

NOTICE OF MEETING

CABINET MEMBER SIGNING

**Monday, 22nd August, 2016, 12.00 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

Members: Councillor Claire Kober (Chair)

Quorum: 1

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. URGENT BUSINESS

The Leader will advise of any items they have decided to take as urgent business.

3. SHARED ICT AND DIGITAL SERVICES: JOINT COMMITTEE TERMS OF REFERENCES (PAGES 1 - 22)

The report will seek Leader approval of the Terms of Reference for the Joint Committee of the Shared ICT and Digital Service. The report will also seek Leader approval to delegate authority to the Chief Operating Officer and the Borough Solicitor, in consultation with the Cabinet Member for Corporate Resources, to negotiate, agree and enter into any necessary legal arrangements that will govern and underpin the operation of the shared

service. The report will further seek approval to appoint two members of the Cabinet (the Cabinet Member for Corporate Resources and the Cabinet Member for Finance and Health) to be members of the Joint Committee for the remainder of the municipal year 2016/17.

4. NEW ITEMS OF URGENT BUSINESS

To consider any items of Urgent Business admitted under Item 2 above.

Philip Slawther
Principal Committee Coordinator
Tel – 020 8489 2957
Fax – 020 8881 5218
Email: philip.slawther2@haringey.gov.uk

Bernie Ryan
Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 12 August 2016

Report for: Leader Signing - 22 August 2016

Item number: 3

Title Shared ICT and Digital Services: Joint Committee: Terms of References

Report Authorised by: Tracie Evans, Chief Operating Officer

Lead Officer: Priya Javeri, Head of Digital Transformation and IT Services
Tel: 02084893470
Email: priya.javeri@haringey.gov.uk

Ward(s) affected: ALL

**Report for Key/
Non Key Decision:** Key Decision

1. Describe the issue under consideration

In March 2016, Cabinet agreed to create a shared ICT and Digital Service between Camden, Haringey and Islington and that the service would be governed by a Joint Committee, made up of representatives from each local authority. The Joint Committee will provide democratic oversight for the Shared Service and this report sets out its proposed Terms of Reference.

The service goes live on 1st October 2016.

This report also sets out the further governance arrangements, namely legal and managerial, that will be required to underpin the shared service.

2. Cabinet Member introduction

In March 2016, the Cabinet agreed for Haringey council to join a Shared ICT and Digital Service with Camden and Islington.

This shared services proposal is an innovative approach to deliver savings while protecting critical services and support that is required for the council to transform the way we deliver our services.

This report proposes an agreement of the Terms of References for the Joint Committee which strengthens the framework under which the shared digital service will be governed and monitored.

3. Recommendations

That the Leader:

- 3.1 Agrees the Terms of the Reference for the Joint Committee as set out in Appendix A with it to come into effect from 1 October 2016,
- 3.2 Delegates authority to the Chief Operating Officer and the Borough Solicitor, in consultation with the Cabinet Member for IT, to negotiate, agree and enter into any necessary legal arrangements that will govern and underpin the operation of the shared service and to give effect to this decision
- 3.3 Appoint two members of the Cabinet (the Cabinet Member for Corporate Resources and the Cabinet Member for Finance & Health) to be members of the Joint Committee for the remainder of the municipal year 2016/17.

4. Background

- 4.1 In March 2016, Cabinet agreed to create a shared ICT and Digital service between Camden, Haringey and Islington and that a Joint Committee be established to oversee the shared service. It remains the case that a long term strategic option for the shared service is to operate under a public service company model.
- 4.2 As part of the decision in March, Cabinet agreed that the Leader would, in consultation with the Cabinet Member for IT, make any further decisions required (and makes any appropriate delegations to officers) as to the terms of reference and operation of the Joint Committee and agreements between the Councils required to underpin the arrangements.
- 4.3 This report sets out a range of proposals that will determine how the shared service is governed through the Joint Committee and the legal arrangements that would underpin this.
- 4.4 The council, in partnership with Camden and Islington, is creating a shared ICT and digital service. These proposals will create one integrated operating ICT and digital service with an existing combined net revenue budget of c.£43m and 405 Full Time Equivalent (FTEs). Once fully operation, these proposals are designed to deliver a savings target of £6m per annum.
- 4.5 Three overarching objectives continue to underpin our development work, namely:
- Consolidating the expertise and best practice from each ICT service into one integrated and high-performing service,
 - Creating a public service structure that is resilient and is able to better withstand market conditions from both local government and beyond, and
 - Delivering value for money and cashable financial savings.
- 4.6 In creating this shared service, it is crucial that effective governance arrangements are in place to ensure both political and managerial oversight. The Joint Committee will provide the opportunity for Members to have democratic oversight over the strategic direction of the service and its ongoing performance and to make decisions about high value procurements undertaken by this service.

5. Alternative options considered

- 5.1 The report proposes terms of reference for the operation of the shared ICT and Digital Services Joint Committee. This sets out to strike a balance between what is delegated by the Joint Committee to the Chief Digital Information Officer (CDIO) overseen by the Management Board and what remains with the Joint Committee. It would be possible to either further increase or to reduce the work and decision making powers retained by the joint committee, but it is considered that the distribution of responsibilities set out in the draft terms of reference in Appendix A strikes the right balance in the light of the four overarching principles set out in paragraph 5.3
- 5.2 It should be noted that decisions of the Joint Committee will be made by a simple majority of those present and able to vote, this means that Haringey's members of the Joint Committee may be out voted by the other members of the committee.
- 5.3 In considering the options for the Joint Committee and related legal agreement, four overarching principles have been used that are consistent with the wider objectives of the proposals. Any arrangement should:
- Be as light touch as possible to ensure that decisions can be made in the most efficient and effective way possible,
 - Avoid any form of 'duplicate decision' making within the organisations that undermine the integrated nature and spirit of the undertaking,
 - Facilitate, and not undermine, a potential move towards a more public services company model in the future and
 - Ensure appropriate levels of input and scrutiny for each council.
- 5.4 Options exist to pursue a different governance structure than a Joint Committee, including the creation of a public services company. As part of the development of these proposals, Cabinet agreed that the Joint Committee approach would be implemented for October 2016. It was felt that this provided the quickest route to operation, but it was recognised that further consideration should be given to other long term strategic options. Officers have been asked to prepare a review of governance arrangements for consideration by the Joint Committee within one year of its inception. This has been captured within the proposed terms of reference.

6. Reasons for decision

- 6.1 In creating the Joint Committee, it is felt that this approach has the following benefits:
- It allows a clear and straightforward delegation of authority functions,
 - A joint committee is a governance structure that is tried and tested across local government,
 - It represents the fastest way to establish the shared service,
 - It does not limit any potential options that the council may wish to consider in terms of longer-term governance structures – i.e. it can still form the basis of a move to a public services company structure if desirable,

- Democratic accountability is maintained – member involvement is at the heart of the arrangement
 - There is an opportunity to create a separate ‘brand’ that provides a distinctive identity and which provides the basis for culture change.
- 6.2 The proposed Terms of Reference are set out in Appendix A. The following key points of note are as follows:
- The Joint Committee is planned to go-live on 1 October 2016 and will meet at least twice a year.
 - Haringey will be represented by two Cabinet members on the Joint Committee as will both Islington and Camden, noting the rotating chair and majority voting.
 - It will provide democratic oversight over the strategic delivery of the joint digital service,
 - It will approve the strategic service and financial plan for the service, including performance measures.
 - It will agree the procurement strategy for contracts relating to the Joint Service the estimated value of which exceeds £2m revenue or £5m capital and to award such contracts.
- 6.3 There will also need to be a legal agreement that underpins the creation and delivery of the integrated ICT and Digital Service. This will address the operational issues of the service and govern the day-to-day running of the services and how the three boroughs interact. Work across the three councils is currently underway to develop this agreement and it builds on the learning from both the Camden/Islington public health arrangement as well as the OneSource agreement between London boroughs of Havering and Newham.
- 6.4 In particular the agreement will provide for the following:
- (i) The establishment of the Joint Committee with the terms of reference set out in Appendix A;
 - (ii) The establishment of the Management Board with an emerging draft terms of reference set out in Appendix B;
 - (iii) That existing staff employed in the ICT service of each of the councils will remain employed by their current council but that all new employees in the shared service will be appointed as employees of Camden;
 - (iv) Key elements of the funding schedule;
 - (v) Termination of the agreement in the event that the shared service can no longer be lawfully provided or if all three councils wish to bring it to an end and provision for withdrawal by any one council on notice;
 - (vi) Arrangements that will apply in the event of withdrawal of a council from the shared service or in the event of its termination to ensure an orderly withdrawal or termination and appropriate distribution of assets, resources and liabilities;
 - (vii) The sharing of liability in the event of a claim
 - (viii) The party’s arrangements with regard to data protection.
- 6.5 In March 2016 Cabinet delegated the power to agree this arrangement to the Chief Operating Officer. It is now proposed that authority is delgated to the

Chief Operating Officer and the Borough Solicitor, in consultation with the Cabinet Member with responsibility for IT, to negotiate, agree and enter into any necessary legal arrangements that will govern and underpin the operation of the shared service and to give effect to this decision.

7. Risks and risk mitigation

- 7.1 While the bringing together of three distinct services into one shared service inevitably carries a range of significant challenges and risks as well as opportunities. Experience from across local government shows that the creation, and ongoing operation, of a shared service can be challenging. The proposals in this report have been designed to ensure that there is appropriate democratic oversight and accountability for the operation of the shared service. The agreement will provide that the shared service will be subject to the formal Member scrutiny arrangements at each council as well as access to the accounts of the service for audit purposes.
- 7.2 Supporting the Joint Committee will be a managerial framework and legal agreement that will ensure that the operational performance and risks of the service are suitably managed. A Management Board will be responsible for the delivery of the overall service strategy and for managing overall operational and financial performance. The Board membership will be three senior officers from each council and the Chief Digital and Information Officer. Representatives from each borough will include the respective director of finance, the Chief Operating Officer in Haringey and two senior service users.

8. Consultation

- 8.1 There has been no formal public consultation. A more formal organisational change process will follow for staff in all three councils as the proposals move towards a shared service model. The proposals contained within this report do not affect that process.

9 Contribution to strategic outcomes

- 9.1 This report seeks approval to create a shared service which in principle will allow the ICT service access to more resources, thus improving its ability to support all current corporate priority and transformation programmes.
- 9.2 The shared service approach will also allow the Council to reduce the current costs of short term resources required by transformation programmes and priority outcomes.

10 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

Head of Procurement

- 10.1 Procurement does not need to comment on matters relating to terms of reference for the Joint Committee.

Chief Finance Officer

- 10.2 Cabinet approved a one-off investment of £2.5m as a contribution to the creation of the shared service, the same financial requirement from each of the three Councils. The savings/benefits arising for each Council will be monitored and tracked. There are no additional resource requirements arising from this decision. Haringey's contribution to the ongoing funding of the shared service will form part of the Council's wider medium term financial planning process and will be reported within that planning cycle and process.

Assistant Director of Corporate Governance

- 10.3 The Local Government Act 2000 empowers the Secretary of State to make regulations enabling a Cabinet / Executive of a local authority to arrange for the discharge of its functions by other means. The Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 1012/1019 apply. The regulations empower the Leader and Executive to make arrangements to discharge their Executive functions jointly with another local authority through a Joint Committee created for that purpose. The Regulations confirm that when the arrangements are between three local authorities and relate to Executive functions (which the IT function in a council is) then the arrangements are to be between the three Executives/Cabinets. Decisions of joint committees are binding on the participating councils. The decision making powers of the joint committee includes authority to make decisions about high value procurements and award such contracts on behalf of the shared service. Arrangements will need to be agreed and put in place for the procurement and award of contracts on behalf of the shared service which fall below the value of contracts retained by the joint committee. These arrangements must be made in accordance with a participating Council's constitutional requirements including but not limited to, procurement rules and financial procedures.
- 10.4 However, subject to the terms of the arrangement, the council retains the ability to discharge the IT function itself.
- 10.5 The appointment of the joint committee, number of members, and term of office and scope of the committee is to be fixed by the Leader and not the council. In addition, the Leader (in agreement with Islington/Camden/Haringey) agree whether for example the Joint Committee can create a sub-committee(s) and / or delegate functions to an officer of one of the three Authorities. Every member to be appointed to the joint committee must by law be a member of their home Executive/Cabinet and the political balance rules do not apply.
- 10.6 The council may make its employees available to Islington and Camden under s113 of the Local Government Act 1972. The council must consult staff who are to be seconded. Consultation has been undertaken with staff and is continuing.
- 10.7 It is unlikely that the Transfer of Undertaking (Protection of Employment) Regulations 2006 ("TUPE") will apply to the setting up of the shared service, as the Joint Committee is a piece of administrative machinery through which the councils will continue themselves to carry out ICT activities in cooperation with one another.

11 Equality Impact Analysis

An EqIA was completed in relation to the original proposal for Haringey to join the shared ICT Digital service. (Appendix C) The EqIA concluded that any future decisions likely to impact upon service delivery to customers or upon staffing would be subject to further consultation and assessment of equality impacts. The decision to approve the joint committee terms of reference is not anticipated to impact upon staff or service users and therefore the equality impact assessment has not been updated at this stage.'

The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

12 Use of Appendices

Appendix A: Joint Committee: Terms of Reference

Appendix B: Management Board: Emerging Draft Terms of Reference

Appendix C: Equalities Impact Assesment from the report to Cabinet on March 15th 2016.

13 Local Government (Access to Information) Act 1985

N/A

This page is intentionally left blank

Appendix A

Camden/Islington/Haringey Joint Committee Terms of Reference

Establishment of the Joint Committee:

The Joint Committee shall be known as the “Shared ICT and Digital Service Joint Committee”

The Joint Committee is established under section 101(5) of the Local Government Act 1972, as applied by section 9EB of the Local Government Act 2000 and Part 4 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 by the Executives of each of the Councils.

Membership:

1. The Joint Committee shall comprise of six members, two appointed by each of Camden Council, Islington Council and Haringey Council (“the Councils”).
2. One member appointed by each council should be the relevant Cabinet/Executive member responsible for information/digital technology
3. Every member appointed to the Joint Committee shall be a member of the Executive/Cabinet of their council. Should they cease to be a member of the Executive/Cabinet they will cease to be members of this Joint Committee. Political balance rules do not apply.
4. Each Council may nominate substitute Members who must be a member of the respective Executive/Cabinet to attend meetings of the Joint Committee, should an appointed member of the Joint Committee be unavailable or unable to attend a meeting of the Joint Committee. A substitute Member attending in the absence of an appointed member will have full voting rights
5. Each Member of the Joint Committee shall be appointed annually but shall cease to be a member if s/he ceases to be a member of the Council appointing him/her or of its Cabinet/Executive or if removed by the relevant Leader.

Terms of Reference:

The Camden/Islington/Haringey Joint Committee will:

1. Provide democratic oversight over the strategic delivery of the joint digital service (the Joint Service) provided to the Councils through powers delegated to it by their Executives/Cabinets.
2. Approve the strategic service and financial plan for the service and the performance measures to ensure services are delivered to the agreed standard and within the resources provided by the Councils.
3. Receive updates on the Business Plan and the performance of the Joint Service.

4. Agree the procurement strategy for contracts relating to the Joint Service the estimated value of which exceeds £2m revenue or £5m capital and to award such contracts.
5. Suggest revisions to the Terms of Reference of the Camden/Islington/Haringey Joint Committee to be referred back to the Leaders and/or Executive/Cabinet of each of the Council's for approval.
6. Receive and consider a detailed report, within twelve months of the creation of the Joint Committee [by October 2017] that considers the options for the Shared Digital and ICT Service to be delivered via a public services company rather than a Joint Committee structure and make recommendations to the Cabinet/Executive of each of the Councils in respect of the report.
7. Delegate all matters not specified at 1-6 to the Chief Digital and Information Officer and may delegate any other matters within its terms of reference to an officer of any of the Councils. The Joint Committee shall not delegate a function to or create any Sub-Committees.
8. Notwithstanding delegation of any matters to an officer the Joint Committee may itself make decision on any such matters.

Meetings of the Committee:

1. The Camden/Islington/Haringey Joint Committee will meet at least twice a year.
2. Further meetings may be called by the Head of Paid Service of any of the Councils as required.
3. Meetings of the Joint Committee shall be held at the venue or venues as agreed by the Joint Committee or in respect of meetings called by a Head of Paid Service, at the venue determined by the person calling the meeting.
4. The Joint Committee shall appoint one of its nominated members as Chair and that member shall remain Chair for one year unless he or she ceases to be a Member of the Joint Committee. Each of the Councils shall hold the Chair for one year only and each Council shall hold the Chair in the following sequence (Year 1: London Borough of Camden; Year 2: London Borough of Islington; Year 3: London Borough of Haringey) and so on and so forth unless otherwise agreed between the Parties.
5. A meeting of the Joint Committee shall require a quorum of one Member of each Council who are entitled to attend and vote.
6. Subject to the provisions of any enactment, all questions coming or arising before the Joint Committee shall be decided by a majority of the Members of the Joint Committee immediately present and voting thereon. Subject to the provisions of any enactment, in the case of an equality of votes the Chair shall have a second or casting vote but before exercising this, the Chair shall consider whether it is appropriate to defer the matter to the next meeting of the Joint Committee.
7. Any Member of the Joint Committee may request the Joint Committee to record the votes of individual Members of the Joint Committee on a matter for decision.

8. In its operation and functioning the Joint Committee shall, unless varied within these Terms of Reference, be governed and abide by the Camden Committee procedure rules and standing orders applying to Committees of the Council.
9. Any member of the Councils who is not a Member of the Joint Committee is entitled to attend the Joint Committee but he/she shall not be entitled to vote, shall not take part in the consideration or discussion of any business, save by leave of the Chair
10. Meetings of the Joint Committee will be open to the public except to the extent that they are excluded under paragraph 12.
11. All decisions of the Joint Committee will be deemed Key Decisions.
12. The public may be excluded from a meeting of the Joint Committee during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that, if members of the public were present during that item, confidential information as defined in section 100A(3) of the Local Government Act 1972 or exempt information as defined in section 100I of the Local Government Act 1972 would be disclosed to them.
13. Each Council may call in any decision of the Joint Committee in accordance with the overview and scrutiny provisions of that Council's constitution. If any decision of the Joint Committee is subject to call in by a Council, the Joint Committee and officers shall take no irreversible action to implement that decision until after the call in process is completed.
14. All papers to be considered and/or decided on by the Joint Committee shall be provided to the Committee in electronic format.

This page is intentionally left blank

Appendix B

Camden/Haringey/Islington Management Board: Terms of Reference: Emerging Draft

Membership

1. The Board shall comprise of no more than ten senior officers, being the Chief Digital and Information Officer and an equal number (three) of officers from both Camden and Islington.
2. The representatives from each council will need to include the relevant Director of Finance plus two senior service representatives from each council.
3. Each representative will be responsible for taking a strategic view of the shared service and act in the broader ICT and digital interests of the two councils.

Terms of Reference

The Camden/Haringey/Islington Management Board will have overall managerial and strategic responsibility for the delivery of the joint digital service provided to Camden, Haringey and Islington. This will include responsibility for:

4. The business strategy, including key service objectives and investment priorities.
5. Ensuring that there are sufficient resources – both financial and non-financial – in place to achieve the service's key priorities and objectives.
6. Monitor and report on the service's performance against agreed metrics on a quarterly basis, taking any corrective action as and when required.
7. Leading on the financial strategy and investment priorities for the service.
8. Overseeing and agreeing the cost and benefit sharing framework, ensuring that it remains fair and appropriate for both organisations.
9. Provide updates on the strategic business plan and performance to the Joint Committee.
10. Oversee the development of work to ensure that within twelve months of the creation of the Joint Committee [by October 2017], the Joint Committee considers the options for the Shared ICT Service to be delivered via a wholly owned company rather than a Joint Committee structure.

This page is intentionally left blank

Appendix C: EqIA

Equality Impact Assessment

Name of Project	IT Shared Services	Cabinet meeting date <i>If applicable</i>	15 March 2016
Service area responsible	IT		
Name of completing officer	Priya Javeri	Date EqIA created	07 March 2016
Approved by Director / Assistant Director	Tracie Evans	Date of approval	07 March 2016

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity between those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers **MUST** include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead: Priya Javeri	5.
2. Equalities / HR : Fiona Amui	6.
3. Legal Advisor (where necessary): Victoria Wyatt	7.
4. Trade union: Gerard McGrath	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups. Also carry out your preliminary screening (Use the questions in the Step by Step Guide (The screening process) and

document your reasoning for deciding whether or not a full EqIA is required. If a full EqIA is required move on to Stage 3.

Member approval is being sought to join a shared ICT Digital service with the boroughs of Camden and Islington and to establish an executive Joint Committee to oversee the shared service arrangements. Future decisions made as part of the shared service arrangement could have an impact for staff and service delivery and so the report is of relevance to our general equality duty. At present officers are seeking agreement to enter into formal discussions with the boroughs of Camden and Islington. The detail of the shared service arrangements will form part of these discussions. This EqIA will therefore be updated to reflect decisions taken as part of the shared service arrangement.

At this stage the EqIA profile of existing staff does not warrant concerns in terms of adverse impact of this proposal on current IT staff.

Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council’s workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.	
Data Source (include link where published)	What does this data include?
EqlA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough
EqlA Profile of existing IT service	Age, gender, ethnicity, disability information for IT service staff

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment This section to be completed where there is a change to the service provided	
Data Source (include link where published)	What does this data include?
No change at this stage as the Target Operating Model has yet to be decided.	

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	Negative	Details	None – why?
Sex				The shared service will be largely about changes to IT infrastructure. It is therefore not anticipated that the arrangements will have any impact on public facing IT services. Any future proposals to change frontline IT service delivery would be subject to further decision and

				consultation. Any future proposals that involve change to IT support for service transformation would also be subject to further internal consultation.
Gender Reassignment				As above
Age				As above
Disability				As above
Race & Ethnicity				As above
Sexual Orientation				As above
Religion or Belief (or No Belief)				As above
Pregnancy & Maternity				As above
Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))				As above
Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.				
	Positive	Negative	Details	None – why?
Sex	The shared service proposal is anticipated to bring positive benefits for all staff in terms of offering a greater range of career and work development opportunities.	The shared service proposal may result in a rationalisation of current staffing levels and reduction in FTE numbers, especially in management and	Add in details in terms of IT service staff gender breakdown	None at this stage as the Target Operating Model is yet to be decided. The proposal is not anticipated to have a disproportionate impact on groups with the protected characteristics.

	The proposal should also bring opportunities for expanding local apprenticeships and links to education which should have positive benefits for the wider community.	supervisory posts. However, this is not anticipated to be beyond that which would be required as part of overall savings targets for the service.		
Gender Reassignment	As above	As above	Add in details if known on IT service staff As above	As above.
Age			Add in details in terms of IT service staff age breakdown	As above.
Disability			Add in details in terms of IT service staff disability breakdown	As above.
Race & Ethnicity			Add in details in terms of IT service staff race breakdown	As above.
Sexual Orientation			Add in details if known on IT service staff	As above.
Religion or Belief (or No Belief)			Add in details if known on IT service staff	As above.
Pregnancy & Maternity			Sarah Picton	As above.

<p>Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1))</p>			<p>Add in details if known on IT service staff</p>	<p>As above.</p>
---	--	--	--	------------------

<p>Stage 6 - Initial Impact analysis</p>	<p>Actions to mitigate, advance equality or fill gaps in information</p>
<p>The proposal is not anticipated to have any impact on public facing services. The EqIA has identified that the proposal may bring positive benefits for staff in terms of opportunities for development. Although the proposal may result in future rationalisation of staff numbers this is not beyond that required as part of overall savings and is not anticipated to impact disproportionately on groups with the protected characteristics.</p>	<p>The EqIA will be updated on the basis of the TOM and formal consultation with staff</p>

<p>Stage 7 - Consultation and follow up data from actions set above</p>	
<p>Data Source (include link where published)</p>	<p>What does this data include?</p>
<p>None at this stage as there is no impact on staff until the target operating model is confirmed. The staff have been briefed on the business case and formal engagement with staff has taken place. There have been number of formal staff briefings for all IT staff and FAQ has been compiled. This has not highlighted impact on EqIA.</p>	<p>The EqIA will be updated on the basis of the TOM and formal consultation with staff</p>

<p>Stage 8 - Final impact analysis</p>
<p>No impact at this stage until the target operating model is confirmed. The staff have been briefed on the business case and formal engagement with staff has taken place.</p>

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director

Tracie Evans

Date of review

07 March 2016

Review approved by Director / Assistant Director

Date of review

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council’s policy.

This page is intentionally left blank