agreed procedures for Managing Organisational change.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

Whilst there is potential for savings proposals CS10 and CS11 to have an adverse impact on a particular protected group this will be mitigated by managing the process using the Councils agreed procedures for Managing Organisational change.

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	None.
Disability		X		X	None.
Gender Reassignment		X		X	None.
Marriage and Civil Partnership		X		X	None.
Pregnancy and Maternity		X		X	None.
Race		X		X	None.
Religion/ belief		X		X	None.
Sex (Gender)		X	X		A large percentage of the Transactional Services team are female staff and therefore the proposed reduction in posts has the potential to impact female staff more than males.
Sexual orientation		X		X	None.
Socio-economic status		X		X	None.

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

The restructuring process will be undertaken in accordance with Councils 'Managing Organisational Change' procedures which will mitigate any potential negative impact.

### Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

## Stage 5: Improvement Action Pan

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
A large percentage of the Transactional Services team are female staff and therefore the proposed reduction in posts has the potential to impact female staff more than males.	The restructuring process will be undertaken in accordance with Councils 'Managing Organisational Change' procedures which will mitigate any potential negative impact.	Whether the decision to appoint is subject to any challenge or appeal relating to inequality.	March 2021	Existing	MH	No

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [2](#) Assessment

As a result of completing this equalities analysis it has been determined that there is potential for an adverse impact on a particular protected group as a result of implementing the proposed savings, but that this will be mitigated as a result of managing the process through the Councils agreed procedure for 'Managing Organisational Change'.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mark Humphries – Assistant Director Infrastructure & Technology	<b>Signature: Mark Humphries</b>	<b>Date: 03/10/19</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Caroline Holland	<b>Signature:</b>	<b>Date:</b>

DRAFT



# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF2019-01: Review of CSF Admin Structure
Which Department/ Division has the responsibility for this?	CSF/Children’s Social Care/Youth Inclusion and Education.

## Stage 1: Overview

Name and job title of lead officer	Rachael Wardell, El Mayhew, Jane McSherry.
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>With changes to the structure of the department, the implementation of MOSAIC and a focus on reduced education and social care core functions we will redesign our administrative workforce across what will be a smaller directorate while dealing with increasing demands.</p> <p>CSF has various business, finance and performance support functions across a number of numerous services. These functions are carried out either by dedicated business support staff or are integrated within other roles. The aim of the review is to understand whether the current set up is efficient, cost effective and delivers good value to the department.</p> <p>The review will cover all roles which carry out functions related to business, finance and performance support.</p> <p>The work will cover roles across both divisions (Education and Social Care &amp; Youth Inclusion), although it is recognised that a review has recently been completed for SC&amp;YI, the outputs of which are already being implemented. The findings and outcomes of this review will be taken into consideration, so as not to duplicate this work. However, further changes are not ruled out.</p> <p>A reduction of approx. 8 posts from a total of 65FTE is anticipated. (This is a smaller number of reductions than originally envisaged, as a result of the outputs of the review work already conducted).</p>
2. How does this contribute to the council’s corporate priorities?	<ul style="list-style-type: none"> <li>• This proposal contributes to the councils’ corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</li> <li>• The desired outcomes of the review are:</li> <li>• More joined up provision of performance information and data across the department</li> </ul>

Page 121

	<ul style="list-style-type: none"> <li>• Reduced duplication of work</li> <li>• Increased efficiency and effectiveness of the business, finance and performance support functions across CSF services</li> <li>• Improved resilience of the business support function</li> <li>• Release capacity for other work or deliver financial savings</li> </ul>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Less resource and flexibility to meet increasing demands may lead to a risk of decreased timeliness of response to customers and potentially reduced support for vulnerable children and young people, although the primary impact is likely to be (initially) on colleagues and partners who will have to undertake more 'self-service' and may experience reduced response times.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This is wholly a Children's Schools and Families workforce.

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We know the staff in this cohort likely to be affected by any reduction in the number and distribution of business support roles. Understanding of equality and diversity impact of any proposal to reduce the numbers of posts forms part of the HR process of service redesign.

We have not been able to identify and quantify the predicted impact on colleagues, external stakeholders and service users, as the underlying principle is to seek to be more efficiently organised, rather than to reduce any service provision, but an evaluation of impact forms part of the review.

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies	
	Positive impact		Potential negative impact	
	Yes	No	Yes	No
Age				*
Disability				*
Gender Reassignment				*
Marriage and Civil Partnership				*
Pregnancy and Maternity				*
Race				*
Religion/ belief				*
Sex (Gender)				*
Sexual orientation				*
Socio-economic status				*

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

**Stage 4: Conclusion of the Equality Analysis**

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1



OUTCOME 2



OUTCOME 3



OUTCOME 4



Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Rachael Wardell, Director CSF	Signature: 	Date: 8-10-2019
Improvement action plan updated and signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 8-10-2019

Page 124

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF2019-02: Establish more cost effective Merton independent living provision
Which Department/ Division has the responsibility for this?	CSF/Children’s Social Care and Youth Inclusion

Stage 1: Overview	
Name and job title of lead officer	Rachael Wardell/EI Mayhew.
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The proposal is to develop housing pathways for care leavers (including but not limited to shared accommodation, floating support) to replace the semi-independent accommodation currently commonly used, which is high cost and not conducive to improving young, care experienced adults’ independence.</p> <p>This should lead to:</p> <ul style="list-style-type: none"> <li>Care leavers who are more independent and who have access to a wider variety of housing options to meet their individual needs</li> <li>A reduction in the spend on supported housing for care leavers</li> </ul>
2. How does this contribute to the council’s corporate priorities?	This addresses our corporate priorities by helping us to meet our statutory duties to care leavers and by assisting us to operate within a balanced budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our ‘customers’ for this proposal are our care experienced young adults (care leavers), and the 14+ Team and others who support them. The proposals will benefit care leavers through increased independence and choice, and the council through reduced costs.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This work will need to be conducted in collaboration with the Council’s Housing Service, with local social and private landlords.

Page 125

**Stage 2: Collecting evidence/ data****5. What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

Demographic information about age, gender and race of care leavers, who are the group affected by these proposals, which leads us to conclude that some protected characteristics are over-represented among care leavers.

What impact has this evidence had on what you are proposing? This hasn't changed the overall proposal as the intention is to support independence (which is a positive objective) through developing appropriate and cost effective alternatives to semi-independent accommodation, however, it has highlighted the need to take an individual approach when working with each care leave to determine the most appropriate accommodation options to meet their needs, within the council's budget, and to be particularly aware of each care experienced young adult's readiness for independence. .

there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

**Stage 3: Assessing impact and analysis****6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	x		x		The proposal is focused on care leavers, who are older children and young adults with care experience. Therefore, this affects a very specific age group. There are positive benefits, in that young adults will have greater choice of accommodation that meets their needs, however it is possible that some young people may find it harder to have their needs met and / or that the availability of choice leads to indecision or housing disruption.

<b>Disability</b>				X	
<b>Gender Reassignment</b>				X	
<b>Marriage and Civil Partnership</b>				X	
<b>Pregnancy and Maternity</b>				X	
<b>Race</b>	x		x		The proposal is focused on care leavers. Within this group, young adults who were formerly unaccompanied asylum-seeking children are over-represented, compared to the borough population. Therefore, this proposal may disproportionately affect more young people who are not white British. There are positive benefits, in that young adults will have greater choice of accommodation that meets their needs, however it is possible that some young people may find it harder to have their needs met and / or that the availability of choice leads to indecision or housing disruption.
<b>Religion/ belief</b>				X	
<b>Sex (Gender)</b>	x		x		The proposal is focused on care leavers. Within this group, males are over-represented, compared to the borough population. Therefore, this proposal may disproportionately affect more young men. There are positive benefits, in that young adults will have greater choice of accommodation that meets their needs, however it is possible that some young people may find it harder to have their needs met and / or that the availability of choice leads to indecision or housing disruption.
<b>Sexual orientation</b>				X	
<b>Socio-economic status</b>				X	

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
The possibility of negative consequences of the reduction in use of semi-independent accommodation for some care leavers for whom this would be a better fit to their needs.	Take a needs led approach to each placement decision, based on young people's choice and developing independent.	Working with care leavers' personal advisers and in discussion with care leavers themselves.	Ongoing on a YP by YP basis	Existing	HoS Care Leavers	Yes

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

**Stage 4: Conclusion of the Equality Analysis**

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**



Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019

DRAFT

# Equality Impact Analysis

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

What are the proposals being assessed?	<a href="#">Early Help Service redesign – setting up a new Family Wellbeing Service</a>
Which Department/ Division has the responsibility for this?	<a href="#">CSF</a> (CSF2019-03)

## Stage 1: Overview

Name and job title of lead officer	<a href="#">Allison Jones</a>
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc.)	<p>1.1 A reshape of Merton’s Early Help offer is required in order to ensure that CSF continues to deliver an ambitious programme of transformation, meeting its priorities, objectives and savings targets, so that services meet the needs of families in accordance with the MFWBM and that there is assurance of demonstrable and quantifiable outcomes in relation to family wellbeing.</p> <p>1.2 There is acknowledgement that the current offer is fragmented, that there is scope for improvement and that there is room for significant efficiencies to be found, contributing to the overall departmental savings targets and mitigating the impact of significant loss of funding via the Troubled Families DCLG programme.</p> <p>1.3 A reshape in the way proposed will support the reduction of families requiring higher cost provision within the statutory services.</p> <p>1.4 Swift and easy access to Early Help Information, Advice and Guidance (IAG) and Family Wellbeing (FWB) services, reducing the pressures on MASH and more costly child protection services</p> <p>1.5 Improved outcomes for families and evidence of impact</p> <p>1.6 Deliver efficiencies / savings</p> <p>1.7 Mitigate the impact as a result of loss of significant grant funding</p> <p>1.8 Deliver aspirations within TOM and key strategic priorities</p> <p>1.9 Whole systems approach to Family Wellbeing underpinned by value for money and maximising resources/opportunities across the multi-agency networks/agencies</p> <p>1.10                  To review and redesign Merton’s EH offer, to include the range of functions held within the following teams directly managed by LBM; 0-5 SFT, Bond Road Family Assessment</p>

Service, Transforming Families and PEIP, SEND Short Breaks, former VCT Posts x 1, Early Years posts Practice Development, Information Assistants and Business Support

2. How does this contribute to the council's corporate priorities?

The reshaped service contributes significantly to giving our children and young people the best start in life and is a key component of our Child, YP and Family Well Being Model, the Children and Young People Plan and the Health and Well-being strategy. It contributes significantly to our MSCP priorities of Early Help; Think Family and Contextual Safeguarding. This proposal is contributing to the councils' corporate priorities which are:

- Resilient Merton
- Collaborative Merton
- Smart Merton
- Ambitious Merton

Our proposals contribute to these priorities and aim to deliver across these 4 areas. With a particular focus on Resilient, Collaborative and Ambitious Merton and maximising our use of ICT and new ways of working so that all our work is "SMART"

The way Merton works to deliver against these priorities is important, and the following three things have been identified that motivate all of us to deliver:

- Customers** - We want to know our customers and provide the very best service for them
- Pride** - We take personal pride in what we do, in working for Merton and pride in Merton the place
- Team** - We actively work to support our colleagues to be the best team and look for ways to work with partners beyond the council to improve Merton the place

Corporately, these are Merton's strengths as an organisation – they frame how we work to achieve our aspirations. The proposals will embed these key priorities and motivational aspects into our reshaping and future planning.

3. Who will be affected by this proposal? For example, who are the external/internal customers,

External: families with children and young people living in the London borough of Merton aged between 0 – 25 and Multi agency partners (communities and partners)

<p>communities, partners, stakeholders, the workforce etc.</p>	<p>Internal: CSF Staff, colleagues across the organisation and statutory partners (stakeholders)                  Workforce directly affected: See business case and associated appendices and documents.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>This proposal directly affects staff and their teams who currently work in CSF across the two divisions of Social Care and Education, however it is recognised that it will impact differently across various teams in CSF, wider LBM services (ie adult services, housing, Safer Merton) communities and stakeholders. The overall responsibility is with the Director of CSF. The overarching aim is to improve access to appropriate services and follow on improved outcomes for families, many of whom have protected characteristics within this EIA.</p>

DRAFT

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have a range of data sets about the workforce as well as information from the existing services which help identify need, vulnerability and risk. We have considered and taken into account relevant factors with regards to the overall impact of this proposal.

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	/		/		<p><u>Service Users</u> <u>Positive impact</u> The age criteria for access to services will be increasing overall supporting families with children across a wider age range</p> <p><u>Negative impact</u> Due to the widened age range for the new service, and level of savings required, there will be a possible shift of resource from families with younger children presenting at a lower level of need to accommodate the wider age range and the tighter eligibility criteria.</p> <p><u>Staffing</u> 57% of the work force is represented by staff who are aged between 45 and over 55. This proposal therefore affects a higher number of staff within these age categories.</p>
Disability	/			/	<p><u>Service Users</u> <u>Positive impact</u> Increased coordination for families via the new service, (it is proposed that there will be improved coordination for families with children/young people</p>

				with disabilities) as well as improved access to early help services for this cohort, which also includes children with SEN.  <u>Staffing</u> Self-reported information taken from ITRENT shows that 2% of the workforce have a disability
<b>Gender Reassignment</b>				Not known
<b>Marriage and Civil Partnership</b>				Not known
<b>Pregnancy and Maternity</b>	/		/	<u>Service Users</u> <u>Positive impact</u> The new service will provide access to a range of services and support that more clearly defines the sign posting, brokerage and early help offer for families who are pregnant and in both the antenatal and the post-natal phase. <u>Negative Impact</u> As the majority of service users are mothers/women, it is possible that this proposal may impact more negatively on this group.  <u>Staffing</u> 86% of the workforce are women, and the majority of these are over the age of 45. However, 43% of the total workforce (male and female) are under the age of 45.
<b>Race/ethnicity</b>			/	<u>Service Users</u> No anticipated impact for service users. Data and analysis will be reviewed on a quarterly basis to ensure that services are representative of the local community and that there is representation from across all groups in line with expectations/previous figures and population profiles  <u>Staffing</u> 36% of the staff are BME
<b>Religion/ belief</b>			/	<u>Service Users</u> No anticipated impact  <u>Staffing</u> 52% of staff classify themselves as religious and 48% prefer not to say
<b>Sex (Gender)</b>	/		/	<u>Service users - parents</u> Evidence shows that the highest proportion of adult service users are women/mothers and any change to delivery model may have a positive impact: <u>Positive impact</u>

				<p>The new service will provide access to a range of services and support that more clearly defines the sign posting, brokerage and early help offer for families</p> <p><u>Negative Impact - parents</u> Evidence shows that the highest proportion of adult service users are women/mothers and any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for families presenting with additional needs.</p> <p><u>Negative impact – children and young people</u> Evidence shows that the highest proportion of children/young people service users are males and any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for children/young people and their families presenting with additional needs.</p> <p><u>Staffing</u> 86% of staff classify as female. Therefore this proposal proportionately effects more female staff than male staff.</p>
<b>Sexual orientation</b>				Not known
<b>Socio-economic status</b>	/		/	<p><u>Service users -</u> Proportionately more families with lower socio economic status are represented in early help services and the redesigned service will aim to continue to work with those families presenting with the highest level of need.</p> <p><u>Positive impact</u> The new service will provide access to a range of services and support that more clearly defines the sign posting, brokerage and early help offer for families from particular socio economic groups</p> <p><u>Negative Impact</u> Any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for families presenting with additional needs.</p> <p><u>Staffing</u> Data not collected/unknown</p>

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

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below).

In accordance with the project plan the project board and associated task groups will ensure that equality considerations are at the forefront of service redesign and transformation.

There will be ongoing workforce development, consultation and community engagement activity with staff, key stakeholders and the community throughout the duration on the service redesign which will contribute to mitigating the possible negative impact of the reshaped offer for any groups who have protected characteristics, in accordance with the project aims

### Stage 4: Conclusion of the Equality Analysis

#### Page 136 Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**



**Stage 5: Improvement Action Plan****9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

DRAFT

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
<b>Age/pregnancy maternity/sex (gender)/socio economic status</b>	<p>Clear referral pathways in place</p> <p>Assessment process gathers data so that equalities can be monitored and considered/embedded within the family plan</p> <p>Published criteria for access to service</p> <p>Multi - agency working/consultation</p> <p>Regular review of service through continuous improvement framework and auditing of threshold application</p> <p>Communication - new service offer is easily available in variety of formats so that all stakeholders and families are aware of the offer and how to access</p> <p>New proposed posts to provide improved information, advice and guidance for families and professionals so that brokerage and local signposting can take place and there is greater utilisation of universal provision across communities supporting family wellbeing</p>	<p>Practice and service standards and dashboard information</p> <p>Performance measures</p> <p>Analysis of performance data</p> <p>Case auditing</p> <p>Embedding the cycle of Continues Improvement</p> <p>Reporting to various Boards/Partnerships</p> <p>Supervision and appraisals</p> <p>User voice feedback</p>	From June 2019 – March 2020 in phase 1 and ongoing as part of usual management and performance monitoring of a service.	Existing	Allison Jones	Contained within the project plan

	Embedding the new practice model Embedding a cycle of continuous improvement Ensuring data is accurate and all family characteristics are recorded so that usage and take up can be reviewed, analysed and service improvements made as required Workforce development programme delivered Recruitment and selection processes are adhered to					

Page 139

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore, it is important the effective monitoring is in place to assess the impact.**

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

This section can also be used in your decision-making reports (CMT/Cabinet/etc..) but you must also attach the assessment to the report, or provide a hyperlink



This Equality Analysis has resulted in an Outcome <a href="#">2</a> Assessment
Please include here a summary of the key findings of your assessment. <ul style="list-style-type: none"> <li>• What are the key impacts – both negative and positive – you have identified?</li> <li>• Are there any groups affected more than others?</li> <li>• What course of action are you advising as a result of this assessment?</li> </ul>

- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.

**As above and in accordance with the project plan and ongoing task and finish groups will inform service developments and opportunities in relation to this assessment.**

DRAFT

**Stage 7: Sign off by Director/ Head of Service**

<b>Assessment completed by</b>	Allison Jones Head of Service Early Years, Childcare and Children's Centres	<b>Signature:</b> 	<b>Date: 17<sup>th</sup> July 2019</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Jane McSherry Assistant Director Education	<b>Signature:</b> 	<b>Date: 17<sup>th</sup> July 2019</b>

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	CSF2019-04 - Proposed Savings: Review of the current Permanency and 14+ Service
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	EI Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To review the Permanency and 14+ Services with a view to establishing a defined service for care leavers that:</p> <ul style="list-style-type: none"> <li>- fulfils the Council’s statutory duties to care leavers</li> <li>- reflects the Council’s changing relationship with eligible young people as they move into adulthood</li> <li>- makes best use of available budget</li> </ul> <p>Legislation and statutory guidance requires eligible care experienced young people, aged over 18 years, to be provided with a Personal Advisor, a Pathway Plan and support services. Personal Advisors are required to have sufficient knowledge and experience to perform their role but do not require a social work qualification. As a result, the salary for a Personal Advisor is lower than that of a qualified Social Worker. At present there are eligible, care experienced young people in Merton whose Personal Advisor role is being fulfilled by a qualified Social Worker.</p> <p>The current service for eligible care experienced young people in Merton is provided by the 14+ Service. This is resourced by qualified Social Workers and Personal Advisors. The proposal is to review the services for children in care and eligible care experienced young people so that:</p> <ul style="list-style-type: none"> <li>- eligible care experienced young people aged over 18 years will be supported by a Personal Advisor</li> <li>- only young people under 18 years will be supported by a qualified Social Worker</li> </ul>
2. How does this contribute to the council’s corporate priorities?	This proposed review contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.

	The desired outcomes of the review are to provide a value for money service for care leavers, with appropriate support to match their levels of independence and to deliver financial savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Eligible care experienced young people may be affected by the review and any proposed changes to how they are individually and collectively supported by the Council.</p> <p>Social Workers currently acting as Personal Advisors in the 14+ and Permanency Services may be affected by this review and any proposals to resource the service to care leavers with Personal Advisors, although the level of social work vacancies in the service overall makes it likely that other social work roles can be offered.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The proposal relates only to CSF – Children’s Social Care & Youth Inclusion

**Stage 2: Collecting evidence/ data**

Page 43

**What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We know that the Social Workers in the 14+ Service will be affected by the proposed review of the need for qualified Social worker posts in a service for care leavers where the workforce can comprise Personal Advisers. Equality and diversity impacts will be considered as part of the proposed review. Following completion of the review, further consideration of the equality and diversity impact of any proposal to delete qualified Social Worker posts would form part of the HR process of any service redesign and the relevant HR processes would be applied equally across the workforce.

All eligible care experienced young people are within a defined aged bracket of 18 – 25 years. Males and young people of Black, Asian and minority ethnic groups are over represented in the group of eligible care experienced young people (Source: Children, Schools and Families DMT Dashboard August 2019: Males 64%; BAME 64%). Equality and diversity impacts will be considered as part of the review.

As the underlying principle of the review is to seek to use workforce resources more efficiently, rather than to reduce any service provision, further evaluation of impact on care experienced young people and the workforce forms part of the proposed review.

### Stage 3: Assessing impact and analysis

#### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X		X		<b>Positive:</b> Opportunity to consider how eligible care experienced young people might be supported by Personal Advisors from a wider professional and experiential background. <b>Negative:</b> Impact of potential changes on stability and wellbeing of young people.
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	X		X		<b>Positive:</b> Opportunity to consider how eligible care experienced young people from BAME groups might be supported by Personal Advisors from a wider professional and experiential background. <b>Negative:</b> Impact of potential changes on stability and wellbeing of young people from BAME groups who are over represented in Merton's care experienced group of young people.
Religion/ belief				X	
Sex (Gender)	X		X		<b>Positive:</b> Opportunity to consider how eligible care experienced young men might be supported by Personal Advisors from a wider professional and experiential background. <b>Negative:</b> Impact of potential changes on stability and wellbeing of young men who are over represented in Merton's care experienced group of young people.
Sexual orientation				X	
Socio-economic status				X	



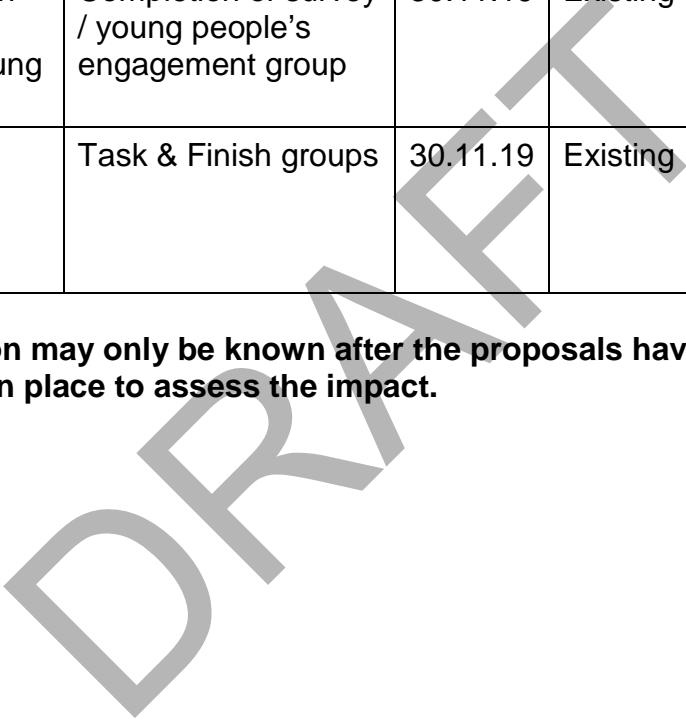
7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Voices of eligible care experienced young people	Consultation with eligible care experienced young people	Completion of survey / young people’s engagement group	30.11.19	Existing	Head of Service, 14+ and Permanency Services	Yes
Views and opinions of 14+ and Permanency workforce	Review and workforce engagement	Task & Finish groups	30.11.19	Existing	Head of Service, 14+ and Permanency Services	Yes

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Page 145



**Stage 4: Conclusion of the Equality Analysis**

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal


**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

**Stage 5: Sign off by Director/ Head of Service**

Assessment completed by	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: <b>El Mayhew</b>	Date: 07-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019

Page 146

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	CSF2019-05 - Proposed Savings: Full Year Effect of the Transfer of the Adoption Team to Adopt London South
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

## Stage 1: Overview

Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>In March 2016, the government announced changes to the delivery of adoption services proposing that all local authorities’ adoption services be delivered on a regionalised basis by 2020. The government reinforced their policy ambition through legislative provisions in the Education and Adoption Act 2016. The effect of this legislation is to require local authorities to join together to form regional adoption agencies.</p> <p>In line with the legislation, Merton’s Adoption Team functions, staff and budget transferred to the Adopt London South Regional Adoption Agency on 1 July 2019 with a transitional phase until 1 September 2019.</p> <p>The transfer of Merton’s Adoption Team functions and statutory duties to the Adopt London South Regional Adoption Agency aims to:</p> <ul style="list-style-type: none"> <li>• Comply with the Education and Adoption Act 2016</li> <li>• Increase the number of prospective adopters recruited</li> <li>• Increase the number of children adopted</li> <li>• Reduce the length of time children wait to be adopted</li> <li>• Improve post-adoption support services to families who have adopted children from care</li> <li>• Realise savings from regionalisation efficiencies, increased effectiveness and economies of scale</li> </ul>
2. How does this contribute to the council’s corporate priorities?	The transfer of Merton’s Adoption Team functions and duties to Adopt London South contributes to the Council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.

Page 147

	The desired outcomes of the regionalisation of adoption services are to provide a value for money service for children requiring adoption, prospective adopters and children who have been adopted from care, with appropriate support to match their levels of need and to deliver financial savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Children requiring adoption, prospective adopters, children adopted from care, birth parents / families and approved adopters may be affected by the regionalisation of adoption services and changes to how they are individually and collectively supported arising from the harmonisation of those services.</p> <p>Social workers, managers and support staff were affected by the transfer of Merton's Adoption Team to Adopt London South. For Adoption Team staff, the transfer was managed under Merton's HR processes and TUPE requirements. A review of allied staff in the placements and social work services is underway to develop proposals for a future structure which reflects the new adoption service arrangements.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes, 9 neighbouring South London boroughs have regionalised their adoption functions to form Adopt London South. Governance is provided through a monthly Adopt London South Board, the Adopt London Executive Board and each local authorities' internal Corporate Parenting and Scrutiny Boards.

DRAFT

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

Equality and diversity impacts for the workforce affected by the regionalisation of Merton's Adoption Team were considered as part of the HR processes which underpinned the transfer of Merton staff under TUPE arrangements.

All children requiring adoption and adoption support are within a defined aged bracket of 0-17 years. It takes longer to find suitable adoptive families for children of Black, Asian and minority ethnic groups, children with additional needs and older children. Less prospective adopters from Black, Asian and minority ethnic groups are successfully recruited and approved as adopters. It is anticipated that regionalisation of adoption resources in South London will enabled targeted approaches to the recruitment, approval and matching of more prospective adopters and matching of children from these groups.

The underlying principle of regionalising adoption services is to use South London's collective workforce resources more efficiently, rather than to reduce any service provision for children and families.

Page 149

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X		X		<p><b>Positive:</b> Opportunity to improve the timeliness of children moving to live in their adoptive family.</p> <p><b>Negative:</b> Impact of potential changes/instability of adoption service delivery during transitional period on approval of new adopters, family finding timeliness, quality of matching and adoption support.</p>
Disability	X			X	<p><b>Positive:</b> Opportunity to recruit a wider range of prospective adopters who can meet the needs of children with additional needs. Reduction in the</p>

					time children with additional needs wait for an adoptive family to be identified.
<b>Gender Reassignment</b>				X	
<b>Marriage and Civil Partnership</b>				X	
<b>Pregnancy and Maternity</b>				X	
<b>Race</b>	X			X	<b>Positive:</b> Opportunity to recruit a wider range of prospective adopters from a BAME background and/or those who can meet the cultural needs of BAME children with an adoption plan. Reduction in the time BAME children wait for an adoptive family to be identified.
<b>Religion/ belief</b>				X	
<b>Sex (Gender)</b>				X	
<b>Sexual orientation</b>				X	
<b>Socio-economic status</b>				X	

DRAFT

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
<b>Age:</b> Impact of potential changes/instability of service during transitional period on family finding timeliness, quality of matching and adoption support.	Performance of Adopt London South is governed through a monthly Board with senior representatives from all involved South London Boroughs. Action and Risk logs are in place to identify, mitigate and track risks.	Performance against the national Adoption Scorecard KPIs	Monthly	Additional resource established as part of Adopt London South governance.	EI Mayhew	Yes

Page 15

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

**Stage 4: Conclusion of the Equality Analysis**

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


Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: <b>El Mayhew</b>	Date: 21/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 22/10/2019

DRAFT



# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	CSF2019-06 - Proposed Savings: Review of the Safeguarding and Social Work Training Budget
Which Department/ Division has the responsibility for this?	CSF – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To review the training offer for children’s social work and safeguarding with a view to achieving savings through: <ul style="list-style-type: none"> <li>- Improved alignment of workforce development resources</li> <li>- Recommissioning and / or reduction of training provided.</li> </ul>
2. How does this contribute to the Council’s corporate priorities?	This proposed review contributes to the councils’ corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.  The desired outcomes of the review are to provide a training offer which meets the needs of the workforce, enables the Council to effectively discharge its statutory duties to children and to deliver financial savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children’ Schools and Families and the wider Merton children’s partnership workforce.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes. The proposal predominately relates to CSF – Children’s Social Care & Youth Inclusion. There are also opportunities to review the training offer delivered through the Merton Safeguarding Children’s Partnership in collaboration with those partner agencies.

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

As the underlying principle of the review is to seek to use workforce resources more efficiently, rather than to reduce any service provision or posts, further evaluation of impact on service delivery and the workforce forms part of the proposed review.

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Page 154

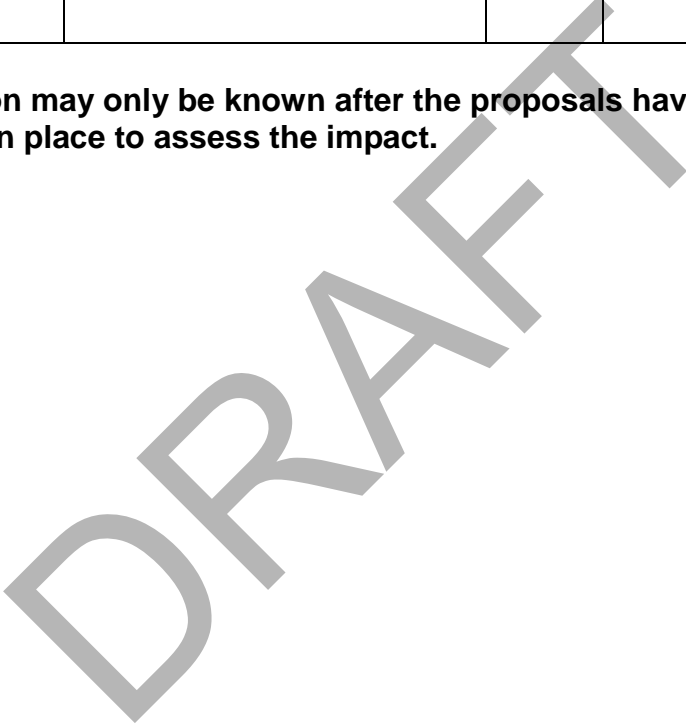
Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age				
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership		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

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.



**Stage 4: Conclusion of the Equality Analysis**

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal


**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

**Stage 5: Sign off by Director/ Head of Service**

Assessment completed by	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: <b>El Mayhew</b>	Date: 07-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019

Page 156

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	<b>Proposed budget savings CSF2019-07: Reduction of Children’s Social Care &amp; Youth Inclusion Central Recruitment Budget</b>
Which Department/ Division has the responsibility for this?	CSF – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reduction of Central Recruitment budget from £82,000 to £52,000.  The intended outcome of the reduction is to deliver savings.
2. How does this contribute to the Council’s corporate priorities?	The proposed budget reduction contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton children and families; the CSF workforce and the Council’s reputation may be affected.  If there was an increase in vacancies but insufficient budget to advertise and recruit new staff this may result in insufficient staff available to perform the Council’s statutory duties and pressure on existing staff
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The budget reduction relates to CSF – Children’s Social Care & Youth Inclusion.

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The Children’s Social Care & Youth Inclusion workforce is relatively stable. There remain vacancies covered by agency staff for which there is ongoing recruitment activity. An annual contract with the national Guardian newspaper is providing a cost effective platform for recruitment advertising.

All recruitment activity is conducted in line with the Council’s HR processes and procedures to ensure equality and diversity impacts are considered.

**Stage 3: Assessing impact and analysis**

Page 158

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

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

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

DRAFT

**Stage 4: Conclusion of the Equality Analysis**

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal


**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

**Stage 5: Sign off by Director/ Head of Service**

Assessment completed by	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: <b>El Mayhew</b>	Date: 07/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 07/10/2019

Page 160

DRAFT



# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF2019-08: Review of school premises and contracts staffing structure
Which Department/ Division has the responsibility for this?	CSF, Education Division

## Stage 1: Overview

Name and job title of lead officer	Tom Procter, Head of Contracts and School Organisation
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reorganisation of service with deletion of a management position that is presently vacant
2. How does this contribute to the council's corporate priorities?	Meeting the council's financial requirements while protecting frontline services
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal is to make the service more efficient so should not impact on customers, communities etc. although with fewer staff the service will be less resilient
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

As there is not expected to be any impact on services to anyone there will be no impact on the protected characteristics.

**Stage 3: Assessing impact and analysis**

**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

Page 162

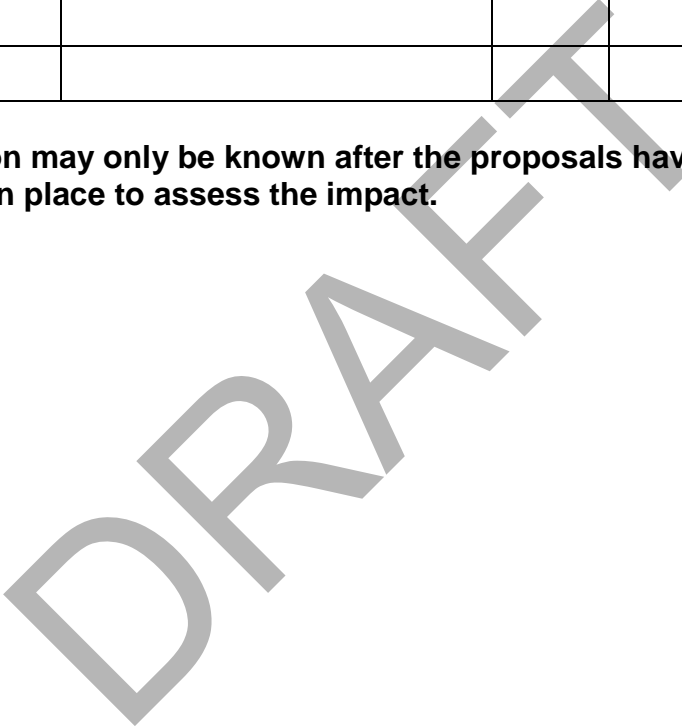
Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership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

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
None						

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.



**Stage 4: Conclusion of the Equality Analysis**

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


Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Tom Procter, Head of Contracts and School Organisation	Signature: Tom Procter	Date: 8/10/19
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date:

Page 14 of 14

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF2019-09: Repurposing of some posts in education inclusion service
Which Department/ Division has the responsibility for this?	CSF / Education Inclusion

Stage 1: Overview	
Name and job title of lead officer	Keith Shipman / Education Inclusion manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The My Futures team has been restructured into one team with reduced management costs. Specialist post have been created to target those most vulnerable to being NEET. This has released 130,000. The Youth Service runs 3 sites to deliver from. It premises and rental budgets have been maintained from when they ran other centres and sites so 20k saving can be made without impacting the three key sites.
2. How does this contribute to the Council's corporate priorities?	Support the council in meeting its savings targets and balancing its budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Young people are supported by the Youth Service and My Futures teams
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Other partners form the voluntary sector deliver in partnership with the youth service.

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have monitored the ETE outcome data for the 2 years of the restructure and we have improved results universally with lower NEET and NK. Young people who are NEET are in targeted high risk group and we have created specialist post and processes to meet these needs. The impact of the savings and restructure has been an improvement in data outcomes. For the youth service we have monitored underspends in premises budgets over 3 years and this funding has not been required.

## Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

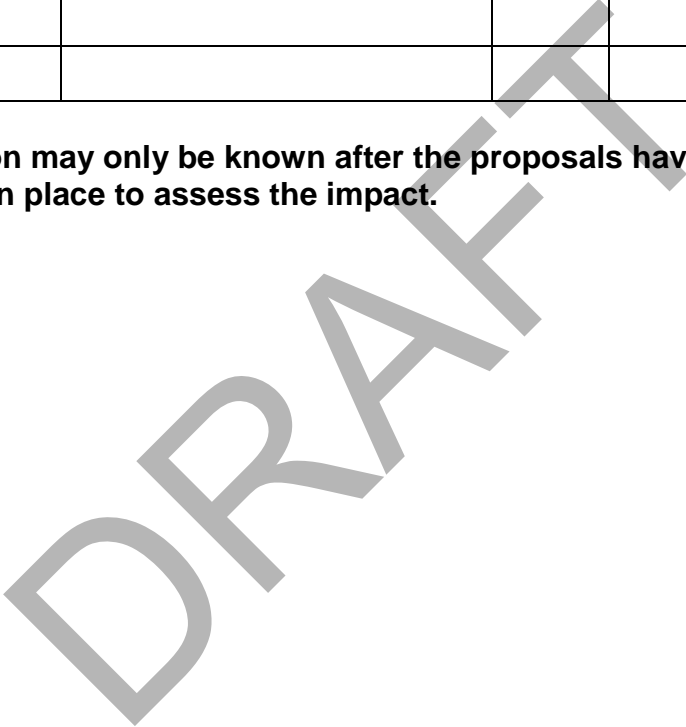
Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age	*			
Disability	*			*	Specialist targeted NEET worker post created in restructure
Gender Reassignment		*		*	
Marriage and Civil Partnership		*		*	
Pregnancy and Maternity		*		*	
Race		*		*	
Religion/ belief		*		*	
Sex (Gender)		*		*	
Sexual orientation		*		*	
Socio-economic status	*			*	

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.



**Stage 4: Conclusion of the Equality Analysis**

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


Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

<b>Stage 5: Sign off by Director/ Head of Service</b>			
Assessment completed by	Keith Shipman, Education Inclusion manager	Signature: <b>K Shipman</b>	Date: <b>09/10/2019</b>
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: <b>10/10/2019</b>

Page 168

DRAFT



# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF2019-10: Reduced contribution towards the multi-agency Merton Safeguarding Children Partnership.
Which Department/ Division has the responsibility for this?	CSF / Policy, Planning and Partnerships

Stage 1: Overview	
Name and job title of lead officer	Karl Mittelstadt, Head of Performance, Policy and Partnerships
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>What are you proposing and what are they designed to deliver?</p> <p>We are proposing to reduce the council's contribution to the multi-agency Merton Safeguarding Children Partnership by £44,000 during this financial year.</p> <p>The purpose of these savings is to bring Merton council's contribution more into line with those made by the other two statutory partners as the new partnership is billed as being one of equals. Savings can be found by maintaining low discretionary activity of the partnership to ensure low costs.</p> <p>The MSCP does not deliver direct services to Merton children and families. The impact of reducing the partnership's budget on children and families would therefore be indirect and may occur as a result of reduced multi-agency leadership on safeguarding issues.</p>
2. How does this contribute to the council's corporate priorities?	The work of the board contributes to the council's objective of keeping Merton children safe.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Who are your customers (staff, service users, stakeholders, partners etc)? Who will your proposals benefit?            How will your proposals benefit the council?</p> <p>The saving proposals do not affect staffing. The partnership has shown that it can function on a reduced financial footprint by delivering an in-year underspend. As a result the impact on the partnership will be minimal.</p>
4. Is the responsibility shared with another department, authority or	State here whether there are any other service areas, divisions, directorates, partner agencies (such as contracted organisations), other statutory bodies (e.g. the police, other councils etc) or the community and

Page 169

organisation? If so, who are the partners and who has overall responsibility?

voluntary sector involved in the delivery of this function.

The council together with the police and CCG have a statutory responsibility to co-ordinate and ensure the effectiveness of actions taken to protect children from harm and to ensure their well-being.

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

What impact has this evidence had on what you are proposing?

If there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

No evidence sought as partnership does not work directly with Merton residents, but rather coordinates multi-agency efforts to safeguard children. This will still be possible on a reduced financial footprint.

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x		x	The Partnership does not deliver direct services to Merton children or families.
Disability		x		X	The Partnership does not deliver direct services to Merton children or families.
Gender Reassignment		X		x	The Partnership does not deliver direct services to Merton children or

				families.
<b>Marriage and Civil Partnership</b>		x	X	The Partnership does not deliver direct services to Merton children or families.
<b>Pregnancy and Maternity</b>		X	X	The Partnership does not deliver direct services to Merton children or families.
<b>Race</b>		x	x	The Partnership does not deliver direct services to Merton children or families.
<b>Religion/ belief</b>		X	x	The Partnership does not deliver direct services to Merton children or families.
<b>Sex (Gender)</b>		X	X	The Partnership does not deliver direct services to Merton children or families.
<b>Sexual orientation</b>		X	X	The Partnership does not deliver direct services to Merton children or families.
<b>Socio-economic status</b>		x	X	The Partnership does not deliver direct services to Merton children or families.

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

<b>Negative impact/ gap in information identified in the Equality Analysis</b>	<b>Action required to mitigate</b>	<b>How will you know this is achieved? e.g. performance measure/ target)</b>	<b>By when</b>	<b>Existing or additional resources?</b>	<b>Lead Officer</b>	<b>Action added to divisional/ team plan?</b>

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

**Stage 4: Conclusion of the Equality Analysis**

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


Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

<b>Stage 5: Sign off by Director/ Head of Service</b>			
Assessment completed by	Karl Mittelstadt, Head of Performance, Policy and Partnerships	Signature: <b>Karl Mittelstadt</b>	Date:08-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF.	Signature: 	Date:08-10-2019

Page 172

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF2019-11: Review of Centralised commissioning budgets
Which Department/ Division has the responsibility for this?	CSF / Joint Commissioning and Partnerships

Stage 1: Overview	
Name and job title of lead officer	Leanne Walder Head of Integrated Commissioning (CSF)
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	2020/21 - £90,000 Savings from across the Commissioning budgets by <ul style="list-style-type: none"> <li>Restructure of the Integrated Commissioning Team</li> <li>Redundancy of the Head of Integrated Commissioning Post</li> <li>Rationalisation of the non-staffing elements of the commissioning budgets</li> </ul>
2. How does this contribute to the Council's corporate priorities?	Support the Medium Term Financial Strategy, Directorate TOM and associated savings targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The group affected by this proposal is the staff directly working in the Integrated Commissioning Team. The proposal will be shared through a business case and the team will have opportunity to comment on the associated re-structure necessary to find the required savings. The proposals will benefit the council by contributing to the Medium Term Financial Strategy and savings targets, without having to cut services to the public.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Children's commissioning in Merton is undertaken through an informal integration model across Children Schools and Families, Public Health and the Clinical Commissioning Group. The Head of Integrated Commissioning (CSF) and the Public Health Consultant with Lead for Children currently jointly lead the team. The Director of Public Health is fully aware of and engaged in this proposal. Discussion with senior leadership within Merton and Wandsworth CCGs has also begun, including the potential for formalising this integration during 2021, once their own restructure and possible merger is complete.

Page 179

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The Integrated Commissioning Team have had a combined team/work plan for the past 3 years and the governance of this work is undertaken through a Strategic Children's Integrated Commissioning Group that is jointly chaired by the Director of Children Schools and Families and the Director of Commissioning Merton and Wandsworth CCGs. The Director of Public Health and other members of the CSF Management Team also attend the meeting, which is held monthly.

The proposal is made in the knowledge that work and workloads within the team have changed (and some reduced), so this will also offer opportunity for re-balancing in light of this.

The proposal currently protects the need (in 2020-21) from taking this saving from direct work with Children, Young People and Families. Significant savings have previously been made from commissioned services, resulting in the current services being directed only at those very vulnerable families just below or already receiving statutory services. List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

The team are already aware of the proposal and will have the opportunity as part of a consultation to the resulting re- structure of the team, in line with HR procedures. The re-structure is likely to lead to opportunity with likely appointment of a Senior Commissioning Manager role from within the existing Commissioning Managers.

**Stage 3: Assessing impact and analysis**

x

**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					

<b>Disability</b>					
<b>Gender Reassignment</b>					
<b>Marriage and Civil Partnership</b>					
<b>Pregnancy and Maternity</b>					
<b>Race</b>					
<b>Religion/ belief</b>					
<b>Sex (Gender)</b>					
<b>Sexual orientation</b>					
<b>Socio-economic status</b>	√				Possible promotion of one existing Commissioning Manager to a more Senior role

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

<b>Negative impact/ gap in information identified in the Equality Analysis</b>	<b>Action required to mitigate</b>	<b>How will you know this is achieved? e.g. performance measure/ target)</b>	<b>By when</b>	<b>Existing or additional resources?</b>	<b>Lead Officer</b>	<b>Action added to divisional/ team plan?</b>
No negative impact currently identified in the Equality Analysis						

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

**Stage 4: Conclusion of the Equality Analysis**

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


Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Leanne Walder Head of Integrated Commissioning (CSF)	Signature: <b>Leanne Walder</b>	Date: 09-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 09-10-2019

Page 176

DRAFT



# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings CSF2019-12: Review of public health commissioned services
Which Department/ Division has the responsibility for this?	CSF / Public Health

## Stage 1: Overview

Name and job title of lead officer	Julia Groom, Consultant in Public Health
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>A recurrent saving of £400,000 from 2021/22. This will be achieved through the recommissioning of Healthy Child services (including health visiting and school nursing) as part of an integrated approach with Merton CCG, and potentially reducing the public health contribution to the Risk and Resilience service.</p> <p>The recommissioning of community health services provides an opportunity to review the current service model and gain efficiencies from integrated commissioning and service transformation. There may also be some reductions in universal and targeted healthy child services.</p> <p>At this stage the new service model has not been designed and therefore we do not have detailed proposals on service changes and the consequent potential impact on residents and staff. A market warming event setting out the scope of the community services commissioning will be approved by Cabinet on 15 October 2019, with an engagement period for 4 weeks. Following this period and subject to approval, a high level service specification will be produced with an Equalities Impact Assessment.</p>
2. How does this contribute to the council's corporate priorities?	Support the Medium Term Financial Strategy, Directorate TOM and associated savings targets
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The groups directly affected by this proposal are children young people and families, and staff in provider organisations.
4. Is the responsibility shared with another department, authority or	There are interdependencies between Public health, C & H, CSF and Merton CCG. Through the commissioning of community health services with MCCG, local integration will help mitigate the impact

Page 177

<p>organisation? If so, who are the partners and who has overall responsibility?</p>	<p>financial reductions. A new service model will be developed, this may impact on other department services, such as CSF Early Help and Early Years Services including Children’s Centres. of</p>
--------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**  
 Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The information that will be used to inform the full Equality Analysis includes:

- The Merton Story, Joint Strategic Needs Assessment
- Public Health Outcomes Framework, Public Health England
- Benchmarked data on mandated Child health services
- Service level data from Universal Child Health Services
- Feedback from local engagement work including schools surveys and engagement with parents and CYP
- London and national data and research on universal child health services

**Stage 3: Assessing impact and analysis**

**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓		✓		The recommissioning of community services with a reduced budget could impact disproportionately on children, young people and young families including women of child bearing age. The redesign of services through and integrated model will aim to mitigate

Page 178

					negative impacts and identify innovative models of service delivery that improve pathways and outcomes for children and young people.
<b>Disability</b>	✓		✓		<p>A key role of Health visiting services is the early identification of need and developmental delay among new-born and infants, with onward signposting to appropriate services. A reduction in budget could potentially have a negative impact on identifying children with developmental delay and disabilities.</p> <p>Service redesign of an integrated model which results in closer working across professional groups such as health visiting, paediatrics and CAMHS could result in more robust earlier identification pathways.</p> <p>Currently there are 5 mandated child developmental checks and these would be protected as part of any new service model, mitigating risks.</p>
<b>Gender Reassignment</b>					
<b>Marriage and Civil Partnership</b>					
<b>Pregnancy and Maternity</b>	✓		✓		<p>The recommissioning of community services with a reduced budget could impact disproportionately on young families including women of child bearing age.</p> <p>The redesign of services through an integrated model will aim to mitigate negative impacts and identify innovative models of service delivery to support pregnancy and perinatal health. A focus on maternal mood and infant feeding is embedded in the mandated child health check at 6-8 weeks after birth.</p>
<b>Race</b>	✓		✓		<p>Community healthy child services provide a universal offer to all families in Merton. A reduction in budget could have the potential to reduce services in areas of the borough where there are a higher proportion of residents from BAME communities.</p> <p>The redesign of services through an integrated model will aim to mitigate negative impacts and aim to adopt a model of 'proportionate universalism', where services are available to all but targeted proportionate to needs.</p>
<b>Religion/ belief</b>					
<b>Sex (Gender)</b>	✓		✓		Changes to service design could disproportionately affect women, both in relation to users of service users and to staff who are predominantly female.
<b>Sexual orientation</b>					

Page 179

<p><b>Socio-economic status</b></p>	<p>✓</p>		<p>✓</p>		<p>Community healthy child services provide a universal offer to all families in Merton. A reduction in budget could have the potential to reduce services in areas of the borough where there are higher levels of child poverty.</p> <p>The redesign of services through an integrated model will aim to mitigate negative impacts and aim to adopt a model of 'proportionate universalism', where services are available to all but targeted proportionate to needs.</p>
-------------------------------------	----------	--	----------	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

<p><b>Negative impact/ gap in information identified in the Equality Analysis</b></p>	<p><b>Action required to mitigate</b></p>	<p><b>How will you know this is achieved? e.g. performance measure/ target)</b></p>	<p><b>By when</b></p>	<p><b>Existing or additional resources?</b></p>	<p><b>Lead Officer</b></p>	<p><b>Action added to divisional/ team plan?</b></p>
<p>Age, disability, pregnancy, maternity, race, sex (gender), socio-economic status</p>	<p>Service redesign will explicitly address health inequalities and protected characteristics.</p> <p>A full equality analysis on detailed service models will be undertaken.</p> <p>Children, young people and families will be engaged in a process of co-creation of services.</p>	<p>KPIs and data monitoring schedules and quality reporting will be developed as part of the service redesign.</p>	<p>April 2021</p>	<p>Existing resources</p>	<p>Julia Groom/Dagmar Zeuner</p>	<p>Public Health C&amp;H</p>

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

**Stage 4: Conclusion of the Equality Analysis**

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal


OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

**Stage 5: Sign off by Director/ Head of Service**

<b>Assessment completed by</b>	Julia Groom, Consultant in Public Health	<b>Signature:</b> J Groom	<b>Date:</b> 10/10/2019
<b>Improvement action plan signed off by Director/ Head of Service</b>	Rachael Wardell, Director CSF	<b>Signature:</b> 	<b>Date:</b> 10/10/2019

Page 181

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?  ENV1920-01	<p>Application to change Merton's PCN charge band from band B to band A. To effect this a full business case will need to be presented to Full Council. Following this, an application will be made to the London Councils Transport, and Environment Committee. Depending on the outcome at the Committee, the Mayor will also be required to ratify the application and the Secretary of State has final sign off. This 'saving' reflects the impact on estimated revenue until motorist compliance takes full effect .The objective is to reduce non-compliance but if the band change is implemented it is likely that there will be a short term increase in revenue.</p> <p>In setting out its measures of success, the proposed bandings and increase in PCN charges aims to deliver better compliance and driver behaviours in respect of parking regulations, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.</p>
Which Department/ Division has the responsibility for this?	Parking Services, Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Ben Stephens, Head of Parking
1. What are the	In setting out its measures of success, the proposed bandings and increase in PCN charges aims to deliver better

Page 182

<p>aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>compliance and driver behaviours in respect of of parking regulations, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>Local authorities are not permitted to use PCN parking charges solely to raise income. When setting charges, we must instead focus on how the charges will contribute to delivering the Council’s traffic management and other policy objectives.</p> <p>This proposal supports the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future.</p>
<p>2. How does this contribute to the council's corporate priorities?</p> <p>Page 183</p>	<p><b>Parking and Traffic Management</b></p> <p>This proposal is part of the important role Parking and transport policy has in managing the roads and wider travel needs of the public. Merton’s policy links closely with the local Implementation Plan and the Mayors Transport Strategy, which sets out objectives in detail.</p> <p>It contributes in the following ways:</p> <ol style="list-style-type: none"> <li>1. Reduce congestion</li> <li>2. Improve road safety</li> <li>3. Improve air quality and meet EU quality standards</li> <li>4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019</li> <li>5. Adopt a healthy street approach</li> <li>6. Promote healthier life styles and encourage more active travel</li> <li>7. To ensure good parking management</li> <li>8. To support the local economy</li> <li>9. Providing funding for parking and wider transport scheme improvements</li> </ol>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the</p>	<p>The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</p>

workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes. Responsibility is shared with the following departments, organisations and partners. Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.

DRAFT



**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The Council acknowledges that road safety and traffic flow along with accessibility for residents and visitors to enable them to park near their homes and close to their desired destination as practicable.

A number of key factors will be considered included:

- (i) Air Quality hotspots
- (ii) Areas of high congestion
- (iii) Enforcement requirements

Merton is committed to undertaking comprehensive consultation to gain the views of residents and stakeholders. This enables the Council to make informed decisions and to develop our policies.

**Stage 3: Assessing impact and analysis**

**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	<p><b>Positive Impact</b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of</p>

Page 185

					<p>vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Disability	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p>Including the provision of spaces for disabled motorists by increasing the charge of the PCN value as a deterrent to illegal parking.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Gender Reassignment	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Marriage and Civil Partnership	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of</p>

					<p>vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Pregnancy and Maternity</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Race</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Religion/ belief</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Sex (Gender)</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management</p>

Page 187

					<p>for the whole population of and visitors to Merton.                  This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.  <u><b>Potential Negative Impact</b></u>                  None identified</p>
Sexual orientation	X			X	<p><u><b>Positive Impact</b></u>                  The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.                  This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.  <u><b>Potential Negative Impact</b></u>                  None identified</p>
Socio-economic status	X		X		<p><u><b>Positive Impact</b></u>                  The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.                  This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.  <u><b>Potential Negative Impact</b></u>                  If the cost of a PCN increases, those on lower incomes may find it more difficult to pay the penalty charge.</p>

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Socio-economic status	Consultation	An increase in the cost of a PCN may have a negative effect on the ability of individuals on low income to pay. Any changes to the current banding charges will involve further consultation with those groups affected	2020	A full set of mitigations will be brought forward as part of the final report for Members consideration	Ben Stephens	A full set of mitigations will be brought forward as part of the final report for Members consideration

Page 33

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

<b>Stage 5: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Ben Stephens – Head of Parking Services	<b>Signature:</b>	<b>Date: 8<sup>th</sup> October 2019</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee – Director of Environment and Regeneration	<b>Signature:</b>	<b>Date: 8<sup>th</sup> October 2019</b>

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

<p>What are the proposals being assessed?</p> <p>ENV1920-02</p>	<p>Compliance rates for ANPR Moving Traffic Offences have not decreased significantly or as estimated since the implementation of the ANPR cameras and as a consequence the PCN revenue remains above original estimations. This 'saving' recognises revenue currently being received by the Council rather than any estimated increase.</p> <p>The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.</p>
<p>Which Department/ Division has the responsibility for this?</p>	<p>Parking Services, Environment and Regeneration</p>

Page 191

<b>Stage 1: Overview</b>	
<p>Name and job title of lead officer</p>	<p>Ben Stephens, Head of Parking</p>
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>ANPR enforcement and the issue of PCNs aims to deliver better compliance and driver behaviours in respect of of moving traffic contraventions, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>Local authorities are not permitted to use PCN parking charges solely to raise income. When setting charges, we must instead focus on how the charges will contribute to delivering the Council's traffic management and other policy objectives.</p> <p>This proposal supports the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future.</p>

<p>2. How does this contribute to the council's corporate priorities?</p>	<p><b>Parking and Traffic Management</b>  This proposal is part of the important role Parking and transport policy has in managing the roads and wider travel needs of the public. Merton's policy links closely with the local Implementation Plan and the Mayors Transport Strategy, which sets out objectives in detail.  It contributes in the following ways:</p> <ol style="list-style-type: none"> <li>1. Reduce congestion</li> <li>2. Improve road safety</li> <li>3. Improve air quality and meet EU quality standards</li> <li>4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019</li> <li>5. Adopt a healthy street approach</li> <li>6. Promote healthier life styles and encourage more active travel</li> <li>7. To ensure good parking management</li> <li>8. To support the local economy</li> <li>9. Providing funding for parking and wider transport scheme improvements</li> </ol>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who</p>	<p>Yes. Responsibility is shared with the following departments, organisations and partners.  Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.</p>



has overall  
responsibility?

DRAFT

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The Council acknowledges that road safety and traffic flow along with accessibility for residents and visitors to enable them to move freely throughout the borough.

A number of key factors will be considered included:

- (i) Air Quality hotspots
- (ii) Areas of high congestion
- (iii) Enforcement requirements
- (iv) Road safety

Page 19

**Stage 3: Assessing impact and analysis**

**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for</p>

					<p>kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Disability</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. Including the provision of spaces for disabled motorists.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Gender Reassignment</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Marriage and Civil Partnership</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p>

					<p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Pregnancy and Maternity</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Race</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Religion/ belief</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>

Sex (Gender)	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Sexual orientation	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p>
Socio-economic status	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

Page 98

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Ben Stephens – Head of Parking Services	Signature:	Date: 8 <sup>th</sup> October 2019
Improvement action plan signed off by Director/ Head of Service	Chris Lee – Director of Environment and Regeneration	Signature:	Date: 8 <sup>th</sup> October 2019

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed? ENV1920-03	Realign rental income budgets to better reflect current levels of income being achieved from conducting rent reviews in line with tenancy agreements
Which Department/ Division has the responsibility for this?	Environment and Regeneration/Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	James McGinlay, Assistant Director for Sustainable Communities
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Progress rent reviews established within existing leases to commercial tenants to provide increased revenue income to the Council.
2. How does this contribute to the Council's corporate priorities?	By increasing revenue income improve the council's revenue position.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The council's commercial tenants will be affected and the Council will benefit from increased income.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	SLLP/Corporate Services will be required to document the changes in rent levels and Transactional Services within Corporate Services will be required to collect the new levels of rent.

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

We have no data regarding the equality groups within our commercial tenants who's relationship with the council for this purpose is purely commercial and as stated within the lease/contract they agreed with the council.

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					There is no available data and the tenants have not engaged to provide the monitoring data.
Disability					There is no available data and the tenants have not engaged to provide the monitoring data.
Gender Reassignment					There is no available data and the tenants have not engaged to provide the monitoring data.
Marriage and Civil Partnership					There is no available data and the tenants have not engaged to provide the monitoring data.
Pregnancy and Maternity					There is no available data and the tenants have not engaged to provide the monitoring data.
Race					There is no available data and the tenants have not engaged to provide the monitoring data.
Religion/ belief					There is no available data and the tenants have not engaged to provide the monitoring data.
Sex (Gender)					There is no available data and the tenants have not engaged to provide the monitoring data.



<b>Sexual orientation</b>					There is no available data and the tenants have not engaged to provide the monitoring data.
<b>Socio-economic status</b>			X		There is no available data and the tenants have not engaged to provide the monitoring data. Possible negative impact.

DRAFT

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
The tenants already have notice of possible rent increases as the rent review dates are clearly stated within their leases and of course we do not impose an increase it is open to negotiation and consideration by a third party if we prove unable to agree a new rent.	Initiate rent review process	Settlement of rent review	Timetable specified by individual leases	Existing	Howard Joy	No.

Page 202

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

<b>Stage 5: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Howard Joy – Property Management & Review Manager	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	James McGinlay – Head of Sustainable Communities	<b>Signature:</b>	<b>Date:</b>

DRAFT

# Equality Analysis

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

What are the proposals being assessed? ENV1920-04	Waste minimisation
Which Department/ Division has the responsibility for this?	E&R – Public Space

Stage 1: Overview	
Name and job title of lead officer	John Bosley AD Public Space
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Following the successful roll out of the new waste collection service in Oct 2018 and the introduction of wheelie bins the service has seen a significant reduction in the volume of general waste which is disposed of via our Energy from Waste Facility (EFW) in Beddington.
2. How does this contribute to the council's corporate priorities?	To be the best it can for the local environment, identifying potential savings through increased recycling and waste avoidance.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A the disposal of waste has no impact on our residents.  Please see separate EA for the introduction of the new waste collection service (SLWP Phase C) and the impact of the containerised collection service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No – This project is part of the wider work undertaken in Partnership with our neighbouring boroughs who form the South London Waste Partnership

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

1. Continued monthly monitoring of our waste volumes. It is important to note that the monitoring of waste volumes does not impact on our residents / customers

**Stage 3: Assessing impact and analysis**

**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

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

Page 2

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

1.  
N/A

### Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

**Stage 5: Improvement Action Pan**

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

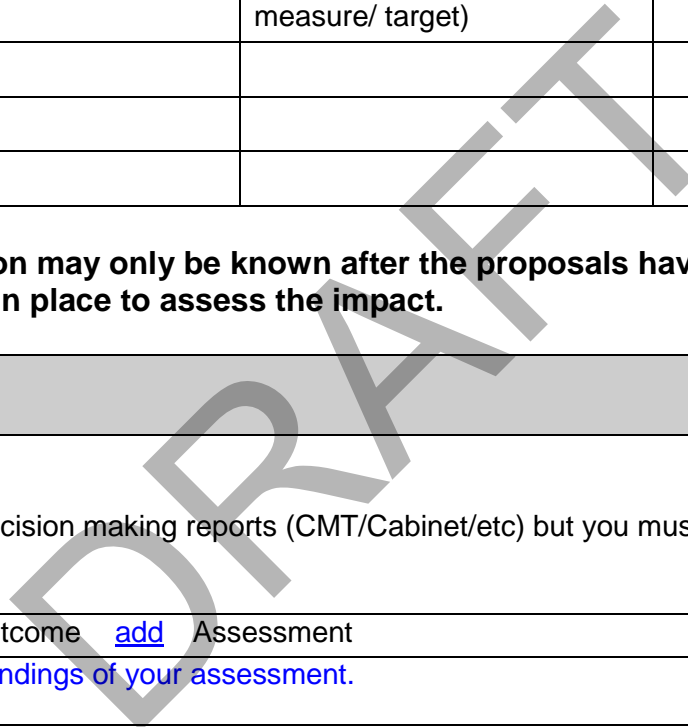
**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment
<a href="#">Please include here a summary of the key findings of your assessment.</a>
None identified.

Page 207



<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:8 10 2019</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	John Bosley	<b>Signature:</b>	<b>Date:</b>

DRAFT



# Equality Analysis

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

What are the proposals being assessed? ENV1920-05	- Increase the level of enforcement activity for environmental offences ensuring that the service is cost neutral.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	John Bosley AD public Space
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<a href="#">What are you proposing and what are they designed to deliver?</a> To undertake a procurement exercise to identify an external provider for environmental enforcement – The aim is for an enhanced enforcement presence across the Borough and opportunity to work across divisions in order to improve the standards of the public realm in our communities through a sustained, efficient and deliverable enforcement model.
2. How does this contribute to the Council's corporate priorities?	Increasing in the ability of our enforcement capabilities and range of activities that can be regulated, reducing the level of street litter, improving the image of the public realm.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The 'in house 'enforcement team will be retained and will work closely with the external provider in order to identify hot spots and areas of operational activity across the borough. Affected person(s) will include residents and visitors of the borough that may commit environmental enforcement breaches which may be prosecutable.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No, The service will continue to be managed as part of the current Public space division.

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

Litter control and management is one of the number main concerns of our residents. The range of possible enforcement activities being considered within the larger procurement of enforcement services will contribute to reductions in litter occurrences as well as other environmental offences, such as fly-tipping, which impacts negatively on the standards of our public realm. In considering the impact that this has on groups with protected characteristics, the positive benefits are universal and therefore all should benefit from the successful application of this proposal. Likewise, perpetrators of environmental enforcement offences are not representative as coming from a specific group or particular segment of the community, while any prosecutions or issuing of sanctions is based on evidenced gathering and / or witnessing the occurrence.

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age		✓		
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		The ability to pay the fee issued through the Fix penalty notice.

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

1.

The only people affect by this enforcement contract are those residents or visitors who committee an environmental offence.

### Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

**Stage 5: Improvement Action Pan**

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Socio-economic status	All cases of non payment will be assed on an individual bases and escalated through the single justice system for processing. For transparency the court has the ability to amend the level of the fine due to the alleged offenders personal circumstances .	Level of reduced fines award by the court	On going	None	C Baker	

Page 212

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 Please include here a summary of the key findings of your assessment.  
 The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:9 10 19</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	John Bosley	<b>Signature:</b>	<b>Date:21.10.19</b>

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	2020-21 CH1 Further reductions in Public Health
Which Department/ Division has the responsibility for this?	Community & Housing

Stage 1: Overview	
Name and job title of lead officer	Dr Dagmar Zeuner
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim is achieve the proposed budget savings of £500k from 2021/22 in a way that the public health function continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery.</p> <p>There is more work to do to identify the specifics, however this will involve exploring: seeking further efficiencies from services, identification of new efficiencies, service transformation and integration, channel shifting to digital services, risk-sharing with providers, exploring opportunities for cross-borough working and reducing activity in non-statutory programmes.</p>
2. How does this contribute to the council's corporate priorities?	It contributes to the medium term financial strategy and impacts on delivery of the Health & Wellbeing Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Public Health Services aim to support residents to improve their health and promote Merton as a Healthy place, thereby the overall health and wellbeing of the community, to reduce health inequalities and to commission both universal prevention and early identification services (e.g. Health Visiting and School Nursing) and targeted interventions to support people at risk e.g. sexual health and substance misuse.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Public Health is part of the local authority and there are interdependencies between public health, C & H, CSF and with external partners e.g. Merton CCG. Reductions in Public Health spend may have impacts on health and social care demand and costs.

Page 214

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The evidence that has been considered as part of this assessment includes:

- The Merton Story, Joint Strategic Needs Assessment
- Public Health Outcomes Framework, Public Health England
- Benchmarked data on public health services
- Service level data from public health commissioned services

## Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	<b>Age</b>		X	X	
<b>Disability</b>		X	X		
<b>Gender Reassignment</b>		X		X	
<b>Marriage and Civil Partnership</b>		X		X	
<b>Pregnancy and Maternity</b>		X	X		Reduced level of interventions and access to services may therefore affect those with protected characteristics by more than the general population, as they currently benefit from these services disproportionately. Although provision of these services will continue to help tackle inequalities, this may be reduced.
<b>Race</b>		X	X		
<b>Religion/ belief</b>		X		X	
<b>Sex (Gender)</b>		X	X		
<b>Sexual orientation</b>		X		X	
<b>Socio-economic status</b>		X	X		

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

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age, disability, pregnancy and maternity, race, sex (gender) and socio-economic status	Options to make proposed savings e.g. service transformation and integration will explicitly address health inequalities and protected characteristics.	KPIs and data monitoring schedules and quality reporting will be developed as part of service redesign.	April 2021	Existing resources	Dr Dagmar Zeuner	Public Health C&H

Page 25

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 4: Conclusion of the Equality Analysis

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4



<b>Stage 5: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Barry Causer, Head of Strategic Commissioning	<b>Signature:</b> BC	<b>Date:</b> 22/10/19
<b>Improvement action plan signed off by Director/ Head of Service</b>	Dr Dagmar Zeuner, Director of Public Health	<b>Signature:</b>	<b>Date:</b>

DRAFT

This page is intentionally left blank