

# **INTEGRATED PLAN**

## **PART C – EQUALITY IMPACT ASSESSMENT**

## Summary

This report sets out the approach taken to consider the cumulative equality impact of Hertfordshire's transformation programme that forms the 2017-18 to 2019-20 Integrated Planning Proposals.

Many of the proposals are in the early stages and as such may need further equality analysis. The process for Equality Impact Assessments is an evolving one, with assessments updated as projects develop.

Hertfordshire sets out guidance and support for staff on taking a proportional and meaningful approach to paying due regard to equality duties both in the design and delivery of policies and services and staff restructures.

### 1. Equality approach

- During formative stages of the budget planning process, and as part of business case development, individual Equality Impact Assessments (EqIAs) are required to be presented with each major policy proposal to help decision makers consider the impact that would be felt by the community if a service change was implemented. Available data from national and local sources is used to inform decision-making - in particular community profile and staff diversity data.
- The appropriate consultation, monitoring and review process for each project has been planned or carried out with stakeholders, staff, partners and the public where appropriate. This information has been used to feed into the equality analysis.
- An organisational policy and protocols exist for managers carrying out staff restructures. Specific guidance on equality impacts is available as part of this. Diversity Board and departmental Equality Action Groups monitor representation of different groups in HCC and have strategies in place to tackle underrepresentation.
- The Public Sector Equality Duty also requires the local authority to foster good relations and promote equality of opportunity between those with a protected characteristic and others. This work is implicit in all of our services.

The table below summarises the equality impact analysis of individual projects that collectively deliver the savings outlined in the Integrated Plan. Individual equality impact assessments for key policy decisions are also available.

**2. Potential equality impacts identified by Integrated Planning proposals and the mitigating action either carried out or proposed.**

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
<b>CHILDREN'S SERVICES</b>	
<p><u>Family Focus</u>            The number of Children Looked After in Hertfordshire is currently around 40 per 10,000 population. Introducing measures to seek to reduce this to 34 per 10,000 while keeping the same % mix of care packages across the care continuum should allow these savings to be achieved. However, it should be noted that only 11 other authorities are at this level or below</p>	<p><b>BME Children</b>            Black and ethnic minority ethnic groups (BME) account for just under a quarter of Children Looked After. This is relatively high compared with the overall under 18 population in Hertfordshire, where BME groups account for around a fifth of the total. We want to ensure that a reduction in the overall children looked after population will not have an adverse effect on the ratio of BME to white CLA population. We hope to improve the ratio of BME vs white Children Looked After by ensuring that we work with families from BME groups to ensure that BME children do not enter care unnecessarily and that, if they do enter care, they have the right support in place to leave care at the right time. We also will ensure that an appropriate range of placements are available to meet the cultural needs of BME Children Looked After.</p> <p><b>UASCs</b>            In June 2015, Hertfordshire saw a substantial increase in the number of unaccompanied asylum seeking children (UASC) arriving in the authority. The majority of UASC are from Afghanistan, Iran and Eritrea. Careful monitoring of UASC numbers will be required over the next coming months. The challenge for Hertfordshire is to find local placements that can meet the diverse needs of these children and fostering recruitment programmes are focussing on this.</p>

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<p><u>0-25 Integration</u> Exploring the opportunities to improve efficiencies and remove duplication across services through the introduction of cross service working and the development and implementation of the SEND Pathfinder model and maximise use of community based services to support independence and self-reliance</p>	<p>Potential impacts on children and their families will be mitigated against by the following:</p> <ul style="list-style-type: none"> <li>- Robust needs analysis informed by data across all children’s services teams.</li> <li>- Appropriate consultation and engagement to ensure that the children and families affected are informed and involved in decisions.</li> <li>- Training for staff in ensuring cultural sensitivities and needs of the child / family by virtue of having a protected characteristic are taken into account in the delivery of services.</li> <li>- Individual equality impact assessments will be completed for service and policy proposals where required.</li> </ul>
<p><u>Home to School Transport</u> Encouraging the use of local SEN Provision and the changes in SEN Home to School Transport Policy should produce efficiency savings on the SEN Home to School Transport budget. Continuation of projects to encourage the parents of primary, SEND or ESC pupils to school on public transport or in their own vehicles, as opposed to requiring taxis, to promote independent travel.</p>	<ul style="list-style-type: none"> <li>- The continuing development of more provision locally and the curriculum mapping work will assist in students with learning difficulties and disabilities not needing to travel long distances to reach suitable provision.</li> <li>- There will still be a need for young people with complex needs to access nearest provision, which may not be as close to their home, as that provided in mainstream schools.</li> <li>- The policy will take into account individual circumstances to ensure there is a nuanced approach to enabling fair access to learning and training.</li> <li>- Individual need and circumstances will be taken into account.</li> <li>- Continued offer of independent travel training, geared to individual need.</li> <li>- Provide information on travel schemes organised by colleges and on the English National Disabled Concessionary Scheme (administered locally through the county council).</li> <li>- Journey Planner includes travel planning to colleges of further</li> </ul>

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	<p>education.</p> <ul style="list-style-type: none"> <li>- A portal is being developed to gather feedback from disabled transport users.</li> <li>- Round table meeting with commercial bus operators - fostering an approach to support the development of independent travel skills in young people with learning difficulties and disabilities.</li> <li>- Updated guidance in relation to bullying and what to do.</li> <li>- Offer mileage reimbursement or bus passes as incentives to encourage parents to choose not to use taxis.</li> <li>- - Parents who do not have access to a car or to public transport may feel they are unable to take up this offer, but this is optional and not mandatory so no mitigation is required.</li> </ul>
<p><u>Home to School Transport - Additional</u> Further reductions resulting from implementation of earlier policy changes, including behavioural changes by service users as a consequence of higher charges and withdrawal of escorts</p>	<p>This policy review is subject to a full public consultation.</p> <p>For service users affected by withdrawal of escorts, needs assessments are carried out for SEND pupils on a case by case basis.</p>
<p><u>Other ESG related reductions</u> The shortfall in funding added to Dedicated Schools Grant (DSG) for "Retained Duties" is currently estimated at £149k in a full year. Reductions to meet this are being developed and will include elements of the attendance service, but the Regulations governing this area of expenditure have yet to be issued by central government.</p> <p><u>Transfers from ESG to DSG</u> There are some items of expenditure which can in future be funded from High Level Needs DSG</p>	<p>Pending announcement from central government, full EqlAs will be carried out where relevant once details have been confirmed. Schools were consulted in October 2016 on de-delegation proposals. Potentially there will be changes to the way some services are delivered.</p>

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<p><u>Herts Music Service</u> The service is in the process of reorganisation in order to reduce direct financial support provided by HCC by half in 2017/18, and in full the following year. A range of measures are planned to achieve this, including reducing funding provided to schools for initiatives and innovation, management and staffing reductions, review of the way in which concessions are provided on tuition costs, and review of charging policies.</p>	<p>A full EqIA will be carried out once details have been confirmed. Schools will be consulted on proposals. Potentially there will be changes to the way some services are delivered.</p>
<p><u>School Improvement (Herts for Learning)</u> It is proposed to reduce the HCC contribution to the contract with Herts for Learning by this figure from September 2017.</p>	<p>The current service will be continue through additional money de-delegated by maintained schools, some reductions in service levels, and some use of DSG where justifiable.</p> <p>A full EqIA will be carried out once details have been confirmed. Schools will be consulted on proposals. Potentially there will be changes to the way some services are delivered.</p>
<p><u>Off site visits (Youth Connexions):</u> Expenditure in providing advice to schools in this area will need to be fully funded from trading or cease from September 2017</p>	<p>A full EqIA will be carried out once details have been confirmed. Stakeholders will be consulted on proposals. Potentially there will be changes to the way some services are delivered.</p>
<p><u>Children Looked After Transformation Efficiency Savings</u> Further efficiency savings from across the children looked after budgets including independent placements, in-house fostering and residential services.</p>	<p>Any potential impacts on children and their families will be mitigated against by the following:</p> <ul style="list-style-type: none"> <li>- Robust needs analysis informed by data across teams.</li> <li>- Appropriate consultation and engagement to ensure that the children and families affected are informed and involved in decisions.</li> <li>- Training for staff in ensuring cultural sensitivities and needs of the child / family by virtue of having a protected characteristic are taken</li> </ul>

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
	<p>into account in the delivery of services.</p> <ul style="list-style-type: none"> <li>- Individual equality impact assessments will be completed for service and policy proposals where required.</li> </ul>
<p><b>INTERNAL</b>  <u>Reduce training budget</u>  Further reduction in the departmental budget for training including efficiencies.  <u>Further efficiency</u>  The efficiency measures to be taken will include the Business Efficiency Programme including reviews of printing, business support (admin) staff, savings flowing from ETW, and other process/back office efficiency; continuing vacancy and staffing review; reduction in agency costs resulting from enhanced market forces supplements; application of reduction requirement on all contracts being retendered; first stage savings from Innovations (Family Safeguarding) project; review of requirement for revenue development budgets in school planning where opportunities exist for capitalising costs; continuing minor efficiencies in home to school transport; minor additions to income expectations.</p> <p>Integrated Services for Learning Efficiencies including Enabling the Worker</p> <p>Thriving Families Efficiencies including Enabling the Worker</p> <p>Services to Young People Efficiencies including Enabling the Worker</p>	<p>HCC has a policy and guidance of principles, values, and expectations relating to Organisational Change, Redundancy and the Priority Application Process. Equality impact assessments are completed where necessary and managers are supported to ensure any negative impacts are mitigated against. This includes:</p> <ul style="list-style-type: none"> <li>- Consideration of flexible working arrangements.</li> <li>- Support from Staff support networks.</li> <li>- Access to Carewell, confidential advisers and a range of resources to help staff.</li> <li>- Robust policies to protect staff and specific policies for pregnant staff and staff on maternity leave.</li> <li>- Continual monitoring of the impact on staff.</li> <li>- Additional leave allowances for disability and pregnancy related illness.</li> <li>- Our policy on equal opportunities for staff is set out in <a href="#">Putting People First</a>.</li> </ul> <p>Any potential impact on service users will be subject to an EqlA in relation to that potential impact.</p>

<b>Service area and potential for impact on people from protected groups</b>	<b>How we will mitigate against any possible impacts</b>
<p><u>Safeguarding &amp; Specialist Services Salary Savings</u> Planned reductions in salary budgets across safeguarding and specialist services including reductions in agency costs resulting from enhanced market forces supplements; reductions in Social Worker establishments; the first stage savings from Innovations (Family Safeguarding) project and savings resulting from Enabling the Worker developments.</p> <p><u>Premature Retirement Compensation (PRC) and redundancy</u> Currently costs of redundancies in maintained schools are met centrally. The provision for this will be reduced and in consequence a greater part of such costs will need to be met from schools' own budgets, increasing their financial deficits in the short term.</p> <p><u>Early Years transfer to DSG</u> It is planned to meet staff costs for operating the funding process for early years education, together with related management and planning costs. This is subject to appropriate consents and regulatory compliance.</p>	
<b>HEALTH AND COMMUNITY SERVICES</b>	
<p><u>Transformation of External Day Services Provision</u> A new model of day opportunities which are less buildings-based, more community based and using local community capacity to deliver better outcomes for people.</p>	<p>The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>– Robust needs analysis to ensure the service proposals match the needs of the users.</li> <li>– Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into</li> </ul>



Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
	<p>account.</p> <ul style="list-style-type: none"> <li>– Coordination with other partners and agencies to ensure vulnerable people are supported.</li> <li>– Continual monitoring to ensure positive benefits are being realised.</li> <li>– Monitoring to ensure culturally appropriate care continues to be provided and that individuals who do not have high levels of proficiency in English will be supported.</li> </ul>
<p><u>Herts Healthy Homes</u> Reduction in funding to Herts Healthy Homes by 50%, a service which supports individuals to remain in the community living independently</p>	<p>The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>– Robust needs analysis to ensure the service proposals match the needs of the users.</li> <li>– Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>– Coordination with other partners and agencies to ensure vulnerable people are supported.</li> <li>– Continual monitoring to ensure positive benefits are being realised.</li> <li>– Monitoring to ensure culturally appropriate care continues to be provided and that individuals who do not have high levels of proficiency in English will be supported.</li> </ul>
<p><u>Client Income</u> Client income has been increasing due to benefit changes, pensions triple lock and more supported living and direct payment packages</p>	<p>Low impact expected. The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>– Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> </ul>

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	<ul style="list-style-type: none"> <li>- Monitoring of impacts on vulnerable groups</li> <li>- Full EqlAs will be carried out for projects impacting service users</li> </ul>
<p><u>Physical Disabilities Purchasing Strategy</u> Review of physical disability packages with a view to obtaining price and volume efficiencies</p>	<p>The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>- Robust needs analysis to ensure the service proposals match the needs of the users.</li> <li>- Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>- Coordination with other partners and agencies to ensure vulnerable people are supported.</li> <li>- Continual monitoring to ensure positive benefits are being realised.</li> <li>- Monitoring to ensure culturally appropriate care continues to be provided and that individuals who do not have high levels of proficiency in English will be supported.</li> </ul>
<p><u>Care Homes - use of community alternative to defer placement</u> Use of new hospital discharge pathways, including assessment outside the ward environment, as an alternative to long term care.</p>	<p>The proposed service development will ensure that all older people and their carers can access this service at the right time when an individual needs it. The service will ensure that any barriers are broken down enabling hard to reach groups to access the service.</p> <p>Staff/volunteers employed by the proposed service development will be trained in awareness of different cultural needs and the service will have access to interpretation support as required.</p> <p>Against a background of tough economic times and a changing demography we need to be even more aware of the diverse needs of communities and how we can support them.</p>

<b>Service area and potential for impact on people from protected groups</b>	<b>How we will mitigate against any possible impacts</b>
<p><u>Older People Homecare - use of community alternatives</u> Enhanced use of existing Universal services provided by community and voluntary organisations, leading to lower levels of statutory services commissioned and maximising of limited homecare capacity.</p>	<p>The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>– Robust needs analysis to ensure the service proposals match the needs of the users.</li> <li>– Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>– Coordination with other partners and agencies to ensure vulnerable people are supported.</li> <li>– Continual monitoring to ensure positive benefits are being realised.</li> <li>– Monitoring to ensure culturally appropriate care continues to be provided and that individuals who do not have high levels of proficiency in English will be supported.</li> </ul>
<p><u>Positive outcomes for people through new specialist care at home schemes</u> Fewer on-going care packages required for people leaving hospital because new specialist intensive care at home schemes rehabilitate and aid independence.</p>	<p>Services are targeted at vulnerable residents and individual needs will need to be identified and taken into account to reduce the risk of negative impacts.</p> <p>The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>– Robust needs analysis to ensure the service proposals match the needs of the users.</li> <li>– Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>– Coordination with other partners and agencies to ensure vulnerable people are supported.</li> </ul>

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	<ul style="list-style-type: none"> <li>- Continual monitoring to ensure positive benefits are being realised.</li> <li>- Monitoring to ensure culturally appropriate care continues to be provided and that individuals who do not have high levels of proficiency in English will be supported.</li> </ul>
<p><u>Preventative Telecare</u> Savings against the older people's care purchasing budget relating to the implementation of Telecare for 1000 targeted people - to delay their need for adult social care.</p> <p>This project is aimed at providing telephone support to service users and their carers to improve access to support and reduce reliance on home visits.</p> <p>There is the potential for impact on service users with specialist communication needs due to sensory, physical, mental, learning disability or frailty; as well as those who do not speak English as a first language.</p>	<p>The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>- Support and access to services will continue to be provided through traditional channels for those service users that lack sufficient capacity or are unable to access this service.</li> <li>- All communication equipment will meet accessibility standards.</li> <li>- Users with language requirements will be able to access Language Line and the Hertfordshire Interpreting and Translation Service.</li> <li>- Service users with additional needs will be identified and the appropriate support will be provided to them and their carers to ensure they can benefit from the service.</li> <li>- Continual monitoring and consultation with staff and service users.</li> </ul>
<p><u>NHS protection of social care and adherence to new national eligibility criteria</u> New national eligibility criteria will be implemented under the Care Act from April 2015. The NHS are considering the level to which they will protect county social care budgets as a preventative service to benefit NHS services.</p>	<p>The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>- Robust care assessment and planning and management oversight is in place to ensure that eligible needs are being met and any other care needs are also being identified with wellbeing promoted</li> <li>- Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>- Coordination with NHS partners and care provider agencies to ensure vulnerable people are supported.</li> </ul>

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	<ul style="list-style-type: none"> <li>- Continual monitoring to ensure positive benefits are being realised.</li> <li>- Monitoring to ensure culturally appropriate care continues to be provided and that individuals who do not have high levels of proficiency in English will be supported</li> </ul>
<p><u>Learning Disabilities - use of community alternatives</u> Conversion of LD residential care homes to supported living services, maintaining quality but reducing costs to the county council.</p> <p>Recommissioning outdated models of care. Using community schemes as alternatives to formal social care.</p>	<p>The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>- Robust needs analysis to ensure the service proposals match the needs of the users.</li> <li>- Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>- Coordination with other partners and agencies to ensure vulnerable people are supported.</li> <li>- Continual monitoring to ensure positive benefits are being realised.</li> <li>- Monitoring to ensure culturally appropriate care continues to be provided and that individuals who do not have high levels of proficiency in English will be supported.</li> </ul>
<p><u>In House Day Services</u> Recommissioning of day opportunities using community facilities, universal services and promotion of volunteering and employment schemes where appropriate.</p>	<p>The following mitigating actions taken or planned are aimed at minimising any negative impact:</p> <ul style="list-style-type: none"> <li>- Robust needs analysis to ensure the service proposals match the needs of the users.</li> <li>- Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>- Coordination with other partners and agencies to ensure vulnerable</li> </ul>

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
	<p>people are supported.</p> <ul style="list-style-type: none"> <li>– Continual monitoring to ensure positive benefits are being realised.</li> <li>– Monitoring to ensure culturally appropriate care continues to be provided and that individuals who do not have high levels of proficiency in English will be supported.</li> </ul>
<p><b>INTERNAL</b></p> <p><u>Combined Money Advice / HAFLs / Work Solutions Service</u> To create a combined Money Advice / HAFLs / Work Solutions Service</p> <p><u>Savings on Strategic Centre Units</u> Reduction in commissioning, business support and project management resource given the scale of the financial challenge</p> <p><u>HCS Commissioning Unit</u> A reduction in staffing in the HCS Commissioning Teams.</p> <p><u>Staffing Efficiency</u> Review of staffing workloads in the light of the efficiencies generated by the Enabling the Worker Scheme, and other efficiency initiatives.</p>	<p>HCC has a policy and guidance of principles, values, and expectations relating to Organisational Change, Redundancy and the Priority Application Process. Equality impact assessments are completed where necessary and managers are supported to ensure any negative impacts are mitigated against. This includes:</p> <ul style="list-style-type: none"> <li>– Consideration of flexible working arrangements.</li> <li>– Support from Staff support networks.</li> <li>– Access to Carewell, confidential advisers and a range of resources to help staff.</li> <li>– Robust policies to protect staff and specific policies for pregnant staff and staff on maternity leave.</li> <li>– Continual monitoring of the impact on staff.</li> <li>– Additional leave allowances for disability and pregnancy related illness.</li> <li>– Our policy on equal opportunities for staff is set out in <a href="#">Putting People First</a>.</li> </ul> <p>Any potential impact on service users will be subject to an EqIA in relation to that potential impact.</p>
<p><b>ENVIRONMENT</b></p>	

<b>Service area and potential for impact on people from protected groups</b>	<b>How we will mitigate against any possible impacts</b>
<p><u>HWRC Re-Use</u> The wider introduction of re-use ‘shops’ across the HWRC network has proved successful</p>	<p>Positive impact for some service users if these “shops” enable them to buy items they are otherwise unable to afford</p>
<p><u>Convert all remaining street lighting to LED &amp; CMS (Phase 4)</u>  This is an ‘invest to save’ efficiency project, which will also improve resilience of the street lighting service. The declared savings are net savings after funding the cost of borrowing for a 2 year project starting 2017/18</p>	<p>An Equality Impact Assessment will be carried out for this proposal.</p>
<p><u>LED &amp; CMS street lighting Phase 2 - Invest to save</u>  Introduce LED lighting under centrally managed service control with 25% dimming and trimming to all sites currently in full night lighting.</p>	<p>The Equality Impact Assessment indicates that the proposal is sound and reasonable, and based on the philosophy that the replacement lighting will be ‘no worse’ than the existing installation, this should not impact on the communities who live within the vicinity of the A Class road network, or similarly, road users and pedestrians using the network.</p>
<p><b>INTERNAL</b></p> <p><u>Restructure of Transport Access and Safety</u>  Review and rationalisation of the Transport Access and Safety function.</p> <p><u>Review &amp; Integrate Countryside Management Service/Rights of Way</u>  By bringing these two teams together (made possible by a refocus of HCC funded CMS activity in to access and rights of way) it should be possible to deliver an efficiency saving, mainly from existing staff budgets.</p> <p><u>ERP / Waste Staffing Savings</u>  The merger of two teams should allow this saving to be realised.</p>	<p>HCC has a policy and guidance of principles, values, and expectations relating to Organisational Change, Redundancy and the Priority Application Process. Equality impact assessments are completed where necessary and managers are supported to ensure any negative impacts are mitigated against. This includes:</p> <ul style="list-style-type: none"> <li>– Consideration of flexible working arrangements.</li> <li>– Support from Staff support networks.</li> <li>– Access to Carewell, confidential advisers and a range of resources to help staff.</li> <li>– Robust policies to protect staff and specific policies for pregnant staff and staff on maternity leave.</li> <li>– Continual monitoring of the impact on staff.</li> <li>– Additional leave allowances for disability and pregnancy related</li> </ul>

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	<p>illness.</p> <ul style="list-style-type: none"> <li>– Our policy on equal opportunities for staff is set out in <a href="#">Putting People First</a>.</li> </ul> <p>Any potential impact on service users will be subject to an EqlA in relation to that potential impact.</p>
<b>COMMUNITY PROTECTION</b>	
<p><u>Community Safety Task Force</u> Disbanding the Community Safety Task Force</p>	<p>Changes have resulted from an alteration in the way in which services are delivered. This has allowed staff to operate more efficiently and to deliver services in innovative ways such that volume of service delivered, where the risk profile demands, has not been adversely impacted.</p>
<p><b>INTERNAL</b></p> <p><u>Restructure of Strategic Leadership Group (SLG)</u> Assistant Chief Officer – Performance and Business Support to be made redundant</p> <p><u>Review of Day Crewing Plus Savings</u> Further savings of £65k each at Baldock &amp; Letchworth, Potters Bar and Rickmansworth fire stations</p> <p>This will not impact service users</p> <p><u>Staffing</u> Limiting recruitment or freezing until outcome of Integrated Risk Management Plan Refresh is completed.</p>	<p>HCC has a policy and guidance of principles, values, and expectations relating to Organisational Change, Redundancy and the Priority Application Process. Equality impact assessments are completed where necessary and managers are supported to ensure any negative impacts are mitigated against. This includes:</p> <ul style="list-style-type: none"> <li>– Consideration of flexible working arrangements.</li> <li>– Support from Staff support networks.</li> <li>– Access to Carewell, confidential advisers and a range of resources to help staff.</li> <li>– Robust policies to protect staff and specific policies for pregnant staff and staff on maternity leave.</li> <li>– Continual monitoring of the impact on staff.</li> <li>– Additional leave allowances for disability and pregnancy related illness.</li> <li>– Our policy on equal opportunities for staff is set out in <a href="#">Putting People</a></li> </ul>



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	<p><a href="#">First.</a></p> <p>Any potential impact on service users will be subject to an EqlA in relation to that potential impact.</p>
<b>RESOURCES</b>	
<p><u>Engagement and Consultation Phase 2</u> Changes to the residents' survey</p>	<p>The residents' survey will continue to be carried out every other year, ensuring that residents have a voice. Equality considerations will continue to be embedded within the survey.</p>
<p><u>Corporate initiatives budget</u> Deletion of remainder of Corporate Initiatives budget that supports a variety of Corporate &amp; Partnership Projects</p>	<p>This will consist of a review to ensure a consistent and fair basis for decision making regarding subscriptions and projects that are supported.</p>
<p><u>Future Libraries Strategy</u> 10 year strategy developed, that looks at tiering libraries, alternatives to mobile libraries and further income development.</p>	<ol style="list-style-type: none"> <li>1. HCC will seek to develop partnership agreements with local community groups to support Tier 3 libraries. Community partners will be invited to add value to self-service library facilities by providing volunteer assistance. Community-partnered libraries will remain part of the family of Hertfordshire libraries and the Hertfordshire Library Service ethos of customer service and equalities will continue to prevail across all service points. The Library Service will work closely with community partners to provide advice, support and ongoing training for volunteers as required, including training in the additional support that may be needed by people with protected characteristics - for example, older service users or service users with disabilities.</li> <li>2. The potential for differential impact on people with protected characteristics through tiering of libraries and re-profiling of facilities in smaller communities and villages to self-service access will require further analysis in terms of actual impact and potential mitigations, including further public consultation and individual equality impact</li> </ol>

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
	<p>assessments for the proposed tier 3 libraries.</p> <p>3. Hertfordshire Library Service recruits IT Champions in a number of libraries to support customers in using public access computers.</p> <p>4. The development of community partnerships to support Tier 3 libraries is designed to enhance local services and increase access, developing the library into a genuine community hub. The value added to the service by volunteers creates the potential for more social engagement for elderly isolated people.</p> <p>5. HCC has developed and is rolling out a 'virtual librarian' service via a 'Skype' type video link to enable customers in self-service or volunteered-supervised libraries to summon assistance from a librarian in another library.</p>
<p><b>INTERNAL</b></p> <p><u>Further Back Office Savings</u> To deliver efficiencies in Back Office Support</p> <p><u>HR - staffing efficiencies</u></p> <p><u>HR – review of operating model, organisational structure and resources</u></p> <p><u>Finance - staffing efficiencies</u></p> <p><u>Assurance Services</u> - staff restructuring in Insurance/Risk</p> <p><u>Corporate Policy team</u> Staffing efficiencies</p>	<p>HCC has a policy and guidance of principles, values, and expectations relating to Organisational Change, Redundancy and the Priority Application Process. Equality impact assessments are completed where necessary and managers are supported to ensure any negative impacts are mitigated against. This includes:</p> <ul style="list-style-type: none"> <li>– Consideration of flexible working arrangements.</li> <li>– Support from Staff support networks.</li> <li>– Access to Carewell, confidential advisers and a range of resources to help staff.</li> <li>– Robust policies to protect staff and specific policies for pregnant staff and staff on maternity leave.</li> <li>– Continual monitoring of the impact on staff.</li> <li>– Additional leave allowances for disability and pregnancy related illness.</li> </ul>

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
<p><u>Improvement &amp; Technology - Management Graduate scheme</u> Remove support for academic qualification and reduce cohort from 6 to 5 trainees.</p> <p><u>Efficiencies in Customer Service Function</u> New website enabling the reduction in staffing relating to customer services through automation of processes.</p>	<p>– Our policy on equal opportunities for staff is set out in <a href="#">Putting People First</a>.</p> <p>Any potential impact on service users will be subject to an EqlA in relation to that potential impact.</p>

### 3. Opportunities to foster good relations and advance equality of opportunity between people who share a protected characteristic and those who don't.

The Public Sector Equality Duty also requires local authorities to foster good relations and promote equality of opportunity between those with a protected characteristic and others. This work is implicit in all of our services. Specific opportunities have been identified within individual EqlAs and are summarised below:

Greater integration of council, health and community services.	– Offers new opportunities to service users who will benefit from a holistic and personalised approach to service delivery.
Increased emphasis on client self-service, internet based services and use of IT:	– Providing support and training or signposting people to support and training for IT could open new opportunities for individuals – both socially and relating to employment.
Supporting the community and voluntary sector to build capacity to support the delivery of services:	– Opportunities are presented for services to be delivered more locally and encourage organisations and networks to strengthen links with local communities and encourage wider participation by volunteers.
Support to staff:	– Staff networks have been refreshed and offer staff support and networking opportunities. Membership of these groups has increased following publicity.
Consultation and focus groups:	– Most policy decisions involve public consultations which can include focus groups and public meetings, a chance for members of the community to get together and get involved in civic life.

#### 4. An analysis of any potential cumulative impacts that spans services

The potential for compounded impacts on particular groups are identified in individual equality impact assessments, which generally involve engagement and consultation with a wide range of stakeholders. The process uses available data from national and local sources identified as relevant to the individual equality impact assessment as well as the results from any local consultation. Action planning and monitoring is part of the process, with the impact of any new policy or service only realised following implementation.

The continued pressure on the public sector to make savings, coupled with the changing demographics within the county, means fundamentally changing how services are delivered. This will have consequences for some equality groups within Hertfordshire as vulnerable groups make up a large proportion of Hertfordshire service users. Wherever possible, savings are delivered through efficiencies with no adverse impact on service-users.

The summary above potentially identifies a compounded impact on children, older people and people with disabilities or long term health conditions (and consequently their carers). However, in all cases the impact at this stage is considered low or medium following a range of mitigating actions put in place to minimise the potential impacts. The projects are subject to ongoing monitoring. In many cases services are more targeted and focused on the needs of service users. Online services and efficient assessment processes bring a range of benefits to service users and their carers, with some traditional methods of contact remaining available. Opportunities to promote equality and foster good relations are also considered during equality impact assessments. In particular, service users are consulted and encouraged to become involved in decisions that impact on them and get involved in civic life. Planned integration with health and social care services, together with a commitment to working closer with partners in the public, community and voluntary sector ensure the needs of all communities remain at the forefront of Council decision making.

In response to the Public Sector Specific Equality Duty to publish information a report can be found here: [www.hertsdirect.org/equalities](http://www.hertsdirect.org/equalities) that gives further examples of how we are complying with the Duty as well as our Equality Strategy. Our [annual workforce profile](#) provides breakdowns of the workforce diversity profile. The Diversity Board is responsible for monitoring equality impacts across HCC and to ensure delivery and compliance with legal and policy requirements.

The table below shows analysis of potential impact on services and service users. It does not cover staff reviews which have separate EqlAs.

Project / Review	Age	Race	Gender	Disability	Carers	Religion and Belief	Sexual Orientation	Impact after mitigation	Mitigation	Rationale
Key: ✓ = Potential impact; x = No impact; NK = Not known – insufficient evidence										
<b>CHILDREN'S SERVICES</b>										
Family Focus - Medium Risk target	✓	✓	x	x	✓	✓	x	Low	<ul style="list-style-type: none"> <li>- Work with families from BME groups to ensure that BME children do not enter care unnecessarily</li> <li>- If they do enter care, they have the right support in place to leave care at the right time</li> <li>- Ensure that an appropriate range of placements are available to meet the cultural needs of BME Children</li> <li>- Support to UASCs</li> </ul>	Should allow savings
0-25 Integration	✓	✓	x	✓	✓	✓	x	Low	<ul style="list-style-type: none"> <li>- Robust needs analysis informed by data</li> <li>- Appropriate consultation and engagement</li> <li>- Training for staff</li> </ul>	Improve efficiencies and remove duplication across services through the introduction of cross service working

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Home to School Transport	✓	x	x	✓	✓	x	x	Low	<p>There is an established process for assessing individual transport needs including consideration of individual cases.</p> <p>Individual transport needs for SEN pupils will take account of individual cases.</p>	Policy review
<u>Other ESG related reductions</u>  <u>Transfers from ESG to DSG</u>	✓	x	x	✓	✓	x	x	Low	Regulations governing this area of expenditure have yet to be issued by central government. Some items of expenditure which can in future be funded from High Level Needs DSG	Central Government policy

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<u>Home to School Transport</u>	✓	x	✓	✓	✓	x	x	Low	<p>The continuing development of more provision locally.</p> <p>Individual transport needs for SEN pupils will take account of individual cases.</p> <p>Parents can choose whether to take up the option of public transport</p>	<p>The transport needs of young people with learning difficulties and/or disabilities should be reassessed when a young person moves from compulsory schooling to post-16 education. Arrangements cannot be limited to those young people who had been assessed as having particular transport needs prior to the age of 16.</p> <p>Reduce use of taxis</p>
<u>Herts Music Service</u>	✓	x	x	✓	✓	x	x	Low	<p>A full EqIA will be carried out once details have been confirmed. Schools will be consulted on proposals. Potentially there will be changes to the way some services are delivered.</p>	<p>Central Government policy</p>

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<u>School Improvement (Herts for Learning)</u>	✓	✓	x	✓	✓	✓	x	Low	A full EqIA will be carried out once details have been confirmed. Schools will be consulted on proposals. Some shortfall in funding will be met by other sources. Potentially there will be changes to the way some services are delivered.	Central Government policy
<u>Off Site visits/Youth Connexions</u>	✓	x	x	✓	✓	x	✓	Low	A full EqIA will be carried out once details have been confirmed. Stakeholders will be consulted on proposals.	Service Review
<u>Children Looked After Transformation Efficiency Savings</u>	✓	x	x	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>– Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>– Monitoring of impact.</li> </ul>	Savings



Project / Review	Age	Race	Gender	Disability	Carers	Religion and Belief	Sexual Orientation	Impact after mitigation	Mitigation	Rationale
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<b>HEALTH AND COMMUNITY SERVICES</b>										
Transformation of External Day Services Provision	✓	x	✓	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>– Use of community facilities and universal services</li> <li>– Promotion of volunteering and employment schemes where appropriate.</li> </ul>	Use of community alternatives
Herts Healthy Homes	✓	x	x	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>– Robust needs analysis to ensure the service proposals match the needs of the users.</li> <li>– Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>– Coordination with other partners and agencies to ensure vulnerable people are supported.</li> <li>– Continual monitoring to ensure positive benefits are being realised.</li> </ul>	Reduction in funding

Project / Review	Age	Race	Gender	Disability	Carers	Religion and Belief	Sexual Orientation	Impact after mitigation	Mitigation	Rationale
Key: ✓ = Potential impact; x = No impact; NK = Not known – insufficient evidence										
Client Income	✓	x	x	✓	✓	x	x	Medium?	<ul style="list-style-type: none"> <li>– Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>– Monitoring of impact</li> </ul>	Maximisation of alternative funding
Physical Disabilities Purchasing Strategy	✓	x	x	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>– Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account.</li> <li>– Monitoring of impact</li> </ul>	Review of physical disability packages with a view to obtaining price and volume efficiencies
Care Homes - use of community alternative to defer placement	✓	x	x	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>Engagement with service users and carers</li> <li>– Pre-procurement market events</li> </ul>	

Project / Review	Age	Race	Gender	Disability	Carers	Religion and Belief	Sexual Orientation	Impact after mitigation	Mitigation	Rationale
Key: ✓ = Potential impact; x = No impact; NK = Not known – insufficient evidence										
Older People Homecare - use of community alternatives	✓	x	x	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>– Needs analysis</li> <li>– Engagement and consultation with service users</li> <li>– Coordination with partners</li> <li>– Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>– Improve choice, flexibility and quality of provision</li> <li>Budget pressures</li> </ul>
Positive outcomes for people through new specialist care at home schemes	✓	x	x	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>– Needs analysis</li> <li>– Engagement and consultation with service users</li> <li>– Coordination with partners</li> <li>– Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>– Fewer ongoing care packages required</li> </ul>

Project / Review	Age	Race	Gender	Disability	Carers	Religion and Belief	Sexual Orientation	Impact after mitigation	Mitigation	Rationale
Key: ✓ = Potential impact; x = No impact; NK = Not known – insufficient evidence										
Preventative Telecare	✓	x	x	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>– Services to be provided through traditional channels.</li> <li>– Communication equipment to meet accessibility standards.</li> <li>– Access to Interpreting and Translation Service.</li> <li>– Support to service users with additional needs</li> <li>– Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>– Improving access and flexibility to clients</li> <li>– Budget pressures to reduce more costly face-to-face contact</li> </ul>
NHS protection of social care and adherence to new national eligibility criteria	✓	x	x	✓	✓	x	x	Low to medium	<ul style="list-style-type: none"> <li>– Needs analysis</li> <li>– Engagement and consultation with service users</li> <li>– Coordination with partners</li> <li>– Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>– NHS policy changes</li> </ul>

Project / Review	Age	Race	Gender	Disability	Carers	Religion and Belief	Sexual Orientation	Impact after mitigation	Mitigation	Rationale
Key: ✓ = Potential impact: x = No impact; NK = Not known – insufficient evidence										
Learning Disabilities - use of community alternatives	✓	x	x	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>– Needs analysis</li> <li>– Engagement and consultation with service users</li> <li>– Coordination with partners</li> <li>– Monitoring</li> </ul>	– Use of community alternatives
In House Day Services	✓	x	✓	✓	✓	x	x	Low	<ul style="list-style-type: none"> <li>– Use of community facilities and universal services</li> <li>– Promotion of volunteering and employment schemes where appropriate.</li> </ul>	– Use of community alternatives
<b>ENVIRONMENT</b>										
HWRC “shops”	✓	✓	✓	✓	✓	✓	✓	Low	– Potential to benefit all sections of the community who will benefit from the opportunity to purchase lower cost items	–
Convert all remaining street lighting to LED & CMS (Phase 4)	x	x	x	x	x	x	x	Low	Project should not impact on communities, road users and pedestrians	–

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Key: ✓ = Potential impact; x = No impact; NK = Not known – insufficient evidence										
LED & CMS street lighting Phase 2 - Invest to save	x	x	x	x	x	x	x	Low	Project should not impact on the communities who live within the vicinity of the A Class road network, or similarly, road users and pedestrians using the network.	–
<b>COMMUNITY PROTECTION</b>										
Community Safety Task Force	x	x	x	x	x	x	x	No Impact	No impact on service users	–
<b>RESOURCES</b>										
Engagement and Consultation Phase 2	x	x	x	x	x	x	x	No impact	Move to biennial survey. No impact.	–
Corporate initiatives budget	x	x	x	x	x	x	x	No impact	This will consist of a review to ensure a consistent and fair basis for decision making regarding subscriptions and projects that are supported.	–

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Key: ✓ = Potential impact; x = No impact; NK = Not known – insufficient evidence										
Future Libraries Strategy	✓	x	✓	✓	✓	x	x	Low to medium	<ul style="list-style-type: none"> <li>– HCC will seek to develop partnership agreements with local community groups to support Tier 3 libraries.</li> <li>– Community partners will be invited to add value to self-service library facilities by providing volunteer assistance.</li> <li>– Investigate possibilities for developing a community transport service to collect customers and take them to visit the nearest local library.</li> </ul> <p>HCC will provide a high quality online library service, available to Hertfordshire members 24/7 from anywhere in the world.</p>	–