



Haringey Council

Appendix 2

Equality Impact Assessment

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| Name of Project | Community Strategy | Cabinet meeting date <i>If applicable</i> | 14 th July 2015 |
| Service area responsible | Commissioning | | |
| Name of completing officer | Will Shanks | Date EqIA created | 15 th June 2015 |
| Approved by Director / Assistant Director | | Date of approval | |

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 | |
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| 1. Project Lead | Will Shanks, Policy and Equalities Officer, 6926 |
| 2. Equalities / HR | |
| 3. Legal Advisor (where necessary) | |
| 4. Trade union | |

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.

Description of the Community Strategy:

‘Building a stronger Haringey together’ is the aim of the Council’s Corporate Plan 2015-18. The purpose of the Community Strategy is to lay out how the Council and partners will engage more deeply with communities in the delivery of Haringey’s Corporate Plan. It is the strategy behind the Corporate Plan’s cross cutting theme of ‘working with communities’. At a time when traditional ways of supporting communities, and working with the voluntary sector, are changing, the Community Strategy is a positive strategy for achieving outcomes in a different way.

At the heart of this approach is capacity building – establishing the right framework of support to enable communities to solve the issues they face. The Strategy lays out how the Council can give people the information, tools and confidence to make positive change in their local communities with intervention from the Council only as required.

The Community Strategy lays out a set of principles and a practical tool kit to guide commissioners, councillors and residents as the council increases the ways in which it works with local communities. The aim is to embed working with communities as a routine, fundamental way in which the Council operates, with all future activity in the Council being informed by this Strategy.

The Community Strategy has five strategic priorities:

1. Increase community participation for residents by providing opportunities to connect people to their communities
2. Deliver open and customer-led services that enable residents to participate in the design and delivery of the services that support them
3. Increase independence and self-reliance within communities
4. Facilitate positive community conversations that support residents to make socially responsible and sustainable choices

5. Becoming an enabling, collaborative organisation that creates the culture where communities are confident to lead positive change and have 'can do' approach to problem solving

For each priority the strategy outlines what the future will look like, what key activities will characterise the new way of working, and a number of positive steps that the Council will take to achieve the priority. The outcomes to be delivered are clarified, along with the indicators that will be used to measure these outcomes (all of which are featured in the Corporate Plan).

A table of principles outlines a set of considerations to inform Council officers and Councillors as they carry out their duties. The aim is to assist them to work with communities in as many aspects of their work as possible. A series of 'what?' principles prompt officers/councillors to think about what they can achieve by working with communities, while 'who?' principles prompt them to consider who they should engage and raises issues of equality, inclusivity and accessibility. 'How?' principles challenge officers/councillors to think about the most effective way of working with communities.

Building on the how principles is a comprehensive toolkit for engagement. This is a summary of the tools that are available to all staff, commissioners, councillors and residents to help develop collaborative ways of working. Each tool is accompanied by a worked example for each of the strategic objectives with ideas about how the new approach could be applied in practice. The toolkit covers different roles that residents can be asked to play, tools for involving residents in commissioning and tools for involving residents in place-shaping.

Relevance to general equalities duty and protected groups:

The Community Strategy looks to inform how all Council functions, services, commissioning and place-shaping is carried out and so has significant potential to impact on all residents and all protected characteristics. The Community Strategy looks to introduce new ways of working that enable residents to do more for themselves, to be more resilient and self-reliant, and for communities to come together to tackle common issues. There is an imperative to give residents a bigger role in the commissioning process, and the design and delivery of services. There is an inherent risk that not all residents will be equally capable of responding to and benefiting from the new ways of working – some residents lack the capacity to do more for themselves, there is a risk that some groups are excluded when communities take collective action, and that resident commissioning is dominated by the loudest voices, with minority views not being heard. All of these risks are explored in more detail below.

The Community Strategy also has significant scope to deliver a positive impact on equalities and the protected groups. One of the explicit aims of the Strategy is to promote community cohesion by enabling more opportunities for communities to come together to support one another and improve their neighbourhoods. This positive potential will be explored in more detail below.

In conclusion – the Community Strategy is relevant to equalities and a full EqlA is required.

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? |
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| EqIA Profile on Harinet | Age, gender, ethnicity, disability information – for the Council and the Borough |
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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? |
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| NA – EqIA relates to an overarching strategy not a specific change in services provided | NA |
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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 | | | | <p>No evidence to suggest a negative impact and no risks identified.</p> <p>Measures should be in place to determine whether the cumulative impact of the new ways of working are adversely affecting people based on their sex.</p> |
| Gender Reassignment | | | | <p>No evidence to suggest a negative impact and no risks identified.</p> <p>Measures should be in place to determine whether the cumulative impact of the new ways of working are adversely affecting people based on gender reassignment.</p> |
| Age | Potential | Risk | Online information and advice services will play an important role in building residents' capacity to participate in the new ways of working | |

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| | | | <p>– but older residents may lack digital skills.</p> <p>There is significant potential for new ways of working to prompt community-led initiatives that support older people – i.e. befriending, community transport etc. Older people seem to be a popular focus for community-led initiatives elsewhere in the UK.</p> <p>Older people (retirees) also tend to be time-rich and the most engaged in volunteering and influencing local services so new ways of working may give this groups more opportunities to be involved.</p> | |
| Disability | | Risk | <p>Online information and advice services will play an important role in building residents' capacity to participate in the new ways of working – but some disabled residents may lack digital access.</p> | |

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| | | | There is a risk that community-led events and initiatives may not sufficient steps to be accessible to disabled people. | |
| Race & Ethnicity | Potential | Risk | <p>There is a risk that community buildings policy has traditionally supported BME communities so that a change in policy could adversely affect this group. See section 6.</p> <p>There is scope to advance community cohesion objectives by promoting and supporting community events and uses of community buildings that bring communities together. See section 6.</p> | |
| Sexual Orientation | | | | <p>No evidence to suggest a negative impact and no risks identified.</p> <p>Measures should be in place to determine whether the cumulative impact of the new ways of working are adversely affecting people based on</p> |

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| | | | | sexual orientation. |
| Religion or Belief (or No Belief) | Potential | Risk | <p>There is a risk that community buildings policy has traditionally supported faith communities so that a change in policy could adversely affect this group. See section 6.</p> <p>There is scope to advance community cohesion objectives by promoting and supporting community events and uses of community buildings that bring communities together. See section 6.</p> | |
| Pregnancy & Maternity | Potential | Risk | <p>Children and young people seem to be a popular focus for community-led initiatives elsewhere in the UK – and Haringey’s proposed new model for Children’s Centres will see greater efforts from the Council to engage parents in the design and delivery of services for children.</p> <p>There is a risk that commissioners will</p> | |

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| | | | engage with residents at times that do not suit parents, or working parents. The Community Strategy features a range of tools which will enable commissioners to engage in different ways and different times. | |
| Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1)) | | | | <p>No evidence to suggest a negative impact and no risks identified.</p> <p>Measures should be in place to determine whether the cumulative impact of the new ways of working are adversely affecting people based on marital status.</p> |

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? |
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| Sex | <p>There is a risk that staff do not have the capacity to work with communities in the ways outlined by the Community Strategy. The Community Strategy envisages the role of Council staff changing as local residents and communities are empowered to do more. As local capacity becomes greater, staff within the Council will move from being providers and commissioners to becoming enabler and facilitators, roles in which leadership, negotiation and influencing skills are paramount.</p> <p>To mitigate this risk the Council will provide training to front line staff to equip them to work with communities. All affected staff will have equal opportunities to access training. No impacts specific to particular protected groups have been identified.</p> <p>Staff working more closely with communities may have a postivie effect in promoting diversity in the workforce. Closer contact between staff and residents might encourage more residents to apply for Council positions, and it might enable local staff members to draw on their local knowledge to flourish in their jobs.</p> | | | |
| Gender Reassignment | | | | |
| Age | | | | |
| Disability | | | | |
| Race & Ethnicity | | | | |
| Sexual Orientation | | | | |
| Religion or Belief (or No Belief) | | | | |
| Pregnancy & Maternity | | | | |
| Marriage and Civil Partnership (note this only applies in relation to eliminating unlawful discrimination (limb 1)) | | | | |

Stage 6 - Initial Impact analysis

| Risks or potential for positive impact: | Actions to mitigate, advance equality or fill gaps in information |
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| <p>Risk: that new ways of working benefit those who already have capacity – to support themselves, to get things done in their communities, and to influence council services – and disadvantage those who lack capacity and/or may be vulnerable.</p> <p>There is potential for the new ways of working favour those who are more affluent/educated, less reliant on services, time-rich/retired, and well connected in their communities, and disadvantage those who are more reliant on services and/or socially isolated. There is a risk that those who are disadvantaged are concentrated in the protected groups (ie disabled people) such that the new ways of working have a negative impact on equality.</p> | <p>Central to the Community Strategy is the concept of capacity building – supporting residents to be able to a) do more for themselves, b) do more in their communities and c) to be able to take part in new opportunities to shape Council services. The aim is that the capacity to engage with and benefit from the new ways of working will be widely spread across Haringey’s population such that all groups are equally able to take part.</p> <p>Equalities considerations will guide the Council’s approach to capacity building – which will target groups in particular need of capacity building. For example, the Transformation Challenge pilot in Tottenham is training community champions in an area where capacity is comparatively low.</p> |
| <p>Risk: that information and advice is not equally accessible to all residents, with certain protected groups (ie older people, disabled people) having less access.</p> <p>Information and advice is key to the Council’s approach to capacity building. The premise is that with better information and advice more people can learn how to do things for themselves/be more resilient, can know what is happening in their community, and know how to influence council services. The Council’s new Voluntary Sector Commissioning Framework prioritises support for voluntary sector organisations that deliver information and advice services.</p> | <p>There will be equalities and accessibility criteria whenever the Council commissions or otherwise supports voluntary sector information and advice services.</p> <p>Service user views will be taken into account in the commissioning process.</p> <p>The Community Strategy also calls for digital champions (volunteers who help people access information on line) to have a part in the Council’s approach to capacity building.</p> |
| <p>Risk: that a greater role for residents in commissioning will mean that unrepresentative voices dominate, and there is a lack of diversity amongst participants.</p> | <p>There will be training and guidance for commissioners around equalities.</p> <p>Commissioners will be able to call on support from the Voluntary</p> |

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| | <p>Sector Strategic Partner to identify community groups to invite to participate in commissioning.</p> <p>The Community Strategy toolkit provides commissioners with different tools to engage different groups (online forums, face to face meetings, workshops at Children’s Centres/Libraries).</p> <p>There is scope to recruit/commission a standing pool of trained ‘advisors’ who input into commissioning exercises, and ensure the pool is representative of Haringey communities.</p> <p>EqlAs for individual commissioning exercises will assess whether resident-led commissioning has been inclusive.</p> |
| <p>Risk: support for community events and initiatives is not distributed equitably, with some groups/communities benefitting disproportionately.</p> | <p>The process for organising a community event will be streamlined, making it easier for all groups to organise events. There will be a simple, transparent process for applying for support (from the Council or private sector sponsors).</p> <p>Measures will be in place to monitor the support that is provided to community events – to enable regular assessment of the equalities impact.</p> <p>Ward budgets are designed to be flexible and responsive to community need and enthusiasm, so there is a particular risk around equalities. There will be equalities training and guidance for Councillors, and Councillors will be equipped with information about local need. Proposals for distributing ward budgets must be confirmed by a named senior council officer under delegated decision making.</p> |
| <p>Risk: community buildings policy has traditionally supported BME and faith communities so that a change in policy could adversely affect these groups.</p> <p>The Community Strategy confirms a new policy for community buildings that prioritises the use of buildings that offer capacity</p> | <p>A separate EqlA has been carried out for the Community Buildings Review. Equalities considerations will continue to inform the Council’s policy for supporting community buildings.</p> |

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| <p>building/information and advice to the whole community.</p> | |
| <p>Risk: the needs of protected groups are overlooked when communities set their priorities in neighbourhood plans, or develop resident-led initiatives for mutual support.</p> | <p>The Council will endeavour to engage with community groups who are setting neighbourhood plans and offer them information on local profile/needs to inform their plans.</p> <p>Where the Council is leading the creation of neighbourhood plans, steps will be taken to ensure that the needs of protected groups are not overlooked. An EqIA will be carried out for the Noel Park project.</p> <p>The Council will continue to commission voluntary and community sector organisations to meet the needs of vulnerable residents/protected groups when needs are going unmet by resident-led initiatives. Ward budgets and other seed-funds the Council might develop (ie a Community Trust Fund) will be used strategically to catalyse resident-led initiatives in areas where needs are not being met.</p> <p>The Council will continue to support residents with social care needs to take up personal budgets. Personal Budgets empower vulnerable residents to ensure their needs are met and the collective power of personal budgets holders as commissioners/market shapers can ensure voluntary and community groups respond to personal budget holders' needs and provide the right services.</p> |
| <p>Risk: staff do not have the capacity to work with communities in the ways outlined by the Community Strategy.</p> | <p>See section 5b above</p> |
| <p>Risk: the cumulative impact of a range of new ways of working with communities has a negative impact on protected groups.</p> | <p>Recommendation for Cabinet report: Measures need to be in place to record the profile of residents who are participating in capacity building initiatives, taking part in commissioning, and receiving support from the Council (i.e. via ward budgets). An annual assessment should be carried out to determine whether there are inequities and imbalances in who is taking part and who is being supported.</p> |

Positive potential: there is scope to advance community cohesion objectives by promoting and supporting community events and uses of community buildings that bring communities together.

Both the Community Strategy and Community Buildings Review emphasise the need to promote community cohesion. The Council uses MOPAC indicators to monitor levels of community cohesion – as part of initiatives such as Prevent and Operation Shield.

Conclusion – adequate mitigation is in place to address the equalities risks raised by the Community Strategy. It is recommended that an annual review be carried out to monitor the cumulative impact of the new ways of working, the effectiveness of mitigation measures and whether further mitigation is required.

Stage 7 - Consultation and follow up data from actions set above

Recent consultations on Tottenham regeneration and the Medium Term Financial Strategy 2015-18 have identified a number of community priorities around community participation and volunteering.

Residents have told us that they want:

- spaces to meet and support each other
- opportunities to contribute to, and to be more engaged with, the local community
- opportunities to learn new skills through training and mentoring
- to be supported to lead regeneration and deliver change in your local area
- to be involved in decisions on how money should be spent

These views are reflected in the Community Strategy.

Recommendation for Cabinet report: It is recommended that the Community Strategy be put to public consultation, with residents invited to comment on the principles and tools that feature in the Strategy.

It will be valuable to determine whether residents feel the tools for community engagement will be effective – whether residents think they would respond positively to them. It will also be useful to find out what capacity building support residents feel they need to engage with specific tools of engagement.

Stage 8 - Final impact analysis

To be completed after the public consultation

Stage 9 - Equality Impact Assessment Review Log

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.