

# **Equalities Impact Assessment (EqIA)**

EqIAs make services better for everyone and support value for money by getting services right first time.

EqIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then create an action plan to get the best outcomes for service users and staff<sup>1</sup>. They analyse how all our work as a council might impact differently on different groups protected from discrimination by the Equality Act 2010<sup>2</sup>. They help us make good decisions and evidence how we have reached them.<sup>3</sup>

An EqIA needs to be started as a project starts to identify and consider possible differential impacts on people and their lives, inform project planning and, where appropriate, identify mitigating actions. A full EqIA must be completed before any decisions are made or policy agreed so that the EqIA informs that decision or policy. It is also a live document; you should review and update it along with your project plan throughout.

You should first consider whether you need to complete this full EqIA<sup>4</sup>.

### Other key points to note:

- Full guidance notes to help you are embedded in this form see the End Notes or hover the mouse over the numbered notes.
- Please share your EqIA with your Equalities Champion and the final/updated version at the end of the project.
- Major EqIAs should be reviewed by the relevant Head of Service.
- Examples of completed EqIAs can be found on the Equalities Hub

1. Responsibility for the EqIA					
Title of proposal <sup>5</sup>	Chargeable garden waste collections				
Name and job title of completing officer	Michael Lai, Service Change Manager and Chandima Ratnayake, Service Engagement Officer				
Head of service area responsible	Paul Kennedy				
Equalities Champion supporting the EqIA	Rosie Evangelou				
Performance Management rep	Hiten Tailor				
HR rep (for employment related issues)	Sharni Kent				
Representative (s) from external stakeholders	N/A				

2. Description of proposal	
Is this a: (Please tick all that apply)	
New policy 🗵	Review of Policy /strategy / function / procedure / service
Budget Saving	Other
If budget saving please specify value below:	If other please specify below:
£800,000	
Diameter than 2 and 4 fe	

Please outline in no more than 3 paragraphs<sup>6</sup>:

- Proposal to introduce an annual charge for the collection of garden waste from households. The existing service is provided with no direct charge made to service users, however this is not a statutory service, and a charge can be made for this service.
- Key stakeholders are the existing residents that are users of the free service, and non-users of the service.
- The decision-making route will be through Environment Committee. A decision on whether to introduce charges for garden waste collections is to be made at the 20 January 2020 meeting of the Environment Committee following analysis of the consultation responses, this EqIA and any other relevant material.

## 3. Supporting evidence

What existing data informs your assessment of the impact of the proposal on protected groups of service users and/or staff? Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis

### **Protected group**

### What does the data tell you<sup>7</sup>?

Provide a summary of any relevant demographic data about the borough's population from the <u>Joint Strategic</u> <u>Needs Assessment</u>, or data about the council's workforce

There are lower numbers of residents in the older age groups – the table below shows that for both males and females in the borough, the most populous age bands are 30-34 years and 35-39 years and the least populous are 85-89 years and 90+ years.

Age<sup>9</sup>

Age group	Male	Female
0-4	12,800	12,700
5-9	13,800	13,500
10-14	12,800	12,100
15-19	10,900	10,200
20-24	12,200	11,300
25-29	15,600	14,700
30-34	16,600	16,000
35-39	16,200	15,900
40-44	14,200	14,200
45-49	13,500	13,800
50-54	12,400	13,100
55-59	10,500	11,200
60-64	8,700	9,200
65-69	7,400	8,300
70-74	6,600	7,600
75-79	4,300	5,500
80-84	3,500	4,400
85-89	2,100	3,200
90+	1,200	2,300
Total	195,300	199,100

### What do people tell you 8?

Provide a summary of relevant consultation and engagement including surveys and other research with stakeholders, newspaper articles correspondence etc.

Respondents aged 18-24 were the most likely to say they agree with charging, with 36.8% saying so.

Respondents aged 75+ were less likely to say they would be able to sign up online (65.2% compared to 83.7% overall.)

Older respondents who currently use the service were more likely to consider paying for the service than younger respondents: Respondents aged 75+ (60.6%) and 65-74 (49.9%) compared to those aged 18-24 (15.8%), 25-34 (23.7%) 35-44 (30.7%) and 45-54 (32.0%.)

Respondents aged 35-44 and 45-54 were more likely to say they did not consider any charge to be fair than respondents aged 55-64, 65-74 and 75+ (80.7% and 79.2% compared to 73.9%, 68.9% and 60.0% respectively.)

Respondents aged 35-44 and 45-54 were more likely to strongly oppose the proposal than those aged 55-64, 65-74 and 75+ (76.0% and 74.7% compared to 66.5%, 61.4% and 52.5% respectively.)

Disability <sup>10</sup>	There are a small number of residents with a learning disability (7,276 in 2018) and a significant number with a physical disability (23,735 in 2018).	Respondents who stated they have a disability were less likely to say they would be able to sign up online than respondents who stated they did not have a disability (71.1% compared to 87.1%.)
Gender reassignment <sup>11</sup>	Unlikely to have an adverse disproportionate effect.	The consultation data does not show any significant findings based on gender reassignment with 0.3% of respondents (6 respondents) to the question confirming their gender identity is different as the sex they were registered at birth.
Marriage and Civil Partnership <sup>12</sup>	Unlikely to have an adverse disproportionate effect.	Widowed respondents (marital status) were more likely to say that £50 a year was fair than single, co-habiting and married respondents (22.9% compared to 14.2%, 15.1% and 15.2% respectively.)
Pregnancy and Maternity <sup>13</sup>	May have an adverse disproportionate effect.	The consultation data does not show any significant findings based on pregnancy and maternity with 8 respondents confirming they were pregnant and 7 respondents confirming they were on maternity leave.
Race/ Ethnicity <sup>14</sup>	The population is ethnically diverse and between 2018 and 2030, the population of Barnet is set to become more ethnically diverse. The table below shows that in 2018, the largest ethnic category in Barnet is White British, accounting for 40% of the borough population.	The consultation data does not show any significant findings based on ethnicity/race.

	Ethnic Group		% of population (2018)		
	White British	158,900	40.0%	ļ	
	Other White	72,300	18.2%		
	Other Asian	30,500	7.7%		
	Indian	30,200	7.6%	-	
	Black African Other Ethnic Group	23,200 16,100	5.9% 4.1%	1	
	Chinese	10,500	2.6%	1	
	White Irish	8,900	2.2%	ł	
	White & Asian	7,100	1.8%	İ	
	Arab	7,000	1.8%		
	Other Mixed	6,700	1.7%		
	P akistani	6,400	1.6%	İ	
	Black Caribbean	4,900	1.2%	İ	
	Other Black	4,500	1.1%		
	White & Black African	3,900	1.0%		
	White & Black Caribbean	3,500	0.9%		
	Bangladeshi	2,500	0.6%		
	There is a range of beli	efs among the	nonulation w	ith the	The consultation data does not show any significant
	_	_			
	largest groups being Ch	nristian (38.6%	ሬ), Jewish (22.6	5%) and	findings based on religion or belief.
	No Religion (20.5%). Th				
				rerent	
	beliefs in Barnet by per	centage in 20	17.		
	12%	1.1%	-/-		
Religion or belief <sup>15</sup>	8.1% 20.5%	38.6%	I Christian  Jewish  No Religion  Muslim  Hindu  Any Other Religi  Sikh  Buddhist	on	
Sex <sup>16</sup>	There is a marginally hithan male population (	•	oopulation (50.	5%)	Male respondents were more likely to strongly oppose the proposal than female respondents (70.6% compared 66.5%.)

Sexual Orientation <sup>17</sup>	Unlikely to have an adv	verse dispro	pportionate effect.	The consultation data does not show any significant findings based on sexual orientation.
Other relevant groups <sup>18</sup>	Barnet for 2018. The w population size, with C 6.8% of the total borou	the estima vards are ra olindale (27 ugh populat ed populat	7,000) accounting for ion. In contrast, High ion of 15,900 represent	<ul> <li>Housing tenure</li> <li>Employment status</li> <li>Receipt of benefits</li> </ul>
	Housing tenure: The high cost of home tenure shift away from privately rented accom	owning a pomodation.	oroperty and towards Over a quarter of	Housing tenure: The consultation data does not show any significant findings based on housing tenure.

landlord. Between 2001 and 2016, the use of privately rented accommodation in Barnet rose from 17% to 26% of households.

### Receipt of benefits:

No data available. Expected to have an adverse disproportionate effect.

#### **Employment status:**

For the year to June 2018, the employment rate for working age people in Barnet (aged 16-64 years) was 71.4%, which was the 10th lowest of the London boroughs, but similar to both London (74.2%) and England (75.2%).

The figure below shows the wards localized in the west and south of the borough with a greater overall deprivation have this mirrored by increased levels of income deprivation (shown on the map as darker patches). However, wards such as Brunswick Park, with less deprivation overall, also have small areas within them where income deprivation is pronounced.

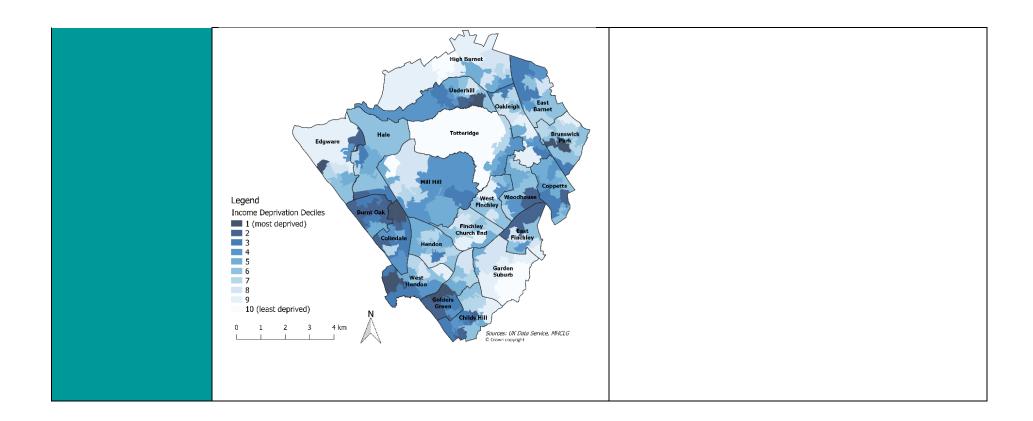
### Receipt of benefits:

The consultation data does not show any significant findings based on whether respondents are in receipt of benefits with a total of 4% of respondents to the question confirming they receive housing benefit (1.4%), council tax support (1.8%) or Universal Credit (0.8%.)

### **Employment status:**

Unemployed respondents were more likely to say they would not pay if a charge was introduced and would not continue to use the service (73.9% compared to the average of 59.9%.)

Respondents that are wholly retired from work were more likely to say that they currently use the service and would consider paying for it when compared to all respondents (52.2% compared to the average of 36.6%.)



# 4. Assessing impact

What does the evidence tell you about the impact your proposal may have on groups with protected characteristics <sup>19</sup>?

Protected characteristic	For <b>each</b> protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service		Negative impact		act
	deliver? Is there an impact on customer satisfaction?  Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Minor	Major	No impact
Age	Based on JSNA (Joint Strategic Needs Assessment) evidence, no impact is expected.  By age, consultation data suggests older respondents were less likely to be able to sign up online, however they were more likely to consider paying for the service. Consultation data shows respondents aged 35-44 and 45-54 were more likely to be against the idea of charging, however data indicates they would be able to sign up online.  Respondents who are wholly retired from work were more likely to agree to paying for the service.		×		
Disability	Based on JSNA evidence, some impact may be made on those with learning disabilities in their capability to sign up to the service.  Consultation data shows there is some impact on respondents who stated they have a disability being able to sign up online, where a slightly higher percentage confirmed they may not be able to, compared to the percentage of respondents who stated they did not have a disability.		×		
Gender reassignment	No evidence available from JSNA. Unlikely to have an adverse disproportionate effect.  Consultation data does not indicate any adverse disproportionate effect on these respondents to deliver the service.				
Marriage and Civil Partnership	No evidence available from JSNA. Unlikely to have an adverse disproportionate effect.				$\boxtimes$

	Sub-group analysis of consultation data does not indicate an adverse disproportionate effect on respondents based on marital status.				
Pregnancy and	No evidence available from JSNA. May have an adverse disproportionate effect, ability to make payment for the service is determined by income/allowance.				$\boxtimes$
Maternity	Consultation data does not indicate any adverse disproportionate effect on respondents based on pregnancy or maternity.				
Race/	Based on JSNA evidence, no impact is expected.				5-7
Ethnicity	Consultation data does not indicate any adverse disproportionate effect on respondents based on race or ethnicity.		Ш	Ц	
	Based on JSNA evidence, no impact is expected.				N
Religion or belief	Consultation data does not indicate any adverse disproportionate effect on respondents based on religion or belief.			Ш	
	Based on JSNA evidence, no impact is expected.				
Sex	Sub-group analysis of consultation data does not indicate an adverse disproportionate effect on respondents based on gender.				
Sexual Orientation	No evidence available from JSNA. Unlikely to have an adverse disproportionate effect.	П			$\boxtimes$
Sexual Offentation	Consultation data does not indicate an adverse disproportionate effect on respondents based on sexual orientation.				

5. Other key groups Are there any other vulnerable groups that might be affected by the proposal?		6 T	Negative impact		pact
	e carers, people in receipt of care, lone parents, people with low incomes or	Positive impact	Minor	Major	No impact
Which Ward the respondent lives in	Based on JSNA evidence, no impact is expected.  By ward, consultation data suggests respondents in Burnt Oak ward are less likely to pay for the service and less likely to be able to sign up online.		×		
Housing tenure	JSNA evidence shows take up of privately rented accommodation has increased, this could indicate number of residents living in flats over houses with gardens has also increased where they could potentially be non-users of the garden waste collection service.				$\boxtimes$
	Consultation data does not indicate an adverse disproportionate effect on respondents based on housing tenure.				
	JSNA evidence shows a small percentage of the borough has a greater level of deprivation, however these affected residents may not all necessarily use the garden waste collection service.				
Employment status	JSNA evidence also shows that the majority of working age people in Barnet (aged 16-64 years) are in employment. However, it can be assumed that level of income is not solely dependent on employment status.				
	By employment status, consultation data suggests unemployed respondents were more likely to say they would not pay to continue to use the service. However, respondents who are wholly retired from work were more likely to agree to paying for the service.				
Receipt of	No evidence available from JSNA. Expected to have an adverse disproportionate effect.				
benefits	Consultation data does not indicate an adverse disproportionate effect on respondents based on if they are in receipt of benefits.				

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Considering what else is happening within the council and Barnet could your proposal contribute to a cumulative impact on groups with protected characteristics?

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Yes

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

The council-wide move to One Digital (e.g. customers contacting the council via online webforms) could affect residents who are unable to sign up online, to opt-in to the chargeable service. This is also likely to benefit residents who prefer this method of communication.

## 7. Actions to mitigate or remove negative impact

Only complete this section if your proposals may have a negative impact on groups with protected characteristics. These need to be included in the relevant service plan for mainstreaming and performance management purposes.

Group affected	Potential negative impact	Mitigation measures <sup>21</sup>	Monitoring <sup>22</sup>	Deadline date	Lead Officer
		If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	How will you assess whether these measures are successfully mitigating the impact?		
Age	Inability for older Accessibility functionality on website				
Disability	Inability for disabled residents to sign up online	and online webforms. The council will investigate options for subscriptions to be made via telephone where this is specifically required by some residents and can be done so in line with current card payment regulations.	Monitoring of complaints, Members Enquiries as well as feedback via Customer Contact Centre and Resident Perception Survey	Ongoing	Paul Kennedy

Ward	Residents of Burnt Oak ward less willing to pay for the service, and more likely to be unable to sign up online	September 2020 review – residents are able to sign up by either phone or online. Both of these offers will continue to be available.  Accessibility functionality on website and online webforms  September 2020 review – an offer to sign up over the phone has been available from the start of promoting the service.
		Potentially investigate concessions or discounts
Employment status	Unemployed residents less willing to pay for the	September 2020 review - Discounts
	service	are currently being investigated,
		potentially to be in place for the next
		service year - 2021/22.

# 8. Outcome of the Equalities Impact Assessment (EqIA)<sup>23</sup>

Please select one of the following four outcomes

# ☐ Proceed with no changes

The EqIA has not identified any potential for a disproportionate impact and all opportunities to advance equality of opportunity are being addressed

Proceed with adjustments  Adjustments are required to remove/mitigate negative impacts identified by the assessment					
Negative impact but proceed anyway  This EqIA has identified negative impacts that are not possible to mitigate. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below					
Do not proceed  This EqIA has identified negative impacts that cannot be mitigated and it is not possible to continue. Outline the reasons for this and the information used to reach this decision in the space below					
Reasons for decision					
Look into accessibility of website and online webform, investigate options for subscriptions to be made via telephone where this is specifically required by some residents and potentially investigate concessions or discounts.					

# Sign-off

9.Sign off and approval by Head of Service / Strategic lead <sup>24</sup>					
Name Job title					
Paul Kennedy Head of Service Suppo		- Street Scene			
Tick this box to indicate that you have approved this EqIA	Date of approval: 8 <sup>th</sup> January 2020				
Tick this box to indicate if EqIA has been published	Date of next review: September 2020 - completed				
Date EqIA was published:					

Embed link to published EqIA:	

### Footnotes: guidance for completing the EqIA template

<sup>1</sup> The following principles explain what we must do to fulfil our duties under the Equality Act when considering any new policy or change to services. They must all be met or the EqIA (and any decision based on it) may be open to challenge:

- **Knowledge:** everyone working for the council must be aware of our equality duties and apply them appropriately
- Timeliness: the duty applies at the time of considering proposals and before a final decision is taken
- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and must influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that anyone who provides services on our behalf complies with the equality duty.
- Review: the equality duty is a continuing duty it continues after proposals are implemented/reviewed.
- Proper Record Keeping: we must keep records of the process and the impacts identified.

### <sup>2</sup> Our duties under the Equality Act 2010

The council has a legal duty under this Act to show that we have identified and considered the impact and potential impact of our activities on all people with 'protected characteristics' (see end notes 9-19 for details of the nine protected characteristics). This applies to policies, services (including commissioned services), and our employees.

We use this template to do this and evidence our consideration. You must give 'due regard' (pay conscious attention) to the need to:

- **Avoid, reduce or minimise negative impact**: if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately.
- Promote equality of opportunity: by
  - Removing or minimising disadvantages suffered by people with a protected characteristic
  - Taking steps to meet the needs of these groups
  - Encouraging people with protected characteristics to participate in public life or any other activity where participation is disproportionately low
  - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- Foster good relations between people who share a protected characteristic and those who don't: e.g. by promoting understanding.

### <sup>3</sup> EqIAs should always be proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The size of the likely impact e.g. the numbers of people affected and their vulnerability

The greater the potential adverse impact of the proposal on a protected group (e.g. disabled people) and the more vulnerable the group is, the more thorough and demanding the process required by the Act will be. Unless they contain sensitive data – EqIAs are public documents. They are published with Cabinet papers, Panel papers and public consultations. They are available on request.

### <sup>4</sup> When to complete an EqIA:

- When developing a new policy, strategy, or service
- When reviewing an existing service, policy or strategy

- When making changes that will affect front-line services
- When amending budgets which may affect front-line services
- When changing the way services are funded and this may impact the quality of the service and who can access it
- When making a decision that could have a different impact on different groups of people
- When making staff redundant or changing their roles

Wherever possible, build the EqIA into your usual planning and review processes.

#### Also consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people who will be affected?

If there are potential impacts on people but you decide <u>not</u> to complete an EqIA you should document your reasons why.

<sup>5</sup> Title of EqIA: This should clearly explain what service / policy / strategy / change you are assessing.

<sup>6</sup> **Focus of EqIA:** A member of the public should have a good understanding of the proposals being assessed by the EqIA after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EqIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the proposed change?
- Who implements, carries out or delivers the service or function in the proposal? Please state where this is more than one person or group, and where other organisations deliver it under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the service, or by how it is delivered? Who are the external and internal service-users, groups, or communities?
- What outcomes do you want to achieve, why and for whom? E.g.: what do you want to provide, what changes or improvements, and what should the benefits be?
- What do existing or previous inspections of the service tell you?
- What is the reason <u>for</u> the proposed change (financial, service, legal etc)? The Act requires us to make these clear.

<sup>7</sup> Data & Information: Your EqIA needs to be informed by data. You should consider the following:

- What data is relevant to the impact on protected groups is available? (is there an existing EqIA?, local service data, national data, community data, similar proposal in another local authority).
- What further evidence is needed and how can you get it? (e.g. further research or engagement with the affected groups).
- What do you know from service/local data about needs, access and outcomes? Focus on each characteristic in turn.
- What might any local demographic changes or trends mean for the service or function? Also consider national data if appropriate.
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any group(s)?
- Is the service having a positive or negative effect on particular people or groups in the community?

### 8 What have people told you about the service, function, area?

- Use service user feedback, complaints, audits
- Conduct specific consultation or engagement and use the results
- Are there patterns or differences in what people from different groups tell you?
- Remember, you must consult appropriately and in an inclusive way with those likely to be affected to fulfil the equality duty.
- You can read LBB <u>Consultation and Engagement toolkit</u> for full advice or contact the Consultation and Research Manager, <u>rosie.evangelou@barnet.gov.uk</u> for further advise
- <sup>9</sup> **Age**: People of all ages, but consider in particular children and young people, older people and carers, looked after children and young people leaving care. Also consider working age people.
- <sup>10</sup> **Disability**: When looking at disability, consideration should be given to people with different types of impairments: physical (including mobility), learning, aural or sensory (including hearing and vision impairment), visible and non-visible impairment. Consideration should also be given to: people with HIV, people with mental health needs and people with drug and alcohol problems. People with conditions such as diabetes and cancer and some other health conditions also have protection under the Equality Act 2010.
- <sup>11</sup> **Gender Reassignment:** In the Act, a transgender person is someone who proposes to, starts or has completed a process to change their gender. A person does not need to be under medical supervision to be protected. Consider transgender people, transsexual people and transvestites.
- <sup>12</sup> Marriage and Civil Partnership: consider married people and civil partners.
- <sup>13</sup> **Pregnancy and Maternity:** When looking at pregnancy and maternity, give consideration to pregnant women, breastfeeding mothers, part-time workers, women with caring responsibilities, women who are lone parents and parents on low incomes, women on maternity leave and 'keeping in touch' days.
- <sup>14</sup> Race/Ethnicity: Apart from the common ethnic groups, consideration should also be given to Traveller communities, people of other nationalities outside Britain who reside here, refugees and asylum seekers and speakers of other languages.
- <sup>15</sup> **Religion and Belief:** Religion includes any religion with a clear structure and belief system. As a minimum you should consider the most common religious groups (Christian, Muslim, Hindu, Jews, Sikh, Buddhist) and people with no religion or philosophical beliefs.
- <sup>16</sup> **Sex/Gender:** Consider girls and women, boys and men, married people, civil partners, part-time workers, carers (both of children with disabilities and older cares), parents (mothers and fathers), in particular lone parents and parents on low incomes.
- <sup>17</sup> **Sexual Orientation:** The Act protects bisexual, heterosexual, gay and lesbian people.
- <sup>18</sup> Other relevant groups: You should consider the impact on our service users in other related areas.
- <sup>19</sup> **Impact:** Your EqIA must consider fully and properly actual and potential impacts against each protected characteristic:
- The equality duty does not stop changes, but means we must fully consider and address the anticipated impacts on people.
- Be accurate and transparent, but also realistic: don't exaggerate speculative risks and negative impacts.
- Be detailed and specific where you can so decision-makers have a concrete sense of potential effects.

- Questions to ask when assessing whether and how the proposals impact on service users, staff and the wider community:
- Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent?
- Is there evidence of higher/lower uptake of a service among different groups? Which, and to what extent?
- Does the project relate to an area with known inequalities (where national evidence or previous research is available)?
- If there are likely to be different impacts on different groups, is that consistent with the overall objective?
- If there is negative differential impact, how can you minimise that while taking into account your overall aims?
- Do the effects amount to unlawful discrimination? If so the plan **must** be modified.
- Does it relate to an area where equality objectives have been set by LBB in our <u>Barnet 2024 Plan</u> and our Strategic Equality Objective?

### <sup>20</sup> Cumulative Impact

You will need to look at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.

### <sup>21</sup> Mitigating actions

- Consider mitigating actions that specifically address the impacts you've identified and show how they will remove, reduce or avoid any negative impacts
- Explain clearly what any mitigating measures are, and the extent to which you think they will reduce or remove the adverse effect
- Will you need to communicate or provide services in different ways for different groups in order to create a 'level playing field'?
- State how you can maximise any positive impacts or advance equality of opportunity.
- If you do not have sufficient equality information, state how you can fill the gaps.

### <sup>23</sup> Outcome:

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Also explain what positive impacts will result from the actions and how you can make the most of these.
- Make it clear if a change is needed to the proposal itself. Is further engagement, research or monitoring needed?
- Make it clear if, as a result of the analysis, the policy/proposal should be stopped.

<sup>&</sup>lt;sup>22</sup> **Monitoring:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further monitoring, equality assessment, and consultation are needed.

<sup>&</sup>lt;sup>24</sup> **Sign off:** Your will need to ensure the EqIA is signed off by your Head of Service, agree whether the EqIA will be published, and agree when the next review date for the EqIA will be.