INTEGRATED PLAN

PART F – 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 2018-19 to 2021-22 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 and proposals 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 under-representation.

–   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 EqIAs 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
CHILDREN'S SERVICES	

Family Centre Recommissioning
To procure a Family Centre Service comprising high quality public health nursing services and children's centres services to improve outcomes for children, young people and their families across Hertfordshire and deliver better value for money.
 	
There is the potential for a negative impact on children, young people and families from areas of deprivation and from Black and Minority Ethnic (BME) backgrounds (due to the increased likelihood that BME groups live in areas of deprivation in Hertfordshire and have traditionally); pregnant women; teenage parents; males – who tend to be under-represented in the current service; under 5s, as the age range of the service has increased; and young carers who may be particularly vulnerable and hard to reach.
	An EqIA already carried out has identified a range of actions that will be taken to mitigate any potential impacts and help to deliver improved outcomes for more children and young people:
	– Developing a greater workforce skill mix and reducing duplication so that available resources are used as effectively as possible
	– Developing a more integrated approach across Early Years settings to deliver services differently
	– Robust needs analysis and prioritisation, including ensuring resources are targeted at those most in need; the county council will work with the service provider to:
	  o evaluate options to mitigate risks to vulnerable families
	  o awareness training for staff on cultural practices such as Female Genital Mutilation in order to ensure the service can identify and respond appropriately to these issues
	  o develop an enhanced offer for particularly vulnerable groups – including teenage parents
	  o develop a 'lead school nurse' role with subject specialism for vulnerable children, including young carers
	  o develop outreach to BME groups where take up of service has been low traditionally – including signposting to interpreting and translation services where appropriate
	  o Ensure sessions aimed at dads & male carers are maintained
	– Individual school needs assessments will identify any requirements based on individual school and their catchment area.
	– Continue to encourage and facilitate peer to peer support among parents and carers
	– Staff awareness raising and training
	– Health outcomes tend to be worse in more deprived areas so service provision will take this into consideration; parents in known risk groups

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
	will have additional support offered to them by health visitors – Have a six-month mobilisation period for the new service to give time for any new provider to familiarise themselves with the county and to put key operational processes in place. – Monitor and review arrangements to ensure there is sufficient expertise to meet identify and meet the needs of vulnerable children, including young carers
YC Hertfordshire service review To review the services provided/covered by YC Hertfordshire, which include youth work projects and programmes; information, advice and guidance; work-related learning; outdoor education and support for young people aged 13-19 (up to 25 for young people with learning disabilities). For young people leaving care, support is provided to the age of 21. The review will consider how services delivered by YC Hertfordshire operate both in and outside the council and how the county council can work with our partners both in the public and voluntary sectors. There will be change in what and how services are delivered and in some areas a potential reduction. There will therefore be an impact on staff and there is also the potential for a negative impact on young people aged 11-25. The age range in focus for review will be from 11-19 where early support is required and up to 25 years for care leavers and those with Learning Disabilities.	All service review models aim to protect front line face-to-face delivery and the delivery of early intervention and prevention, in order to minimise the need to escalate to specialist services. The following actions are proposed to mitigate any negative impact: – Work with partners, including the voluntary and community sector, will be a key part of developing a new and more creative approach to supporting young people. – Continue to have as the primary purpose of our early support and preventative approach "Enabling Young People to Succeed" and the delivery of targeted early intervention to reduce escalation to more expensive and intensive services. – Consider how resource allocation can be targeted at those who need support the most, and to "narrow the gap" for those least likely to progress. It will take into account potential increased demand e.g. the ONS forecasted rising youth population of up to 20% between 2017 and 2026, welfare reforms, care leavers and the needs of young people with learning disabilities. – Phase the review and its implementation over two years to allow for service remodelling processes and workforce development, including consultation and engagement with the workforce, partners and young people. – Robust consultation and engagement with young people – including 'looked after' care leavers – and stakeholders – Focus resources on the most disadvantaged young people, those presenting the most challenging behaviour, those at risk and

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
	vulnerable groups. A full equality impact assessment will be undertaken as part of the remodelling of the service, which will include actions to mitigate any potential impacts on staff.
Serco SMS contract savings The Children's Contact Service, which is run by Serco, will deliver savings as a result or reductions in the number of Children Looked After since the contract was originally agreed. This means that not as many supervised contacts are required. Low impact expected, although there is a small chance of a negative impact if the number of Children Looked After increases significantly and there are issues with agreeing the revised number of hours.	The following mitigating actions were identified in an equalities impact assessment already completed for this proposal: – Set out a clear process for agreeing increases in hours required if number of Children Looked After increase significantly – Liaise with social care professionals and other partners to ensure that any alternative family support provided addresses the highest priorities and takes account of the different needs of different groups.
0-25 integration 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	Potential impacts on children and their families will be mitigated against by the following: – Robust needs analysis informed by data across children's services teams. – Appropriate consultation and engagement to ensure that the children and families affected are informed and involved in decisions. – 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. – Individual equality impact assessments will be completed for service and policy proposals where required.
Herts Music Service The service is in the process of reorganisation in order to reduce direct financial support provided by HCC. 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 charging policies.	A full EqIA will be carried out once more detailed proposals have been identified. Potentially there will be changes to the way some services are delivered.

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
School Improvement (Herts for Learning) It is proposed to reduce the HCC contribution to the contract with Herts for Learning.	The shortfall in funding will be met by additional money de-delegated by maintained schools to support the continuation of this activity, some reductions in service levels, and some use of DSG where justifiable. Services will not be substantially affected.
Off site visits to schools Expenditure in providing advice to schools in this area will need to be fully funded from trading.	Monitor feedback from schools and review if necessary.
INTERNAL **Salary Savings** Limited reductions will be made across salary budgets, taking account of vacancies arising. **Premature Retirement Compensation (PRC) and redundancy** 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.	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: – Consideration of flexible working arrangements. – Support from Staff support networks. – Access to Carewell, confidential advisers and a range of resources to help staff. – Robust policies to protect staff and specific policies for pregnant staff and staff on maternity leave. – Continual monitoring of the impact on staff. – Additional leave allowances for disability and pregnancy related illness. – Following our equal opportunities policy for staff: Putting People First. Any potential impact on service users will be subject to an EqIA in relation to that potential impact.
ADULT CARE SERVICES	
Best Value Team target Continue to deliver savings from care contracts and improved value for money for people with learning disabilities.	No direct impact on service users as focus is on achieving better value for money from commissioned providers. Service users' needs will continue to be met. However, all negotiations are informed by a robust risk assessment of providers, which informs the Council's approach.
Mental Health This relates to changes in the way training is delivered and does not have a direct impact on service users.	None required – the way the Council will address Mental Health issues is set out in our new Mental Health Strategy, which aims to improve overall outcomes for people with mental health conditions,

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	specifically those from a BME background as there is a higher incidence rate. The accompanying action plan will monitor progress against the aims of the strategy to ensure progress is made.
Older People Strategy savings 1. **Demand Management at Customer Service Centre** The Social Care Access Service would be tasked with reducing demand by 1% (after demography factored in), by reducing work that goes through to the Extended Involvement Team for ongoing care. Will impact on older people with care and support needs 2. **Optimising enabling outcomes for people (less homecare)** Increased focus on ensuring people in receipt of care are enabled to reach their optimum level of independence, and therefore reduce and/or delay their ongoing need for care. This will include implementing a new practice model and maximising use of Specialist Care at Home and equipment. This has the potential to reduce the number of older people – particularly those with health conditions that receive long-term homecare. 3. **Flexible outcome-based care plans with Telecare** Use Assistive Technology in a smarter way to reduce the amount of care commissioned. This will impact on older people and disabled people who require some support with daily living activities and/or to maintain health and has the potential to reduce dependence on formal care. It may also have an impact on carers. Potential negative (if awareness / understanding is low or ability to use/engage with technology is limited) and positive (maintain and improve independence and overall	The following mitigating actions taken or planned are aimed at minimising any negative impact of these proposals: – Focus on reducing the need for services so resources go towards those people who need it most and for which community alternatives are not available – Preventative, proactive and personalised work with service users – Use of new holistic 'Connected Lives' assessment methodology to ensure that all an individual's needs and the potential impact of decisions is taken into account – Work with NHS to ensure they are providing effective rehabilitative services – More use of flexible care plans so that care managers and care providers can focus on meeting needs in different, more personalised ways – Robust communication between partners and providers – Ongoing monitoring of impact of changes in practice – Robust communication plan will ensure awareness is raised and the reasons for proposals are clear – Appropriate engagement and signposting for service users and carers and the groups that represent them will ensure proposals match their needs – Seek feedback and learn lessons from pilots being commissioned and identify and review any specific equality impacts identified – Coordination with other partners and agencies involved in the delivery of Assistive Technology

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wellbeing outcomes) **4. Fewer residential care placements / more Flexicare Housing** Continue downward trend in residential care placements. Potential for positive impact on older people in line with the personalisation and enablement agendas. **5. New nursing care commissioning - average fees lower** Focus on securing nursing care home placements to levels that reflect population growth and increase in needs and in line with care practice and prescribing changes. Potential for positive impact on older people with significant care (nursing needs) and their carers by increasing number of places available.	and accommodation. – Align work on residential and nursing care placements, flexicare and Supported Living through the delivery of the Integrated Accommodation Strategy to ensure that older people are offered the most cost effective and enabling housing options – Robust needs analysis to ensure the service proposals match the needs of the users. – Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account. – Coordination with other partners and agencies to ensure vulnerable people are supported. – Continual monitoring to ensure positive benefits are being realised, including gaining evidence of increased enablement – Developing care fee structures that align with categories of care and are linked to financial incentives based on quality and performance will help ensure they are set appropriately to meet the needs of vulnerable older people.
Herts Equipment Service Commercial Innovation (HES) This relates primarily to successful work already carried out to improve the responsiveness of the HES service, which entailed a short term investment that is now being repaid. There has been good work to rationalise prescribing costs through standardising the HES catalogue.	Ensuring a comprehensive range of equipment available and monitoring the impact where branded or higher cost items have been removed from the catalogue. There is the potential for further innovation in future years but the potential impacts of these will be considered in next year's Integrated Plan EqIA.
Disability Service strategy savings **1. Education, work, volunteering and personal budgets - linked to day opportunities** Developing education, work and volunteering opportunities allowing people to live healthy and purposeful lives to their full potential and as independently as	There are likely to be additional individual work areas that will need to be developed to support workstreams under this strategy over the four year period of the Integrated Plan – e.g. a new Day Opportunities approach – which may require member engagement in due course. This will include consideration of specific equality impacts identified. The following mitigating actions taken or planned are aimed at minimising any negative impact of the proposals:

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
possible. Potential for impact on people with a disability and their carers. **2. Optimal accommodation options for all - housing and Shared Lives** Securing the most independent level of accommodation for younger people with disabilities, in line with their care plans. A growth in localised community accommodation that promotes independent living and minimises the requirement for people – including older people with learning disabilities – to live in high cost accommodation. **3. Review Out of County (OOC) placements and Transforming Care clients** Review every OOC and Transforming Care Placement with a view to where possible commissioning more appropriate provision in Hertfordshire at a more suitable price. Significant potential for a positive impact – provided that local provision is appropriate – for disabled people and their carers. **4. Negotiating strategies with key providers / Inflation strategy targeting 'non Value for Money' providers** Develop and implement negotiating strategies for key areas of provision across residential care (including out of county) and Supported Living. Potential for a negative impact on people with a disability if providers seek to exit the market **5. More Continuing Healthcare (CHC) income / other income streams for Transforming Care Placements** To increase funding received from	– Robust needs analysis to ensure the service proposals and specific accommodation options match the needs of the users, including by age, and use a wide range of data sources, including national data and learning from other areas that have introduced similar changes – Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account and help build a consensus around the case for change – Coordination with other partners and agencies to ensure vulnerable people are supported, including signposting and referral of service users and carers where appropriate. – Robust monitoring of the overall Learning Disability budget to make best use of existing resources to ensure support is targeted at those who need it most. – Continual monitoring to ensure positive benefits are being realised. – 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. – Person-centred evaluation on a case by case basis of the potential for a new model of care and support – Service-level reviews as part of implementation plans to ensure that cumulative impacts are identified and addressed. – Integrated approach to developing the market and negotiating with providers; including fully risk assessing each provider and considering quality and safeguarding issues as well as financial; and working with local, regional and national partners around market resilience. No negative impact on service users or carers as the proposal is not to reduce the service but to maximise other income streams so that HCC funding can be used to meet the needs of people for which other

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Continuing Healthcare and the Transforming Care programme.	funding is not available.
Other Disability Service savings: In-house services – Commercial Innovation Developing a new operating model for in-house day services, supported living and short breaks, to include moving the activity to a HCC-owned trading company(ies). Potential for impact on service users and staff.	The following mitigating actions taken or planned are aimed at minimising any negative impact: – Robust business case development that articulates and tests the proposed benefits – Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account. – Coordination with other partners and agencies to ensure vulnerable people are supported. – Continual monitoring to ensure positive benefits are being realised. – Carry out further equalities impacts as part of developing the business case for these proposals
Older People and Disabled People: more CHC income To increase number of service-users who receive funding for their care package from NHS Continuing Health Care (CHC). Potential for positive impact on older and disabled people so overall HCC funding can be spent most effectively.	No negative impact on service users or carers as the proposal is not to reduce the service but to maximise other income streams so that HCC funding can be used to meet the needs of people for which other funding is not available.
Housing Related Support Better value for money from Housing Related Support spend, including identifying duplication and the capacity of existing contracts/services. Potential for negative (if awareness is poor) and positive impact (more efficient use of funding enable service to support more people) on older people and disabled people.	Low impact expected, due to alternative services being available and developing different ways of meeting care and support needs. The following actions will help to mitigate any negative impacts: – Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account during any tender/review/re-commissioning exercises – Clear signposting to alternative provision – Using the findings of monitoring of impacts on vulnerable groups to identify how to target capacity of existing contracts/services to address areas of need
Community hubs Develop community hubs to bring together a range of services to reduce	The focus will be on reducing revenue costs to increase efficiency by bringing different services together, not on reducing service provision. This will

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revenue costs. No impact yet as savings are not due to be delivered until 2019/20.	required detailed modelling and business case development and any impacts and mitigations required will be assessed in next year's Integrated Plan EqIA.
Reduce grants to voluntary organisations Working with both Clinical Commissioning Groups to reduce spend / better use funding in the areas of Mental Health, Advocacy, Crisis Intervention and Carers. Has the potential for both positive and negative impacts on people with disabilities and carers.	Low impact expected, due to alternative services being available and providers not relying fully on grants to deliver services. The following mitigating actions taken or planned are aimed at minimising any negative impact: − Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account. − Monitoring of impacts on vulnerable groups − Full EqIAs will be carried out for each budgetary / tender proposal in order to help ensure funding is targeted at where it is most needed

Charging Income for Community Based Adult Social Care
Update the Council's charging policy to reflect national changes and address local anomalies. Will impact on older people, disabled people and potentially their carers if service users decline formal care if they are not willing to pay additional charges. May also be an impact on people with communication needs relating to a disability, sensory impairment or as their main language is not English.
	Low impact expected. The following mitigating actions taken or planned are aimed at minimising any negative impact:
	− Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account. Full consultation process already planned and Equality Impact Assessment already carried out to inform consultation process, which identified a number of specific actions, including:
	  o Writing to all service users as part of the public consultation to explain how changes will affect them
	  o Monitoring impact: including review of the debt position, number of charging appeals, number of people who decline services as they don't want to make a contribution
	  o Send individual communication to all relevant service users once the final changes are agreed to clearly set out how the changes will affect them
	  o Ensure access to interpreting services is available, if required

Transport rationalisation Review of contractual arrangements, stronger enforcement of existing	Low impact expected, given the proposed focus on ensuring the most enabling, preventative service offer. However, the following are proposed to

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transport policy and active work to promote alternatives, such as travel training. Given the client group, likely to have the most impact on younger disabled people and older disabled people – potential positive (increased independence) and negative (loss of a preventative, enabling service if overall there is less transport available).	mitigate any potential negative impacts: − Person-centred evaluation on a case by case basis of the potential for a new model of care and support − Service-level reviews as part of implementation plans to ensure that cumulative impacts are identified and addressed. − Coordination with other partners and agencies to ensure vulnerable people are supported, including signposting and referral of service users and carers where appropriate.
Older people homecare – use of community alternatives 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.	The following mitigating actions taken or planned are aimed at minimising any negative impact: − Robust needs analysis to ensure the service proposals match the needs of the users. − Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account. − Coordination with other partners and agencies to ensure vulnerable people are supported. − Continual monitoring to ensure positive benefits are being realised, including 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.
Positive outcomes for people through new specialist care at home schemes Fewer on-going care packages required for people leaving hospital because new specialist intensive care at home schemes rehabilitate and aid independence.	Specialist Care at Home is targeted at vulnerable residents: individual needs will need to be identified and taken into account to reduce the risk of negative impacts. The following mitigating actions taken or planned are aimed at minimising any negative impact: − Robust needs analysis to ensure the service proposals match the needs of the users and focus on those most in need of care and support. − Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account. − Coordination with other partners and agencies to ensure vulnerable people are supported. − Continual monitoring to ensure positive benefits are being realised, including monitoring to ensure

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	culturally appropriate care continues to be provided and that individuals who do not have high levels of proficiency in English will be supported.
Preventative Telecare 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. 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. 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.	The following mitigating actions taken or planned are aimed at minimising any negative impact: – Support and access to services will continue to be available through traditional channels for those service users that lack sufficient capacity or are unable to access this service. – All communication equipment will meet accessibility standards. – Users with language requirements will be able to access Language Line and the Hertfordshire Interpreting and Translation Service. – 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. – Continual monitoring and consultation with staff and service users.
Older People and Physical Disability Care Purchasing Review of packages with a view to obtaining price and volume efficiencies.	The following mitigating actions taken or planned are aimed at minimising any negative impact: – Robust needs analysis to ensure the service proposals match the needs of the users. – Appropriate engagement and consultation will ensure the views of service users, carers and groups that represent them are taken into account. – Coordination with other partners and agencies to ensure vulnerable people are supported. – Continual monitoring to ensure positive benefits are being realised. – 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.
INTERNAL **Reduction of central teams and savings related to the 'Enabling the Worker' programme**	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:

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Serco SMS Contract savings Savings relating to a range of support services delivered by Serco on behalf of the Council, including the Social Care Access Service and Telecare. Wherever possible, savings are delivered through efficiencies with no adverse impact on service-users. The groups most likely to be affected are older people, disabled people, people who do not have English as a first language and carers, and to a lesser extent people with particular religious beliefs. There is the potential for both positive and negative impacts.	− Consideration of flexible working arrangements. − Support from Staff support networks. − Access to Carewell, confidential advisers and a range of resources to help staff. − Robust policies to protect staff and specific policies for pregnant staff and staff on maternity leave. − Continual monitoring of the impact on staff. − Additional leave allowances for disability & pregnancy related illness. − Following our equal opportunities policy for staff: Putting People First. Any potential impact on service users will be subject to an EqIA specific to those potential impacts. The Equality Impact Assessment already completed sets out a number of actions to mitigate against potential negative impacts. Key actions include: − All service areas to ensure that the process for making complaints and / or raising concerns is clearly set out to service users and staff − Broad representation on the Innovation Forum linked in with appropriate interdependent work such as the digital inclusion agenda. − Ongoing monitoring of all services, including proactive review of who accesses them, including identifying under- or over-representation − Work in an integrated way to ensure that new service models are in line with a range of strategic objectives – for example, the Integrated Accommodation Strategy, Learning Disability Transformation work and the Assistive Technology Strategy. − Continual user involvement through evaluation and regular service quality checks to ensure effective communication channels. − Communications plan to support service changes − Consider staff training needs and any safeguards needed for service users when implementing any new technologies. Where appropriate, consultation will take place with key groups affected. − Staff training on accessibility, cultural/religious

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	differences and carer needs
ENVIRONMENT	
Savercard - additional income Increasing the price of Savercards by £5 to generate additional income, and review annually in future in line with changes in the Consumer Price Index. Minimal impact on vulnerable groups on low incomes. The Savercard may also be extended to include other groups, provided it remains within its current budget, subject to a decision by county council Members. This would have potentially positive impacts by enabling additional groups to benefit from discounted travel.	Any price increase may cause some users concerns and lead to people on low incomes feeling less able to access Savercards. However, a drop in applications for Savercards is not anticipated, as even with the price increase, the card represents good value for money for most young bus users. The situation will be monitored and reviewed if necessary.
Household Waste Recycling Centre (HWRC) Re-use targets The wider introduction of re-use 'shops' across the HWRC network has proved successful and should result in additional income with the planned expansion in size of some shops.	Positive impact for some service users as increasing the amount of goods available for sale in re-use shops at HWRCs may enable them to buy items that they would otherwise be unable to afford.
LED Street Lighting This is an 'invest to save' efficiency project, which will also improve resilience of the street lighting service.	The Equality Impact Assessment previously completed indicated 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 road network, or similarly, road users and pedestrians using the network.
INTERNAL **Review & Integrate Countryside Management Service / Rights of Way** No impact on service users – internal efficiency focusing on more integrated working.	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: – Consideration of flexible working arrangements. – Support from Staff support networks. – Access to Carewell, confidential advisers and a range of resources to help staff.

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
	− Robust policies to protect staff and specific policies for pregnant staff and staff on maternity leave. − Continual monitoring of the impact on staff. − Additional leave allowances for disability and pregnancy related illness. − Following our equal opportunities policy for staff: Putting People First.
COMMUNITY PROTECTION	
INTERNAL **Staffing changes** − Change in fire prevention personnel and terms and conditions − Shift from 'grey' to 'green' book terms and conditions − Removal of risk reduction role	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: − Consideration of flexible working arrangements. − Support from Staff support networks. − Access to Carewell, confidential advisers and a range of resources to help staff. − Robust policies to protect staff and specific policies for pregnant staff and staff on maternity leave. − Continual monitoring of the impact on staff. − Additional leave allowance for disability & pregnancy related illness. − Following our equal opportunities policy for staff: Putting People First. Any potential impact on service users will be subject to an EqIA in relation to that potential impact. No impact is expected on service users from the removal of the risk reduction role as due to changes in the service model, this activity can now be carried out by other staff members.
RESOURCES	
Corporate Communications - Horizons Reduce the number of Hertfordshire Horizons magazine issues from three to one over a two year period. A number of residents learn about the county council's work and campaigns by	Although any impact is expected to be minimal, the following actions will be taken to ensure this is minimised: − Consultation and engagement to more specifically identify impacts before proposals are finalised − Link up with existing activity and initiatives under

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reading the Horizons magazine – and are likely to include people who find it more difficult to access digital services, including older people and people who live in areas of higher deprivation.	the county council's 'Smart Digital' programme, including signposting to digital inclusion resources across the county, including libraries' 'digital champion' volunteers
Registration & Citizenship Service Further channel shift to online bookings	Although any impact is expected to be minimal, the following actions will be taken to ensure this is minimised: − Work with the corporate digital programme to promote digital inclusion resources, including Hertfordshire libraries' offer − Continue to offer an alternative way to book appointments – e.g. telephone – for people who are unable to access online systems
Herts Fullstop – new service delivery model A new service delivery model to improve the customer experience and lead to a range of positive impacts.	Monitoring progress and ongoing review to ensure proposed positive benefits are delivered.
Libraries – an alternative delivery model for the service The Hertfordshire Library Service is exploring an alternative delivery model (for example, charity or social enterprise) as the best way of delivering the ambitions of the Inspiring Libraries Strategy and achieving the savings required.	The following mitigating measures have already been taken or are planned to take place: − An accessible public consultation to highlight specific impacts and feedback on the proposals − Continue to 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. − The potential for differential impact on people with protected characteristics will require further analysis in terms of actual impact and potential mitigations as more detailed proposals emerge − Develop a robust equalities impact assessment as part of the development of the business case
Translation & Interpreting Service Reduction in overall spend following agreement of new, improved contractual arrangements. No direct impact on service users.	No mitigating actions required – we will continue to work with providers and internal teams to make best use of these services and ensure that they are available to anyone who needs them.

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
E-commerce (income collection) Changes to the system we use for service users to pay for goods and services from the county council. The aim is to improve our internal processes and reduce transaction costs so there will be no direct impact on service users. As with any new system, there is the potential for a differential impact on people who may find it more difficult to get used to new systems or access and use digital technology (e.g. older people) – particularly if there is a move towards more online payments.	This project will improve and expand upon the Council's current electronic income collection by offering service users the ability to pay online, by telephone using Automatic Telephone Payments (ATP) or through mobile devices. We will ensure that payments for service provision are accessible to all groups. This will include: – Making alternative channels available for accessing and paying for services (e.g. through the Customer Service Centre) – Engaging and consulting with service users where appropriate – e.g. testing the system with service users and following up on feedback – Link up with our libraries to signpost to digital inclusion resources where appropriate.
Engagement and Consultation Reduction in frequency of the residents' survey.	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.
INTERNAL **Serco Shared Managed Services contract savings** Savings negotiated with the provider of the following services to HCC: Customer Service Centre, Social Care Access Service, ICT, Finance and Human Resources (HR) Transactions, Payroll, Occupational Health, Children's Contact Service, Driver Training, Highways Fault Reporting system and Facilities Management (FM). Potential for impact on some protected characteristics groups – including older people, disabled people, people from BME communities and carers. However, low impact expected as proposals include various actions to mitigate against potential impacts. **Further back office savings** To deliver efficiencies in back office support, including staffing efficiencies in internal departments and in customer service roles due to automating	Key mitigations proposed in the Equality Impact Assessment already completed include: – Communications plan to support service changes – The training needs of all staff will be considered when implementing any new technologies. Where appropriate, consultation will take place with key groups affected. – Safeguards in place to take account of different groups if and when implementing Channel Shift – Ongoing monitoring – and review if necessary – of service user and staff needs, service quality and accessibility – Training for staff on accessibility, cultural/religious differences and carer needs. HCC has a policy and guidance of principles, values, and expectations relating to Organisational Change (including Accommodation moves), Redundancy and the Priority Application Process. Equality impact assessments are completed where necessary and managers are supported to ensure any negative

Service area and potential for impact on people from protected groups	How we will mitigate against any possible impacts
processes. **Hertfordshire Archives and Local Studies** Reduced funding for the service. **Office Accommodation – 25 by 20** Reduce the cost of central office accommodation by 25% by the year 2020 and modernising office accommodation to be SMART, flexible, efficient and fit for purpose.	impacts are mitigated against. This includes: − Consideration of flexible working arrangements. − Support from Staff support networks. − Access to Carewell, confidential advisers and a range of resources to help staff. − Robust policies to protect staff & specific policies for pregnant staff and staff on maternity leave. − Continual monitoring of the impact on staff. − Additional leave allowances for disability and pregnancy related illness. − Following our equal opportunities policy for staff: Putting People First. − Work closely with the Asset Management Board on property/accommodation transformation Any potential impact on service users will be subject to an EqIA in relation to that potential impact.
Democratic Services Shift from paper copies of documents for senior officers and members to electronic publication.	This will be included as part of a corporate programme to deliver meeting management systems that ensure the most efficient and effective systems are in place for staff and Members across the organisation.

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 EqIAs and are summarised below:

Greater integration of council, health and community services	− Offers new opportunities to service users and carers who will benefit from a holistic and personalised approach to service delivery.
Increased emphasis on client self-service, internet based/digital services and use of IT to help make services more accessible and responsive	− 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, including an increased focus on a 'Community First' approach across 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 increasing complexity of need and the changing demographics within the county – e.g. an ageing and increasingly diverse population and increasing complexity of care and support needs, 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, and a large proportion of the Council's overall budget is also spent on vulnerable groups (for example, a significant proportion of the budget for Adult Care Services is spent on supporting people with a learning disability). 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 (including older people with age-related health conditions, older people with learning disabilities and older carers) 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 or proposed to minimise potential negative impacts and ensure that the most vulnerable people in our communities continue to be supported.

The projects and proposals identified in this plan are subject to ongoing monitoring and development. 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 that gives further examples of how we are complying with the Duty is available at www.hertfordshire.gov.uk/equalities. Also available on that page is our Equality Strategy and our annual workforce profile, which 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 summarises analysis of potential impact on services and service users. It does not cover staff reviews/proposals that have the potential to impact on staff only, which have separate EqIAs.

Project / Review	Age	Race	Gender Reassignment	Disability	Carers	Religion and Belief	Pregnancy and Maternity	Sex	Marriage and Civil Partnership	Sexual Orientation	Impact after mitigation	Mitigation	Rationale
Key: ✓ = Potential impact: x = No impact; NK = Not known – insufficient evidence													
CHILDREN'S SERVICES													
Family Centre Recommissioning	✓	✓	x	✓	✓	x	✓	✓	x	x	Low	– Robust needs analysis and prioritisation, including ensuring that resources are targeted at those most in need, including offering additional support to parents in known risk groups – Individual school needs assessments – Encourage and facilitate peer to peer support – Six month mobilisation period for the new service – Monitor and review	Service Review to develop a more integrated service and greater workforce skill mix to reduce duplication and ensure all available resources are used as effectively as possible in an aligned service.
YC Hertfordshire Service Review	✓	x	x	✓	x	x	x	x	X	x	Low to Medium	– Work with partners to develop the approach – Strengthen focus on targeted early intervention, including best use of resources to support those most in need in order to 'narrow the gap' – Phase review over two years – Robust consultation and engagement with service users and families	Service Review to improve overall efficiency and the way the service works with partners

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0-25 Integration	✓	✓	x	✓	✓	✓	x	x	x	x	Low	Robust needs analysis informed by data; appropriate consultation and engagement and staff training.	Improve efficiencies and remove duplication across services
Herts Music Service	✓	x	x	✓	✓	x	x	x	x	x	Low	A full EqIA will be carried out once details have been confirmed. Potentially there will be changes to the way some services are delivered.	Central Government policy
School Improvement (Herts for Learning)	✓	✓	x	✓	✓	✓	x	x	X	x	Low	A full EqIA will be carried out once details have been confirmed. Some shortfall in funding will be met by other sources. Services will not be substantially affected.	Central Government policy and re-allocation of funding
Off Site visits to schools	✓	x	x	✓	✓	x	x	x	x	x	Low	Monitor feedback from schools and review if necessary	Service Review
Serco SMS contract savings (Children's Contact Service)	✓	✓	x	x	x	x	x	x	x	x	Low	Set out a clear process for agreeing increases in hours required if number of Children Looked After increase significantly; and liaise with professionals and partners to ensure that alternative family support addresses the highest priorities and takes account of the different needs of different groups.	Contract Review

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ADULT CARE SERVICES													
Best Value Team Target	x	x	x	x	x	x	x	x	x	x	No impact	None required	Ongoing review of contracts to ensure best value for money
Mental Health	x	x	x	x	x	x	x	x	x	x	No impact	None required	
Older People Strategy Savings (this includes 5 separate proposals, which are set out in the table in section 2 above. Impacts and mitigation have been summarised in this table)	✓	x	x	✓	✓	x	x	x	x	x	Low	- Robust needs analysis to ensure service proposals match the needs of users - Preventative, proactive and personalised work with service users - Focus on reducing need/ demand and enabling community alternatives - Working with partners to ensure best use of resources and integrated ways of working - Robust communication and engagement with service users, carers and providers - Ongoing monitoring of impact of changes	Service review to respond to demographic changes and resource challenges and to help meet the updated strategic ambitions being developed for Adult Care Services, including maintaining independence and building strong, supportive and resilient communities

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Herts Equipment Service	✓	x	x	✓	x	x	x	x	x	x	Low	Ensuring a comprehensive range of equipment available and monitoring the impact where branded or higher cost items have been removed from the catalogue.	Service Review to ensure best value for money
Disability Service Strategy Savings (this includes 5 separate proposals, which are set out in the table in section 2 above. Impacts and mitigation have been summarised in this table)	✓	x	x	✓	✓	x	x	x	x	x	Low	- Robust needs analysis to ensure the service proposals and specific accommodation options match the needs of the users - Robust engagement and consultation with service users, carers and providers - Coordinate work with other partners and agencies - Robust service and budget monitoring to ensure best use of resources - Person-centred evaluations of the potential to be supported in new ways - Integrated approach to developing the market and improving resilience	Service review to respond to demographic changes and resource challenges and to help meet the updated strategic ambitions being developed for Adult Care Services, including maintaining independence and building strong, supportive and resilient communities

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In-house services – commercial innovation	✓	x	x	✓	✓	x	x	✓	x	x	Low	– Robust business case development, including detailed analysis of equalities impacts as proposals are developed – Appropriate engagement and consultation – Ongoing monitoring	Developing a new operating model for the service
More Continuing Healthcare income	x	x	x	x	x	x	x	x	x	x	No impact	None required	Maximise alternative income streams
Housing Related Support	✓	x	x	✓	x	x	x	x	x	x	Low	– Appropriate engagement and consultation – Clear signposting to alternative provision – Using monitoring findings to help target existing service capacity to address areas of need	Contract Review to ensure better value for money on overall spending in this area
Community Hubs	NK	NK	NK	NK	NK	NK	NK	NK	NK	NK	NK	None required at this stage.	Requires detailed modelling and development – however, the focus will be on brining services together in a more integrated way.

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Reduce grants to voluntary organisations	x	x	x	✓	✓	x	x	x	x	x	Low	− Appropriate engagement and consultation − Monitoring of impacts on vulnerable groups − Complete full EqIA for each budget proposal to help ensure funding is targeted at where it is most needed	Service review to take account of alternative service available
Client Income	✓	✓	x	✓	✓	x	x	x	x	x	Low to Medium	− Appropriate engagement and consultation − Responding to consultation findings and clear communication about what the agreed changes will mean for service users and carers	Maximising alternative funding
Transport rationalisation	✓	x	x	✓	✓	x	x	x	x	x	Low	− Person-centred evaluation on a case-by-case basis − Service-level reviews to ensure cumulative impacts are identified and addressed − Coordination with other partners and agencies	Service Review to ensure the service is available to those who need it most

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Older people homecare – use of community alternatives	✓	✓	x	✓	✓	x	x	✓	x	x	Low	– Robust needs analysis to ensure the service proposals match the needs of the users. – Appropriate engagement and consultation – Monitor – including of culturally appropriate support – and review if necessary	Improve choice, quality and flexibility of provision and respond to budget pressures
Specialist Care at Home	✓	x	x	✓	✓	x	x	x	x	x	Low	– Robust needs analysis to ensure service proposals match the needs of users. – Appropriate engagement and consultation – Monitor – including of culturally appropriate support – and review if necessary – Coordination with other partners and agencies to ensure vulnerable people are supported and ongoing support needs are met	Fewer ongoing care packages required

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Preventative telecare	✓	x	x	✓	✓	x	x	x	x	x	Low	− Continue to make access and support available through traditional channels for service users that lack sufficient capacity or are unable to access this service − Ensure compliance with accessibility standards − Provide additional support to service users with additional access needs − Monitoring and engagement with service users and carers	Improving access and flexibility to clients; responding to developments in technology; and responding to budget pressures by offering alternatives to face to face contact
Care Purchasing	✓	x	x	✓	✓	x	x	x	x	x	Low	− Robust needs analysis to ensure the service proposals match the needs of the users. − Appropriate engagement and consultation − Monitor – including of culturally appropriate support – and review if necessary	Review of care packages with a view to obtaining price and volume efficiencies

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Serco SMS contract savings – Social Care Access Service and Telecare	x	✓	x	✓	x	x	x	x	✓	x	Low	– Clear, well communicated process for raising complaints and concerns – Ongoing monitoring – Work in an integrated way to ensure new service models are in line with strategic objectives – Continual user involvement through evaluation and service quality checks – Communications plan to support service changes – Staff training	Contract Review to ensure it continues to offer value for money and responds to recent changes
ENVIRONMENT													
Savercard - additional income	✓	✓	x	x	✓	x	x	x	x	x	Low	A drop in applications is not anticipated, as even with the minimal price increase, the card represents good value for money for most young travellers. The situation will be monitored and reviewed if necessary.	Budget pressures

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Household Waste Recycling Centre (HWRC) Re-use targets	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	No negative impact	Potential positive impact for some service users if increasing the amount of waste that is re-used – and available in re-use shops at HWRCs – enables them to buy items they are otherwise unable to afford.	Commitment to minimising waste going to landfill
LED Street Lighting	x	x	x	x	x	x	x	x	x	x	No impact	Project should not impact on communities, road users or pedestrians.	Improved efficiency and resilience.
RESOURCES													
Corporate Communications – Horizons magazine	✓	x	x	✓	x	x	x	x	x	x	Low	Consultation/engagement to more specifically identify impacts before proposals are finalised; and link up with existing activity under the 'Smart Digital' programme, including signposting to digital inclusion resources across the county.	Improved efficiency.

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Registration and Citizenship service	✓	x	x	✓	x	x	x	x	x	x	Low impact	Work with 'Smart digital' programme to promote digital inclusion resources, including Hertfordshire libraries' offer; and continue to offer an alternative way to book appointments for people/ groups who are unable to access online systems	Improved efficiency and resilience.
Herts Full Stop – new service model	x	x	x	x	x	x	x	x	x	x	No impact	Monitoring progress.	Service Review.
Libraries – alternative service delivery model	NK	NK	NK	NK	NK	NK	NK	NK	NK	NK	Low to Medium	– An accessible public consultation to highlight specific impacts and feedback on the proposals – Continue to work closely with community partners to provide advice, support and ongoing training for volunteers as required – Further analysis of the potential for differential impact on people with protected characteristics as more detailed proposals emerge	Service Review.
Translation and Interpreting Service	x	x	x	x	x	x	x	x	x	x	No impact	None required.	Contract review

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Income collection		x	x		x	x	x	x	x	x		– Making alternative channels available for accessing and paying for services (e.g. through the Customer Service Centre) and signposting to digital inclusion resources – Engaging and consulting with service users where appropriate – e.g. testing the system and following up on feedback	Service improvement
Engagement and Consultation	x	x	x	x	x	x	x	x	x	x	No impact	Move to biennial survey. No impact.	Improved efficiency.