

Cabinet

30 January 2012

EQUALITIES IMPACT ASSESSMENTS

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Equality Impact Analysis Initial Screening Tool with Guidance

Overview

This Tool has been produced to help you analyse the likelihood of impacts on the protected characteristics – including where people are represented in more than one – with regard to your new or proposed policy, strategy, function, project or activity. It has been updated to reflect the new public sector equality duty and should be used for decisions from 5th April 2011 onwards. It is designed to help you determine whether you may need to do a Full EIA. If you already know that your decision is likely to be of high relevance to equality, and/or be of high public interest, you should contact the Opportunities Manager, as s/he may recommend moving directly to a Full EIA.

General points

1. 'Due regard' means the regard that is appropriate in all the circumstances. In the case of controversial matters such as service closures or reductions, considerable thought will need to be given the equalities aspects.
2. Wherever appropriate, and in all cases likely to be controversial, the outcome of the EIA needs to be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.

Timing, and sources of help

Case law has established that having due regard means analysing the impact, and using this to inform decisions, thus demonstrating a conscious approach and state of mind ([2008] EWHC 3158 (Admin), [here](#)). It has also established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, through to the recommendation for decision. It should demonstrably inform, and be made available when the decision that is recommended. This tool contains guidance, and you can also access guidance from the EHRC [here](#). If you are analysing the impact of a budgetary decision, you can find EHRC guidance [here](#). Advice and guidance can be accessed from the Opportunities Manager: PEIA@lbhf.gov.uk or ext 3430.

Initial Screening Equality Impact Analysis Tool

Section 01	Details of Initial Equality Impact Screening Analysis			
Financial Year and Quarter	2012 / 2013 All Quarters			
Name of policy, strategy, function, project, activity, or programme	CORPORATE PLANNED MAINTENANCE PROGRAMME 2012 / 2013			
Q1 What are you looking to achieve?	The principle aim of the Corporate Planned Maintenance Programme (CPMP) is to ensure that all council properties (excluding Housing dwellings and schools) including community leisure and learning facilities, parks / open spaces, voluntary sector premises and all civic buildings are serviced and maintained within a structured methodology and to comply with the requirements of the councils Asset Management Plan and in support of the councils capital strategy. The range of works carried out under this programme involves: building fabric repairs and improvements, electrical plant (including fire/Intruder alarms, portable appliance testing, electrical installation checking and lightning protection testing), mechanical plant (including plant maintenance, gas safety checks, Legionella prevention and energy labelling) and lift maintenance.			
Q2 Who in the main will benefit?	Residents, visitors, staff and all users of council properties (excluding Housing dwellings and Schools).			
	The works that flow from the council's Corporate Planned Maintenance Programme have a positive impact as they ensure that council facilities are economically maintained in compliance with statutory regulations and good practice. By the councils adoption of a planned maintenance programme, building and plant maintenance failures are minimised and a high standard of service continuity is achieved.			
	Age	These works will benefit all residents, visitors, staff and all users council buildings (excluding Housing dwellings) and do not discriminate against any residents who may be in this protected characteristic.	M	/

Disability	These works will benefit all residents, visitors, staff and all users council buildings (excluding Housing dwellings) and do not discriminate against any residents who may be in this protected characteristic.	M	/
Gender reassignment	These works will benefit all residents, visitors, staff and all users council buildings (excluding Housing dwellings) and do not discriminate against any residents who may be in this protected characteristic.	M	/
Marriage and Civil Partnership	These works will benefit all residents, visitors, staff and all users council buildings (excluding Housing dwellings) and do not discriminate against any residents who may be in this protected characteristic.	M	/
Pregnancy and maternity	These works will benefit all residents, visitors, staff and all users council buildings (excluding Housing dwellings) and do not discriminate against any residents who may be in this protected characteristic.	M	/
Race	These works will benefit all residents, visitors, staff and all users council buildings (excluding Housing dwellings) and do not discriminate against any residents who may be in this protected characteristic.	M	/
Religion/belief (including non-belief)	These works will benefit all residents, visitors, staff and all users council buildings (excluding Housing dwellings) and do not discriminate against any residents who may be in this protected characteristic.	M	/
Sex	These works will benefit all residents, visitors, staff and all users council buildings (excluding Housing dwellings) and do not discriminate against any residents who may be in this protected characteristic.	M	/
Sexual Orientation	These works will benefit all residents, visitors, staff and all users council buildings (excluding Housing dwellings) and do not discriminate against any residents who may be in this protected characteristic.	M	/

	<p>Human Rights and Children's Rights Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)? No</p>
<p>Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Yes</p> <p>Does this provide an opportunity to promote equality? Use your reasoning from Q2 to state why.</p>
<p>Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?</p>	<p>No</p> <p>If the answer here is 'yes', then it is necessary to go ahead with a Full Equality Impact Analysis. You should also consider a Full Equality Impact Analysis if your decision is likely to be of high relevance to equality, and/or be of high public interest.</p>

Initial Screening Equality Impact Analysis Guidance

Section 01	Details of Initial Equalities Impact Screening Analysis
Name of policy, strategy, function, project, activity, or programme	<p>A Policy refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A Strategy refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A Function refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A Project defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An Activity is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p> <p>A Programme is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>
Q1 What are you looking to achieve?	<p>For example this might help to implement outcomes identified in policies such as the Single Equality Scheme, Disability Equality Scheme, other EIAs in your service department, or in another department that your service/service users also interact with and draw down services from, Corporate Plan, LAA Targets, CAA Aims, UDP, or JSNA.</p>
Q2 Who in the main will benefit?	<p>Hereafter, 'policy' means policy, strategy, function, project, activity, or programme</p> <p>Disability Service providers also have an anticipatory duty to make reasonable adjustments for disabled people. These two duties frequently overlap and it is sensible to consider them together. For example, can you:</p> <ul style="list-style-type: none"> ▪ Provide accessible communications? ▪ Change how you collate and use data? ▪ Revise how you involve service users? <p>Analyse the impact of the policy on the protected characteristics with due regard to the Public Sector Equality</p>

Duty.

Use your reasoning in order to determine whether the policy will be of high, medium or low relevance to the protected characteristics. What do we mean by these terms?:

High

- The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights
- There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it
- There is substantial or a fair amount of public concern about it

Medium

- The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights
- There is some evidence that some groups are (or could be) differently affected by it
- There is some public concern about it

Low

- The policy, strategy, function, project, activity, or programme is not generally relevant to most parts of the general duty, and/or to human rights
- There is little evidence that some groups are (or could be) differently affected by it
- There is little public concern about it

Use your reasoning to determine whether the impact will be positive, neutral, or negative. There are three possible outcomes:

- **Positive:** The EIA shows the policy is not likely to result in adverse impact for any protected characteristic and does advance equality of opportunity, and/or fulfils PSED in another way
- **Neutral:** The EIA shows the policy, strategy, function, project or activity is not likely to result in adverse impact for any protected characteristic and does not advance equality of opportunity, and/or fulfils PSED in another way
- **Negative:** The EIA shows the policy, strategy, function, project or activity is likely to have an adverse impact on a particular protected characteristic(s) and potentially does not fulfil PSED, or the negative impact will be mitigated through another means.

Should your policy not be applicable, you must note this and state why.

Human Rights, Children's Rights

Additionally, demonstrate here that the impact on **Human and/or Children's Rights** arising from the policy has been considered.

Human Rights

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- Article 2: [Right to life](#)
- Article 3: [Freedom from torture and inhuman or degrading treatment](#)
- Article 4: [Right to liberty and security](#)
- Article 5: [Freedom from slavery and forced labour](#)
- Article 6: [Right to a fair trial](#)
- Article 7: [No punishment without law](#)
- Article 8: [Respect for your private and family life, home and correspondence](#)
- Article 9: [Freedom of thought, belief and religion](#)
- Article 10: [Freedom of expression](#)
- Article 11: [Freedom of assembly and association](#)
- Article 12: [Right to marry and start a family](#)
- Article 14: [Protection from discrimination in respect of these these rights and freedoms](#)
- Article 1 of Protocol 1: [Right to peaceful enjoyment of your property](#)
- Article 2 of Protocol 1: [Right to education](#)
- Article 3 of Protocol 1: [Right to participate in free elections](#)

(Article 1 of Protocol 13 is: Abolition of the death penalty)

Each of the above links takes you to explanations and examples provided by the EHRC. Further, the [EHRC](#) and the [Ministry of Justice](#) both provide guides for public authorities.

Children's Rights (UNCRC)

All children and young people up to the age of 18 years have all the rights in the Convention. Some groups of children and young people - for example those living away from home, and young disabled people - have additional rights to make sure they are treated fairly and their needs are met.

	<p>Every child in the UK has been entitled to over 40 specific rights. These include:</p> <ul style="list-style-type: none"> ▪ The right to life, survival and development ▪ The right to have their views respected, and to have their best interests considered at all times ▪ The right to a name and nationality, freedom of expression, and access to information concerning them ▪ The right to live in a family environment or alternative care, and to have contact with both parents wherever possible ▪ Health and welfare rights, including rights for disabled children, the right to health and health care, and social security ▪ The right to education, leisure, culture and the arts ▪ Special protection for refugee children, children in the juvenile justice system, children deprived of their liberty and children suffering economic, sexual or other forms of exploitation <p>The rights included in the convention apply to all children and young people, with no exceptions.</p> <p>The above and more information can be found at Direct Gov.</p>
<p>Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Yes</p> <p>Use your evidence from Q2 to state why</p>
<p>Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?</p>	<p>No</p> <p>If the answer here is 'yes', then it is necessary to go ahead with a Full Equality Impact Analysis. You should also consider a Full Equality Impact Analysis if your decision is likely to be of high relevance to equality, and/or be of high public interest.</p>

Equalities Impact Analysis

SmartWorking Programme

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1. Document Change Control

Control

This document is controlled and as such should not be distributed to any parties other than the project team without the express permission of the author. Uncontrolled modification of content is prohibited; revision procedures should be followed at all times.

Revisions

Rel Date	Rev	Author	Notes
12 Feb 2008	0.1	Kate Bishop	First Draft – This document builds upon the PEIA of September 2007 that accompanied the Leaders Urgent Decision paper for funding of the mobilisation stage of this programme.
22 Feb 2008	0.2	Kate Bishop	2 nd Draft – following review with Roxana Spencer
25 Feb 2008	0.2a	Kate Bishop	Added paragraph to section 3.4 – re the car parking issue.
28 Dec 2009	0.3	Dave Bennett	Updated document to include experience from SW Phase 1 – Pilots and SW Light in Environment for submission as part of Stage C business case
31 May 2011	0.4	Andrew Richards	Updated document for submission of funding request for SmartWorking FCS project. (Cabinet Briefing 20/06/11)
2 Dec 2011	0.5	Cheryl Rehal	Updated document for submission of funding request for first part of Stage D (Cabinet Briefing 19/12/11)
03 Jan 2012	0.6	Julie Matthews	Updated to ensure coverage of all 9 Protected Characteristics included in the Public Sector Equality Duty, further to comments from Lillian Magero
05 Jan 2012	0.7	Julie Matthews	Minor amendments based on comments from Steve McPherson
6 Jan 2012	1.0	Cheryl Rehal	Final amendments for submission of funding request for first part of Stage D (Cabinet 30/01/12)

2. Introduction & Scope

In February 2008 H&F Cabinet approved the selection of a developer to deliver a new Civic building (plus homes, shops etc) on the site adjacent to Hammersmith Town Hall. The development included the demolition of the existing Hammersmith Town Hall Extension to create a new public piazza in front of the Town Hall itself.

However, the economic events of autumn 2008 created a significantly altered financial landscape within which the intentions of the earlier cabinet decision have been subject to revision, specifically, the timeline for the construction of the new Civic centre. This was originally scheduled for 2012 but at the time of writing this has updated to 2015 at the earliest.

It was originally thought that the new Civic building, by itself, would not have sufficient office space to decant all H&F employees from the various large office buildings that the council currently occupies and some, but not all, of these buildings would be retained. The delay in the building of the new civic centre has afforded the council an opportunity to focus it's attention on the existing H&F estate and, in alignment with the disposal plan, to examine in detail how SmartWorking can rationalise the council's use of its current buildings with the specific intention of reducing the overall accommodation footprint to release savings.

It was recognised in the planning stages of the SmartWorking programme that space and desk utilisation in H&F offices is at best sub-optimal. In addition it is all too common to find both work practice and technology combining to tie productive work to a single fixed desk location for each employee when a wide range of current technology solutions are available to help enable a much more flexible and productive approach to "doing a days work".

The SmartWorking Programme is now the principal means of identifying the necessary space optimisations that will allow H&F to realise cashable savings from our civic accommodation in the years running up to the new Civic accommodation becoming available and will optimise our subsequent occupancy and use of the new Civic campus, thereby minimising the number of additional buildings that will need to be retained. Executed well, the programme will also deliver benefits in the form of employees' motivation and productivity as well as additional service efficiencies.

"SmartWorking" is a term used for all that is involved in creating a more mobile and flexible workforce operating beyond the traditional 9-5 same-desk permanent-location means of working that is currently in place across much of the council. SmartWorking will exploit a range of "workstyle" options described in later sections of this document to deliver mutual benefits to both the council, its employees and our residents. Many H&F employees will be provided with flexible solutions that will enable them to work the way they need to in order to deliver real service improvements whilst minimising the cost to the council of its office accommodation.

Bearing in mind the scale and potential impact of the SmartWorking Programme it was agreed with the Corporate Projects Manager (Diversity and Organisational Development) that the more usual PEIA short-form would by itself be insufficient to

fully consider and predict the equalities impact across H&F. This more extensive Equalities Impact Assessment has therefore been produced to accompany the business case and Cabinet Papers for Stage D of SmartWorking programme.

This document has taken the Initial Equalities Impact Assessment done by Kate Bishop in 2007 as its starting point (see appendix) and seeks to incorporate detail and information that has been gathered by the SmartWorking Programme since its launch in September 2008 to date.

2.1 How many employees will ultimately be affected?

The original SmartWorking business case (July 2008) put forward the following summary:

- Total posts in Trent: 4800
- Total posts currently not yet in SmartWorking: 1500
- Total posts to be SmartWorked: 3300

A number of roles were deemed as not yet being within the scope of the programme. These include employees such as kitchen assistants, front of office employees such as receptionists, cashiers and librarians and employees working at places such as children's day centres – i.e. where the very nature of the role demands that the person works their fixed contract hours from a designated permanent location. In the longer-term however some of the innovations introduced by the programme may well get rolled-out to these employees.

By September 2008, the programme had refined the numbers to the point that there were 2441 roles across the council in scope for SmartWorking Phase 1.

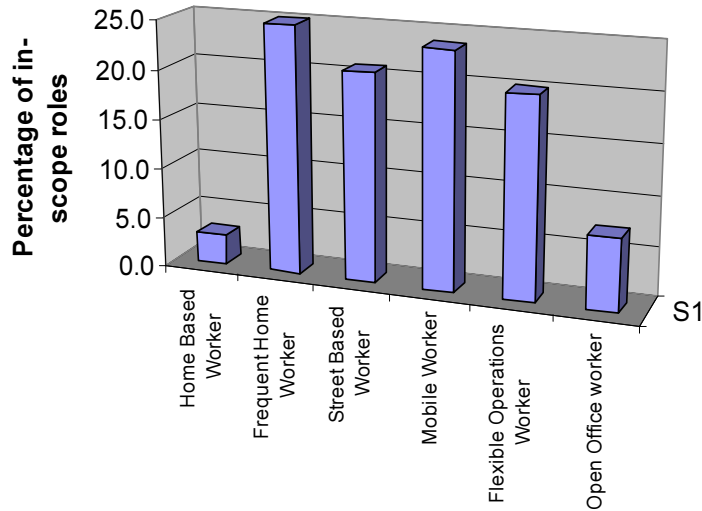
At the time of writing Stage C of SmartWorking had been concluded, SmartWorking 1300 staff impacted by the decant of Barclay House. SmartWorking within FCS (circa 300 staff) is underway. Stage D intends to implement SmartWorking in Housing and Regeneration department (including the former H&F Homes) to complete the corporate rollout of SmartWorking, and build on new ways of working in other parts of the business with the Paper-/less Office concept.

2.2 How will these employees be expected to work in future?

The 2000 or so current roles that remain within the scope of SmartWorking have been initially mapped into 6 distinct workstyles:

- Home based worker – normally working full time from home, with only occasional visits to the office.
- Frequent home worker – 2 or more days a week working from home, remainder of time at the office or mobile.
- Field worker – spending most of their time on the street or out and about across the borough.
- Mobile worker – works mostly out of the office but with residents, businesses or travelling.
- Flexible operations worker – mostly office based but regularly away from their desk interacting with colleagues etc.

- Open office worker – spends the vast majority of their day working at their assigned desk.



2.3 The H&F Approach to rolling out SmartWorking

The programme’s original aim was to have introduced SmartWorking to all of the currently considered roles in advance of the new Civic accommodation becoming available in 2012. This was to allow the closure of some office buildings in advance of the new Civic centre opening and realise some cost savings, which in turn would offset the investment needed to implement SmartWorking.

The rollout was to be on a team by team basis with readiness consultations carried out with each team in turn along the way and this approach was to be first tested by establishing 3 pilots that would be run for a 6 month period before any major roll out was envisaged. The pilot areas were;

- Corporate Anti-Fraud Service
- Occupational Therapists
- Procurement Team

The pilots were run for between 6 and 3 months, ending in October 2009 and each pilot targeted a group of approximately 20 people.

However, in order to help make savings by letting go of the lease on Riverview House from April 2010, the programme was asked to focus on the Environment department for light touch SmartWorking in order to co-locate the whole department in Hammersmith Town Hall extension. In effect, this activity became a fourth (much larger) pilot. Information from the pilots and the Environment experience that pertains directly to this PEIA is detailed in **Section 4 – Research and Consultations Carried Out to Date.**

Underpinning this work, a SmartWorking intranet area and a SmartWorking Toolkit have been created and published. Taken together, the SmartWorking pages and

Toolkit will help to mainstream the consideration of equalities impact as the programme moves forward.

3. Initial Equality Impact Assessment

This assessment will be carried out using an “equalities matrix” approach. Please see Section 3.2 where a matrix has been plotted to identify disproportionate impact on any of the considered employees and customer equalities groups (i.e. age, disability, gender reassignment, marriage / civil partnerships, pregnancy & maternity, race, religion and belief, sex and sexual orientation) arising from any of the 6 workstyles proposed in Section 2.2.

The workstyles are plotted on the left hand side column of the matrix and the 6 considered groups are identified across the top row. The cells of the matrix are filled as follows:

- “P” indicates a potential positive impact that could benefit the particular group
- “U” indicates a potential impact that is currently uncertain and will require further discussions / consultations (either with individuals or groups) to obtain clarification on its likelihood and/or effect.
- “N” indicates a potential negative impact that, without mitigation, would adversely affect the group
- “-“ i.e. a blank cell in any part of the matrix indicates no specific impact (either positive or negative) is anticipated.

On a row by row basis each Positive, Negative or Uncertain impact is then discussed in the matrix notes that follow in Section 3.3.

Finally Section 3.4 discusses the anticipated overall impact (positive and negative) of implementing SmartWorking on all employees and customers, irrespective of which of the equalities groups they fall within.

3.1 The Equalities Matrix for SmartWorking

		Age	Disability	Gender reassignment	Marriage / Civil partnerships	Pregnancy & Maternity	Race	Religion and belief	Sex	Sexual Orientation
3.3.1	Home Based Worker	P	P	-	-	P	-	P	U	-
3.3.2	Frequent Home Worker	P	P	-	-	P	-	P	U	-
3.3.3	Field Worker	-	-	-	-	-	-	-	-	-
3.3.4	Mobile Worker	P	P	P	P	U	P	P	P	P
3.3.5	Flexible Operations Worker	-	P	-	-	-	-	-	-	-
3.3.6	Open Office Worker	-	-	-	-	-	-	-	-	-

3.2 Matrix Notes

3.2.1 Impact of Home Based Worker workstyle

A Home Based worker normally works full time from home, with only rare occasional visits to the office. They will be provided with the equipment they need whilst working from home and will not have a desk allocated to them in the office but will make use of a hot desk on their infrequent visits to the office.

The impact on employees whose roles could be migrated to this workstyle may include:

- Positive impact on employees that have a progressively degenerating disability. Home based working may help them to be able to defer having to take early retirement due to ill-health.
- Positive impact on employees with a non-degenerating disability. Home based working may help some individuals to better manage their disability.
- Positive impact on employees recovering from serious illnesses / accidents – including those that might be regarded as having a temporary disability. The ability to work full-time from home (for at least a limited period) may help some of them to make a return to work (and full pay) sooner than might otherwise have been possible.
- Positive impact on recruiting employees with disabilities - i.e. where insurmountable issues in regularly travelling between home and the office may have prohibited them from applying for work at H&F.
- Positive impact on employees approaching retirement - some employees may choose to work longer if they are able to work from home, so enabling the council to retain knowledge and skills for longer.
- Positive impact on employees with a particular religion / belief through increased flexibility to meet the requirements of that religion or belief – i.e. prayer times, fasting, attendance at group worship etc.
- Positive impact on pregnant employees – home based working may help some individuals who are uncomfortable with the physical prospect of a commute during pregnancy, particularly later stages
- Positive impact on employees on maternity leave – enabling the employee to stay in touch more easily with the work of their team / department / the Council in general
- Uncertain impact on sex – whilst we anticipate that many people would welcome the opportunity to become home based workers there may well be some whose personal circumstances may not make home working an appropriate option. This could be, but is not necessarily, gender based. The readiness consultation that will be conducted prior to migrating people to this workstyle will be sensitive to these kinds of issues and not force an individual into a workstyle that is counter-productive for both them and the council.

Note: it is unlikely, at least in the short to medium term, that H&F will be able to offer home based working to trainee employees – hence the question of impact on

(largely) very young people of the implementation of this workstyle simply does not arise.

3.2.2 Impact of Frequent Home Worker workstyle

The definition of a frequent home worker (FHW) is someone who spends 2 or more days per week working from home with the remainder of their time spent at the office, attending meetings, or working remotely.

The work to date has allocated a 50% desk utilisation to an identified FHW role. The assessments have been made on a team by team basis and our experience has demonstrated that this approach is the most practical way forward. Exceptions are being made for employees that need certain aids/adaptations to a standard workstation (perhaps because of some form of disability) and these will continue to be provided at one of the SmartWorking shared desks in their team area. The difference is that when they are not in the office the adapted workstation may be able to be used by someone else as a standard shared desk. The programme is encouraging teams to take local responsibility for ensuring that those individuals for who a particular desk is adapted have priority use of that workstation.

The impact upon employees whose roles could be migrated to this workstyle may include:

- Positive impact on employees with a disability. Frequent Home working may help some individuals to better manage their disability.
- Positive impact on employees recovering from serious illnesses / accidents – including those that might be regarded as having a temporary disability. The ability to frequently work from home may help some of them to make a return to work (and full pay) sooner than would otherwise have been possible.
- Positive impact on recruiting employees with disabilities – i.e. where their disability does not preclude them from travelling between home and work, but is not easily managed on a 5 day a week basis.
- Positive impact on pregnant employees – i.e. where their pregnancy does not preclude them from travelling between home and work, but is not easily managed on a 5 day a week basis.
- Positive impact on parents / those with carer responsibilities – e.g. for those people with older children who need an adult presence (rather than supervision) the additional flexibility of being able to work some of the week from home can alleviate the need for other arrangements.
- Positive impact on employees approaching retirement – i.e. in making the transition from full time employment.
- Positive impact on those seeking career advancement – in striking a better balance between their work life, their pursuit of professional / vocational qualifications and their home life.
- Positive impact on employees with a particular religion / belief through increased flexibility to meet the requirements of that religion or belief – i.e. prayer times, fasting, attendance at group worship etc.

- Uncertain impact in regard to sex – whilst we now have anecdotal evidence to support the contention that the vast majority of employees will welcome the flexibility that this will give them, there are some who are unable to meet the requirements of their designated workstyles. When this occurs, the issue is dealt with by treating the individual as an “exception”

In respect of all the above categories it should be noted that the workstyle allocation is to the role and not to the individual and the evidence from experience to date shows that the circumstances of each individual will have a distinct “relativity” to the designated workstyle of their role. Our experience has shown that the instances where an individual has to be exempted from the workstyle of their role are low and therefore relatively easy to accommodate within the overall workstyle profile of the team/s.

The impact on customer groups will be more fully realised as SmartWorking enables employees to be more responsive to customers at their point of need. – as well as realising the benefits from a more highly motivated, better qualified and less stressed H&F workforce.

3.2.3 Impact of Field Worker workstyle

Many Field workers already work flexibly so the workstyles definition will not have a significant impact on how they work. There are a number of developments already taking place and/or planned with Field workers and although the SmartWorking programme maintains a “light touch” engagement with the projects delivering changes in these areas, ultimately the programme itself will have no responsibility for delivery. Hence in the Equalities Matrix we have not claimed any specific impact (positive or negative) on any of the groups as a result of the SmartWorking programme.

That said, the likely impact of the technology developments on employees that come within this workstyle include:

- The development of intelligent mobile solutions that enable officers involved in a number of Field processes to complete all aspects of the business process on site and update the back office remotely will positively benefit all groups by greatly reducing the number of trips to and from base that they will need to make. Furthermore the developments in this area will also aim to deliver lighter and better technology that is easier to read and use. This may be particularly positive in the case of those with disabilities.
- Developments will also consider integrating remote worker safety features – such as GPS functionality so that the location of employees is known, panic alarms and possibly timer alarms alerting back office employees if the Field worker is overdue in their reporting in etc. Such features should improve the safety and security of all street-based employees, but particularly those who because of their race, gender, sexual orientation or belief may be particularly vulnerable to attack and abuse.

Customers will benefit from the more effective delivery of the core services that these Field workers will deliver.

3.2.4 Impact of Mobile Worker workstyle

This workstyle differs from the Field worker workstyle in that it covers employees who are frequently out and about visiting schools, businesses, other agencies, residents

in their homes etc. Traditionally workers in these groups have often tended to have an allocated desk that they return to at points during the day to write up the results of their visits and meetings.

Under SmartWorking these employees will be better equipped with technology such as lightweight laptops that will allow them to do more at the point of contact with the customer, client or task. Furthermore, instead of regularly returning to a fixed office location to receive, back up or transfer information, a number of touchdown points will be available to them across the borough. The SmartSpace that opened in September 2009 is the first of these touchdown points to have been realised. They will also have equipment and connectivity made available so they can complete their work at home when appropriate. They will not have a desk permanently allocated to them but will make use of a shared desk when in the office.

This approach has been piloted with the Occupation Therapist (OT) team in the later half of 2009 and produced significant tangible benefits. For more detail on those benefits please see section 4 below.

As a consequence the impacts upon employees whose roles will be migrated to this workstyle include:

- Positive impact on all employees in terms of reducing the amount of travelling to and from the office that they are required to do. Employees will have much better flexibility to manage their visits more effectively, more easily fit in with client arrangements and manage personal obligations differently, which may be particularly important for faith groups in managing their work around prayer times etc. There is now evidence from the OT pilot to support this assertion. See section 4 below for the detail.
- Positive impact on all employees by being able to complete their work during the visit itself or during lengthy train journeys (e.g. on prison visits etc). At present many employees, due the lack of any other option, make handwritten notes which have to be typed up once they return to the office. This clearly is a duplication of time and effort, can also be a source of errors and is a further factor in disrupting the work / life balance of these employees. There is now evidence from the OT pilot to support this assertion. See section 4 below for the detail.
- Positive impact on all employees groups by having information available electronically. At present employees have to anticipate what information they will need and photocopy the relevant sections of case files before they leave the office. Not only is this a yet further drain on their time and work / life balance, it can also often result in essential paperwork being forgotten – perhaps resulting in the need for a return visit. It can also often involve employees having to carry heavy paperwork around – which may be particularly difficult for disabled employees. There is now evidence from the OT pilot to support this assertion. See section 4 below for the detail.
- Positive impact on employees within this workgroup that also get involved in inter-agency working. The points raised in the previous two bullet points become even more pertinent when attending offsite meetings with other

agencies where the case files of a number of customers may need to be available for actions to be agreed and taken.

- Positive impact on employees within this workgroup that would appreciate an increased ability to work from a wider variety of settings. This is particularly the case for youth workers who would be able to work effectively from venues such as Youth Clubs, young people’s homes, other Local Authority sites and ensure that young people’s views are captured and stored accurately.
- Positive impact on all employees where the use of technology leads to a higher level of resolution of customer issues during the visit itself. The employees involved feel more empowered and their job satisfaction increases. There is now evidence from the OT pilot to support this assertion. See section 4 below for the detail.
- Uncertain impact for employees with the kind of disability that requires aids / adaptations to a standard workstation as this workstyle assumes the ability to transport and use portable equipment. The readiness consultations would identify any issues with these employees and recommend appropriate responses.
- Uncertain impact for pregnant as this workstyle assumes the ability to transport and use portable equipment. The readiness consultations would identify any issues with these employees and recommend appropriate responses.

Of all the workstyles, Mobile Working has potentially the highest impact on customer groups. With less time wasted doing unnecessary travelling and administrative chores, officers should be better able to respond quickly to customer requests and demands. There is now evidence from the OT pilot to support this assertion. See section 4 below for the detail.

Mobile Workers should also have much more and better information at their fingertips when meeting the customer and may well be better placed to resolve a number of issues on the spot. The customer groups that they deal with tend to be the most vulnerable and least able to fend for themselves (e.g. young people, single parents, elderly people, disabled people, recent immigrants etc) where any slowness or uncertainty in the council’s response to their needs can have a disproportionately adverse impact. There is now evidence from the OT pilot to support this assertion. See section 4 below for the detail.

3.2.5 Impact of Flexible Operations Worker workstyle

The Flexible Operations workstyle employees are generally based in-house (i.e. mostly on council premises). A Flexible Operations worker will typically on a day-to-day basis face the challenge of trying to fit in “doing work” between the many meetings that they have to attend. They will not have a desk permanently allocated to them but will make use of a shared desk when in their team area and other shared desks / touchdown points as they move about between meetings. Many flexible operation workers will also benefit from occasionally working from home.

Employees who are migrated to this workstyle will find it easier to fit in doing work in between meetings as they will be able to use any free workstation in the vicinity of where they actually are, rather than having to return to their team area. This may help to reduce stress and slightly improve their work / life balance. There will be a

perceived loss of “their” permanent desk / cellular office but with most people operating some form of SmartWorking they should quickly become acclimatised to the new working environment. With these factors in mind we consider that there will be no specific impact on most equalities groups.

A possible exception is employees with a disability:

- Uncertain impact on employees with the kind of disability that requires aids / adaptations being made to a standard workstation. Whilst the necessary aids / adaptations can be provided on one of the shared desks in their own team area, the very nature of the Flexible Operations workstyle is based on the assumption that they can use any shared desk in any location. In practice, there is a recognition that not all employees will be able to operate according to their designated workstyles. Any issue that impedes an employee working to their designated workstyle can be picked up and addressed at the readiness consultation. Please see section 4 where there are details and examples from real experience from the Environment department and the pilots.

The adoption of this workstyle will affect internal employees only and will not impact upon customer groups.

3.2.6 Impact of Open Office Worker workstyle

Open office workers will see the least change to their current workstyle in that they will be required to attend the office on a full time basis and operate from a workstation within their team work area. The main change they will experience is that unless there is an overriding issue, they are expected to use shared desks in their designated team areas. If they are assigned a fixed desk, whilst they are away from the office (e.g. on leave or due to sickness etc.) their vacant desk can be used as a shared desk. They are therefore expected to always leave their desk in a suitable state for someone else to use in line with the council’s clear desk policy.

It should be emphasised that all workstyles will be provided with telephony appropriate to their designated workstyle, enabling them to deal with their own telephone calls, so the Open office worker will not be expected to handle and redirect a number of other colleagues calls.

Hence, on an overall basis, we consider that there will be no specific impact on any of the equalities groups – be they employees or customers.

3.3 Discussion

Like most large organisations, the proportion of women and disabled employees in more junior grades is not always reflected in the more senior roles within the council. The SmartWorking programme is not expected to significantly impact upon or redress these imbalances in the workforce as the programme will (almost) exclusively be working with existing employees in their current roles and grades.

However, the additional flexibilities that SmartWorking will bring to many roles, if intelligently combined with how we recruit, train and develop people, can help to make a difference in the future. The council has already started to move away from classroom style training in its CBT-based delivery of courses such as H&F corporate induction and the presence of SmartWorking will encourage further innovations in how we deliver training and development thereby giving employees greater freedom

in how and when they take advantage of these opportunities. These areas are outside of the current scope of the SmartWorking programme itself, but nevertheless will become some of the inevitable consequences that it will engender.

The initial PEIA for the programme raised a potential risk of a perception that SmartWorking mostly benefits those individuals who are already in better paid jobs. The chart in Section 2.2 shows that only some 6% of the in-scope roles would remain in an Open Office workstyle once the programme is completed, meaning the perception would be erroneous. The current programme has put in place a communications methodology that is able to provide the required information that can address the formulation and spread of such perceptions.

As SmartWorking progresses some employees may perceive some of the SmartWorking workstyles to be much more “desirable” than others and be disappointed if the readiness consultation results in their role being assigned to one of the other workstyles. Two points should initially be noted: firstly perceptions will vary from individual to individual and what is the most desirable workstyle to one person may very easily be the least desirable to another and secondly we would re-emphasise that it is the requirements of the role, rather than the post holder’s preferences, that will dictate the workstyle.

As the corporate rollout progresses we will be examining whether work practices or the lack of available technology have combined to restrict teams to a particular workstyle and we will be working with teams to adopt a workstyle more suitable to their role in the council. Whilst not everyone will get the workstyle they want, we will have identified what options are appropriate for each role.

As the SmartWorking programme is rolled out, there will be a need to restrict the reliance on paper and encourage greater use of the electronic data management system (eDMS). There should also be a greater use of conferencing facilities for meetings, giving positive benefits to employees with some mobility problems or those who experience difficulty handling large amounts of paper.

The Environment departments and H&F Homes decant from Riverview House to HTHX has resulted in a reduction in council-provided free car parking spaces and, in the future, as the site of the new Civic building includes what is presently the staff car park the availability of free car parking will consequently become severely restricted. This could impact on employees with mobility problems, even with high priority given to their needs. SmartWorking workstyles will enable a clearer sense of priority for the available places and reduce any ambiguity around matching available places to the demand for them.

Finally, with the large range of properties that it current operates from the council has always faced a struggle to make the reasonable adjustments needed to ensure that all its buildings are fully DDA compliant. With a limited budget, priorities have had to be established and work on some areas has had to take precedence over other adjustments needed elsewhere. SmartWorking’s impact will be to reduce the number of buildings that we occupy and as a consequence reduce the competition for the resources that are available for ensuring DDA compliance. Eventually, being purpose built, the new civic accommodation will meet (and exceed) the necessary requirements

4. Research and Consultations carried out to-date

4.1 Initial Research

One of the effects of SmartWorking will be to move managers out of their enclosed individual offices (which take up a disproportionate amount of space) into the shared open office area. Managers on the floor, in contact with their employees, should become far better attuned to the general atmosphere within the open office and be much better placed to nip in the bud any form of adverse behaviour (including any negative behaviour directed against any of the equalities groups). The issue of remote management of employees working outside of the office will be tackled as part of Organisational Development's series of initiatives on performance management, rather than as part of the SmartWorking programme but the programme will work closely with the people that are taking this work forward.

In carrying out the mobilisation phase of SmartWorking we have made very good use of the wealth of best practice data available from Project Nomad, a Centre of Excellence for mobile and flexible working in local government led by Cambridgeshire County Council. In addition to the sources identified through Project Nomad there are a number of London councils that are further along the path than h&f and have valuable experience that we have already tapped into. We have already visited Hillingdon, Ealing, Westminster and others to learn lessons from their experiences.

It is through Project Nomad that we were able to get hold of Equalities Impact Assessments done by Leeds Council (for the use of Home Working within their Benefits Assessment Service) and Barnsley Council (for the use of mobile solutions within their Regulatory Services). Copies of these assessments are embedded in the appendices of this document and have been used to inform its contents.

The Making Change Happen event in December 07 for middle managers focused upon SmartWorking. Our ideas and proposals were warmly and in many cases enthusiastically received. This was followed up with a SmartWorking survey, which together with our consultations with HR Business Partners resulted in our initial mapping of workstyles to roles in Trent.

4.2 Findings from the Pilots

As outlined above, three Smartworking Pilots were carried out between March 2009 and October 2009. These were with the Corporate Anti-Fraud Service, the CSD Occupational Therapist team and Procurement team.

4.2.1 CAFS

The majority of the CAFS officers were categorised within the Frequent Home Worker workstyle (see 3.2.2)

The pilot did not uncover any major unforeseen negative equality and diversity impacts on managers, staff or customers.

The issues that did arise were focused around physical space and equipment and the specific adaptation of desks and equipment in a desk-sharing environment. One member of this group has a raised desk and this meant that special arrangements

needed to be put in place so that they were able to participate in the new desk sharing arrangement. This was not difficult to accommodate as the Smartworking model we piloted had sufficient inbuilt flexibility.

The managers in the section did not report any insurmountable difficulties associated with managing their officers in a flexible working environment.

With regard to customers and clients of the service there have been no reported instances of a drop in service delivery or in previous levels of contactability of officers or access to services.

With regard to the expected positive impacts of flexible working on individual members of staff, a survey of the team was carried out during the pilot and the results were very positive. Please see the embedded survey document below:



4.2.2 Occupational Therapists

The majority of the OT officers were categorised within the Mobile Worker workstyle (see 3.2.4)

The pilot did not uncover any major unforeseen negative equality and diversity impacts on managers, staff or customers.

One officer on the team reported that there were ergonomic issues when using the tablet PC that they had been provided with as it was too heavy for that particular individual to carry around for any lengthy time period. This issue can be readily addressed by the issue of an alternative (lighter) device.

As with CAFS above, there were two people who had adapted desks and the same allowances (or exceptions) from general desk sharing were applied to address the issue.

With regard to the expected positive impacts of flexible working on individual members of staff and customers, the results from this pilot were very encouraging. For instance, the enhanced mobility that the portable devices gave to the officers showed that they were able to spend more time with clients/customers in their homes and to provide an enhanced service while there as they also now had real-time access to H&F network systems. Also, having portable devices allowed the officers to reduce the amount of time travelling from home visits back to the office in order to update records as this could now be done while travelling or on reaching home. A percentage of that time saving was directly enjoyed by the individuals themselves as they could go straight into visiting in the mornings and straight home afterwards at the days end.

4.2.3 Procurement

The data from this pilot is still being evaluated and this will be updated in due course.

4.3 Findings from the Corporate Rollout to date

Stage C of the corporate rollout completed in July 2011 and enabled the decant from Barclay House. This stage of the programme included approximately 1300 staff in Resident Services, Community Services, Children Services, Environment and Housing Options.

Issues raised to date, which are relevant to equalities, include the following. They are physical/ergonomic and system-based in nature and can be addressed through the application of the most suitable technology.

- The first issue to arise has been levels of noise in an open-plan environment – This can be addressed using screens and by the application of office rules concerning noise.
- The second issue has been the need for fully adjustable monitor screens so individuals are able to use any desks in the area. This could be addressed by purchasing equipment that is fit for purpose.
- The third issue has been how to organise and monitor specially adapted chairs in a flexible working environment. This issue is currently under review as a solution is sought but that solution is likely to be behavioural/organisational and therefore relatively unproblematic to implement.

From the perspective of the impact on service delivery to customers and client there have been no reported problems.

5. Factors that could contribute or detract from the desired outcomes

Some of the key challenges we are still working to resolve through the council-wide implementation of SmartWorking include:

- Realising the productivity benefits from SmartWorking in real financial terms.
- Demonstrating the benefits of SmartWorking quickly enough to show what is possible.
- The “Culture of Possession” – a territorial belief that space belongs to individuals & departments.
- Managers’ cultural mistrust over remote working.
- Overcoming the view that SmartWorking is only about technology.

SmartWorking are working closely with Organisational Development, Human Resources and the Accommodation programme to ensure that all these risks are successfully managed.

6. Moving Forward

As part of the SmartWorking approach, readiness consultations are carried out on an area by area basis to ensure that all the components needed for a successful

implementation are fully in place before teams are migrated to a SmartWorking environment.

The early adopters of SmartWorking have provided the team with valuable early feedback on how well our planned approaches actually work in practice. Most importantly we have gained valuable information on any disproportionate impact and unwelcome outcomes. The seeking out of experience and lessons learned from external sources such as Project Nomad and other London councils will continue throughout the lifetime of the programme.

7. Conclusions to date

We firmly believe that the vast majority of H&F employees will welcome and grasp the flexibility and other benefits that SmartWorking will deliver. Moreover, aligned with incremental cultural changes across the organisation, the adoption of Smartworking practices will be key component in the modernisation of H&F.

In conducting this Equalities Impact Analysis we have identified a small number of issues in terms of employees with specific disabilities which will require further close attention as we move forward, but in the main our conclusion is that the overall impact of SmartWorking will be overwhelmingly positive for the vast majority of employees and customers irrespective of which equalities group(s) they may come within.

8. Appendices

Copies (below – for reference) of the impact assessments carried out by Leeds Council for the use of Home Working within their Benefits Assessment Service and Barnsley Council for the use of mobile solutions within their Regulatory Services.



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Initial Screening Equality Impact Analysis Tool

Section 01	Details of Initial Equality Impact Screening Analysis							
Financial Year and Quarter	2011/12 - Qtr 3							
Name of policy, strategy, function, project, activity, or programme	This is a New Project Hammersmith Town Hall – Relocation of Registrars Service from Fulham Town Hall to Hammersmith Town Hall							
Q1 What are you looking to achieve?	<p>Refurbishment of ground floor offices, Mayors Parlour, ante-room one and associated 2nd floor offices to provide accommodation for the Registrars service.</p> <p>These works need to be undertaken because the accommodation has not been redecorated for many years and the current accommodation is in need of remodelling to provide a suitable layout for the Registrars service. The proposal is internal alterations at Hammersmith Town Hall Ground floor to provide a reception area, six interview rooms, waiting area, staff offices, secure file storage and refurbishment works. This will facilitate the relocation of the Registrars service currently located at Fulham Town Hall to Hammersmith Town Hall.</p>							
Q2 Who in the main will benefit?	<p>These works will benefit members of the public who want to marry in the Borough. It will also benefit residents of the Borough who wish to register a birth or death.</p> <p>.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">Age</td> <td style="width: 60%;">Some visitors will have disabilities of varying types and there will be families, many with babies or young children visiting to register births and visitors of various ages, including elderly visitors to register deaths. Some visitors will require special consideration according to their needs and reason for their visit.</td> <td style="width: 10%; text-align: center;">H</td> <td style="width: 15%; text-align: center;">+</td> </tr> </table>				Age	Some visitors will have disabilities of varying types and there will be families, many with babies or young children visiting to register births and visitors of various ages, including elderly visitors to register deaths. Some visitors will require special consideration according to their needs and reason for their visit.	H	+
Age	Some visitors will have disabilities of varying types and there will be families, many with babies or young children visiting to register births and visitors of various ages, including elderly visitors to register deaths. Some visitors will require special consideration according to their needs and reason for their visit.	H	+					

Disability	Some will have disabilities of varying types and degrees and also health concerns. The works will include fully accessible accommodation, Equality Act compliant signage and a toilet for disabled people.	H	+
Gender reassignment	These works will benefit all residents and do not discriminate against any residents who may be in this protected characteristic.	L	=
Marriage and Civil Partnership	These works will benefit all residents regardless of their marriage/civil partnership status. An equal level of service will be provided at Hammersmith as is provided at Fulham Town Hall	L	+
Pregnancy and maternity	These works will benefit all residents and do not discriminate against any residents who may be in this protected characteristic.	L	+
Race	These works will benefit all residents regardless of their race.	L	+
Religion/belief (including non-belief)	These works will benefit all residents regardless of their religion.	L	+
Sex	These works will benefit all residents regardless of their sex.	L	+
Sexual Orientation	These works will benefit all residents regardless of their sexual orientation.	L	+

Human Rights and Children's Rights

Will it affect Human Rights, as defined by the Human Rights Act 1998?

No

Will it affect Children's Rights, as defined by the UNCRC (1992)?

No

Q3
Does the policy, strategy, function, project, activity,

Yes

or programme make a positive contribution to equalities?	The works will benefit all residents equally. The new accommodation will provide a fully accessible service to all residents, offer Civil Partnership weddings, citizenship ceremonies, parking will be available for disabled visitors and provide facilities for disabled people.
Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?	No If the answer here is 'yes', then it is necessary to go ahead with a Full Equality Impact Analysis. You should also consider a Full Equality Impact Analysis if your decision is likely to be of high relevance to equality, and/or be of high public interest.

Initial Screening Equality Impact Analysis Guidance

Section 01	Details of Initial Equalities Impact Screening Analysis
Name of policy, strategy, function, project, activity, or programme	<p>A Policy refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A Strategy refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A Function refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A Project defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An Activity is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p> <p>A Programme is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>
Q1 What are you looking to	For example this might help to implement outcomes identified in policies such as the Single Equality Scheme , Disability Equality Scheme , other EIAs in your service department, or in another department that your

achieve?	service/service users also interact with and draw down services from, Corporate Plan , LAA Targets , CAA Aims, UDP , or JSNA .
Q2 Who in the main will benefit?	<p>Hereafter, 'policy' means policy, strategy, function, project, activity, or programme</p> <p>Disability Service providers also have an anticipatory duty to make reasonable adjustments for disabled people. These two duties frequently overlap and it is sensible to consider them together. For example, can you:</p> <ul style="list-style-type: none"> ▪ Provide accessible communications? ▪ Change how you collate and use data? ▪ Revise how you involve service users? <p>Analyse the impact of the policy on the protected characteristics with due regard to the Public Sector Equality Duty.</p> <p>Use your reasoning in order to determine whether the policy will be of high, medium or low relevance to the protected characteristics. What do we mean by these terms?:</p> <p>High</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights ▪ There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it ▪ There is substantial or a fair amount of public concern about it <p>Medium</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights ▪ There is some evidence that some groups are (or could be) differently affected by it ▪ There is some public concern about it <p>Low</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is not generally relevant to most parts of the general duty, and/or to human rights ▪ There is little evidence that some groups are (or could be) differently affected by it ▪ There is little public concern about it

Use your reasoning to determine whether the impact will be positive, neutral, or negative. There are three possible outcomes:

- **Positive:** The EIA shows the policy is not likely to result in adverse impact for any protected characteristic and does advance equality of opportunity, and/or fulfils PSED in another way
- **Neutral:** The EIA shows the policy, strategy, function, project or activity is not likely to result in adverse impact for any protected characteristic and does not advance equality of opportunity, and/or fulfils PSED in another way
- **Negative:** The EIA shows the policy, strategy, function, project or activity is likely to have an adverse impact on a particular protected characteristic(s) and potentially does not fulfil PSED, or the negative impact will be mitigated through another means.

Should your policy not be applicable, you must note this and state why.

Human Rights, Children's Rights

Additionally, demonstrate here that the impact on **Human and/or Children's Rights** arising from the policy has been considered.

Human Rights

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- Article 2: [Right to life](#)
- Article 3: [Freedom from torture and inhuman or degrading treatment](#)
- Article 4: [Right to liberty and security](#)
- Article 5: [Freedom from slavery and forced labour](#)
- Article 6: [Right to a fair trial](#)
- Article 7: [No punishment without law](#)
- Article 8: [Respect for your private and family life, home and correspondence](#)
- Article 9: [Freedom of thought, belief and religion](#)
- Article 10: [Freedom of expression](#)
- Article 11: [Freedom of assembly and association](#)
- Article 12: [Right to marry and start a family](#)
- Article 14: [Protection from discrimination in respect of these these rights and freedoms](#)
- Article 1 of Protocol 1: [Right to peaceful enjoyment of your property](#)

	<ul style="list-style-type: none"> ▪ Article 2 of Protocol 1: Right to education ▪ Article 3 of Protocol 1: Right to participate in free elections <p>(Article 1 of Protocol 13 is: Abolition of the death penalty)</p> <p>Each of the above links takes you to explanations and examples provided by the EHRC. Further, the EHRC and the Ministry of Justice both provide guides for public authorities.</p> <p>Children’s Rights (UNCRC)</p> <p>All children and young people up to the age of 18 years have all the rights in the Convention. Some groups of children and young people - for example those living away from home, and young disabled people - have additional rights to make sure they are treated fairly and their needs are met.</p> <p>Every child in the UK has been entitled to over 40 specific rights. These include:</p> <ul style="list-style-type: none"> ▪ The right to life, survival and development ▪ The right to have their views respected, and to have their best interests considered at all times ▪ The right to a name and nationality, freedom of expression, and access to information concerning them ▪ The right to live in a family environment or alternative care, and to have contact with both parents wherever possible ▪ Health and welfare rights, including rights for disabled children, the right to health and health care, and social security ▪ The right to education, leisure, culture and the arts ▪ Special protection for refugee children, children in the juvenile justice system, children deprived of their liberty and children suffering economic, sexual or other forms of exploitation <p>The rights included in the convention apply to all children and young people, with no exceptions.</p> <p>The above and more information can be found at Direct Gov.</p>
<p>Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to</p>	<p>Yes/No</p> <p>Use your evidence from Q2 to state why</p>

equalities?	
Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?	Yes/No If the answer here is 'yes', then it is necessary to go ahead with a Full Equality Impact Analysis. You should also consider a Full Equality Impact Analysis if your decision is likely to be of high relevance to equality, and/or be of high public interest.

Initial Screening Equality Impact Analysis Tool

Section 01	Details of Initial Equality Impact Screening Analysis
Financial Year and Quarter	2012/13, Q4
Name of policy, strategy, function, project, activity, or programme	HIGHWAY MAINTENANCE: APPROVAL OF THE 2012/13 PROGRAMME (new) To note and approve the 2012/13 highway maintenance (carriageway and footway) schemes. This report is produced every year.
Q1 What are you looking to achieve?	<p>The purpose of the report is to seek approval for the projects listed within the Carriageway and Footway Planned Maintenance programme and to establish a degree of flexibility in the management of the budgets and programme during the year.</p> <p>All residents in the borough are likely to be affected by the programme of works as it is not localised to one area of the borough. The resurfacing of streets is based on systematic inspections of our roads and pavements, qualitative condition surveys, prioritisation criteria set by the latest industry standards, use of new best value surfacing materials, and engaging the council's specialist surfacing term contractors, every effort is made to achieve a cost effective management of our assets while maximising the available resources.</p>
Q2 Who in the main will benefit?	<p>Examples of works that are likely to impact more on older and disabled people include:</p> <p>Improving Pedestrian Environment - Street Decluttering During the planned maintenance schemes streets are analysed for 'Decluttering'. This involves reducing and consolidating, where possible, the amount of street furniture. Removal of redundant signs posts and attaching signs to lamp columns as well as the removal of bollards all helps reduce the 'clutter' on the street. These small improvements can make the street easier to negotiate for vulnerable road users such as the disabled and elderly by removing potential obstructions.</p> <p>Improving pedestrian environment - Ensure dropped kerbs protected from parked cars During the planned maintenance schemes road marking is reviewed to ensure it is complaint with current policy and regulations. Installing Double yellow lines installed on street corners and checking the levels of dropped kerbs and rectifying where needed. These small improvements can make the street easier to negotiate for vulnerable road users such as the disabled and elderly.</p> <p>As a result of the overall works, there may be benefits associated with certain groups and not others as detailed below:</p>

Age	Older people are more likely than others to benefit from resurfaced carriageways and footways, as it provides a smoother ride and reduces the likelihood of trip hazards. Making it easier for disabled people to get about removes barriers and encourages participation in public life.	H	+
Disability	Disabled people are more likely than others to benefit from resurfaced carriageways and footways, as it provides a smoother ride and reduces the likelihood of trip hazards. Making it easier for disabled people to get about removes barriers and encourages participation in public life.	H	+
Gender reassignment	N/A	L	Neutral
Marriage and Civil Partnership	N/A	L	Neutral
Pregnancy and maternity	N/A	L	Neutral
Race	N/A	L	Neutral
Religion/belief (including non-belief)	N/A	L	Neutral
Sex	N/A	L	Neutral
Sexual Orientation	N/A	L	Neutral

Human Rights and Children's Rights

Will it affect Human Rights, as defined by the Human Rights Act 1998?

No

Will it affect Children's Rights, as defined by the UNCRC (1992)?

No

Q3

Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?

N/A

Q4

Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?

N/A

Equality Impact Assessment Full Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

Full Equality Impact Assessment Tool

Overall Information	Details of Full Equalities Impact Assessment
Financial Year and Quarter	2010/2011 / 4 th quarter
Name and details of policy, strategy, function, project, activity, or programme	Title of EIA: Potential disposal of Sands End Community Centre and services decant. Short summary: Following a period of consultation with local residents. It is proposed that the services currently located in the Sands End Community Centre be decanted and the property offered for disposal.
Name of Service Department	Name: Pat Bunche Position: Head of Early Years and Childcare Services Email: pat.bunche@lbhf.gov.uk Telephone No: 020 8753 3772
Date of completion of final EIA	31/01/2011

Section 02	Scoping of Full EIA
Plan for completion	Timing: During and post consultation using feedback Resources: Officer time Lead Officer: Gill Sewell
What is the policy, strategy, function, project, activity, or	Aims: The decant of services is looking to achieve relocation within the ward where possible of services which will not disadvantage borough residents who currently receive/make use of services delivered at Sands End.

programme looking to achieve?

The building will become available for disposal thus potentially further reducing council deficit and enabling resources allocated to the council to be used to benefit residents.

Objectives:

Service users will be able to continue to access services once relocated. These include all current and future users from all seven equality strands. By relocating services to buildings where there are already enhanced services, existing users may benefit from accessing other available services.

Should the building be sold, the proceeds will assist in reducing council debt therefore enabling the council to direct resources to services for residents rather than servicing debt.

Race	Neu tral	L	<ul style="list-style-type: none"> ▪ There are no services aimed at any specific race groups using in the centre at present. Services offered and which will potentially be relocated all promote equality of opportunity and follow council guidelines, therefore the proposals will have a neutral impact on race. Service relocation will potentially take place in community buildings such as schools where the promotion of equal opportunities is a cornerstone of the service they currently deliver and may be enhanced opportunities for residents who have not accessed services at the centre. ▪ Promotion of equal opportunities will continue as services are likely to relocate into more accessible premises and all of the services currently located in the centre actively promote equality of opportunity ▪ Promotion of good relations between people from different ethnic groups may be enhanced as organisations will look to work together to engage local residents, to reinvigorate the services delivered in the current location (which is a location that is difficult to access using public transport links). ▪ According to census data, 20.1% of residents are from BME backgrounds in Sands End ward, which is close to the borough's overall number percentage, which is 22%. Given that there are no services aimed at race groups in the centre at present, and that services will continue in different locations (see this EIA, and Cabinet Report), we have no evidence that any race group will be disadvantaged.
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	Disability	+	M initiall y then L	<ul style="list-style-type: none"> ▪ Promotion of equality of opportunity between disabled persons and other persons will continue as the services will remain the same or similar offer. The current location is fully accessible with disabled toilets, lift, signage and the identified sites for relocation will have similar access however the current centre is difficult to access via public transport and is at the southern end of the borough. By moving services to more central locations with similar building adaptations will enable greater access by people with disabilities. Very local disabled users may however have to travel further to access library services, gym facilities and adult learning but the proposed relocation sites will offer wider choice of activities for residents so may therefore have a medium impact in the short term as users become familiar with new locations and travel routes but will have a low impact in the long term as there is potential for users to access additional services located in the new sites. The children's centre proposed location will further enhance service delivery as the location will have access to outdoor play which will benefit both disabled and able bodied children and contribute to health objectives. ▪ Eliminate discrimination that is unlawful under the Act; N/A as services already operate under the principles of the Act and will continue to do so in future. ▪ Eliminate harassment of disabled persons that is related to their disabilities; N/A as there is no evidence of discrimination in the services that are being delivered currently and no reason to assume that by changing location this will alter. Services delivered are run by council departments and are therefore expected to operate within council policies and procedures including Equal Opportunities, DES and SES ▪ Promote positive attitudes towards disabled persons; this area can only be enhanced by the change in venue as more users will have access to services due to the change in location and this may give rise to opportunities for greater community cohesion. ▪ Encourage participation by disabled persons in public life; by moving the services to busier locations where other services are being delivered will give disabled persons increased exposure to additional opportunities that they may wish to take advantage of. ▪ Take steps to take account of disabled persons' disabilities, even
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				where that involves treating disabled persons more favourably than other persons. N/A currently but will consider if it means that a disabled person needs additional provision to enable access to services
	Gender	+	L	<ul style="list-style-type: none"> ▪ Eliminate unlawful sex discrimination and harassment (including for transsexual people); Services as stated above work under the council's policies (including equal opportunities) and procedures and this would not change with relocation. ▪ Promote equality of opportunity between men and women. Again council policies and procedures apply but in addition Children's Centres are actively promoting work with fathers and with the Fulham South planned relocation there will be further opportunities to reach out to fathers with father specific activities such as Dads and children drop-in sessions and outdoor play activities as they will have access to a building which will enable weekend usage and has outside play space
	Age	+	L	<ul style="list-style-type: none"> ▪ During consultation, concern was raised that plans for libraries may be inaccessible for children and older people (see Cabinet Report, section 9). The Council could explore the potential for the school to have a child focused library resource. If agreed, the relocation of Sands Library into Hurlingham & Chelsea School would improve accessibility for Sands End children to the library as it would be located in an environment familiar to them. We would also be keen to use the consultation information collected and to work with the school, community and local children to help design services that they would like to see within their library. ▪ The majority of Sands End Library borrowers are aged 0-19 years, followed by 20-39 and then 40-64 year olds. Usually this group is mobile and therefore will be affected minimally by a move within the ward. For those elderly people who are unable to access the library, the home library service is a doorstep delivery service, which brings the library to homes. ▪ As part of changes to the library service there will be a new Adults & Children's Services Manager who will be able to develop library services to children. It would be feasible to take some elements of the library into schools as has happened at some nurseries in the borough.

			<ul style="list-style-type: none"> ▪ All provision will comply with council policies/guidelines and procedures. Active engagement of older residents is met with the Age Well opportunities delivered via Adult Education and will continue where possible at alternative venues. The children's centre actively encourages involvement of grandparents, teenage mothers and parents/carers of all ages. ▪ Services through the children's centre to young children will be enhanced as the new site will have access to outdoor play. This will include a children's library enhancing access as on one site. The proposed site will be more accessible to young children and their families as will be closer to residential areas north of the current site. ▪ There is no youth provision on site so no impact for this age group. The new site will enhance this provision as will enable older siblings to access activities through adjacent services nearby. This may lead to a positive impact on anti-social behaviour where families are accessing range of services on adjacent sites. ▪ The provision delivered by ASSIST on site will be relocated potentially to a more central location. The provision is a referral, case managed service working with identified youth and is not a youth service provision. The referred young people are not necessarily local residents of the Sands End area. ▪ Looking at the geographical location of users of adult education, it is evident that only a proportion of local residents access the services at Sands End, others access from across the borough. As mentioned previously, transport links and bus passes will enable older residents to access services at a variety of locations.
Sexual Orientation	Neutral	L	<ul style="list-style-type: none"> ▪ As stated previously, the services delivered in the centre will in the main continue but in different locations. All work and would continue to work under the council's policies and procedures
Religion/belief (including non-belief)	Neutral	L	<ul style="list-style-type: none"> ▪ Again as previously stated the services will not change. The children's centre makes provision for prayer and will continue to do so in alternative premises.
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p>			

	Analysis of the places of residence of service users is varied and not specific to the Sands End area. Relocating of existing services may mean a change of journey for some users but as the services will not be altered in their delivery or in policies it will not affect human rights as defined by the Act.
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Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	Documents reviewed are: <ul style="list-style-type: none"> ▪ LBHF policies and procedures (Equal Opportunities Policy, SES, DES) ▪ Children’s Centre guidance and delivery plans, existing user data and published programmes, children’s centre user consultation
New research	New research was not considered necessary as the LBHF policies and procedures and the Children’s Centre policies and procedures are developed in line with equalities guidelines and are regularly reviewed for compliance. A mapping of users of the services delivered currently in the centre has been undertaken and appears in the body of the Cabinet report.

Section 04	Assess or undertake consultation
Consultation	<p>Consultation with residents has thus far consisted of the two public consultations on potential building closures and the Library reorganisation. The building consultation was further extended for the Sands End Community Centre. Residents have been offered the opportunity to voice their opinions at a series of open days, via e-mail and the on-line consultation documents. Library staff are available to assist residents who struggle with use of the local computers.</p> <p>During consultation, concern was raised that plans for libraries may be inaccessible for children and older people (see Cabinet Report, section 9). The Council could explore the potential for the school to have a child focused library resource. If agreed, the relocation of Sands Library into Hurlingham & Chelsea School would improve accessibility for Sands End children to the library as it would be located in an environment familiar to them. We would also be keen to use the consultation information collected and to work with the school, community and local children to help design services that they would like to see within their library.</p> <p>The majority of Sands End Library borrowers are aged 0-19 years, followed by 20-39 and then 40-64 year olds. Usually this group is mobile and therefore will be affected minimally by a move within the ward. For those elderly people who are unable to access the library, the home library service is a doorstep delivery service, which brings the library to homes.</p> <p>As part of changes to the library service there will be a new Adults & Children’s Services Manager who</p>

	<p>will be able to develop library services to children. It would be feasible to take some elements of the library into schools as has happened at some nurseries in the borough.</p> <p>The Children's Centre undertook a parent consultation in the Autumn and this included opportunities for parents to comment on relocation. Those who participated expressed no concerns about accessing the service in another location and viewed the opportunity to have access to outdoor play as a benefit for their children.</p> <p>Further discussion has taken place between elected members and the Sands End Action Group.</p> <p>Feedback from consultation is included in the body of the report.</p>
Assessment	<p>Based on the consultations which have taken place, concerns were raised about potential loss of services. As stated, services will be delivered from alternative locations within the ward and there is not an expectation that there will be a loss in service delivery/activity. The equalities policies and procedures will remain in tact.</p> <p>We are aware (see maps of service users in the Cabinet report) that users are not Sands End specific and reside in every ward in the borough and as long as venue changes are accessible by public transport a change in buildings would have a neutral effect on delivery and access.</p> <p>Parents, when asked in the children's centre consultation indicated that a change in venue would not affect their service usage.</p>

Section 05	Assessment of impact and outcomes
Assessment	There is no evidence of discrimination as services will continue and these already operate under the policies and procedures of the council

Section 06	Reducing any adverse impacts
Outcome of Assessment	We have reviewed the consultation responses and have mapped service users from the existing services delivered from the centre. Service users reside in a range of locations across the borough and not exclusively from the Sands End area. In many cases future potential relocation of services will be nearer to their residence reducing their journey times. We will ensure that all relocated services will be in accessible buildings and funding has been requested to make reasonable adjustments.

Section 07	Action Plan
Action Plan	<ul style="list-style-type: none"> ▪ Issue identified: future potential relocation of services (issue a), and some concern that plans for libraries may be inaccessible for children and older people (issue b) ▪ Action (s) to be taken: <ul style="list-style-type: none"> Issue a <ol style="list-style-type: none"> 1. Once alternative locations are identified, they will be inspected to ensure that they are disability compliant Issue b <ol style="list-style-type: none"> 2. The Council could explore the potential for the school to have a child focused library resource. If agreed, the relocation of Sands Library into Hurlingham & Chelsea School would improve accessibility for Sands End children to the library 3. For those older people who are unable to access the library, the home library service is a doorstep delivery service, which brings the library to homes (existing service) 4. As part of changes to the library service there will be a new Adults & Children's Services Manager who will be able to develop library services to children. It would be feasible to take some elements of the library into schools as has happened at some nurseries in the borough. ▪ When: Upon identification of the alternative premises (issue a), and to be confirmed (issue b) ▪ Lead officer: Relevant service head in Adult Education, Libraries and Children's Services (issues a and b) ▪ Expected outcome: <ul style="list-style-type: none"> Issue a <ol style="list-style-type: none"> 1. Arrangements put into place to adapt buildings to meet disabled access requirements Issue b <ol style="list-style-type: none"> 2. Improved accessibility for children 3. Accessible library for older people (no change: existing service) 4. Developed services for children ▪ Date added to business/service plan and to the Council's Single Equality Scheme (if appropriate): The dates for issues a and b will vary depending upon the service and the individual timescales for relocation once the proposal to dispose of the site has been agreed by members

Section 08	Agreement, publication and monitoring
Chief Officer sign-off	Name: Gill Sewell

	Position: Assistant Director, Children, Youth and Communities Email: gill.sewell@lbhf.gov.uk Telephone No: 020 8753 3608
Key Decision Report	Date of report to Cabinet/Cabinet Member: 07/02/2011 Confirmation that key equalities issues found here have been included: Yes
Opportunities Manager	Name: Carly Fry Position: Opportunities Manager Email: PEIA@lbhf.gov.uk Telephone No: 020 8753 3430

Initial Screening Equality Impact Analysis

Section 01	Details of Initial Equality Impact Screening Analysis
Financial Year and Quarter	2011-2012 – Q3
Name of policy, strategy, function, project, activity, or programme	Housing Development Company – Delivering Affordable Housing
Q1 What are you looking to achieve?	<p>The Council recognises that there is an imbalance of tenures in the borough with a high proportion of both social (32 per cent) and private (23.4 per cent) rented accommodation and a low percentage of homeownership (44 per cent) when compared to London and England averages. (Borough Profile, 2010)</p> <p>The Quarterly House Price Index produced by the Land Registry puts the average house price in Hammersmith and Fulham, as the 2nd highest in London and the 4th highest in the England, at £472,000 (Jan, 2010). A similar picture exists in the private rental sector with the average weekly rental for a three bedroom property costing over £500p/w. (Borough Profile, 2010)</p> <p>The very high cost of market housing both for owner occupation and for private rent impacts on who can afford to live in the Borough. The household income required to rent a 2 bedroom property (lowest quartile rent) in the Borough is £56,100 and to purchase (lowest quartile market purchase) is £91,400. It is estimated that 58 per cent of younger working households (age 20-39 years) in H&F cannot afford to buy a 2/3 bedroom dwelling and private sector rents to earned income ratios are over 30 per cent. (Local Development Framework, 2010)</p> <p>The Council’s HomeBuy register has 3,770 applicants (October 2011) with a range of incomes from under £11,000 to over £60,000 wishing to move into homeownership in the Borough. The greatest proportion of households have an annual household income of between £20,000 and £40,000. Currently, the Borough’s housing stock comprises circa 2 per cent affordable housing, excluding the social rented sector, that would be affordable to this group.</p>

The Council has an aspiration to develop new affordable housing, as part of a comprehensive housing asset management strategy for its estates and land ownership, to increase housing options for households on low to middle incomes. The Council will also encourage a reduction in Anti-Social Behaviour and crime by identifying areas that are prone to these issues, as potential sites for the new housing development.

The Council is concerned that the option to dispose of land to developers, be they housing associations or private sector developers, fails to maximise the financial return, gives limited control over what is built and takes away Council control of any affordable housing on the site.

In April 2011, Cabinet approved the establishment of a local housing development company structure to allow the Council to undertake direct delivery of new affordable homes. A similar approach to deliver new affordable housing have been successfully implemented in Westminster, Wandsworth and Islington.

The creation of these two companies will enable the Council to achieve the following objectives and address the problem of housing affordability and reduced mobility for low and middle income groups:

- a. Sale/development of HRA properties: To enable the Council to maximise financial return on the sale/development of HRA properties. To enable the Council to retain any social rented housing that is developed in such schemes within its portfolio rather than handing them over to Housing Association. To give the Council greater control over the design of the scheme and ensure it delivers what the Council wants in the built environment
- b. Large family accommodation: To enable progress on the large family accommodation project. There is a need for a legal structure which will enable rental on assured shorthold tenancy basis, so that the properties can be available for other large families when one set of residents no longer has need for the space.
- c. To create an intermediate rented and Low Cost Home-Ownership (LCHO) portfolio: to introduce intermediate rented tenancies and LCHO for working families which can operate outside the strict reasonable preference criteria enshrined in the housing act.

The role and governance of these companies will be subject to the relevant equality duties introduced by the Equalities Act 2010. It will be embedded within the corporate strategy and policies of both companies. This means that both companies will have to have regard to the need to eliminate discrimination, advance equalities of opportunity and foster good relations when undertaking any functions.

Q2**Who in the main will benefit?**

Age	<p>The development of both companies will be in compliance with the duty to which they are subject. In particular the Council recognises:</p> <ul style="list-style-type: none"> • The positive benefit for those on lower and mid-income to move into homeownership or provide more affordable housing products. • That younger households proportionately have a lower income and may require greater assistance to benefit from increased housing options. • Analysis from the Council's HomeBuy register applicants supports this and demonstrates that a high proportion of households on low-middle incomes are from younger age groups. • The development of new affordable housing would directly benefit these groups. 	M	+
Disability	<p>The development of both companies will be in compliance with the duty to which they are subject. In particular the Council recognises:</p> <ul style="list-style-type: none"> • The positive benefit for those on lower and mid-income to move into homeownership or provide more affordable housing products. • That disabled groups proportionately have a lower income and may require greater assistance to benefit from the increased housing options. • The development of new affordable housing would directly benefit these groups • That all new homes will be required to be built to life time homes standard, which will be beneficial to residents who may become disabled • That, in line with planning policy, 10 per cent of the properties to be built will be wheelchair accessible, or easily adaptable for residents that are wheelchair users. 	M	+
Gender reassignment	<p>The development of both companies will be in compliance with the duty to which they are subject.</p>	L	+

	Marriage and Civil Partnership	The development of both companies will be in compliance with the duty to which they are subject.	L	+
	Pregnancy and maternity	The development of both companies will be in compliance with the duty to which they are subject. In particular the Council recognises: <ul style="list-style-type: none"> • That the development of new affordable homes may cause the temporary loss of pram sheds and that this is likely to have a disproportionately greater effect on families with young children. • That where possible the Council will attempt to provide new pram sheds, prior to the loss of any old pram sheds or agree a temporary alternative solution. As such, the relevance to this protected characteristic will be high due to the disruption, and the impacts will be varied as this will depend on opportunities in each site. The pram sheds will not be lost, so the long-term impacts will be mitigated. 	H	varied impacts as dependent on location
	Race	The development of both companies will be in compliance with the duty to which they are subject. In particular the Council recognises: <ul style="list-style-type: none"> • The positive benefit for those on lower and mid-income to move into homeownership or provide more affordable housing products. • That households from BME groups proportionately have a lower income and may require greater assistance to benefit from increased housing options. • That the analysis from the Council's HomeBuy register applicants supports this and demonstrates that a high proportion of households on low-middle incomes are from BME backgrounds. • That the delivery of new affordable homes would directly benefit these groups. 	M	+
	Religion/belief (including non-belief)	The development of both companies will be in compliance with the duty to which they are subject.	L	+

	Sex	<p>The development of both companies will be in compliance with the duty to which they are subject. In particular the Council recognises:</p> <ul style="list-style-type: none"> • The positive benefit for those on lower and mid-income to move into homeownership or provide more affordable housing products. • That single households, particularly females, have a disproportionately lower income. • That analysis from the Council's HomeBuy register applicants demonstrates that a high proportion of single households, particularly females, are disproportionately represented. • That the delivery of new affordable homes would directly benefit these groups. • The moving of pram sheds, as given under Pregnancy and Maternity, would also affect parents (women and men) whose children are not infants. As above, the relevance to this protected characteristic will be high as women are more likely to be caregivers than men and therefore more likely to be affected by the disruption. The impacts will be varied as this will depend on opportunities in each site. The pram sheds will not be lost, so the long-term impacts will be mitigated. 	M	+
			H	varied impacts as dependent on location
	Sexual Orientation	The development of both companies will be in compliance with the duty to which they are subject.	L	+
<p>Human Rights and Children's Rights The development and operation of both companies will not affect Human Rights, as defined by the Human Rights Act 1998 or Children's Rights, as defined by the UNCRC (1992).</p>				
Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?	Yes, through increased housing opportunities within the Borough, in particular affordable homes.			
Q4	No			

Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?

Equality Impact Analysis Initial Screening Tool with Guidance

Overview

This Tool has been produced to help you analyse the likelihood of impacts on the protected characteristics – including where people are represented in more than one – with regard to your new or proposed policy, strategy, function, project or activity. It has been updated to reflect the new public sector equality duty and should be used for decisions from 5th April 2011 onwards. It is designed to help you determine whether you may need to do a Full EIA. If you already know that your decision is likely to be of high relevance to equality, and/or be of high public interest, you should contact the Opportunities Manager, as s/he may recommend moving directly to a Full EIA.

General points

1. 'Due regard' means the regard that is appropriate in all the circumstances. In the case of controversial matters such as service closures or reductions, considerable thought will need to be given the equalities aspects.
2. Wherever appropriate, and in all cases likely to be controversial, the outcome of the EIA needs to be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.

Timing, and sources of help

Case law has established that having due regard means analysing the impact, and using this to inform decisions, thus demonstrating a conscious approach and state of mind ([2008] EWHC 3158 (Admin), [here](#)). It has also established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, through to the recommendation for decision. It should demonstrably inform, and be made available when the decision that is recommended. This tool contains guidance, and you can also access guidance from the EHRC [here](#). If you are analysing the impact of a budgetary decision, you can find EHRC guidance [here](#). Advice and guidance can be accessed from the Opportunities Manager: PEIA@lbhf.gov.uk or ext 3430.

Initial Screening Equality Impact Analysis Tool

Section 01	Details of Initial Equality Impact Screening Analysis
Financial Year and Quarter	2012-13, All quarters
Name of policy, strategy, function, project, activity, or programme	Housing Revenue Account Budget Strategy 2011/12 – 2014/15 This is an existing strategy which is updated annually
Q1 What are you looking to achieve?	This report sets out the budget strategy for the Housing Revenue Account (HRA from 2012/13 to 2016/17 with detailed revenue estimates and proposed rental and other charge increases. The proposed budget strategy addresses the reform of the housing subsidy system, and the strategic financial objectives of the HRA including the need to develop an approach to asset management to allow for investment needs to be met and to ensure a sustainable HRA. Also included are proposals for efficiency savings and budget growth in line with the HRA MTFS Transformation programme.
Q2 Who in the main will benefit?	<p>Analyse the impact of the policy on the protected characteristics (including where people / groups may be in more than one protected characteristic). You should use this to determine whether the policy will have a positive/neutral/negative impact and whether it is of low/medium/high relevance to equality.</p> <p>You should also use this section when your policy may not be relevant to one or more protected characteristics. If this applies, case law has established that you must give your reasoning. It is not sufficient to state 'N/A' without saying why.</p> <p>Information: protected characteristics and PSED The public sector equality duty (PSED) states that in the exercise of our functions, we must have due regard to the need to:</p> <ul style="list-style-type: none"> ▪ Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited under the Act; ▪ Advance equality of opportunity between people who share a protected characteristic and those who do not; and ▪ Foster good relations between people who share a protected characteristic and those who do not. <p>Having due regard for advancing equality involves:</p>

- Removing or minimising disadvantages suffered by people due to their protected characteristics;
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people; and
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

The Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding between people from different groups. It states that compliance with the duty may involve treating some people more favourably than others.

Age	<p>The implementation of the budget strategy will impact on all tenants regardless of age, though there is a risk of a disproportionate impact on people of or approaching retirement age or who have just started work as they may be more likely to be on a lower income level. This disadvantage will be minimised by using our in-house Welfare Benefits Advisor who provides advice to tenants who are struggling to pay their rent. The Welfare Benefits Advisor provides a joined up service acting as a bridge to other departments to enable tenants to claim their benefit entitlements.</p> <p>The department's resident involvement strategy which is currently being consulted on will increase the diversity of tenants feeding into a two-way process of continuous improvement in services, ensuring accountability and value for money.</p> <p>Following HRA reform the Council has to support the costs of the housing stock from the income it generates. The income generated by the increase in rents and other charges is required in order to ensure the Council can continue to fund the routine maintenance necessary for residents to continue to live in safe and secure environments. Additionally, despite the increase, the rents will remain below that of the other central west London boroughs</p>	M	-
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	Disability	<p>The implementation of the budget strategy will impact on all tenants, though there is a risk of a disproportionate impact on disabled people as their income levels tend to be lower than the general population. This disadvantage will be minimised by using our in house Welfare Benefits Advisor who provides advice to tenants who are struggling to pay their rent. The Welfare Benefits Advisor provides a joined up service acting as a bridge to other departments to enable tenants to claim their benefit entitlements.</p> <p>The department's resident involvement strategy which is currently being consulted on will increase the diversity of tenants feeding into a two-way process of continuous improvement in services, ensuring accountability and value for money.</p> <p>Following HRA reform the Council has to support the costs of the housing stock from the income it generates. The income generated by the increase in rents and other charges is required in order to ensure the Council can continue to fund the routine maintenance necessary for residents to continue to live in safe and secure environments. Additionally, despite the increase, the rents will remain below that of the other central west London boroughs</p>	M	-
	Gender reassignment	<p>The budget strategy is not expected to impact disproportionately on this group</p> <p>The department's resident involvement strategy which is currently being consulted on will increase the diversity of tenants feeding into a two-way process of continuous improvement in services, ensuring accountability and value for money.</p> <p>Following HRA reform the Council has to support the costs of the housing stock from the income it generates. The income generated by the increase in rents and other charges is required in order to ensure the Council can continue to fund the routine maintenance necessary for residents to continue to live in safe and secure environments. Additionally, despite the</p>	M	-

		increase, the rents will remain below that of the other central west London boroughs		
	Marriage and Civil Partnership	<p>The budget strategy is not expected to impact disproportionately on this group</p> <p>The department's resident involvement strategy which is currently being consulted on will increase the diversity of tenants feeding into a two-way process of continuous improvement in services, ensuring accountability and value for money.</p> <p>Following HRA reform the Council has to support the costs of the housing stock from the income it generates. The income generated by the increase in rents and other charges is required in order to ensure the Council can continue to fund the routine maintenance necessary for residents to continue to live in safe and secure environments. Additionally, despite the increase, the rents will remain below that of the other central west London boroughs</p>	L	-
	Pregnancy and maternity	<p>The implementation of the budget strategy will impact on all tenants, though there is a risk of a disproportionate impact on this group which may be more likely to have a lower income level especially if on maternity leave however if such a disadvantage arose due to income levels it will be minimised by using our in house Welfare Benefits Advisor who provides advice to tenants who are struggling to pay their rent. The Welfare Benefits Advisor provides a joined up service acting as a bridge to other departments to enable tenants to claim their benefit entitlements.</p> <p>The department's resident involvement strategy which is currently being consulted on will increase the diversity of tenants feeding into a two-way process of continuous improvement in services, ensuring accountability and value for money.</p> <p>Following HRA reform the Council has to support the costs of the housing stock from the income it generates. The income generated by the increase in rents and other charges is required in order to ensure the Council can</p>	M	-

	continue to fund the routine maintenance necessary for residents to continue to live in safe and secure environments. Additionally, despite the increase, the rents will remain below that of the other central west London boroughs		
Race	<p>The implementation of the budget strategy will impact on all tenants, though there is a risk of a disproportionate impact on this group if one ethnicity is highly represented in council accommodation compared to H&F demographics, then it is likely that they may be disproportionately impacted by this change. However if such a disadvantage arose due to income levels it will be minimised by using our in house Welfare Benefits Advisor who provides advice to tenants who are struggling to pay their rent. The Welfare Benefits Advisor provides a joined up service acting as a bridge to other departments to enable tenants to claim their benefit entitlements.</p> <p>The department's resident involvement strategy which is currently being consulted on will increase the diversity of tenants feeding into a two-way process of continuous improvement in services, ensuring accountability and value for money.</p> <p>Following HRA reform the Council has to support the costs of the housing stock from the income it generates. The income generated by the increase in rents and other charges is required in order to ensure the Council can continue to fund the routine maintenance necessary for residents to continue to live in safe and secure environments. Additionally, despite the increase, the rents will remain below that of the other central west London boroughs</p>	M	-
Religion/belief (including non-belief)	The implementation of the budget strategy will impact on all tenants, though there is a risk of a disproportionate impact on this group if one religion or belief is highly represented in council accommodation compared to H&F demographics, then it is likely that they may be disproportionately	M	-

		<p>impacted by this change. However if such a disadvantage arose due to income levels it will be minimised by using our in house Welfare Benefits Advisor who provides advice to tenants who are struggling to pay their rent. The Welfare Benefits Advisor provides a joined up service acting as a bridge to other departments to enable tenants to claim their benefit entitlements.</p> <p>The department's resident involvement strategy which is currently being consulted on will increase the diversity of tenants feeding into a two-way process of continuous improvement in services, ensuring accountability and value for money.</p> <p>Following HRA reform the Council has to support the costs of the housing stock from the income it generates. The income generated by the increase in rents and other charges is required in order to ensure the Council can continue to fund the routine maintenance necessary for residents to continue to live in safe and secure environments. Additionally, despite the increase, the rents will remain below that of the other central west London boroughs</p>		
	Sex	<p>The implementation of the budget strategy will impact on all tenants, though there is a risk of a disproportionate impact on this group given women, particularly single women, tend to be over represented in Council stock and tend to have a lower income. It is likely that they may be disproportionately impacted by this change. However if such a disadvantage arose due to income levels it will be minimised by using our in house Welfare Benefits Advisor who provides advice to tenants who are struggling to pay their rent. The Welfare Benefits Advisor provides a joined up service acting as a bridge to other departments to enable tenants to claim their benefit entitlements.</p> <p>The department's resident involvement strategy which is currently being consulted on will increase the diversity of tenants feeding into a two-way process of continuous improvement in services, ensuring accountability</p>	M	-

		<p>and value for money.</p> <p>Following HRA reform the Council has to support the costs of the housing stock from the income it generates. The income generated by the increase in rents and other charges is required in order to ensure the Council can continue to fund the routine maintenance necessary for residents to continue to live in safe and secure environments. Additionally, despite the increase, the rents will remain below that of the other central west London boroughs</p>		
	Sexual Orientation	<p>The budget strategy is not expected to impact disproportionately on this group</p> <p>The department's resident involvement strategy which is currently being consulted on will increase the diversity of tenants feeding into a two-way process of continuous improvement in services, ensuring accountability and value for money.</p> <p>Following HRA reform the Council has to support the costs of the housing stock from the income it generates. The income generated by the increase in rents and other charges is required in order to ensure the Council can continue to fund the routine maintenance necessary for residents to continue to live in safe and secure environments. Additionally, despite the increase, the rents will remain below that of the other central west London boroughs</p>	L	-
<p>Human Rights and Children's Rights</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998?</p> <p>No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)?</p> <p>No</p>				
Q3 Does the policy, strategy,	Yes			

function, project, activity, or programme make a positive contribution to equalities?	The financial strategy is should ultimately enable the Council to invest more money in housing and regeneration, thereby developing mixed communities creating more equality of opportunity by moving tenants from an environment of multiple deprivation into supported mixed community with improved opportunities
Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?	No

Initial Screening Equality Impact Analysis Guidance

Section 01	Details of Initial Equalities Impact Screening Analysis
Name of policy, strategy, function, project, activity, or programme	<p>A Policy refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A Strategy refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A Function refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A Project defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An Activity is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p> <p>A Programme is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>

<p>Q1 What are you looking to achieve?</p>	<p>For example this might help to implement outcomes identified in policies such as the Single Equality Scheme, Disability Equality Scheme, other EIAs in your service department, or in another department that your service/service users also interact with and draw down services from, Corporate Plan, LAA Targets, CAA Aims, UDP, or JSNA.</p>
<p>Q2 Who in the main will benefit?</p>	<p>Hereafter, 'policy' means policy, strategy, function, project, activity, or programme</p> <p>Disability Service providers also have an anticipatory duty to make reasonable adjustments for disabled people. These two duties frequently overlap and it is sensible to consider them together. For example, can you:</p> <ul style="list-style-type: none"> ▪ Provide accessible communications? ▪ Change how you collate and use data? ▪ Revise how you involve service users? <p>Analyse the impact of the policy on the protected characteristics with due regard to the Public Sector Equality Duty.</p> <p>Use your reasoning in order to determine whether the policy will be of high, medium or low relevance to the protected characteristics. What do we mean by these terms?:</p> <p>High</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights ▪ There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it ▪ There is substantial or a fair amount of public concern about it <p>Medium</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights ▪ There is some evidence that some groups are (or could be) differently affected by it ▪ There is some public concern about it <p>Low</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is not generally relevant to most parts of the

general duty, and/or to human rights

- There is little evidence that some groups are (or could be) differently affected by it
- There is little public concern about it

Use your reasoning to determine whether the impact will be positive, neutral, or negative. There are three possible outcomes:

- **Positive:** The EIA shows the policy is not likely to result in adverse impact for any protected characteristic and does advance equality of opportunity, and/or fulfils PSED in another way
- **Neutral:** The EIA shows the policy, strategy, function, project or activity is not likely to result in adverse impact for any protected characteristic and does not advance equality of opportunity, and/or fulfils PSED in another way
- **Negative:** The EIA shows the policy, strategy, function, project or activity is likely to have an adverse impact on a particular protected characteristic(s) and potentially does not fulfil PSED, or the negative impact will be mitigated through another means.

Should your policy not be applicable, you must note this and state why.

Human Rights, Children's Rights

Additionally, demonstrate here that the impact on **Human and/or Children's Rights** arising from the policy has been considered.

Human Rights

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- Article 2: [Right to life](#)
- Article 3: [Freedom from torture and inhuman or degrading treatment](#)
- Article 4: [Right to liberty and security](#)
- Article 5: [Freedom from slavery and forced labour](#)
- Article 6: [Right to a fair trial](#)
- Article 7: [No punishment without law](#)
- Article 8: [Respect for your private and family life, home and correspondence](#)
- Article 9: [Freedom of thought, belief and religion](#)
- Article 10: [Freedom of expression](#)
- Article 11: [Freedom of assembly and association](#)

- Article 12: [Right to marry and start a family](#)
- Article 14: [Protection from discrimination in respect of these these rights and freedoms](#)
- Article 1 of Protocol 1: [Right to peaceful enjoyment of your property](#)
- Article 2 of Protocol 1: [Right to education](#)
- Article 3 of Protocol 1: [Right to participate in free elections](#)

(Article 1 of Protocol 13 is: Abolition of the death penalty)

Each of the above links takes you to explanations and examples provided by the EHRC. Further, the [EHRC](#) and the [Ministry of Justice](#) both provide guides for public authorities.

Children's Rights (UNCRC)

All children and young people up to the age of 18 years have all the rights in the Convention. Some groups of children and young people - for example those living away from home, and young disabled people - have additional rights to make sure they are treated fairly and their needs are met.

Every child in the UK has been entitled to over 40 specific rights. These include:

- The right to life, survival and development
- The right to have their views respected, and to have their best interests considered at all times
- The right to a name and nationality, freedom of expression, and access to information concerning them
- The right to live in a family environment or alternative care, and to have contact with both parents wherever possible
- Health and welfare rights, including rights for disabled children, the right to health and health care, and social security
- The right to education, leisure, culture and the arts
- Special protection for refugee children, children in the juvenile justice system, children deprived of their liberty and children suffering economic, sexual or other forms of exploitation

The rights included in the convention apply to all children and young people, with no exceptions.

The above and more information can be found at [Direct Gov](#).

Q3
Does the policy,
strategy, function,

Yes/No

Use your evidence from Q2 to state why

<p>project, activity, or programme make a positive contribution to equalities?</p>	
<p>Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?</p>	<p>Yes/No</p> <p>If the answer here is 'yes', then it is necessary to go ahead with a Full Equality Impact Analysis. You should also consider a Full Equality Impact Analysis if your decision is likely to be of high relevance to equality, and/or be of high public interest.</p>

Initial Screening Equality Impact Analysis Tool

Section 01	Details of Initial Equality Impact Screening Analysis
Financial Year and Quarter	2011/2015
Name of policy, strategy, function, project, activity, or programme	Lift Maintenance (Measured Term Contract) For Borough Wide – Corporate (Non-Housing) Properties - 2011 - 2015
Q1 What are you looking to achieve?	Establishing a 4 year framework contract to effectively manage Planned Preventative Maintenance and Day to Day Reactive Breakdown Repair Contracts for Lift within Corporate (Non-Housing) Properties Borough-Wide
Q2 Who in the main will benefit?	<p>Analyse the impact of the policy on the protected characteristics (including where people / groups may be in more than one protected characteristic). You should use this to determine whether the policy will have a positive/neutral/negative impact and whether it is of low/medium/high relevance to equality.</p> <p>You should also use this section when your policy may not be relevant to one or more protected characteristics. If this applies, case law has established that you must give your reasoning. It is not sufficient to state 'N/A' without saying why.</p> <p>Information: protected characteristics and PSED The public sector equality duty (PSED) states that in the exercise of our functions, we must have due regard to the need to:</p> <ul style="list-style-type: none"> ▪ Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited under the Act; ▪ Advance equality of opportunity between people who share a protected characteristic and those who do not; and ▪ Foster good relations between people who share a protected characteristic and those who do not. <p>Having due regard for advancing equality involves:</p>

- Removing or minimising disadvantages suffered by people due to their protected characteristics;
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people; and
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

The Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding between people from different groups. It states that compliance with the duty may involve treating some people more favourably than others.

Age	This is a lift maintenance contract to effectively manage planned preventative maintenance and repairs. The works to the Lifts within the Borough will benefit all residents and continue to provide a safe and reliable service to member of the public of all ages.	L	/
Disability	This is a lift maintenance contract to effectively manage planned preventative maintenance and repairs. The works to the Lifts within the Borough's will continue to provide a safe and reliable service to all disabled people.	L	/
Gender reassignment	This is a lift maintenance contract to effectively manage planned preventative maintenance and repairs. The works to the Lifts within the Borough's will continue to provide a safe and reliable service to residents regardless of their gender.	L	/
Marriage and Civil Partnership	This is a lift maintenance contract to effectively manage planned preventative maintenance and repairs. The works to the Lifts within the Borough's will continue to provide a safe and reliable service to all residents regardless of their marriage/civil partnership status.	L	/
Pregnancy and maternity	This is a lift maintenance contract to effectively manage planned preventative maintenance and repairs. The works to the Lifts within will continue to provide a safe and reliable service to all residents.	L	/

	Race	This is a lift maintenance contract to effectively manage planned preventative maintenance and repairs. The works to the Lifts within the Borough's will continue to provide a safe and reliable service to residents regardless of their race.	L	/
	Religion/belief (including non-belief)	This is a lift maintenance contract to effectively manage planned preventative maintenance and repairs. The works to the Lifts within the Borough's will continue to provide a safe and reliable service to residents regardless of their religious beliefs.	L	/
	Sex	This is a lift maintenance contract to effectively manage planned preventative maintenance and repairs. The works to the Lifts within the Borough's will continue to provide a safe and reliable service to residents regardless of their sex.	L	/
	Sexual Orientation	This is a lift maintenance contract to effectively manage planned preventative maintenance and repairs, The works to the Lifts within the Borough's will continue to provide a safe and reliable service to residents regardless of their sexual orientation.	L	/
	<p>Human Rights and Children's Rights</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)? No</p>			
Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?	<p>No: This is a technical/building contract</p> <p>Does this provide an opportunity to promote equality? Use your reasoning from Q2 to state why.</p>			
Q4 Does the policy, strategy,	No This is a technical/building contract			

function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?	If the answer here is 'yes', then it is necessary to go ahead with a Full Equality Impact Analysis. You should also consider a Full Equality Impact Analysis if your decision is likely to be of high relevance to equality, and/or be of high public interest.
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Initial Screening Equality Impact Analysis Guidance

Section 01	Details of Initial Equalities Impact Screening Analysis
Name of policy, strategy, function, project, activity, or programme	<p>A Policy refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A Strategy refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A Function refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A Project defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An Activity is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p> <p>A Programme is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>
Q1 What are you looking to achieve?	For example this might help to implement outcomes identified in policies such as the Single Equality Scheme , Disability Equality Scheme , other EIAs in your service department, or in another department that your service/service users also interact with and draw down services from, Corporate Plan , LAA Targets , CAA Aims, UDP , or JSNA .
Q2 Who in the main will	Hereafter, 'policy' means policy, strategy, function, project, activity, or programme

benefit?	<p>Disability</p> <p>Service providers also have an anticipatory duty to make reasonable adjustments for disabled people. These two duties frequently overlap and it is sensible to consider them together. For example, can you:</p> <ul style="list-style-type: none"> ▪ Provide accessible communications? ▪ Change how you collate and use data? ▪ Revise how you involve service users? <p>Analyse the impact of the policy on the protected characteristics with due regard to the Public Sector Equality Duty.</p> <p>Use your reasoning in order to determine whether the policy will be of high, medium or low relevance to the protected characteristics. What do we mean by these terms?:</p> <p>High</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights ▪ There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it ▪ There is substantial or a fair amount of public concern about it <p>Medium</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights ▪ There is some evidence that some groups are (or could be) differently affected by it ▪ There is some public concern about it <p>Low</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is not generally relevant to most parts of the general duty, and/or to human rights ▪ There is little evidence that some groups are (or could be) differently affected by it ▪ There is little public concern about it <p>Use your reasoning to determine whether the impact will be positive, neutral, or negative. There are three possible outcomes:</p> <ul style="list-style-type: none"> ▪ Positive: The EIA shows the policy is not likely to result in adverse impact for any protected characteristic
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and does advance equality of opportunity, and/or fulfils PSED in another way

- **Neutral:** The EIA shows the policy, strategy, function, project or activity is not likely to result in adverse impact for any protected characteristic and does not advance equality of opportunity, and/or fulfils PSED in another way
- **Negative:** The EIA shows the policy, strategy, function, project or activity is likely to have an adverse impact on a particular protected characteristic(s) and potentially does not fulfil PSED, or the negative impact will be mitigated through another means.

Should your policy not be applicable, you must note this and state why.

Human Rights, Children's Rights

Additionally, demonstrate here that the impact on **Human and/or Children's Rights** arising from the policy has been considered.

Human Rights

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- Article 2: [Right to life](#)
- Article 3: [Freedom from torture and inhuman or degrading treatment](#)
- Article 4: [Right to liberty and security](#)
- Article 5: [Freedom from slavery and forced labour](#)
- Article 6: [Right to a fair trial](#)
- Article 7: [No punishment without law](#)
- Article 8: [Respect for your private and family life, home and correspondence](#)
- Article 9: [Freedom of thought, belief and religion](#)
- Article 10: [Freedom of expression](#)
- Article 11: [Freedom of assembly and association](#)
- Article 12: [Right to marry and start a family](#)
- Article 14: [Protection from discrimination in respect of these these rights and freedoms](#)
- Article 1 of Protocol 1: [Right to peaceful enjoyment of your property](#)
- Article 2 of Protocol 1: [Right to education](#)
- Article 3 of Protocol 1: [Right to participate in free elections](#)

(Article 1 of Protocol 13 is: Abolition of the death penalty)

	<p>Each of the above links takes you to explanations and examples provided by the EHRC. Further, the EHRC and the Ministry of Justice both provide guides for public authorities.</p> <p>Children’s Rights (UNCRC) All children and young people up to the age of 18 years have all the rights in the Convention. Some groups of children and young people - for example those living away from home, and young disabled people - have additional rights to make sure they are treated fairly and their needs are met.</p> <p>Every child in the UK has been entitled to over 40 specific rights. These include:</p> <ul style="list-style-type: none"> ▪ The right to life, survival and development ▪ The right to have their views respected, and to have their best interests considered at all times ▪ The right to a name and nationality, freedom of expression, and access to information concerning them ▪ The right to live in a family environment or alternative care, and to have contact with both parents wherever possible ▪ Health and welfare rights, including rights for disabled children, the right to health and health care, and social security ▪ The right to education, leisure, culture and the arts ▪ Special protection for refugee children, children in the juvenile justice system, children deprived of their liberty and children suffering economic, sexual or other forms of exploitation <p>The rights included in the convention apply to all children and young people, with no exceptions.</p> <p>The above and more information can be found at Direct Gov.</p>
<p>Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Yes/No</p> <p>Use your evidence from Q2 to state why</p>
<p>Q4 Does the policy, strategy, function, project, activity, or</p>	<p>Yes/No</p> <p>If the answer here is ‘yes’, then it is necessary to go ahead with a Full Equality Impact Analysis. You should also consider a Full Equality Impact Analysis if your decision is likely to be of high relevance to equality, and/or be of</p>

programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?	high public interest.
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