

Appendix 4

Draft Equality Impact Assessments 2015-2018

Haringey context:

Haringey is a borough with many assets to build on, but some difficult challenges to resolve. We are proud of our diverse, cohesive and aspirational communities and of the potential this offers:

- Around 258,900 people live in Haringey (an increase of 3,300 since the 2011 Census). By 2021, it is projected that the population will rise by a further 30,000.
- The population is the fifth most ethnically diverse in the country; over 60% of residents are non-White British. English is an additional language for over half our children and young people.
- 184 languages are recorded in the school census
- Haringey is a “young” borough. Children and young people aged 0 to 19 comprise about a quarter of the population.

Haringey has many of the ingredients that help make London one of the world’s great cities. There are great transport links and a rich heritage including the iconic Alexandra Palace, Tottenham Hotspur Premier League football club, Bruce Castle Museum and the restaurants and shops in Green Lanes, Muswell Hill, Crouch End and Wood Green.

It is a welcoming place where there is a tradition of people settling here, finding a base to live, work, bring up families, thrive and achieve. Haringey has yet more potential but in order to realise this, we must address a number of key challenges.

Achieving better outcomes and ensuring we have the capacity to deliver against a background of high levels of deprivation is a continuing challenge. Haringey is the fourth most deprived area in London, mostly related to low incomes, poor housing conditions and high crime. One in three children live in poverty and one in four live in a household where no adult works. Almost 3,000 households live in temporary accommodation.

There are wide differences in the levels of deprivation and health; the more deprived the area, the shorter the life expectancy, especially for men. While levels of teenage pregnancy are reducing, the numbers are still high. We also have high levels of childhood obesity, mental illness and sexually transmitted infections.

Addressing the significant social, economic and health issues are made more difficult by the significant financial challenges the council faces with reductions of £70 million needed by 2018. This is in addition to cumulative savings amounting to more than £100 million over the previous three years.

Our Equalities Duties:

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

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations
- In addition the Council complies with the Marriage (same sex couples) Act 2013.

The Act covers nine protected characteristics which are:

- age
- disability
- gender and gender reassignment
- pregnancy and maternity status
- marriage and civil partnership
- ethnicity
- religion or belief
- sexual orientation

The Public Sector Equality Duty came into force on 5 April 2011. The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities - in shaping policy, in delivering services and in relation to their own employees, and for these issues to be kept under review. If we do not consider how a function can affect different groups in different ways, it is unlikely to have the intended effect. This can contribute to greater inequality and poor outcomes.

Every person can identify with a combination of these characteristics; we all have an age, a disability status, a gender, our own beliefs and a sexual orientation. It is not the purpose of equalities monitoring to put people in boxes but to ensure that all groups of people have their needs met.

Haringey Council believes the Equality Impact Assessment process, which is no longer a statutory requirement, is an important way of informing our decision making process.

Draft Equality Impact Assessments (EQIAs) have been developed for the savings that have been identified against each of the five priorities in the corporate plan. It has not been possible to complete all draft EQIAs at this stage as many of the savings proposals are still in development and will be consulted on over the next few weeks. This report does not consider the cumulative impact of the Medium Term Financial Strategy at this stage. We will do so over the lifetime of the MTFs and report back to Cabinet in February 2015 on progress made.

Future approach – ensuring a fair and equal borough:

The draft Corporate Plan 2015-18, sets out how we plan to support Haringey's residents to build a stronger future through 5 priorities:

- Outstanding for all: Enable every child and young person to have the best start in life, with high quality education;
- Empower all adults to live healthy, long and fulfilling lives;
- A clean and safe borough where people are proud to live;
- Drive growth and employment from which everyone can benefit;
- Create homes and communities where people chose to live and are able to thrive.

These are underpinned by 6 cross-cutting principles:

- Prevention and early intervention – preventing poor outcomes for children, young people and adults and intervening early when help and support is needed;
- Tackling inequality – tackling the barriers facing the most disadvantaged and enabling them to reach their potential;
- Working together with communities – building resilient communities where people are able to help themselves and support each other;
- Value for money – achieving the best outcome from the investment made;
- Customer focus – placing our customers needs at the centre of what we do;
- Working in partnership – delivering with and through others.

The Medium Term Financial Strategy (MTFS) is aligned with the 5 corporate plan priorities. All priorities and cross-cutting principles will have delivery plans including a clear vision, objectives and performance indicators so that we will be able to transparently monitor progress.

Key findings:

In the context of delivering £70 million of savings over the next three years, it is inevitable that Haringey Council will need to make changes to the way it delivers its services. The council is in the process of developing delivery plans that ensure there is transformation of services and better outcomes for residents, rather than just managing decline. However, these budget reductions may also have adverse impacts on service users.

This report provides a brief summary of the EQIAs undertaken so far in relation to the savings proposals in the MTFS which are grouped to align with the corporate plan priorities. **It is important to note that at this stage, the impact assessments undertaken are, at best, a high level view of potential issues and are not a detailed quantitative analysis. They are live documents and full impact assessments will be completed and consulted on as we move towards implementing changes to policies, strategies and service delivery.**

Priority 1 – Enabling every child and young person to have the best start in life, and a high quality education:

The objectives of priority 1 are to ensure:

- All children have the best start in life with good relationships, development and school readiness;
- All children will be healthier, happier and emotionally resilient;
- We will focus on supporting children and young people earlier on, when they need it;
- Children and young people's education performance will be in line with the best in London by 2016;
- By 2018, levels of youth employment, education and training will be in the top quartile when compared to the rest of London;
- By 2016, all children and young people will attend exceptional schools in Haringey and these schools will be the first choice for families;

The proposals set out within this draft Equalities Impact are intrinsically linked with one another and have been developed as part of a wider and emerging future operating model or, new social care model. It has therefore been useful to undertake an overall EQIA so as to ensure due consideration of the proposals and subsequent implications are set out in one place and that any interdependencies are identified.

Set out below are the strands which form part of the council's Priority 1 within the draft Corporate Plan 2015-18, some of which have individual EQIAs whilst other areas have been joined into a broader 'transformative' EQIA:

- Pendarren & Traded Services (Individual EQIA)
- Public Health (Individual EQIA)
- Early Help
- Early Years

- Special Educational Needs & Disabilities (SEND)
- Youth
- Looked After Children & Placements
- Future Operating Model

All these proposals will mean that we continue to fulfil our statutory duties.

Some of these proposals have not yet been worked up in sufficient detail to produce a full EQIA as important decisions are still to be taken and further analysis of the potential impact is undertaken. This process will be managed through the Haringey 54,000 programme.

We know that all proposals will mean that service provision across these areas will, to a greater or lesser extent, change and that there are specific groups of identified stakeholders whom will be impacted upon in some way. We have endeavoured within these EQIAs to provide as much certainty and clarity through our outlined proposals and draft equalities impact assessment so that we can ask for views, and identify and mitigate any adverse impact where possible.

Priority 2 – empowering all adults to live healthy, long and fulfilling lives:

The objectives for priority 2 are to ensure:

- All residents will be as healthy as possible for as long as possible
- All residents will feel supported by the community to be healthier and to live independently longer
- Support will be provided at an earlier stage to residents who have difficulty in maintaining their health and wellbeing
- Residents assessed as needing formal care and/or health support will receive responsive, safe high quality services
- All vulnerable adults will be safeguarded from abuse.

We know that all proposals will mean that service provision across these areas will change to a greater or lesser extent and that specific groups and stakeholders will be impacted upon in some way.

The proposals are intrinsically linked and have been developed as part of a wider transformation approach to support and services. Robust EqlAs will continue to be developed as we go through the consultation processes.

Mitigation:

The primary action to mitigate is our commitment and proposals to transform the current service offer and service delivery approaches. This includes integrating services, including with the NHS. We will also focus on creating environments that support our residents to be healthy.

People will continue to receive assessment of their needs for adult social care services and this will take account of issues such as gender, race, age, faith disability and sexuality.

Priority 3 – A clean, green and safe borough: a place where everyone feels safe and is proud to live:

The objectives of priority 3 are to:

- Make Haringey safer;
- Improve satisfaction and confidence with cleanliness, safety and service delivery;
- Build effective partnerships with communities and key stakeholders in the borough;
- Improve cleanliness and recycling rates in the borough

Savings proposals have been identified for priority 3 which focus on developing new delivery models, identifying sources of additional income, ensuring there are greater efficiencies in our service delivery and in a very few cases, stopping specific services.

There will be potential changes to the way parking, our parks and street cleansing services as well as changes to the way Alexandra Palace is funded and policy changes to increase income streams.

Priority 4 – sustainable housing growth and employment: drive growth and employment from which everyone can benefit:

The objectives for priority 4 are to:

- Ensure that residents have the training, skills and support necessary to find and keep good quality employment;
- Create an environment that supports investment and growth in business and jobs;
- Enable growth by securing key infrastructure and providing a great planning service;
- Reduce carbon emissions across the borough with the aim of meeting the 80:20 goal, while growing the green economy;
- Secure a sustainable future for key sites and focus growth in Tottenham and Wood Green

Priority 4 will mean potential changes to the way we deliver planning services, meet our environmental targets and how we enable economic development in the borough. Many of the impacts will be positive. For example, the Economic Development and Growth Strategy, which will be coming to Cabinet in January 2015

will set the direction for Haringey's economic development and growth over the next five years – enhancing our talent base, growing businesses and developing our infrastructure.

However, the proposals also include the withdrawal of free advisory services, withdrawal of funding to Wolves Lane Nursery and changes to the way we consult with residents on planning applications. As these proposals are developed, full impact assessments will be undertaken.

Priority 5 – Create homes and communities where people choose to live and are able to thrive:

The objectives of priority 5 are to:

- Meet housing need through the increased supply of new homes and access to good quality and affordable housing
- Work in partnership to prevent homelessness and to promote cost-effective options for those in immediate housing need
- Improve health and wellbeing and deliver pathways to independence
- Improve our neighbourhoods
- Effectively manage our existing housing and provide excellent services to residents

Specific proposals for changes to policies, strategies and service changes are still being developed. An initial assessment of potential impacts has identified the following issues:

- Changes in access to community based services may affect the high percentage of families that are single parent (female) families;
- Review of homelessness, housing demand and early intervention will address the lack of supply of housing in Haringey and lead to a larger number of people being offered options away from Haringey;
- A reduction of supply of social rented, in favour of mixed tenure and higher 'affordable' rents, will impact on poorer and low income people;
- Moves to achieve greater self reliance will encourage people to access fewer services;
- Cuts in Housing Related Support may lead to the withdrawal of lower priority services to individuals.

The proposals set out within the more detailed draft EQIA for priority 5 are intrinsically linked with one another and have been developed as part of a wider and emerging future operating model. Individual EQIAs will be completed where policy changes are being proposed to help meet the objectives outlined above. For example, early in 2015, we are planning to bring forward a new Homelessness Strategy for consultation which of course will need a full EQIA. The initial draft EQIA sets out the overarching proposals and identifies initial implications so that robust equalities impact assessments can be fully considered and consulted upon.

Workforce Plan:

A separate Workforce Plan has been developed to sit alongside the new Corporate Plan and Medium Term Financial Strategy. A separate impact assessment has also been undertaken to provide a high level overview of the impact on our staff of the proposed headcount changes. This is subject to an ongoing review as more detailed plans are developed over the life of the plan

The key impacts that have been highlighted as a result of proposed staffing reductions are:

- Women will potentially be disproportionately affected compare with the profile of the Council's workforce. 75% of the posts that are at risk are occupied by women and women currently make up 68% of the workforce;
- The headcount reductions relate to 14% of those who have declared a disability. This is compared to a Council average of 10%;
- Compared to the Council profile, those employees from an Asian, White or White minority's background are less impacted. Black employees are disproportionately affected at 45% of the population compared with a Council profile of 36%.

Actions to mitigate impact:

- An equality audit is being commissioned by an independent company to audit the Council's practices against all nine protected characteristics;
- Support workshops will be provided when specific programmes or projects are being planned. Managers will be supported by a Change Management Toolkit to outline their responsibilities within the EQIA process and how they can best support their staff;
- Services will complete an equality impact assessment to assess any impact at that level and consider mitigating action;
- Skills development will be provided through the Haringey Academy;
- HR has introduced a dedicated Policy and Equalities Manager post. When appointed this person will be a key member of the Workforce Project team and every quarter will produce Council wide EQIA to monitor the impact of implementing these proposals on protected groups.

Next steps:

Ensuring a fair and equal borough is a priority for the council and this is reflected in the objectives and performance targets we have set out in the corporate plan 2015-18.

The impact assessments that have taken place so far are draft and will be developed further as new operating models, service changes and policy changes are progressed and implemented over the lifetime of the three year medium term financial strategy.

We welcome any comments on the work undertaken so far and will consult further as policy, strategy and service delivery changes are implemented. The EQIAs can be found here: www.haringey.gov.uk/eqia-dec14

Any comments received will be taken into consideration and a further update will be brought to Cabinet in February 2015.

Appendix A:

Process for analysing impact – data sets and evidence base used:

It's important for the decision making process that all equalities impact assessments are underpinned by sound, consistent data collection and analysis. The analysis focussed on the effect of the proposed change on people in respect of their protected characteristics. Several sources of data were drawn upon, both internal and external, in assessing potential impact including:

- Data held by services including local business systems such as Framework-i (Children's and Adult's Social Care), OHMS (Housing) and iWorld (Revenues and Benefits);
- Comparisons between the make-up of the service-user population and Haringey's overall population as determined by the 2011 Census;
- Local, regional (i.e. GLA) and national research, particularly when data on a particular function is not collected internally;
- Population level data such as 2011 Census statistics for Haringey both at a borough and ward level; Haringey school census data; Haringey's Joint Strategic Needs Assessment (JSNA) and other local and national socio-economic data

Appendix B:

Progress on 2013-15 Corporate Plan Equality Objectives

As part of the Corporate Plan 2013-15, specific equalities objectives were identified. An update on progress made against these objectives can be found below.

Corporate Plan Outcome	Related Corporate equality objectives 2013-15	Progress 2013/14
Outstanding for All: <i>Enabling all Haringey children to thrive</i>	<i>Objective 1:</i> Narrow the educational attainment gap for under-performing groups e.g. African, Caribbean, Turkish and Kurdish pupils; Children eligible for Free School Meals	<p>In 2013 African, Kurdish and Turkish pupils narrowed the gap with the national figure significantly at GCSE level.</p> <p>Kurdish pupils had increased attainment at GCSE from 40% in 2012 to 53% in 2013; Turkish pupils from 44% in 2012 to 54% in 2012; African pupils from 57% in 2012 to 62% in 2013</p> <p>Haringey pupils eligible for FSM do better than their national peers at Key Stage 2</p> <p>Haringey Looked After Children achieved significantly above their national peers at KS2 and GCSE</p>
Safety and Well-being for all: <i>A place where everyone feels safe and has a good quality</i>	<i>Objective 2:</i> Support young people away from crime	<p>The Gang Exit Project has worked with 74 young people involved in gangs in 2013/14 exceeding the target of working with 70 young people; 89% were engaged and retained by the end of the year exceeding the target of 80%.</p> <p>The multi agency Offender Management Unit has dealt with 255 Integrated Offender Management cases in 2013/4 significantly</p>

Corporate Plan Outcome	Related Corporate equality objectives 2013-15	Progress 2013/14
<i>of life</i>		exceeding the year 1 target, equating to 153 individuals.
	<i>Objective 3: Safeguard children and vulnerable adults</i>	<p>There has been good performance in this area with 64 successful adoptions and special guardianship orders in 2013/14, exceeding the combined annual target of 45 by over a third.</p> <p>At the end of March 2014, there were 201 children subject to a child protection plan which is equivalent to a rate of 35 children with child protection plans per 10,000 children aged 0 – 17 years. This is in line with its statistical neighbours.</p> <p>Data from the latest Adults Social Care Survey shows there has been an increase in the proportion of service users who say that those services have made them feel safe and secure, to 85% meeting the target.</p>
	<p><i>Objective 4: Reduce the gap in male life expectancy between the east and the west of the borough</i></p> <p><i>Objective 5: Increase maternity access at 12 weeks</i></p> <p><i>Objective 6: Reduce Haringey's under</i></p>	<p>Information for the indicator to reduce cardiovascular mortality will be released later this year and will cover the period 2011-13. (There is considerable lag in the reporting of this indicator.)</p> <p>Access has increased from 67.2% in 2012/13 to 77.2% in 2013/14.</p> <p>Since 2002 the teenage conception rate in Haringey has been on a downward trajectory, in line with national trends. The rate of</p>

Corporate Plan Outcome	Related Corporate equality objectives 2013-15	Progress 2013/14
	<p>18 conception rate</p> <p><i>Objective 7: Halt the rise in childhood obesity</i></p>	<p>33.1 per 1,000 (latest data 2012) is the lowest rate recorded and is just above the target of 32.7.</p> <p>The latest data (2012/13) released for child obesity rates indicate that there has not been a rise in childhood obesity in the borough. The current rates for Haringey are 11.1% in reception class (down from 11.8%) and 23.4 % in year 6 (down from 23.8%). Haringey's rates are consistently above the England rates and broadly similar to the London rates.</p>
Opportunities for all: <i>a successful place for everyone</i>	<i>Objective 8: To develop work skills programmes focussing on young people</i>	Good progress has been made in supporting Haringey residents into employment. The figure for 2013/14 is 348, exceeding the target of 300 people. Of the people supported into work this year, 79 were young people aged 16-24 years old exceeding the target of 65.
	<i>Objective 9: Regenerate the most deprived areas of the borough</i>	<p>Work is underway on the Spurs development. The Sainsbury's supermarket opened in November 2013 bringing 250 jobs to the area.</p> <p>The Tottenham Strategic Regeneration Framework was agreed by Cabinet in March 2014.</p>
	<i>Objective 10: Ensure that our housing</i>	The number of female lone parent applicant households

Corporate Plan Outcome	Related Corporate equality objectives 2013-15	Progress 2013/14
	allocation processes do not negatively impact on any of the protected groups	<p>accommodated in temporary accommodation by the authority has fallen from 177 in March 2013 to 146 in March 2014.</p> <p>The number of applicant households aged 16-24 in priority need accepted has fallen from 44 in March 2013 to 29 in March 2014.</p>
<p>A better council:</p> <p><i>Delivering responsive, high quality services; encouraging residents who are able to help themselves</i></p>	<p><i>Objective 11:</i> To promote the Equal Opportunity Policy through procurement and commissioning</p>	<p>The Equality & Diversity section of the Pre-Qualification Questionnaire was reviewed and updated in 2014.</p>