

	<h2>Environment Committee</h2> <h3>10 March 2015</h3>
Title	Shared Public Mortuary Service
Report of	Commissioning Director for Environment
Wards	All
Status	Public
Enclosures	Appendix 1 – Options Appraisal Appendix 2 – Equalities Impact Assessment Appendix C – Full Business Case Barnet Shared Mortuary Service
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Summary

The Public Health Act (1936) states that, if required by the Minister of Health, local authorities have a legal duty to provide mortuary and post mortem facilities for HM Coroner. These facilities are currently provided by The London Borough of Barnet at the Finchley Mortuary and these facilities require significant investment to bring them up to modern standards. The Finchley Mortuary, in common with mortuaries in neighbouring boroughs, has experienced declining post mortem volumes and as a result is not running to maximum capacity or efficiency.

A number of options were considered at ROBC (Revised Outline Business Case) stage and these options were reassessed for the purposes of the Full Business Case. Each option was scored against the critical success factors of improving satisfaction of residents by providing modern facilities including disabled access, HTA (Human Tissue Act) compliance, timeliness of the new service, capital and total costs, benefits and risks relating to each option. The option to enter into a shared service with Brent and Harrow achieved the highest overall score and is therefore the recommended option.

The option to deliver a shared service with Brent and Harrow requires a contribution to Brent of an estimated £207k in 2014/15 subject to procurement by Brent for the necessary works which will generate both financial and non financial benefits. The shared service will deliver annual steady state running cost savings of circa £17k pa on average which will be realised from the 2015/16 financial year. Improved facilities which are fit for purpose will improve stakeholder satisfaction and disabled access will make the facilities more accessible. The shared service option will also ensure more robust business continuity plans.

This report therefore seeks approval to enter into a shared public mortuary service with Brent and Harrow Councils and to decommission the mortuary site.

Recommendations

- 1. That the Environment Committee approve the Full Business Case and therefore commissioning Brent to deliver a shared public mortuary service which will be provided to Barnet, Harrow and Brent Councils.**
- 2. That the Environment Committee give delegation to the Street Scene Director to agree the Inter-Authority Agreement for the provision of the shared mortuary service for an initial term of 10 years with an option to extend by 5 years if the parties agree and any additional documentation required to give effect to the shared service.**
- 3. That the Environment Committee agree to decommission the mortuary site and return to the Council's property asset base as surplus to requirements.**
- 4. That the Environment Committee approve (if necessary) the use of the Council's reserves to fund the balance after use of Streetscene revenue budget required as a contribution to works at the Northwick Park Hospital.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is needed to inform the Environment Committee of the proposal to enter into a shared public mortuary service with Brent and Harrow Councils.
- 1.2 Approval from the council is therefore sought to;
 - 1.2.1 Proceed to implementation of the shared public mortuary service with Brent and Harrow
 - 1.2.2 Decommission the mortuary site and return to the Council's property asset base as surplus to requirements

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Public Health Act (1936) states that, if required by the Minister for Health, local authorities have a legal duty to provide mortuary and post mortem facilities for HM Coroner which are currently provided by the Finchley Mortuary in Barnet.
- 2.2 The Finchley Mortuary, similar to neighbouring mortuaries, is experiencing declining post mortem volumes and as a result is not running to maximum capacity or efficiency.
- 2.3 Finchley Mortuary infrastructure and facilities are dated and require investment to bring them up to modern standards in order to meet HTA requirements.
- 2.4 Entering into a shared mortuary service with Brent and Harrow will deliver both financial and non financial benefits including improved facilities and efficiency.
- 2.5 A shared public mortuary service will deliver reduced steady state running costs with an expected benefit value of a minimum of £17k pa.
- 2.6 The Brent and Harrow Mortuary has better facilities which will be improved and made fit for purpose as part of entering into a shared service agreement. This will satisfy stakeholders and improve customer satisfaction.
- 2.7 The service will be made more accessible with the disabled access which is available at the Brent and Harrow Mortuary and this will also improve customer satisfaction.

2.8 A shared service will also ensure robust business continuity plans.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Do nothing option – the mortuary building would only remain functional for around 2 years before requiring significant renovation.
- 3.2 Do minimum – An approximate £19k investment would be required to bring the mortuary to an acceptable standard.
- 3.3 Extend and refurbish – Significant investment, estimated at around £770k, would be required to extend the existing mortuary and modernise the facility.
- 3.4 Shared service with Haringey – Enter into a shared service with Haringey who currently share with Enfield. Would require a larger amount of investment and would have a later go live date.
- 3.5 The alternative options are further detailed in Appendix 1 below.

4. POST DECISION IMPLEMENTATION

- 4.1 Following approval of this report by the Council the transition of the mortuary service from Barnet to Brent and Harrow will commence. The transition period will run from 1 April until the end of May 2015 and will be followed by decommissioning of the mortuary site by the end of June 2015 after which it will be returned to the Council's property asset base.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

This decision supports the following priorities in the Corporate Plan 2013-2016:

- Annual steady state running cost savings will contribute to Barnet Council's goal of saving £72.5 million between 2011 and 2015
- Improving the mortuary service will contribute to the Council's strategic objective of 'improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study' through the provision of modern facilities
- One of Barnet's core values is 'Embracing change where we need to'. By considering a shared service option for mortuary services, the Council will be demonstrating its willingness and ability to change for the benefit of its citizens
- In addition, the Government's focus on localism and devolution sets a national context for our aim to provide local leadership and joined up services across the public sector. A mortuary shared service approach fits with this vision.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

Finance

- 5.2.1 The post-transfer shared service costs are based on the 2015/16 forecast for Barnet/Brent/Harrow combined workload as provided by Brent. Based on Office of National Statistics (ONS) population projections, Barnet's share of the total shared service costs is around 40% which equates to an average of £124k pa. When compared with Barnet's estimated budget of £141k this results in average yearly savings of circa £17k. This saving will contribute to the planned Priority Spending Review (PSR) of £45k needed by 2016/17.
- 5.2.2 To enter into the shared service with Brent and Harrow, Brent require Barnet to fund additional storage capacity and resulting works, as well as contribute to required repairs and renovations. The estimated contribution requested is expected to be a maximum amount of £207k which will need to have suitable funding identified and agreed in 2014/15.
- 5.2.3 Funding sources for the £207k contribution required will be sought from the 2014/15 under spend from within the street scene delivery unit that has been forecast at quarter 3. This is expected to be circa £123k-£242k. The remaining balance of any funding required will be identified from the future council reserves for delivery in 2015/16.
- 5.2.4 After the transition of the mortuary service and decommissioning of the Finchley Mortuary, the site will be returned to the Council's property asset base. The Council will then have the opportunity to consider alternative uses including disposal. The potential disposal value has been estimated in the region of £850,000 to £950,000 by Barnet Property Services and is subject to planning permission for 15 two bedroom flats. The lower value of £850,000 has been used for the FBC appraisal.
- 5.2.5 The shared service will incur one off implementation costs that are estimated to be £133k that are to be funded from the transformation budget and have been detailed in the table below;

Resource	Assumptions	Budget £ 2014/15
Project Management	100 days x £750 per day	75,000
HR	Advise on TUPE issues	10,000
Legal	To help draft and negotiate Inter Agency Agreement, interim service level agreement and assisted the service area in the preparation of the service specifications	20,000
Planning	To support detailed valuation and planning process for potential disposal of mortuary site	1,000
Health & Safety	Due Diligence	5,000
Logistics & Communications	Mortuary removals and advising stakeholders and updating website of new service location	10,000
Contingency (10%)		<u>12,100</u>
Total		<u>133,100</u>

- 5.2.6 It is likely that the above works will extend beyond the go live date of 1/4/2015. During this transition period Brent may require access to additional storage; this will be provided by utilising the existing storage at the Finchley Mortuary. In addition Brent has recommended engaging a Project Manager to ensure a smooth transition. The cost of the Project Manager and premises running costs from 1/4/2015 to the

estimated date of decommissioning of 30/6/2015 is £23k. The costs will also be funded by the transformation budget.

- 5.2.7 In order to facilitate the TUPE transfer, (further details set out at paragraphs 5.2.10 – 5.2.14 (Staffing) below), a budget of up to £68k may be required. This cost is expected to also be funded from the street scene under spend forecasted above (5.2.3). The remaining balance of any funding required will be identified from the corporate redundancy provision. .
- 5.2.8 The service provided by Brent will be required to submit annual accounts and the actual costs of providing the service will be shared between Barnet, Brent and Harrow.
- 5.2.9 There is a requirement to re-house the mortuary technician (who currently lives on site) within a HRA property should a disposal of the Finchley site occur.

Staffing

- 5.2.10 There are currently two members of staff at the Finchley mortuary, a mortuary manager and a mortuary technician.
- 5.2.11 One individual will be released on grounds of efficiency for exceptional personal reasons and will leave the service prior to transfer.
- 5.2.12 The other individual will transfer under TUPE in accordance with HR policies.
- 5.2.13 There is a requirement to re-house the mortuary technician within a HRA property should a disposal of the Finchley site occur.
- 5.2.14 In order to facilitate the transfer a budget of up to £68k may be necessary.

5.3 Legal and Constitutional References

- 5.3.1 Under the Public Health Act 1936 a local authority may, and if required by the Minister of Health shall, provide a mortuary for the reception of dead bodies before interment and a post-mortem room for the reception of dead bodies during the time required to conduct any post-mortem examination ordered by a coroner or other duly authorised authority. The Coroners and Justice Act 2009 sets out the statutory powers and duties of the coroner.
- 5.3.2 Brent's legal power to provide shared mortuary services to Barnet derives from section 1 of the Local Authorities (Goods and Services) Act 1970 which permits a local authority to provide administrative, professional or technical services to another local authority.
- 5.3.3 The arrangement is proposed to take effect via an inter authority agreement with the London Borough of Brent and the London Borough of Harrow. LB Brent will manage and perform the shared mortuary service on behalf of the Council and LB Harrow in accordance with all legislative requirements. Barnet will remain statutorily responsible for the mortuary service and for ensuring the services are delivered by Brent in accordance with all relevant legislation and the inter-authority agreement.
- 5.3.4 The Coroners and Justice Act 2009 requires authorities providing a mortuary service to make sufficient provision of officers or staff, accommodation and maintenance of accommodation that is necessary in order to carry out the mortuary function. The Council is required to take the coroner's view into account in deciding how to discharge its duty to provide accommodation and maintenance of that accommodation. The Coroner has been informed of the proposal and, at the time of writing this report, no formal objections have been received. If any comments are received, these will be reported to the Committee before it makes its decision.
- 5.3.5 The Constitution, Article 15 Responsibility for Functions, paragraph 2 and Annex A

delegates responsibility for commissioning Cemetery and Crematorium and Mortuary to the Environment Committee.

5.4 Risk Management

- 5.4.1 Barnet has provided a capital underwriting of upto £172k to Brent indemnifying Brent against all direct liabilities, costs expenses and losses suffered or incurred in expediting a detailed procurement and making financial commitments to suppliers for procuring the required additional storage capacity and to undertake necessary repairs and renovations to the mortuary building site. As this exercise needs to happen before Committee approval so that the go-live date of 1 April 2015 is achieved, there is a risk that any abortive costs not exceeding £172k will need to be borne by Barnet.
- 5.4.2 There is a risk that the mutually beneficial shared service arrangement will not be agreed between the boroughs. This risk is being mitigated through open and transparent dialogue and negotiations are in place to ensure the arrangement benefits all parties.
- 5.4.3 There is a risk that either through TUPE or other appropriate measures the closure of the mortuary will impact staff. HR has been engaged to ensure the Managing Organisation Change Policy is correctly followed.
- 5.4.4 There is a risk that the London North Coroner may object to the shared public mortuary service. This has been mitigated through both Brent and Barnet Councils engaging with the Coroner early in the process and a joint letter has been sent to HM Coroner seeking his agreement in principle to the shared service agreement.
- 5.4.5 There is a risk that the forecast running costs of each of the shared service providers is significantly different than those estimated / provided. This has been mitigated through financial due diligence and will be regularly monitored.
- 5.4.6 There is a risk that the increasing and diversifying population could put extra pressure on mortuary staff through increased workloads. Although the population is increasing and becoming more diverse the number of post mortems is declining and therefore will not cause an increase in workload or stress levels for the mortuary staff.
- 5.4.7 Health and safety due diligence identified that the transition of a shared service may cause additional stress on mortuary staff. HR support mechanisms exist on both Barnet and Brent sides to mitigate this risk. A project manager will also be hired to ensure a smooth transition and further reduce stress levels.

5.5 Equalities and Diversity

- 5.5.1 The Equality Act 2010 requires all public bodies and all other organisations exercising public functions on its behalf to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a 'protected characteristic' and those without; and to promote good relations between those with a 'protected characteristic' and those without. The relevant 'protected characteristics' are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In relation to eliminating discrimination, marriage and civil partnerships are, also, 'protected characteristics'.
- 5.5.2 A full Equalities Impact Assessment (EIA) was completed and is attached in

Appendix 2. This is anticipating a neutral impact because Barnet residents will rarely be expected to attend the mortuary.

- 5.5.3 The EIA identified that the shared service will mainly impact emergency services, local doctors, hospitals and undertakers. Barnet council has written to the Clinical Commissioning Group, the Police department and HM Coroner to inform them of the change of service and has asked for their views on the change.
- 5.5.4 The EIA identified that delivery of a shared mortuary service with Brent will provide fully functional mortuary facilities with disabled access. Better facilities will prove more comforting for grieving relatives and disabled access will make visiting the mortuary much easier for disabled residents. However there will be additional travel implications for Barnet residents travelling to the Brent mortuary which in particular may affect Service Users with any of the following protected characteristics: age, disability and pregnancy/maternity, other groups that may be affected are people with a low income. Full delivery of a shared mortuary service will improve satisfaction ratings amongst different groups of residents because the advantages of improved facilities and disabled access outweigh the disadvantage of increased travel.
- 5.5.5 Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties rather than duties to secure a particular outcome.

5.6 Consultation and Engagement

- 5.6.1 Public consultation opened on 9 February 2015 and will be formally closed on 2 March 2015.
- 5.6.2 The public consultation is being carried out via Engage Barnet informing residents of the planned changes and inviting their views. At the date of writing this report no feedback has been received. If any comments are received prior to the close of consultation these will be reported to the Committee before it makes its decision.
- 5.6.3 Trade Unions will also be consulted.

6. BACKGROUND PAPERS

- 6.1 The Revised Outlined Business Case was approved at Council on 16th December 2014 as part of the business planning item referred up from the Environment Committee.

Appendix 1: Alternative Options Considered and not Recommended

Option	Action Required	Reasons of Rejection
A) Do nothing	This option requires no change to the current facilities at the Finchley Mortuary and represents a baseline to compare with the other options. The current state of the facilities although fully functional and adequate, does need modernising and maintenance. There would be a continued call of revenue funds to repair and refresh the site (£10k - £15k p.a.). Significant operational items are running to the end of their life and are subject to breakdowns and expensive responsive repairs. E.g. hydraulic lift	In its current condition, the mortuary building would remain functional for a maximum of 18 months before requiring significant renovation. This option requires additional funds for very basic improvements to service and the mortuary will remain underutilised.
B) Do minimum	Under this option, some investment would be made in improving the current state of the mortuary. The Mortuary Manager has advised that bringing the facility to an acceptable standard would require an estimated £19k to fit new steel fridge doors, new ceiling and some minor external yard repairs. This would provide a maximum life of 3 years for the mortuary before a robust further review would be required.	This option will require some capital investment to improve facilities however the mortuary would still be underutilised and this option will not generate any savings or efficiencies.
C) Extend and refurbish	This option involves significant capital expenditure being incurred in extending the existing building into the surrounding car parking space by 240 square metres to enlarge the post mortem room, provide disabled access and viewing area with an estimated cost of around £770k.	This option would disrupt the service provision during the construction period. With declining volumes, this option will not provide value for money as the newly sized and modernised mortuary will overtime continue to be under-utilised and no cost savings will be generated.
D) Shared service with Haringey	<p>This option involves entering into a shared mortuary service alongside Hackney, with Haringey, who currently share with Enfield. Haringey are looking for a £250k contribution each from Barnet and Hackney. The shared facility is estimated to be available from 1/7/2015 following all necessary approvals.</p> <p>In steady state, the annual running costs in current prices are estimated at £115k compared with the Finchley Mortuary budgeted running costs of £141k resulting in £26k potential saving per annum.</p>	Although this option would provide cost savings, improved efficiencies and improved facilities it is not a viable option as the capital contribution required is greater than that of entering into a shared agreement with Brent. The estimated go live date is likely to be later than that with Brent as the works relate to expanding the capacity to also accommodate Hackney. The suggested combined increased volumes and the planned 5 day post mortem operations are not currently a tested operational arrangement and it is that

		<p>additional resources would be required over and above the planned level and therefore may reduce the expected running cost savings.</p>
<p>E) Shared service with Brent</p>	<p>Brent also has appetite and capacity to enter into a shared service arrangement with Barnet. They are currently in a shared service arrangement with Harrow. To accommodate Barnet, they will need a contribution from Barnet for additional refrigeration, enhancing the ventilation system and new flooring costing an estimated £207k. It is anticipated that the shared service arrangement will be available from 1/4/2015 following necessary approvals.</p> <p>In steady state, the annual running costs in current prices are estimated at circa £124k compared with the Finchley Mortuary budgeted running costs of £141k resulting in £17k potential saving per annum.</p>	<p>This is the preferred option as it best meets critical success factors including improving satisfaction of residents by providing modern facilities including disabled access, HTA compliance, timeliness of the new service, capital costs and benefits, and risks associated with each option.</p>

Appendix 2: Equalities Impact Assessment

Equality Impact Analysis (EIA)

Resident/Service User

Please refer to the guidance and initial Equality Impact Analysis before completing this form.

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Shared Public Mortuary Service	
Is it a new or revised function, policy, procedure or service? Revised service	
Department and Section: Street Scene	
Date assessment completed: 03/12/2014	
2. Names and roles of people completing this assessment:	
Lead officer	Paul Kumeta
Stakeholder groups	N/A
Representative from internal stakeholders	N/A
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	Vandana Mahan
3. Full description of function, policy, procedure or service:	
Why it is needed	
<p>Finchley Mortuary in common with mortuaries in the neighbouring boroughs has experienced declining post mortem volumes. Owing to this, they all have excess capacity and are not being used to their full potential.</p> <p>Although fully functional, the Finchley mortuary facilities are old and will require investment to bring up to modern standards. In addition, to keep up with the advances in technology in mortuary and pathology practices including the use of CT scanning, the Council will need to make significant investment in its facilities. However, sharing modern facilities in a shared service arrangement with neighbouring boroughs will go towards addressing these issues.</p> <p>Brent with modern facilities, are willing to share their facilities with Barnet as it will help reduce running costs for all parties and offer better facilities including disabled access and better viewing areas, as well as benefiting from sharing any further future modernisation of facilities and practices.</p> <p>By offering modern facilities to its residents, Barnet will be able to contribute to its strategic objective of 'improving the satisfaction of residents and also fit in with the vision of providing joined up services through any shared service arrangement, subject to HM Coroner approval.</p> <p>There are currently two members of staff at the Finchley Mortuary, a mortuary manager and a mortuary technician. One individual will be released on the grounds of efficiency for exceptional personal reasons and will leave the service prior to transfer. The other individual will transfer under TUPE in accordance</p>	

with HR policies. As a result it is believed there will be no adverse impacts on the members of staff.

A body is only delivered to the mortuary if the cause of death is suspicious or has not been established. As a result only a small proportion of the general public will be affected by the proposed shared service. In addition any members of the public who have to visit the mortuary to identify a body are escorted by blue light services and therefore the overall impact on the local community will be low.

Expected Outcomes

The benefits of undertaking the project are as follows:

- £49k steady state running cost savings and a potential one off £900k payment after the disposal of the Finchley Mortuary, both estimated at the revised outline business case stage will contribute to the Council's plan to save £72.5 million between 2011 and 2015
- Improved efficiency for Brent Mortuary
- Improved facilities as a result of a shared service will improve customer satisfaction rates
- Disabled access will improve customer satisfaction and also align with Barnet's 'Equality Commitment to Residents'
- Improving the mortuary service will contribute to the Council's strategic objective of 'improving the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study' through the provision of modern facilities
- One of Barnet's core values is 'Embracing change where we need to'. By considering a shared service option for mortuary services, the Council will be demonstrating its willingness and ability to change for the benefit of its citizens
- In addition, the Government's focus on localism and devolution sets a national context for our aim to provide local leadership and joined up services across the public sector. A mortuary shared service approach fits with this vision.

How have needs on the protected characteristics been taken account of?

- A shared public mortuary service will provide better facilities to all residents of Barnet
- These facilities will include disabled access which will benefit disabled residents
- A public consultation is to be conducted which will help take into account protected characteristics.

How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input checked="" type="checkbox"/>	Due to the extra travel implications elderly residents and residents under the legal driving age may find it more difficult to reach the Brent mortuary.	None
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	After the disposal of the Finchley Mortuary residents will have to travel to Brent to access mortuary facilities. This may make it more difficult for disabled residents to visit the mortuary. The disabled access available at the Brent Mortuary means a better service will be provided to disabled residents despite the extra travel as a consequence of the shared mortuary service.	None
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The extra travel implications associated with a shared mortuary service could prove uncomfortable for pregnant residents.	None
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Certain religious beliefs have specific rules regarding burial/cremation after death, however as this project involves a change of location and not a change in service this equality strand will not be affected.	N/A

7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/A	N/A
10. Other key groups?	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Extra travel costs incurred as a result of the additional travel implications could affect people on low income and the unemployed.	Travel to the Mortuary is often facilitated by blue light services. This will mitigate some of the impact to residents in terms of travel costs.
Carers	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
People with mental health issues	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
Some families and lone parents	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
People with a low income	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
Unemployed people	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
Young people not in employment education or training	Yes <input checked="" type="checkbox"/> / No <input checked="" type="checkbox"/>		
	Yes <input checked="" type="checkbox"/> / No <input checked="" type="checkbox"/>		
	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

<p>4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</p> <p>Delivery of a shared mortuary service with Brent will provide fully functional mortuary facilities with disabled access. Better facilities will prove more comforting for grieving relatives and disabled access will make visiting the mortuary much easier for disabled residents. However there will be additional travel implications for Barnet residents travelling to the Brent mortuary. Full delivery of a shared mortuary service will improve satisfaction ratings amongst different groups of residents because the advantages of improved facilities and disabled access outweigh the disadvantage of increased travel.</p>
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<p>5. How does the proposal enhance Barnet’s reputation as a good place to work and live?</p>
<p>One of Barnet’s core values is ‘Embracing change where we need to’. By embracing a shared mortuary service the council will be demonstrating its willingness and ability to change for the benefit of its citizens.</p> <p>The sale of the mortuary leads to the potential of an additional project to renovate the building and provide new accommodation for its residents.</p>
<p>6. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?</p>
<p>A shared mortuary service between Barnet and Brent will improve confidence in the council for members of Barnet’s diverse communities. This will be particularly evident within the disabled community as they will now have use of a mortuary with full disabled access.</p>
<p>7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)</p>
<p>The shared service can only be monitored once it has been fully implemented.</p> <p>Adverse impacts will be monitored and reviewed throughout the project. Once the project is complete ongoing monitoring will be carried out by the service.</p> <p>Governance arrangements will also be implemented to ensure stringent monitoring of the shared public mortuary service. These will include joint Boards of the three Borough parties, Strategic Monitoring Boards, undertaker feedback and Coroner feedback.</p>
<p>8. How will the new proposals enable the council to promote good relations between different communities? Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.</p>
<p>N/A</p>
<p>9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2</p>
<p>Public consultation to take place.</p>

Overall Assessment

10. Overall impact			
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>	
11. Scale of Impact			
Positive impact: Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>		
12. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

13. Please give full explanation for how the overall assessment and outcome was decided.

All adverse impacts as a result of the shared mortuary service between Barnet, Brent and Harrow have come about as a result of the change to the location of the service only. The Equality Strands affected by this change are age, disability, and pregnancy and maternity. Other groups that may be affected are individuals on low income or unemployed.

A body is only delivered to the mortuary if the cause of death has not been established. As a result only a small proportion of the general public will be affected by the proposed shared service. In addition any members of the public who have to visit the mortuary to identify a body are normally escorted by blue light services and therefore the overall impact on the local community will be low.

Key stakeholders and the impacts on these stakeholders were also identified. The key stakeholder, impacts and actions to mitigate these impacts are listed below:

<u>Stakeholder</u>	<u>Impact</u>	<u>Mitigation</u>
Pathologist	Pathologists currently have to travel between Barnet and Brent. A shared service at Brent would mean less travelling and be a benefit for pathologists.	N/A
Undertaker	Undertakers may have to travel further to collect the deceased and incur extra costs which may be passed to residents as a result. However, due to the rare circumstances in which the service would be used, the impact on residents would be minimal.	None
General Practitioner (GP)	GPs may be reluctant to travel from Barnet to Brent to view non-coroner cases.	A letter to the Clinical Commissioning Group advising of the shared mortuary service agreement has been sent on behalf of Lynn Bishop (Street Scene Director).
Coroners Officer	There may be additional travel implications when attending a post mortem.	A letter to the Coroner advising of the shared mortuary service agreement and asking for his approval of the service has been sent on behalf of Lynn Bishop (Street Scene Director).
Relatives	Barnet residents travelling to the Brent and Harrow	Members of the public are usually escorted to the mortuary by blue

	mortuary may incur additional travel cost implications.	light services. In rare occasions members of the public can book an appointment and travel to the mortuary to attend a viewing. As this only happens on rare occasions no mitigating action will be taken.
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No counter measures have been developed to counteract the adverse impacts. Adverse impacts will be monitored and reviewed throughout the project. Once the project is complete ongoing monitoring will be carried out by the service.

14. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
N/A				

1st Authorised signature (Lead Officer/Project Sponsor)

2nd Authorised Signature (Service lead/Project Manager)

Date: 26/02/2015

Date: 26/02/2015