

Equality Impact Assessment For employees and/or communities

This EqIA form will assist you to ensure we meet our duties under the Equality Act 2010 to take account of the needs and impacts of the proposal or function in relation to people with protected characteristics. Please note, this is an ongoing duty. This means you must keep this EqIA under review and update it as necessary to ensure its continued effectiveness.

Section 1: Proposal details

Directorate / Service Area:		Person undertaking the assessment:	
Communities and Partnership		Name:	Josie Stone
Proposal being assessed:		Job Title:	Senior Transformation Advisor
Communities and Partnership Review Business Case		Contact details:	Josie.stone@cambridgeshire.gov.uk
Business Plan Proposal Number: (if relevant)		Date commenced:	07 Dec 2020
		Date completed:	18 Dec 2020
Key service delivery objectives:			
<p>The Communities and Partnership Directorate includes the following service areas:</p> <p>Adult Learning and Skills: To plan and deliver a programme of adult learning across Cambridgeshire and ensure it meets the standards set by Ofsted.</p> <p>Cambridgeshire Local/ Think Communities: To build and sustain community resilience and to reduce and manage demand for more costly and / or complex interventions across the public sector.</p> <p>Libraries: To provide a comprehensive and efficient library service for all persons in Cambridgeshire.</p> <p>Archives: To provide the community free access to original historical records and resources.</p> <p>Partnerships and Projects: To enable cultural engagement and education through projects across museums, arts and libraries.</p> <p>Registration: To provide a comprehensive and efficient registration service.</p> <p>Coroners: To undertake investigations and inquests.</p>			

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Key service outcomes:

Adult Learning and Skills: Skills development drives economic and social sustainability

Cambridgeshire Local/ Think Communities: Communities are resilient and there is reduced demand for local authority services

Libraries: Communities are able to access books, IT and community space for leisure and education purposes.

Archives: Communities are able to access archival material and learn more about local history.

Partnerships and Projects: Greater community engagement in arts and culture contributing to improved well being and benefiting the local creative economy.

Registration: Statutory requirements relating to Registrations are met. Residents are able to meet legal requirements for registrations.

Coroners: Statutory requirements relating to Coroners Services are met. Cases are managed efficiently reducing distress for those effected.

What is the proposal?

Realisation of up to £200k savings across the directorate through identification of efficiencies and process improvement. These areas include:

- Review of all budget lines to identify areas of historical underspend
- Review of vacancy savings target recognising increased directorate size in recent years
- Review of support functions across the directorate
- Maximising income in the Registration Service
- Cost reduction and income generation in the library service

Anything that will result in a reduced level of service delivery is out of scope. This review focusses solely on areas where efficiencies and process improvements can be made.

What information did you use to assess who would be affected by this proposal?

The review began as a financial exercise and the initial focus has been on identifying areas of historic underspend which enable us to reduce budget lines without any impact on service delivery. This part of the proposal has no effect on people with protected characteristics.

Benchmarking data was consulted, as part of the annual business planning process, which identified Archives and Libraries as areas where we had higher than average spend. In both of these areas, the benchmarking indicates that some authorities are achieving equivalent outcomes with a lower spend. In the next

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stage of the review we will seek to understand how that is being achieved and whether it is realistic for us to reduce our budget without reducing out

Are there any gaps in the information you used to assess who would be affected by this proposal?

The review is an ongoing process and for each stage we will compile the relevant information before developing a final proposal. As part of this process we will undertake an EqlA Screening Form at each stage and update the EqlA when required.

Who will be affected by this proposal?

The Community and Partnership Directorate delivers many services that are accessed by people with protected characteristics. Any proposals that may result in a reduced service delivery will not be implemented and our service users will not be adversely affected by any of the changes.

This business case will consider the vacancy savings targets and directorate support functions. This process will not result in any redundancies, restructuring or reduction in staff hours. The focus will be on processes and identifying efficiency savings from improved ways of working. This may require staff to adapt to the changes but support and training will be provided where needed. As part of this process we will ensure the training is inclusive of staff with protected characteristics. This will be achieved by agreeing training plans with HR and the EDI team.

The business case will consider how to maximise income in the Registration Service. This service has been adversely impacted by COVID-19 and the focus will be on lining up income budget with income received. There will be a separate Registration Services Review, at a later date when the service has stabilized, which will look in more detail at opportunities for additional income generation. This will generate a separate Business Case and Equality Impact Assessment.

The area of the business case exploring cost reduction and income generation in the library service will progress as part of the Future Libraries Initiative. This initiative is focused on improving library provision by positioning libraries as community hubs that provide access to a variety of services and enabling communities to be actively involved in commissioning services for their locality. Any cost reductions will likely be realized as part of efficiency savings and income generation will be through the introduction of new services and opportunities. This project is still in the development stages, with progress having been delayed by COVID-19. This equality impact assessment will be updated as it progresses, particularly in relation to any community consultation that takes place.

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Section 2: Scope of Equality Impact Assessment

Scope of Equality Impact Assessment					
<i>Check the boxes to show which group(s) is/are considered in this assessment. Note: * = protected characteristic under the Equality Act 2010.</i>					
*	Age	<input checked="" type="checkbox"/>	*	Disability	<input checked="" type="checkbox"/>
*	Gender reassignment	<input checked="" type="checkbox"/>	*	Marriage and civil partnership	<input checked="" type="checkbox"/>
*	Pregnancy and maternity	<input checked="" type="checkbox"/>	*	Race	<input checked="" type="checkbox"/>
*	Religion or belief (including no belief)	<input checked="" type="checkbox"/>	*	Sex	<input checked="" type="checkbox"/>
*	Sexual orientation	<input checked="" type="checkbox"/>	 		
	Rural isolation	<input checked="" type="checkbox"/>		Deprivation	<input checked="" type="checkbox"/>

Section 3: Equality Impact Assessment

The Equality Act requires us to meet the following duties:

Duty of all employers and service providers:

- *Not to directly discriminate and/or indirectly discriminate against people with protected characteristics.*
- *Not to carry out / allow other specified kinds of discrimination against these groups, including discrimination by association and failing to make reasonable adjustments for disabled people.*
- *Not to allow/support the harassment and/or victimization of people with protected characteristics.*

Duty of public sector organisations:

- *To advance equality of opportunity and foster good relations between people with protected characteristics and others.*
- *To eliminate discrimination*

For full details see the [Equality Act 2010](#).

We will also work to reduce social deprivation via procurement choices.

Research, data and/or statistical evidence
<p><i>List evidence sources, research, statistics etc., used. State when this was gathered / dates from. State which potentially affected groups were considered. Append data, evidence or equivalent.</i></p> <ul style="list-style-type: none"> • Revenue Accounts- 2020-21 • LG Inform- 2018-19 data • iMPower Index Tool- August 2020 • Central Services Benchmarking Survey 2019

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Consultation evidence

State who was consulted and when (e.g. internal/external people and whether they included members of the affected groups). State which potentially affected groups were considered. Append consultation questions and responses or equivalent.

We haven't yet identified any areas where consultation with staff and/or communities and service users may be required. If this need arises we will ensure that all consultation is inclusive of people with protected characteristics. This will be achieved by working with BI and the EDI teams to ensure that best practice is met in the consultation process.

Based on consultation evidence or similar, what positive impacts are anticipated from this proposal?

This includes impacts retained from any previous arrangements. Use the evidence you described above to support your answer.

- Review of the support functions may create more efficient ways of working which are beneficial to employees and service users.
- Maximising income in the Registration and Library service will potentially be achieved through increasing the services currently offered thereby providing customers with more choice.

Based on consultation evidence or similar, what negative impacts are anticipated from this proposal?

This includes impacts retained from any previous arrangements. Use the evidence you described above to support your answer.

We do not expect any negative impacts from this proposal. This equality impact assessment will be regularly reviewed and updated if required.

How will the process of change be managed?

The review will be led by the Service Director. Transformation support will be available to ensure capacity in managing any change processes.

As the directorate responsible for community development, staff are highly skilled in consulting and engaging with communities and the voluntary sector. The Cambridgeshire Local programme provides a county wide infrastructure for consultation and information. However, the service review is primarily focussed on process and systems and is unlikely to generate any actions that will require this level of intervention.

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How will the impacts during the change process be monitored and improvements made (where required)?

How will you confirm that the process of change is not leading to excessive stress/distress to people with protected characteristics / at risk of isolation/deprivation, compared to other people impacted by the change? What will you do if it is discovered such groups are being less well supported than others?

Any proposals that result in reduced service delivery will be rejected.

Any impacts on staff will only relate to changes in ways of working; there will be no financial impact on staff. We will create opportunities for staff to co-design any new ways of working to ensure that these changes do not have a negative impact.

This equality impact assessment is a working document and will be regularly updated as the review progresses.

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Section 4: Equality Impact Assessment - Action plan

See notes at the end of this form for advice on completing this table.

Details of disproportionate negative impact <i>(e.g. worse treatment / outcomes)</i>	Group(s) affected	Severity of impact <i>(L/M/H)</i>	Action to mitigate impact with reasons / evidence to support this or Justification for retaining negative impact	Who by	When by	Date completed
Service staff struggle to adapt to new processes	Staff	Low	Staff co-designing changes. Training and support provided.	AC	TBC	18/12/20

Section 5: Approval

Name of person who completed this EIA:	Josie Stone	Name of person who approves this EIA:	Adrian Chapman
Signature:	Josie Stone	Signature:	Adrian Chapman
Job title:	Senior Transformation Advisor	Job title: <i>Must be Head of Service (or equivalent) or higher, and at least one level higher than officer completing EIA.</i>	Service Director
Date:	18/12/20	Date:	18/12/20

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Guidance on completing the Action Plan

If our EIA shows that people with protected characteristics and/or those at risk of isolation/deprivation will be negatively affected more than other people by this proposal, complete this action plan to identify what we will do to prevent/mitigate this.

Severity of impact

To rate severity of impact, follow the column from the top and row from the side and the impact level is where they meet.

		Severity of impact				Priority and response based on impact rating		
		Minor	Moderate	Serious	Major	High	Medium	Low
Likelihood of impact	Inevitable	M	H	H	H	Amend design, methodology etc. and do not start or continue work until relevant control measures are in place. Or justify retaining high impact	Introduce measures to control/reduce impact. Ensure control measures are in use and working. Or justify retaining medium impact	Impact may be acceptable without changes or lower priority action required. Or justify retaining low impact
	More than likely	M	M	H	H			
	Less than likely	L	M	M	H			
	Unlikely	L	L	M	M			

Actions to mitigate impact will meet the following standards:

- Where the Equality Act applies: achieve legal compliance or better, unless justifiable.
- Where the Equality Act does not apply: remove / reduce impact to an acceptably low level.

Justification of retaining negative impact to groups with protected characteristics:

There will be some situations where it is justifiable to treat protected groups less favourably. Where retaining a negative impact to a protected group is justifiable, give details of the justification for this. For example, if employees have to be clean shaven to safely use safety face masks, this will have a negative impact on people who have a beard for religious reason e.g. Sikhism. The impact is justifiable because a beard makes the mask less effective, impacting the person's safety. You should still reduce impact from a higher to a lower level if possible, e.g. allocating work tasks to avoid Sikhs doing tasks requiring face masks if this is possible instead of not employing Sikhs.