

Equalities Impact Assessment of Capita Symonds' Final Tender – DRS

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Introduction

Equality and diversity issues are a mandatory consideration in decision making by the council pursuant to section 149 of the Equality Act 2010. This means the council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function.

The three elements of the public sector equality duty (**PSED**) involve the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act;
- advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging under-represented groups to participate in public life; and
- foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

The duty is a continuing one, and equality considerations are required to be integrated into all stages of the procurement, commissioning and decision making process. The duty extends to the council's procurement of goods, works and services from external providers, and equality considerations must be embedded in the council's relationship with its suppliers.

The PSED is non-delegable. The council remains the decision-making authority and must ultimately discharge the PSED.

The contract, which will be entered into between the Council and Capita Symonds Ltd (**Capita Symonds**), will contain obligations on Capita Symonds to fulfil the requirements of the PSED in respect of the public functions that it is performing.

The protected characteristics under Equalities legislation are:

- age,
- disability,
- gender reassignment,
- marriage and civil partnership,
- pregnancy and maternity (including teenage parents),
- race,
- religion or belief,
- sex and
- sexual orientation

The purpose of this Equalities Impact Assessment (EIA) is to understand the impact of the proposed externalisation of the 11 Development and Regulatory Services (DRS) outlined below on the way services are being delivered to the diverse customer profile of the council.

1. Environmental Health
2. Strategic Planning
3. Highways Network Management
4. Trading Standards and Licensing
5. Traffic and Development / Highways Strategy
6. Planning
7. Transport and Regeneration
8. Hendon Cemetery and Crematorium
9. Land Charges
10. Building Control
11. Regeneration

This EIA provides a detailed examination and analysis of the proposals against existing arrangements promoting equality, and how the proposals address current equality issues and customer feedback. It also offers an approach and mechanism to monitor the implementation of the key equality-related commitments (explicit or implicit) within Capita Symonds' proposals.

During the earlier stages of the procurement process, the council developed output specifications for each service. The output specifications are designed to ensure that the provider meets and exceeds minimum service levels and is fully compliant with statutory and non-statutory service standards including provisions to meet equality and diversity legislation and policies. Those output specifications will be contractually binding on the winning bidder. This EIA assesses the impact of the proposals on current service delivery models from the point of view of groups with protected characteristics.

Undertaking this EIA is consistent with the council's Equalities Policy which states as two of its principles, among others, the following:

- "Supporting employees in increasing their understanding of equalities issues through regular development programmes" and,
- "Building on policies to ensure inequality and discriminatory practice does not occur."

Characteristics of Barnet's population

The council has rich data from the 2011 Census about the demographics of the population of Barnet, and also has Office for National Statistics and the Greater London Authority forecasts about how the age and ethnicity is likely to change in the future. Barnet's population was recorded as at 356,400 in the 2011 Census (one of the largest London boroughs), and is very diverse in terms of age, ethnicity and religion. For example, 36% of residents are from a black or minority ethnic group. Of the 76% of residents that describe themselves as having a religion, 41% are Christian, with the next largest groups being Jewish (15%) followed by Muslim (10%) and Hindu (6%). The table below provides a snapshot of the population in Barnet, based on the 2011 Census (except where indicated otherwise), broken down by protected characteristics where data is available.

Protected characteristics under Equalities legislation	Number	% of Borough Population
Age	356,386	100%
1yr - 19yr	90,464	25%
20yr – 29yr	55,338	16%
30yr- 44yr	83,864	24%
45yr – 59yr	62,376	18%
60yr – 74yr	40,635	11%
75yr and above	23,709	7%
Gender	356,386	
Male	172,676	48%
Female	183,710	52%
Marital Status	282,152	100
Single	105,064	37.2%
Married	132,002	46.8%
Civil Partnership	587	0.2%
Widowed	16,458	5.8%
Separated	7,944	2.8%
Divorced	20,097	7.1%
Pregnancy and Maternity 2011 data based on http://data.london.gov.uk/datastore/package/births-and-fertility-rates-borough 5,506 total pregnancies in 2011. Note: 131 pregnancies under 18 yrs old in 2010 (based on http://data.london.gov.uk/datastore/package/teenage-conceptions-borough)	5,506	
Race	356,386	
White: English/Welsh/Scottish/Northern Irish/British	162,117	45%

White: Other White	66,436	19%
Mixed/multiple ethnic group	17,169	5%
Asian/Asian British: Indian	27,920	8%
Asian/Asian British: Pakistani	5,344	1%
Asian/Asian British: Bangladeshi	2,215	1%
Asian/Asian British: Chinese	8,259	2%
Asian/Asian British: Other Asian	22,180	6%
Black/African/Caribbean/Black British: African	19,392	5%
Black/African/Caribbean/Black British: Caribbean	4,468	1%
Black/African/Caribbean/Black British: Other Black	3,571	1%
Other ethnic group: Arab	5,210	1%
Other ethnic group: Any other ethnic group	12,105	3%
Religion or Belief	356,386	
Christian	146,866	41.2%
Buddhist	4,521	1.3%
Hindu	21,924	6.2%
Jewish	54084	15.2%
Muslim	36744	10.3%
Sikh	1,269	0.4%
Other religions	3,764	1.1%
No Religion	57,297	16.1%
Not stated	29,917	8.4%
Disabilities		
Data based on "Barnet Joint Strategic Needs Assessment, 2011" found in http://www.barnet.gov.uk/download/downloads/id/1755/jsna_navigation_summary		
With serious physical disability	12,600	3.5%
With a moderate physical disability	29,500	8.3%
Neurological conditions		
Stroke	1,729	0.5%
Epilepsy	1,729	0.5%
ME	1,037-1,729	0.1%
Brain injury	788	0.2%
Parkinson's disease	692	0.2%
Cerebral palsy	643	0.2%

Post polio	346-1,037	0.2%
Multiple sclerosis	498	0.1%
Muscular dystrophy	173	0.05%
Spina bifida	83	0.02%
Motor neurone disease	24	0.01%
Traumatic spinal injury	7	0.002%
Visual impairment	1,884	0.5%
Hearing impairment	1,390	0.4%
Learning disability	6,336	1.8%
Autism	2,600	0.7%
Dementia	3,778	1.1%

On census night 2011 the population of Barnet was 356,400; the second largest population in Greater London. Barnet's population has increased by 41,800 (+11.5%) since the 2001 census. London as a whole grew by 11.6%. The most growth was among younger age groups, particularly 0–4 year-olds which grew from 20,200 to 26,200 in the intermediary ten years, a growth of nearly 30%; far above the growth of the population as a whole. In the adult populations, the number of older people in the borough has remained much the same since 2001. There has been negligible change among people of retirement age. Younger adult age groups have grown since 2001. The 25 to 44 year-old cohort has grown by 13,300 people since 2001; a 13% increase. Population growth in children and younger adult age groups indicates that Barnet's population is getting younger on average.

Barnet's population has become more ethnically diverse since 2001. As with the England and London, Barnet saw the White British population decrease while the percentage of people identifying themselves in Black and Ethnic Minority groups increase. 45.5 % of people in the borough identified themselves as White British down from 58.6% in 2001. The figure is slightly higher than London. The percentage of residents identifying themselves as non-British White increased from 44,500 in 2001 to 66,400 in 2011; an increase of nearly 50%. Asian ethnicities are the fastest growing ethnic group in Barnet. Since 2001 the Asian cohort has grown by 27,000 people due to increases in the Iran, Philippine, Sri Lankan and Chinese populations.

With increased ethnic diversity comes increased religious diversity. Christianity was once again the most popular religion in Barnet with 41.2% (146,866 people) of the population identifying themselves as Christian, though this is down from 47.3% of the population in 2001. The next most common religions are Judaism (15.2% up from 14.8% in 2001), Islam (10.3% up from 6.2% in 2001) and Hinduism (6.2% down from 6.7% in 2001). Barnet continues to have the largest Jewish population in the country. 16.2% of the population said that they have no religion up from 12.8% in 2001.

Future population change will also produce changes in the age profile of the population, with above average growth in some age groups (1-19 year olds, 75 and above), a decline in the proportion of 30-44 and 45-59 year olds, and slower than average growth in 20-29 and 60-74 year olds.

In preparing this EIA, the DRS grouping of services utilised borough-wide demographic data as a primary source of intelligence and information about customers. The DRS services provide a range of universal services to all residents, from maintaining roads and pavements across the borough to providing regulatory services for the benefit of all residents, such as Environmental Health, Trading Standards, and Development Control. For some specific services within the overall DRS grouping, additional sample demographic data is used to inform policies, procedures and plans. Specifically, this relates to Regeneration Services and Strategic Planning. As a result, further demographic information relevant to DRS services is included in this EIA and used to assess the equalities impact of the Capita Symonds' Final Tender proposal. We recognise it is possible to generate additional customer intelligence and insight for specific services within the DRS grouping – and for the services as a whole – and the council will use this to assess future service needs and meet equalities and diversity duties.

In view of the size and diversity of the borough and the fact that every group with protected characteristics is present in the borough, all groups with protected characteristics have been taken into account in the preparation of this EIA.

Summary EIA Statement

The council has assessed the service changes being proposed by Capita Symonds as part of its Final Tender, and considering whether it will have an impact on customers with any of the protected characteristics in terms of the three elements of the PSED – discrimination, equality of opportunity, and good relations.

Eleven equalities impact assessments (EIA) have been completed by the council:

- Environmental Health
- Strategic Planning
- Highways Network Management
- Trading Standards and Licensing
- Traffic and Development / Highways Strategy
- Planning

- Transport and Regeneration
- Hendon Cemetery and Crematorium
- Land Charges
- Building Control
- Regeneration

A summary of these EIAs is contained below, followed by each EIA in full.

Having considered these issues in detail, it is the council's view that the overall impact on all groups with protected characteristics in the borough in terms of their access to and use of these services, the council's ability to tackle discrimination and advance equality of opportunity, is likely to be neutral with the potential to be positive over time. There is also likely to be a neutral impact on good relations between those sharing and those not sharing protected characteristics. However, these assessments will be kept under review throughout the mobilisation and contract period.

The reasons for the current assessments are as follows:

The neutral assessments are based on the following key points:

- Capita Symonds will retain activities or measures currently undertaken by the services which promote the PSED.
- No service reductions are proposed in Capita Symonds' Final Tender and they have committed to fully delivering output specifications.
- Capita Symonds will be required to fully comply with the council's Equal Opportunities Policy and the PSED.
- -Capita Symonds will undertake EIAs as appropriate when certain changes to services are being considered prior to their approval and implementation.

The potential positive impact over time is based on the following key points:

- Capita Symonds will be introducing a number of service improvements that will enable better data about customers to be collected, analysed, and shared so that services can be better designed and targeted. These service improvements include the use of the following: Community Liaison Officers, user satisfaction surveys, annual client satisfaction surveys, service

improvement groups, formal customer feedback, outbound telephone surveys, outbound automated surveys, use of MORI and mystery shopping.

- Capita Symonds will enable multi-channelled delivery and the ability to bundle services in ways that relate to customer need and put that at the heart of service delivery.
- Capita Symonds will train staff on the PSED which will help support more appropriate service delivery methods.
- There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision.

The potential negative assessments are based on the following key points:

- Capita Symonds' proposal for a greater use of automated and web self-service channels and social media may negatively affect certain groups with protected characteristics as there is a risk that they may not directly benefit from these improvements. These groups would include older people who might not be IT literate, disabled people who cannot use a computer/phone, and people whose first language is not English.

Where there could be negative impacts, such as in terms of service structures and new technology, Capita Symonds has committed to a range of measures that will prevent changes from adversely impacting the quality of service provision on any customer, and introducing equalities training for staff and dedicated customer services support functions to make a positive contribution to equalities.

The proposals that are assessed to have a negative impact, along with their proposed mitigating actions, are discussed further in the table below and in each individual service EIA.

Throughout the mobilisation period and life of the contract, all service change proposals from Capita Symonds will be properly considered to ensure that due regard has been given to the PSED, including appropriate publicity, consultation and equalities impact assessments, with the results informing council approval and any subsequent decision whether to put them into effect or not. The council will ensure that this happens.

The council will keep this EIA under review through the mobilisation and contract period to:

- identify any changes;
- ensure that mitigating actions identified are implemented; and
- ensure that any necessary consultation and communication activities are taken with regard to specific change proposals, prior to any implementation decisions being taken.

When conducting this EIA, the council is assessing the service changes being proposed by Capita Symonds as part of its Final Tender, and considering whether it will have an impact on customers with any of the protected characteristics in terms of the three elements of the PSED – discrimination, equality of opportunity, and good relations.

Does the Final Tender indicate the potential for differing outcomes for different communities?

Services standards have been clearly defined through output specifications and Capita Symonds has committed to delivering services in accordance with these output specifications. This will ensure that existing services standards are maintained – with the potential for service improvement – and that the provider will comply with existing policies.

There is a risk that some service users, particularly older residents and some people with disabilities may find it more difficult than others to make use of new access channels using web based technology and existing means of accessing services will be maintained. The council will work proactively with Capita Symonds and other partners in helping less able residents to access services via the new channels and the benefits associated with this. [Access levels via the new channels will be monitored by protected characteristics.]

How does the Capita Symonds Final Tender impact on satisfaction ratings amongst groups of residents?

As existing service levels will be maintained and improved upon, it is anticipated that satisfaction will increase amongst all groups of residents. Proposals from Capita Symonds to improve the quality and scope of customer data collected will enable services to be aligned more closely to the needs of residents including those with protected characteristics. The council is setting up robust contract management and commissioning arrangements to ensure that Capita Symonds delivers against the bid and requirements of the output specifications. Capita Symonds has included a super KPI to increase customer satisfaction levels.

Introducing new technology for staff to use, and potentially changing service structures could temporarily disrupt service performance and the experience of customers and residents. This risk is mitigated through requiring Capita Symonds to design and deliver detailed and effective plans to try and ensure that change activities are seamless.

Does the proposal enhance Barnet's reputation as a good place to work and live?

The proposal is expected to maintain the reputation of the borough as a good place to live and work by ensuring that services are maintained and improved during a time of budget constraint.

The proposals will also help to deliver the council's ambitions to improve more deprived areas (which correlate with more ethnically diverse areas) of the borough through regeneration and growth, which will enhance the reputation of the borough. Capita Symonds plans to use Barnet as a base for public sector operations in the South East which will enhance the council's reputation as a base for services.

Capita Symonds has committed to providing a higher standard of regulation which will enhance the wellbeing of the borough's population.

Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

The proposal includes a commitment to improve satisfaction levels across the full range of DRS services, and will provide analysis of satisfaction by protected groups so that differential levels of satisfactions can be identified and measures taken to address these.

Service improvements include; a dedicated customer services team, a stronger approach to engagement with residents and business, including community liaison officers, and improved dissemination of information through a range of new channels.

There could be a tension created through the involvement of a commercial organisation in regulation, this is mitigated through the clear output specifications, a performance mechanism and set KPIs, requiring adherence to prescribed Barnet and national policies and use of a joint venture model in which the council retains a direct interest.

Does the Final Tender encourage the promotion of good relations between different communities?

The proposal provides a foundation to promote and foster good relations between different communities. Firstly, by providing improved access to services for all residents and customers and offering an extended choice of contact channels and dedicated support function. Secondly, by holding user forums to engage with communities and neighbourhoods, supported by the appointment of Community Liaison Officers to improve engagement with different communities. In addition, Capita Symonds has committed to using technology – and customer engagement – to generate richer data on resident needs and customer demographics. This intelligence can be used to identify any areas of under-performance or opportunities to improve services in specific parts of the borough or to specific groups.

Summary Customer Equalities Impact Assessment

The 'Summary Customer Equalities Impact Assessment' of Capita Symonds Final Tender below, provides an overarching assessment of the impact of the Final Tender on the DRS group of services as a whole. The evaluation of Capita Symonds' Final Tender indicates there are a number of anticipated positive impacts for all customers and residents, including those with protected characteristics:

- Current service performance and standards maintained via the service provider (Capita Symonds) delivering a comprehensive Output Specification for each service, with clear mechanisms in place to encourage performance improvement
- Providing a modern and accessible customer interface, giving the customer more control over how they choose to access services using a wider variety of channels

- Developing additional customer insight and using new and more comprehensive customer engagement methods to generate additional data and insight, which can be used to design or improve services.

The summary below focuses on the potentially negative impacts or neutral impacts arising from Capita Symonds Final Tender across the 11 DRS services.

Relevant or significant changes being proposed by Capita Symonds	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita Symonds commitments
<ul style="list-style-type: none"> • Greater use of automated and web self-service channels and social media. 	<ul style="list-style-type: none"> • Age (particularly older customers) • Disability • Race (specifically, those who are non-English speakers) 	<ul style="list-style-type: none"> • Ensure that self-service channels are designed to be accessible and user friendly, and that they are complemented by other sufficient options for supporting people not able to interact in those ways. • Ensure that those non-IT users (including those with protected characteristics) are able to access services as at present 	<ul style="list-style-type: none"> • Developing and implementing a detailed Customer Access Strategy to increase and monitor resident and customer satisfaction • Committed to addressing customer satisfaction comparing profile of users to Barnet demographic profile, and creating & implementing service plans to address deviations from Barnet profile.
<ul style="list-style-type: none"> • Use of new community liaison roles, resident engagement activities, and use of co-design methods when considering changes to services 	<p>Specific groups with protected characteristics may find it difficult to access and engage in co-design or community engagement activities (e.g. Parents may find it more difficult to find time to participate, older adults may find it more difficult to access venues for</p>	<ul style="list-style-type: none"> • That citizens with protected characteristics are sufficiently involved in co-design initiatives and engagement plans and activities include sufficient representation of different demographic groups in the borough, including those with protected characteristics. 	<p>Developing a Stakeholder Management Plan and customer access strategy, to promote service delivery and better community engagement and co-design.</p> <p>Provision of community liaison officers and a member liaison service and the creation of a dedicated DRS Customer Service Team, which will be trained to understand and respond effectively to equalities and diversity issues</p>

Relevant or significant changes being proposed by Capita Symonds	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita Symonds commitments
	engagement events, speakers of other languages may find it more difficult to participate in events).		
<ul style="list-style-type: none"> • Reorganisation of changes in structures so that they are structured differently. 	<p>It is difficult to foresee any differential impact on protected groups however it could feasibly impact on all</p> <ul style="list-style-type: none"> – Age – e; Disability; <p>Sex; Gender Reassignment; Marital status; Pregnancy and maternity (including teenage parents); Race; Religion or belief; Sexual</p>	<ul style="list-style-type: none"> • That there is an effective process of transferring and formalising aspects of service that promote equalities but which rely on the knowledge and experience of individuals • That staff experiencing change are effectively supported so that service standards do not slip • That new post holders and posts are supported to acquire sufficient understanding of their equalities and diversity obligations, and equipped to provide effective services to all customers and residents 	<ul style="list-style-type: none"> • Capita Symonds will operate a comprehensive change programme governance approach including a full communication and engagement plan to integrate staff into the new organisation quickly and effectively. A People Care programme will cover welcome presentation, induction, staff bulletins, confidential email helpline, staff drop in sessions, one-to-one meetings, regular Q&As, amongst other things. • Capita Symonds has committed to minimising the impact of redundancy through growth into other partner organisations, redeployment throughout other - Capita businesses, managing vacancies and temporary staff and natural shrinkage. • Commitment to comply with the council's policies when delivering services
<ul style="list-style-type: none"> • Introduction of new technology for staff to use. 	<p>It is difficult to foresee any differential impact on protected groups however it could feasibly impact on all</p> <ul style="list-style-type: none"> – Age; Disability; 	<ul style="list-style-type: none"> • An effective change management programme including effective staff support and training to ensure that any disruption caused by the introduction of new technology is mitigated so that 	<ul style="list-style-type: none"> • A comprehensive improvement in IT and training for staff. This will enable staff to process service requests more quickly, update cases on site and to collate more detailed data relating to the type of service requests and the service users. This data will be used to ensure that the service provided meets customers' needs and

Relevant or significant changes being proposed by Capita Symonds	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita Symonds commitments
	Sex; Gender Reassignment; Marital status; Pregnancy and maternity (including teenage parents); Race; Religion or belief; Sexual	it does not affect the quality of service provided	the demographic make-up of the borough
<ul style="list-style-type: none"> •Collecting better quality data about customers, including satisfaction and complaints data, developing customer profiles, analysing and using it to improve services and provide information to decision-makers 	<ul style="list-style-type: none"> •It is impossible to foresee any differential impact on protected groups however it could feasibly impact on all – Age; Disability; Sex; Gender reassignment; Marital status; Pregnancy and maternity (including teenage parents); Race; Religion or belief; Sexual Orientation 	That this data covers protected characteristics, where appropriate, and that findings about under-representation and dissatisfaction are acted upon	<ul style="list-style-type: none"> •Provision of systems and a dedicated team of staff (Insight Team), to collate social, economic and demographic data and monitor the change in service usage and trends in Barnet’s demographic make-up. This will include the extent to which service delivery and access to services reflects population growth and increasing diversity. They will ensure equality and diversity data informs ongoing service improvements. •CSL will initially fund £250,000 in a Barnet Observatory to understand social and economic trends and use this to best meet local needs. The total investment in the Barnet Observatory will be £1.04m over ten years.

Relevant or significant changes being proposed by Capita Symonds	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita Symonds commitments
<ul style="list-style-type: none"> • Providing more effective and efficient regulation and regulatory services in accordance with council policies 	<ul style="list-style-type: none"> • Age • Disability • Gender reassignment • Marital status • Pregnancy and maternity (including teenage parents) • Race • Religion or belief • Sex • Sexual orientation 	<p>Robust contract management and commissioning arrangements to ensure that Capita Symonds delivers against the bid and requirements, key performance indicators and council policies and equalities duties.</p>	<ul style="list-style-type: none"> • Delivery of comprehensive output specifications for each service, with clear key performance indicators and mechanisms in place to encourage performance improvement and secure positive outcomes for customer service experience, residents welfare and business activities.
<ul style="list-style-type: none"> • Encouraging and enabling sustainable development, growth and regeneration in accordance with council policies 	<ul style="list-style-type: none"> • Age • Disability • Gender reassignment • Marital status • Pregnancy and maternity (including teenage parents) • Race • Religion or belief • Sex • Sexual orientation 	<p>Robust contract management and commissioning arrangements to ensure that Capita Symonds delivers against the bid and requirements, key performance indicators and council policies and equalities duties</p>	<ul style="list-style-type: none"> • Offering new business support and advisory services to help local traders, give support to local town centre forums, reduce the number of vacant high street properties compared to other comparable boroughs. • Finding new ways to secure funding, including setting an overarching performance measure to increase the success of Barnet in winning Central Government funding to invest into the borough • Maximising the financial and economic benefits of new developments including increased receipts of New Homes Bonus, Community Infrastructure Levy, Business Rate report to fuel re-investment and deliver key infrastructure to

Relevant or significant changes being proposed by Capita Symonds	Groups with protected characteristics that this might impact on	Action needed to ensure no negative impact on citizens with protected characteristics	Relevant Capita Symonds commitments
			secure sustainable growth in the borough <ul style="list-style-type: none"> • Providing new capacity to accelerate regeneration project delivery and unlock stalled projects

The table below summarises aspects which demonstrate how the council will monitor the service provider to delivery services and meet equalities duties. These aspects are considered to have no impact (neutral) across the 11 DRS services.

Relevant area	Groups with protected characteristics that this might impact on	Action needed to ensure no impact groups with protected characteristics	Relevant Capita Symonds commitments
<ul style="list-style-type: none"> •Activities or measures undertaken by the services which promote the PSED. 	<ul style="list-style-type: none"> •Age •Disability •Gender reassignment •Marital status •Pregnancy and maternity (including teenage parents) •Race •Religion or belief •Sex •Sexual orientation 	<ul style="list-style-type: none"> •Client team to ensure that all activities and measures currently undertaken in the baseline are retained by Capita Symonds. 	<ul style="list-style-type: none"> •Capita Symonds will retain activities or measures currently undertaken by the services which promote the PSED.

Relevant area	Groups with protected characteristics that this might impact on	Action needed to ensure no impact groups with protected characteristics	Relevant Capita Symonds commitments
<ul style="list-style-type: none"> •Compliance with the council's Equal Opportunities Policy and adhering to equalities legislation. 	<ul style="list-style-type: none"> •Age •Disability •Gender reassignment •Marital status •Pregnancy and maternity (including teenage parents) •Race •Religion or belief •Sex •Sexual orientation 	<ul style="list-style-type: none"> •Client to monitor that Capita Symonds complies with the council's Equal Opportunities Policy and equalities legislation including the PSED. 	<ul style="list-style-type: none"> •Capita Symonds will fully comply with the council's Equal Opportunities Policy and adhering to equalities legislation.
<ul style="list-style-type: none"> •Conducting EIAs. 	<ul style="list-style-type: none"> •Age •Disability •Gender reassignment •Marital status •Pregnancy and maternity (including teenage parents) •Race •Religion or belief •Sex •Sexual orientation 	<ul style="list-style-type: none"> •Client team to ensure and monitor that EIAs are undertaken as appropriate prior to certain policy changes and/or service redesign. 	<ul style="list-style-type: none"> •Capita Symonds will undertake EIAs as appropriate where changes to services are being considered prior to their approval and implementation and in order that the PSED is satisfied.
<ul style="list-style-type: none"> •Language and translation services. 	<ul style="list-style-type: none"> •Race •Disability 	<ul style="list-style-type: none"> •Client team and Capita Symonds service teams to monitor translation requirements of customers and recommend utilisation of necessary language services as required and in accordance with the council's translation and interpretation policy. 	<ul style="list-style-type: none"> •Capita Symonds have not committed to any activities that will improve accessibility for those customers that do not have English as their first language but the council's existing policies in this regard, by which Capita Symonds will be required to comply, are comprehensive.

Equalities Impact Assessment of Capita Symonds' Final Tender for Environmental Health

1. Introduction

Current Situation

Environmental Health (EH) is a complex and highly regulated service, and fulfils a number of statutory requirements for the council. The Environmental Health Service is split into two divisions; Residential and Commercial. The work involves provision of education, support and advice as well as regulation, which involves a range of either reactive or proactive inspections.

The Environmental Health Residential Division: encompasses the functions of Private Sector Housing (including surveys, inspections and licensing), Public Health & Nuisance (including noise, drainage, smoke and odours, pest control) and Care & Repair (including provision of Disabled Facilities Grants and other interventions to enable vulnerable older people to live independently in their own homes).

The Environmental Health Commercial Division: covers the functions of Food Safety, Health & Safety, and Scientific Services. The Food Safety Team carry out proactive and reactive inspections of food businesses for compliance with food hygiene and standards requirements and infectious disease control. Health & Safety carry out proactive and reactive inspections of both food and non-food premises, investigate workplace accidents and incidents and license premises such as pet shops and those providing special treatments, such as massage and sun beds. Scientific Services investigate nuisance complaints, monitor air quality, authorise certain industrial processes and provide specialist advice, including consultations on planning applications.

There are approximately 2,300 food premises in Barnet, which are subject to a risk based inspection programme. There are estimated to be a further 10,000 non-food workplaces in the borough, which fall to the council for enforcement of the Health & Safety at Work Act. The range and types of premises and businesses in the borough reflect the diversity of the population of Barnet. Customer groups are split into those who approach EH directly for a service and businesses which are identified by EH for proactive inspection. Housing interventions are often focussed on supporting the most vulnerable residents.

The end users of the Environmental Health service are Barnet residents, and those working or spending time using facilities in the borough. Therefore, the most relevant data set is the borough-wide demographic data. Currently, whilst customer satisfaction data is collected for some areas and equalities monitoring forms are distributed to some customers, there is no comprehensive monitoring of the profile of EH service users to establish if they match the demographic makeup of the borough

Summary of the Final Tender

Capita Symonds' solution to carry out work currently undertaken by the council's in-house Environmental Health team will include the following commitments that are directly related to the PSED:

- A comprehensive improvement in IT for staff. This will enable staff to process service requests more quickly, update cases on site and to collate more detailed data relating to the type of service requests and the service users. This data will be used to ensure that the service provided meets customers' needs and the demographic make-up of the borough.
- Services tailored to meet customer needs and priorities through analysis of data provided via a single and comprehensive view of customers from DRS and NSCSO information, which will be shared securely.
- Customer satisfaction measurement surveys, which will capture demographic information from respondents for comparison with the Barnet profile, which will then inform actions to improve service delivery.
- Promote change in the method of accessing the service from non IT to web-based services (channel shift).
- Provision of a dedicated team of staff (Insight Team), to monitor the change in service usage and trends in Barnet's demographic make-up. This will include the extent to which service delivery and access to services reflects population growth and increasing diversity. They will ensure equality and diversity data informs ongoing service improvements.
- Compliance with the council's Equal Opportunities Policy.
- Training for all staff in customer care and awareness of equalities and diversity issues.
- Creation of a dedicated DRS Customer Service Team, which will be trained to understand and respond effectively to equalities and diversity issues.
- A flexible service delivery model which will cater for anticipated increases in diversity and the growing population of Barnet. This means that staff could be transferred from one area of EH to another area, depending on the specific needs, or a specific concern (e.g. if there is food poisoning outbreak).
- The proposal indicates that annual reports of service usage and demographic profiling will be conducted at ward level which will be made available to members.
- To increase the availability of disabled facilities grants by reducing the average cost of works, monitored through a KPI.

A summary of the impact on groups with protected characteristics outlined within Equalities legislation is presented below:

Capita Symonds will ensure equality and diversity monitoring will inform ongoing service improvements. This will impact all groups equally.

- Age – There is likely to be a positive impact for older people, in that particular monitoring is to be undertaken of the age profile of the borough’s population to ensure that service delivery and access is reflective of the profile.
- Disability – There is likely to be a positive impact through reduced cost of adaptations which will enable more of these to be delivered
- Gender reassignment – There is unlikely to be any impact.
- Marital status – There is unlikely to be any impact on.
- Pregnancy and maternity (including teenage parents) – There is unlikely to be any impact
- Race – There is unlikely to be any impact.
- Religion or belief – There is unlikely to be any impact.
- Sex – There is unlikely to be any impact.
- Sexual orientation – There is unlikely to be any impact.

2. The diversity profile of the service’s customers (people from groups with protected characteristics)

Current situation

DRS grouping of services utilise borough-wide demographic data as a primary source of intelligence and information about customers. The Environmental Health services provide a range of universal services to all residents. We recognise it is possible to generate additional customer intelligence and insight for EH and use this to assess future service needs and meet equalities and diversity duties. The data currently gathered on the service data management system, ACOLAID, is focused on the detail of the case and not on the specific demographic details of the customer.

As an aside, there is anecdotal evidence that Black Minority Ethnic (BME) customers are proportionately over-represented in the catering industry.

Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
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Single customer view, insight engine and customer profiling	<p>Positive</p> <p>Capita Symonds has committed to ensuring that the customer is referred to all the relevant services for their needs. This includes staff training on other services available that may be relevant to DRS customers (sign posting). This will help to ensure that customers will have the best chance to access all the most appropriate services for their needs. This will equally affect groups with protected characteristics outlined within equalities legislation.</p>	<p>Low</p>	<p>Low</p>	<p>Regularly review impact on profile and redesign service provision accordingly.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
Single customer view, insight engine and customer profiling	<p>Positive</p> <p>Capita Symonds will provide a web-based service that will help customers have access to all services linked to their specific enquiry e.g. a noise complaint concerning a faulty alarm ringing. A customer can check on progress of case without having to ring in. This will help to ensure that customers will have the best chance to access all the most appropriate services for their needs. This will equally affect groups with protected characteristics outlined within equalities legislation who are IT literate.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those</p>	<p>Low</p>	<p>Low</p>	<p>Regularly review impact on customer profile and redesign service provision accordingly.</p> <p>For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>

	with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.					
Single customer view, insight engine and customer profiling	Positive Capita Symonds to provide a team to monitor the service usage by customer type based on the protected characteristics and assess if this is representative of demographic change in Barnet (Insight Team). This will better inform the service delivery teams in on-going service redesign. This will equally affect groups with protected characteristics outlined within Equalities legislation.	High	Medium	Based on the data gathered on the demographic profile, regularly redesign service provision e.g. the increasing population over the age of 80 are less likely to be regular IT users.	Capita Symonds	3 months from introduction and then quarterly.
Single customer view, insight engine and customer profiling	Positive Capita Symonds will ensure that the services are designed to meet the needs of the customer through data analysis. This will be done through data sharing between DRS and NSCSO. This will help to ensure that DRS customers are provided with all the services that will help them meet their needs. This will equally affect groups with protected characteristics outlined within Equalities legislation.	High	Medium	Regularly review data on customer profile and service requirements, and ensure that the redesigned service appropriately meets those requirements. e.g. staff suitably trained to meet the needs of all groups with protected characteristics outlined within Equalities legislation.	Capita Symonds / Council	3 months from introduction and then quarterly.
Single customer view, insight	Positive Capita Symonds will improve	High	High	Ensure regular surveys are undertaken and that these are undertaken in	Capita Symonds / NSCSO	Within the first 3

engine and customer profiling	<p>measurement of customer satisfaction through regular surveys that capture demographic and geographical information as well as undertaking the survey through a variety of methods to ensure engagement with a variety of clients.</p> <p>This will provide a much clearer picture of customer satisfaction with the services and through the variety of methods should ensure that all client groups get to give feedback.</p> <p>This will impact on all groups with protected characteristics.</p>			<p>a variety of methods.</p>		<p>months.</p>
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3. The experience of customers from groups with protected characteristics

Current situation

Based on the 2011 Residents' Perception Survey (NB this question was not included in 2012/13 RPS), users are much more likely to rate the service as 'good to excellent' (62%) compared to all respondents (28%). A quarter of users (24%) rated the service as 'average' and 8% rated is as 'poor to extremely poor'. Residents as whole are more likely to say they did not know.

Based on the Disabled Facilities Grant (DFG) Systems Thinking Pilot (December 2010-present), 147 out of 173 (85%) gave the DFG pilot a score of nine or ten out of ten, while eight out of 173 (c. 5%) gave it a score of seven or below out of ten. This is a targeted statutory service – the adult clients must be both disabled and financially vulnerable to qualify for assistance. Note that the DFG is a grant available to help pay for necessary adaptations to remove the physical barriers that prevent the applicant living safely and independently in their own home. Disabled people can get a grant if they are owner-occupiers or tenants of privately owned and housing association properties. The parents or guardians of a disabled child under the age of 19 are also eligible. Any works must be specified by an Occupational Therapist (OT). In general they should improve freedom of movement around the house and use of the facilities for the disabled person.

The recorded results for the sample survey of Pest Treatments indicated that out of 19 responses, 16 (84%) gave the service a score of a nine or ten out of ten (two gave a score of eight, while one wasn't able to respond).

Based on the Food and Health & Safety Survey (2011) where 26 randomly selected businesses which had received an inspection within the previous 6 months, 97% found the inspection 'helpful or very helpful'. 100% of the respondents thought that the written information provided was 'clear or very clear'; and, 100% found the subsequent revisits 'useful or very useful'.

Results of monitoring data on National Indicator 182 (Satisfaction of business with local authority regulation services) for 2010/11 (this was the last year that this indicator was collected) showed that 89% of surveyed businesses were satisfied with Regulatory Services (Environmental Health, Trading Standards and Licensing). Specifically, it showed that:

- 87% of non-compliant businesses thought their business was treated fairly.
- 92% of non-compliant businesses thought the contact was helpful.
- 90% of compliant businesses thought their business was treated fairly.
- 87% of compliant businesses thought the contact was helpful.

Finally, based on the GovMetric data (November 2012), respondents reported there was a lack of information on how to report (and the length of time it takes to resolve) incidents of noise pollution. Those who provided this feedback came from the 25-54 age groups.

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access Strategy	<p>Positive</p> <p>Capita Symonds will enable greater use of web based access e.g. logging service requests, monitoring case progress, applying for licences online (Channel shift).</p> <p>Improved web facilities will enable IT literate customers to have improved electronic service provision. It will</p>	Low	Low	<p>Regularly review customer feedback data, and ensure that the redesigned service appropriately meets those requirements accordingly.</p> <p>Ensure that service</p>	Capita Symonds	3 months from introduction and then quarterly.

	<p>provide increased opportunity to access the service without assistance from council officers (self-serve).</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation who are IT literate.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>			<p>provision for non-IT literate customers is improved e.g. comprehensive call handling and outreach work, and alternative opportunities to self-service developed, development of user groups, availability of comprehensive literature, use of community champions.</p>		
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Customer Satisfaction	<p>Positive</p> <p>Capita Symonds' proposals (Community Liaison Officers, end user satisfaction surveys, annual customer satisfaction surveys, service improvement groups, formal customer feedback, telephone surveys after a service has been provided, web based surveys after a service has been provided, use of MORI and mystery shopping) are significantly more comprehensive than the systems currently in place for measuring customer satisfaction and equalities.</p> <p>This will help to ensure that customers will have the best chance to access a high quality of service that is most appropriate for their needs.</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p> <p>There is also potential for negative effects, requiring mitigation. There are those with protected characteristics who may not benefit from this – including older adults, non-English speakers and those with disabilities, or parents may find it more difficult to access these events or interactions.</p>	High	Medium	<p>Ensure that customer feedback is reviewed and the service improved in line with feedback.</p> <p>Ensure that feedback is received in a proportionally representative number from IT and non-IT literate groups and groups with protected characteristics.</p>	Capita Symonds	<p>3 months from introduction and then quarterly.</p> <p>Systems in place prior go live. To be monitored 3 months from introduction and then quarterly.</p>
Training	Positive	High	Medium	Customer Services Staff to be "Mystery	Capita Symonds	Prior to go live and ongoing

	<p>Capita Symonds will train Customer Service Staff in equalities. This will help ensure a comprehensive service is provided to all customers.</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>			Shopped” to ensure that they are dealing appropriately with all customers/service requests regardless of diversity profile.		throughout the contract
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4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.

- Services are delivered face-to-face through site visits and by telephone, written correspondence and reports. Information is also left at business premises during routine inspections or visits in response to complaints.
- Correspondence can be provided in translated format in community languages and interpreters can be arranged where required, either face-to-face or by telephone.
- Information for residents seeking assistance is on the council’s website and advice is provided to callers. The layout of and information contained in the website was reviewed and updated in 2011/12.
- In the future, being able to understand the ethnic background of people requesting services would enable the team to know if there are any groups in Barnet that were not accessing services.

Care and Repair

- Fees are charged by Care and Repair for any works organised or supervised and these are funded through the DFG, where applicants are eligible. There is no charge for an initial assessment and there is no means test or upper savings limit applied to receive information.

Private Sector Housing

- Environmental Health Enforcement, Private Sector Housing and Financial Assistance Policy – staff actions are audited at 1:1s to ensure decisions are in accordance with the policy.

Public Health and Nuisance

- Environmental Health Enforcement Policy – staff actions are audited at 1:1s to ensure decisions are in accordance with the policy.

Pest Treatment

- Fees are charged for pest control treatments. Owner occupiers on means tested benefits are charged 35% of the full pest treatment fee.

Food and Health & Safety

- Environmental Health Enforcement Policy – staff actions are audited at 1:1s to ensure decisions are in accordance with the policy.

DRS grouping of services utilise borough-wide demographic data as a primary source of intelligence and information about customers. The Environmental Health services provide a range of universal services to all residents. Currently, whilst customer satisfaction data is collected for some areas and equalities monitoring forms are distributed to some customers, there are no standing, comprehensive equalities monitoring mechanisms for the profile of EH service users to establish if they match the demographic makeup of the borough.

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
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<p>Services tailored to customer needs through consideration of data from DRS and NSCSO.</p>	<p>Positive</p> <p>An increased understanding by Capita Symonds of the needs of customers assisted by the service will help improve the service provided (analysis via a single view of data from DRS and NSCSO).</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>High</p>	<p>Medium</p>	<p>Regularly review customer feedback data, and ensure that the redesigned service appropriately meets those requirements accordingly.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
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<p>Capita Symonds will promote a Channel Shift</p>	<p>Positive</p> <p>Capita Symonds will enable greater use of web based access e.g. some customers will log service requests, monitor case progress, and apply for licences on line (channel shift).</p> <p>Improved web facilities will enable IT literate customers to have improved electronic service provision. It will provide increased opportunity to access the service without assistance from council officers (self-serve).</p> <p>This will equally affect groups with protected characteristics outlined within equalities legislation who are IT literate.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	High	High	<p>Ensure that the systems set up by Capita Symonds are user friendly, that feedback is appropriately monitored and used to assist in service redesign.</p> <p>Ensure that service provision for non-IT literate customers is improved e.g. comprehensive call handling and alternative opportunities to self-service developed e.g. availability of comprehensive literature.</p>	Capita Symonds	3 months from introduction and then quarterly.
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<p>Use of extensive Customer Satisfaction monitoring tools by Capita Symonds</p>	<p>Positive</p> <p>The proposals made by Capita Symonds to measure customer satisfaction (Community Liaison Officers, end user satisfaction surveys, annual customer satisfaction surveys, service improvement groups, formal customer feedback, telephone surveys after a service has been provided, web based surveys after a service has been provided, use of MORI and mystery shopping) are extensively more comprehensive than the systems currently in place and so should result in a greater understanding of customers and their needs.</p> <p>There is also potential for negative effects, requiring mitigation. There are those with protected characteristics who may not benefit from this – including older adults, non-English speakers and those with disabilities, or parents may find it more difficult to access these events or interactions.</p>	<p>High</p>	<p>High</p>	<p>Ensure that the customer satisfaction monitoring tools used by Capita Symonds are effective and that feedback is appropriately monitored and used to assist in service redesign.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
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<p>Capture demographic information from respondents for comparison with Barnet profile</p>	<p>Positive</p> <p>Through dedicated Insight posts Capita Symonds will consider the extent to which service delivery and access to services reflects the growth in population and increasing diversity. Based on this data Capita Symonds will ensure equality and diversity informs on going service improvements.</p> <p>This will equally affect groups with protected characteristics outlined within equalities legislation.</p>	High	High	Ensure that the data on which assumptions are being made is statistically representative.	Capita Symonds / Council	3 months from introduction and then quarterly.
<p>Annual reports of service usage and demographic profiling at ward level).</p>	<p>Positive</p> <p>EH does not currently carry out regular monitoring of service usage and how it compares with the demographic profile. Access to this information will enable an informed approach to equality and diversity.</p> <p>This will equally affect groups with protected characteristics outlined within equalities legislation.</p>	High	High	Ensure that the data on which assumptions are being made is statistically representative.	Capita Symonds / Council	3 months from introduction and then quarterly.

<p>Capita Symonds is fully committed to compliance with the council's Equal Opportunities Policy.</p>	<p>Positive</p> <p>Continued use of the current policy will bring confidence from customers that Capita Symonds is working in line with council requirements. However the additional data being collected on service usage and demographic profiling at ward level will assist with compliance.</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>Low</p>	<p>Low</p>	<p>All new staff are to be trained on the Equal Opportunities policy and compliance with it. Refresher training is to be provided to existing staff annually or more often if issues are highlighted. Cases to be monitored to ensure compliance with the policy.</p>	<p>Capita Symonds / Council</p>	<p>From go live and then quarterly.</p>
<p>Capita Symonds will train all DRS staff in customer care and awareness of equalities and diversity issues.</p>	<p>Positive</p> <p>This will improve the awareness of staff to the specific needs of their customers. This should help improve the service provided to customers.</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>Medium</p>	<p>High</p>	<p>New members of staff are to be trained in customer care and awareness of equalities, and diversity issues. Refresher training is to be provided to existing staff annually or more often if issues are highlighted. Cases to be monitored to ensure service being provided in line with the training completed.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>

<p>A flexible service delivery to cater for anticipated increases in diversity and the growing population of Barnet.</p>	<p>Positive</p> <p>Currently there is no flexibility in service delivery in response to the diversity and growing population of Barnet. This initiative will allow for a more effective and more easily adaptable service.</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>High</p>	<p>Medium</p>	<p>Service provision is to be streamlined and significant improvements delivered in IT infrastructure to enable increased service flexibility with the existing number of staff whilst delivering business as usual. This will ensure that service delivery can be appropriately targeted depending on the needs of the borough's population.</p>	<p>Capita Symonds</p>	<p>3 months from go live.</p>
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Benchmarking	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	High	Medium	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>	Council	Within 3 months and on-going thereafter.
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5. Existing known equalities issues in the service

Current situation

Currently, whilst customer satisfaction data is collected for some areas and equalities monitoring forms distributed to some customers there is no comprehensive monitoring of the profile of service users and if they match the demographic makeup of the borough. Equally there is no service redesign to ensure that groups with protected characteristics outlined within Equalities legislation are catered for. There is also no proactive surveying of non-service users to understand why they do not access the service e.g. lack of knowledge or lack of need.

Overall, service demand generally exceeds capacity. Whilst there are a number of targeted projects that are desirable, for example crime reduction and anti-social behaviour there is currently little capacity to make a significant impact.

Anecdotally, it is stated that providing information in other languages is often ineffective, as the recipient is often illiterate in their own language as well as being unable to read English.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Lack of comprehensive equalities data.	<p>This issue will be addressed through Capita Symonds providing:</p> <p>Dedicated officers to capture demographic information from respondents for comparison with Barnet profile (Insight Analysts).</p> <p>Annual reports to be provided of service usage and demographic profiling at ward level (by Insight Team).</p> <p>A commitment to compliance with the council's Equal Opportunities Policy.</p> <p>Training of all DRS staff in customer care and awareness of equalities and diversity issues.</p> <p>A flexible service delivery to cater for anticipated increases in diversity and the growing population of Barnet.</p> <p>These service improvements will ensure that the quality of service provision to all groups can be measured and targeted appropriately to the boroughs demographic profile.</p> <p>These service developments will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	High	High	<p>All data is to be monitored to ensure it is comprehensive.</p> <p>Ensure data is utilised to inform service improvements.</p>	<p>Capita Symonds</p> <p>Capita Symonds</p>	<p>3 months from go live and then quarterly.</p> <p>3 months from go live and then quarterly.</p>

<p>Staff training in equalities and diversity issues is not current.</p>	<p>Capita Symonds has provided a full commitment to compliance with the council's Equal Opportunities Policy.</p> <p>All DRS staff will be trained in customer care and awareness of equalities and diversity issues, including the PSED. This will improve the awareness of staff to the specific needs of their customers. This should help improve the service provided to customers.</p> <p>This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>High</p>	<p>Medium</p>	<p>Cases to be monitored to ensure compliance with the council's Equal Opportunities Policy, and constantly review data to identify potential service improvements.</p>	<p>Capita Symonds</p>	<p>Training completed 1 month from go live and then service monitored quarterly.</p>
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Equalities Impact Assessment of Capita Symonds' Final Tender on Strategic Planning

1. Introduction

Current Situation

The service works very closely with Planning (Development Management) and is currently comprised of the following five teams:

The Major Development Team: leads on major strategic projects such as regeneration and town centre strategies. The team is responsible for the submission and processing of major and strategic applications, and the development of the Area Action Plans and planning briefs.

The Design & Heritage Team: responsible for planning applications on listed buildings, and those within conservation areas (there are currently eighteen of these within the borough). Performing both strategic and delivery roles, the team provides a statutory function as an advisory to other organisations, is responsible for processing Conservation Area applications, undertakes character appraisals and creates advice notes, and offers a wider advice function for urban design elements of all schemes across planning services.

The Planning Policy Team: leads on defining and interpreting statutory requirements, providing views on land use, and monitoring changes in building usage. In addition to liaising with the Greater London Authority (GLA) for the adoption of new guidelines, the team are currently developing the Local Plan.

The Housing Strategy Team: responsible for service development and policy – housing strategy and policy is reviewed every year with a full update every 3 to 5 years. This involves engagement with the private landlord sector, older people's housing, and responding to national and regional initiatives. The team also acts as the management information and performance reporting function for the directorate, and in carrying out their work they have to perform consultations, conduct surveys and make use of focus groups. Externally the team liaises with the North London Housing sub-region, local housing associations, other housing agencies, homelessness organisations and Citizens' Advice Bureau, whilst internally they have strong links to the Regeneration service.

The Infrastructure & Section 106 Team: leads on the development and delivery of the borough's Infrastructure Delivery Plan, and co-ordinates Section 106 funded initiatives.

Summary of the Final Tender

Capita Symonds' proposals for Strategic Planning include the following:

Key commitments:

- Investment in upgrading the ICT system and mobile technology.

- Improved stakeholder engagement with residents and businesses, and to conduct regular customer surveys.
- Retention of the existing structure of a Strategic Planning and additional capacity and specialist capability.
- Creation of a new 'Barnet Fund' and 'Barnet Observatory' to support infrastructure and policy development.
- Growth of the Strategic Planning service through consultancy.

Main equalities commitments:

The proposals in the bid will help the Strategic Planning service to fulfil its PSED to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act.
- Advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging underrepresented groups to participate in public life and
- Foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

By:

- Providing analytics function to enhance engagement with service users and tailoring of services to their needs and priorities.
- Investing in an Insight capability to record and analyse customer engagement, including Customer Liaison Officers and new ICT function.
- Creating a Stakeholder Development Plan to identify key stakeholders, evaluate importance to service delivery and address any shortcomings.
- Setting up social media user groups for close engagement with customers.
- Providing support to the council to manage its relationship with Barnet Homes to ensure efficient and effective management of housing stock and relationships with tenants and leaseholders.
- Minimising areas of private sector housing where there are high concentrations of single elderly occupiers.

Impact on groups with protected characteristics:

- Age – There is likely to be an impact on older people from focus on use of social media to obtain customer feedback.
 - Older people less likely to use social media. Can be mitigated by offering range of channels including phone or face-to-face contact for providing customer feedback, see below on customer satisfaction.

- Disability – There is unlikely to be any impact.
- Gender reassignment – There is unlikely to be any impact.
- Marital status – There is unlikely to be any impact.
- Pregnancy and maternity – There is unlikely to be any impact.
- Race – There is likely to be an impact on people whose first language is not English from focus on use of social media.
 - Can be mitigated by offering range of channels including phone or face-to-face contact for providing customer feedback, see below on customer satisfaction, and by drawing attention to the council's translation policy.
- Religion or belief – There is unlikely to be any impact.
- Sex – There is unlikely to be any impact.
- Sexual orientation – There is unlikely to be any impact.

2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

Strategic Planning does not provide services directly to residents, but is responsible for key strategic documents that set out the council's ambitions and policies for the physical environment, including the planning policies, the housing strategy and engagement with developers on major developments. As with the rest of the DRS grouping of services, borough wide demographic data is utilised as a primary source of intelligence and information about residents, as the impact of planning and housing policy affects the whole borough. This information is supplemented by additional data available at a more local level, such as equalities monitoring data held in respect of council tenants, and specific pieces of work such as consultation exercises on planning and housing policy.

The latest census information shows how diversity has increased during the last decade:

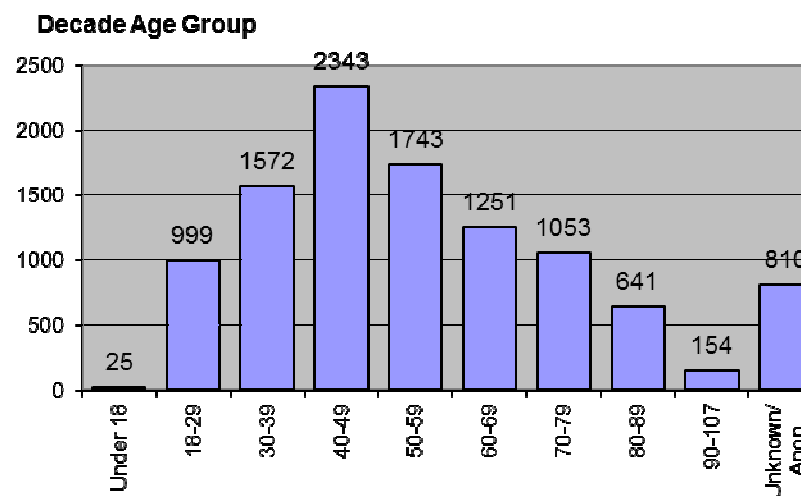
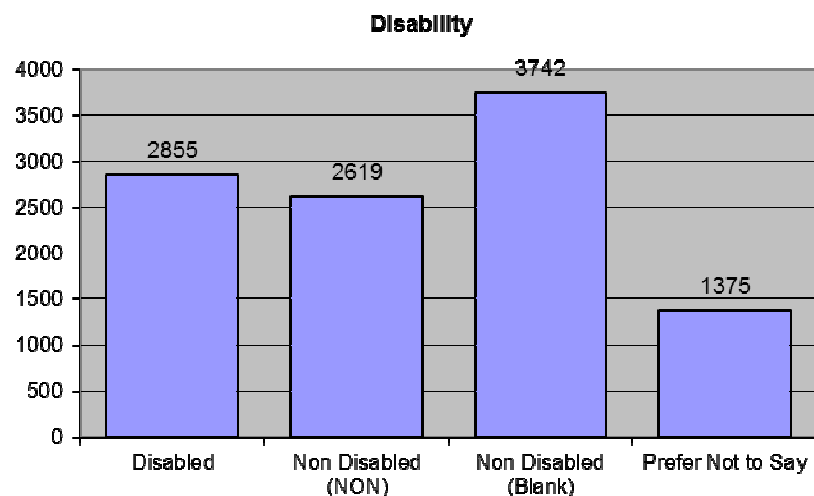
% of population by ethnicity					
Census Date	White	Mixed	Asian	Black	Other
2001	74%	3%	12%	6%	5%

2011	64%	4.9%	18.4%	7.7%	4.9%
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The Housing Policy team is involved in policy development which has a particular impact on those in Housing Need and Council Tenants. Data for these groups show a greater level of diversity than for the population as a whole:

Major Ethnic Group (Alphabetical)	NON Regen Tenants Total (Nov12)	NON Regen Tenants Total %	NON Regen Tenants Total % Known	Regen Tenants Total (Nov12)	Regen Tenants Total %	Regen Tenants Total % Known
BME	2551	30.8%	37.1%	1085	48.4%	58.0%
NON BME	4323	52.1%	62.9%	770	33.5%	42.0%
Prefer Not to Say	647	7.8%	-	127	5.5%	-
Unknown/ Anon	773	9.3%	-	334	14.5%	-
Grand Total	8294	100.0%	100.0%	2296	100.0%	100.0%

The graphs below illustrate a summary of the disability profile of all tenants as well as the age group breakdown. Based on the data, there are 2,855 disabled tenants (c. 27%). The bulk of tenants (slightly over 50%) come from the 30-59 age groups.



The overall impact of proposals for Strategic Planning are positive, as improved customer analysis, insight and engagement will ensure that a proper account is taken of the diverse needs of residents in bringing forward planning and housing policy and strategy documents.

Changes relating to customer information

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single Customer View	<p>Positive</p> <p>Enhanced Citizen Engagement in Strategic Planning.</p> <p>Capita Symonds will review the council's approach to community engagement in plan-making and extend the range of skills available for engagement with residents and businesses in Barnet</p> <p>Improvements by Capita Symonds to community engagement methods will help Strategic Planning reach a wider audience, including groups with protected characteristics, in producing strategic planning documents</p> <p>Negative</p> <p>Community engagement may not reach all groups, particularly those with disabilities, non-English speakers or parents.</p> <p>This proposal will impact on all groups with protected characteristics.</p>	Medium	Medium	<p>Regularly conduct citizen engagement and gather key inputs to inform service plans.</p> <p>Monitoring of levels of customer engagement on documents forming part of the Local Plan against the diversity profile.</p>	Capita Symonds	Within 12 months and ongoing.
Insight Engine	<p>Positive</p> <p>Capita Symonds will provide an Insight</p>	Medium	Medium	Develop Stakeholder Management Plan to ensure range of	Capita Symonds	Within 12 months and ongoing.

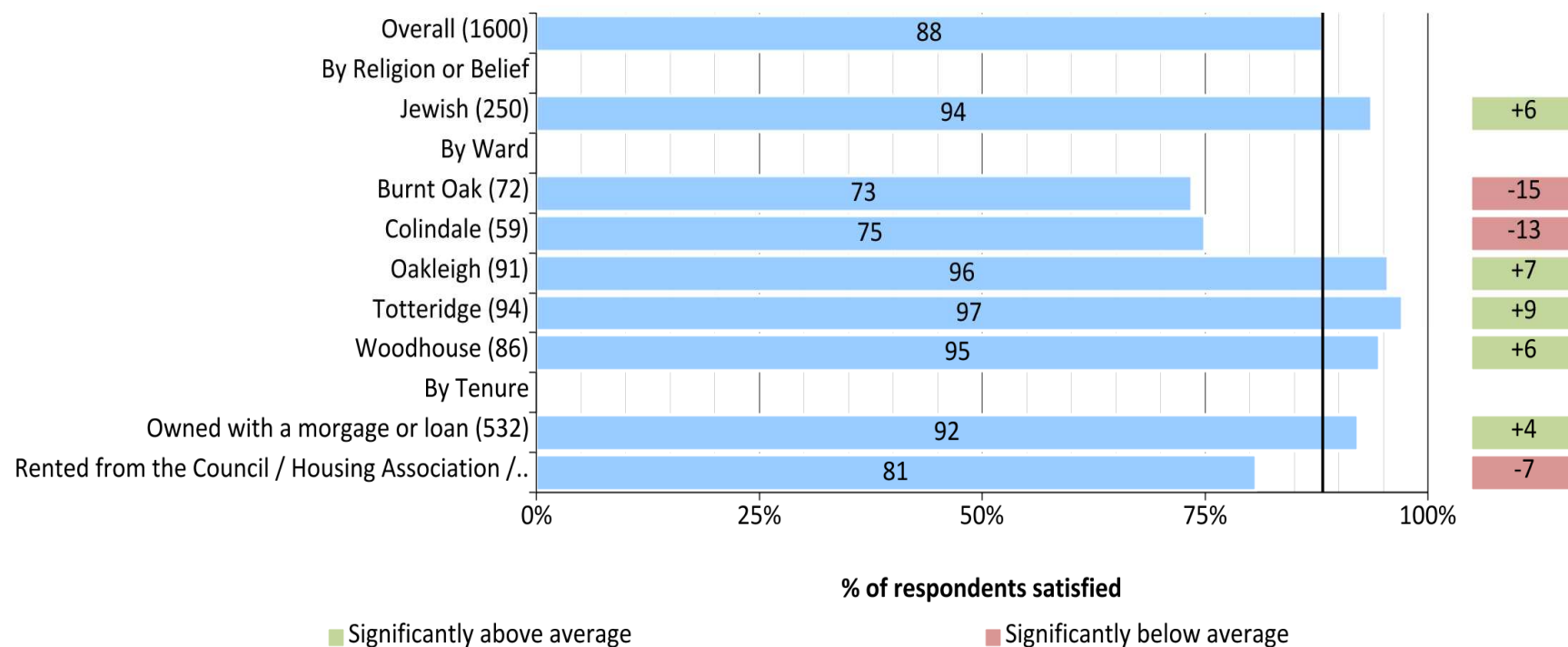
	<p>capability and system to record and analyse customer engagement, making services more accessible and enabling users to contribute ideas for the redesign of service provision</p> <p>Improvements by Capita Symonds to customer engagement methods will help Strategic Planning reach a wider audience, including groups with protected characteristics, in shaping service delivery.</p> <p>This proposal will impact on all groups with protected characteristics.</p>			customer and stakeholder groups reflects diversity profile of customers.		
Customer Profiling	<p>Positive</p> <p>Capita Symonds will develop a Stakeholder Management Plan to identify key stakeholders for Strategic Planning and evaluate their importance in terms of service delivery and current relationship</p> <p>Improvements by Capita Symonds to identifying and analysing key stakeholders will help Strategic Planning to shape service delivery to the needs of its customers as prioritised.</p> <p>This proposal will impact on all groups with protected characteristics.</p>	Medium	Medium	Develop Stakeholder Management Plan and ensure that it reflects the diversity profile of customers.	Capita Symonds	Within 12 months and ongoing.

3. The experience of customers from groups with protected characteristics

Current situation

As the Strategic Planning service is focused on Barnet as a place, the experience of customers is best reflected through the residents' survey.

The resident's survey 2012 showed that 88% of residents are satisfied with Barnet as a place to live, an improvement of 2% from the 2010/11 survey. Whilst there were no significant differences in satisfaction between different ethnic groups, residents living in Colindale or Burnt Oak, renting from the council or a housing association, are significantly less likely to be satisfied with their local area. The following table shows where there were significant variances in satisfaction:



The service also plays a role in managing the council's relationship with Barnet Homes, the council's ALMO, and satisfaction levels of council tenants by ethnicity are presented in the table below.

Major Ethnic Group (Alphabetical)	Very Satisfied	Fairly Satisfied	Neither Satisfied nor Dissatisfied	Fairly Dissatisfied	Very Dissatisfied	Total	% Known Ethnicity satisfied	% Known Ethnicity Neither	% Known Ethnicity Dissatisfied
Asian or Asian British	46	84	19	8	6	163	79.8%	11.7%	8.6%
Black or Black British	63	143	28	13	11	258	79.8%	10.9%	9.3%
Mixed	11	16	5	2	0	34	79.4%	14.7%	5.9%
White	236	382	88	44	39	789	78.3%	11.2%	10.5%
Other	59	107	36	11	11	224	74.1%	16.1%	9.8%
Prefer Not to Say	70	116	20	10	6	222	83.8%	9.0%	7.2%
Unknown/ Anon	58	97	32	15	16	218	71.1%	14.7%	14.2%
Grand Total	543	945	228	103	89	1908	78.0%	11.9%	10.1%

Generally similar levels of satisfaction amongst different ethnic groups

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access Strategy	Positive Statement of Community Involvement (SCI). Capita Symonds will review the SCI to create an accessible planning document that includes suitable techniques to address concerns of 'hard to reach' groups of residents and businesses	Medium	Medium	Need to identify 'hard to reach' groups amongst those with protected characteristics setting out how these can be reached through specific	Capita Symonds	Within 12 months and ongoing.

	<p>Improvements by Capita Symonds to community engagement methods will help Strategic Planning reach a wider audience of residents and businesses, including groups with protected characteristics.</p> <p>This proposal will impact on all groups with protected characteristics.</p>			measures.		
Access Strategy: Customer Enabling ICT	<p>Positive</p> <p>Capita Symonds' commitment to enhanced on-line information and providing an on-line mechanism for engagement and reporting breaches</p> <p>Capita Symonds will also encourage on-line self-service, but direct access to officers will still be retained for those who prefer, together with an extended Duty Officer service.</p> <p>Capita Symonds commits to provide (retain) a choice of access channels allowing the most convenient access for customers</p> <p>These services will enhance the on-line planning service and improve the possibility of 'self-help' functionality, ensuring an improved overall customer experience by enabling them to control their access to it. This will positively affect all groups under the protected characteristics, but it will likely result in a negative impact on those who are not IT or English literate, most notably</p>	High	Medium	<p>Ensure that market analysis is conducted regularly and that the service further tailors its customer engagement approach accordingly.</p> <p>Ensure an equality of information is available through all mediums and support is present at Planning Reception to assist.</p>	Capita Symonds	Within 12 months and ongoing.

	amongst the Age or Race groups.					
Customer Satisfaction	<p>Positive</p> <p>Capita Symonds will be committed to addressing customer satisfaction across Strategic Planning service comparing profile of users to Barnet demographic profile. Capita Symonds will create and implement service plans to address deviations from Barnet profile. Capita Symonds will create social media user groups to help review service delivery).</p> <p>Improvements by Capita Symonds to measuring customer satisfaction will help Strategic Planning service delivery reach a wider audience of residents and businesses, including groups with protected characteristics.</p> <p>This proposal will impact on all groups with protected characteristics.</p>	Medium	Medium	Need to ensure that service plan also addresses groups with protected characteristics and that reliance on social media to gauge customer feedback does not exclude non users such as older people from providing customer feedback. Other accessible channels for groups with protected characteristics to provide feedback need to be identified.	Capita Symonds	Within 12 months and ongoing.

4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

The team currently conduct the following:

- Regular consultations include actions to reach all parts of community through for example using different formats (e.g. estate event days, web surveys, citizen panel and focus groups).
- Equalities impact assessments are in place for our key strategies and policies, including housing strategy, LDF Core Strategy, housing allocations scheme, tenancy strategy.
- Planning applications have to confirm that proposals do not conflict with either Barnet Council's Equalities Policy or the commitments set in the Equality Scheme and support the council in meeting its statutory equality responsibilities.

In the future, there would also be value in keeping up-to-date information on the housing needs of different groups as the housing needs survey is out of date and the council no longer has an open housing register.

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Regular consultations	<p>Positive</p> <p>Capita Symonds commits to conduct regular surveys of Strategic Planning service users</p> <p>Improvements by Capita Symonds to analysing customer feedback will help Strategic Planning to shape service delivery to the needs of its customers.</p> <p>Negative</p> <p>Consultations may not reach some groups</p> <p>This proposal will impact on all groups with protected characteristics.</p>	Medium	Medium	<p>Surveys must collect equalities information to measure performance across all customer types</p> <p>Implement specific plans to address any significant or trending deviations from baseline data. Test any new service designs with representative customer groups.</p>	Capita Symonds	Within year one.
Regular consultations	<p>Positive</p> <p>Capita Symonds commit to review SCI to set out who should be involved in planning consultations, when, and for what purposes as well as considering range of approaches and methods that might be appropriate. Capita Symonds</p>	Medium	Medium	Regularly review the SCI to ensure that it targets the relevant audience and to ensure multiple channels for regular communication	Capita Symonds	Within year one.

	<p>commits to engage with NSCSO to explore direct links to different groups of stakeholders</p> <p>Improvements by Capita Symonds to community engagement methods will help Strategic Planning reach a wider audience of residents and businesses, including groups with protected characteristics.</p> <p>This proposal will impact on all groups with protected characteristics.</p>			outside the formal consultation process.		
EIA	<p>Neutral</p> <p>Customer Service & Engagement</p> <p>Capita Symonds makes no specific reference to EIAs but will be required to comply with the PSED and fully supports the council's commitment to equality</p>	Low	Low	Need to ensure that Capita Symonds undertakes EIAs as appropriate to consider impacts of service redesign or policy proposal made to the council.	Capita Symonds	Within year one.
Planning Applications	<p>Neutral</p> <p>Planning applications not specifically referenced but Capita Symonds has committed to compliance with existing practices and the PSED.</p>	Low	Low	The council will ensure that Capita Symonds has a robust and consistent monitoring system in place to monitor planning applications against the PSED.	Capita Symonds	Within year one.
Housing Needs	<p>Neutral</p> <p>Capita Symonds makes no specific references to assessing housing needs but will establish Barnet Observatory</p>	Low	Low	Capita Symonds to establish Barnet Observatory and ensure a clear remit	Capita Symonds	Within year one.

	<p>within SPR to provide forward looking intelligence service to inform housing policy.</p> <p>This will help to ensure that the most up to date customer feedback and information is utilised to inform housing policy.</p>			for it.		
Housing Needs	<p>Positive</p> <p>Capita Symonds will combine information from planning, building control, public health and other sources to identify hot spots in private sector housing where there are high concentrations of single elderly occupiers requiring targeted support</p> <p>This will help to ensure elderly single occupiers receive targeted support.</p> <p>This proposal will impact on the elderly.</p>	Medium	Medium	Need to ensure that Capita Symonds sets out in Service Plan how support will be targeted at reducing vulnerability of single elderly occupiers.	Capita Symonds and Barnet Homes	Within year one.
Benchmarking	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	High	Medium	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are</p>	Council	Within 3 months and on-going thereafter.

				being considered and prior to their approval and implementation.		
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5. Existing known equalities issues in the service

Current situation

The Strategic Planning service has completed EIAs in relation to changes to the council's housing policies and identified issues as summarised below

Tenancy Strategy EIA (April 2012) the following have been identified as issues:

- Young people who are care leavers may be less likely able to fulfil the requirements for tenancies to be renewed. This may put them at a more serious disadvantage than any other young person. Different criteria have been developed for care leavers to help mitigate.
- Income and Capital thresholds could disadvantage some tenants.
- Failure of communication with those tenants on flexible tenancies regarding expectations and timetables particularly where residents have poor literacy or where English is not their first language. Barnet Homes has developed a communications strategy, including information on the website.
- Failure to maximise use of social housing through planned use of flexible tenancies would be likely to disadvantage all applicants. Making better use of social housing stock will advantage those on low incomes and benefits.

Housing Allocations Scheme EIA (February 2012), it was identified that some groups may be adversely affected by the introduction of the criteria covering connections with Barnet. The initial data analysis shows from the current bands that some groups are more likely to fail the local connection criteria and not be considered for assistance under the allocations scheme. These equalities risks are being monitored and mitigating actions being developed.

The council's Housing Strategy will require the completion of an EIA each time that it is renewed.

The policies in the Core Strategy EIA (2011) seek to ensure that all new homes are built to Lifetime Homes Standards and that through extending the inclusive design principles embedded in Lifetime Homes we can create Lifetime Neighbourhoods that are welcoming, accessible, and inviting for everyone, regardless of age, health or disability.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Tenancy Strategy	<p>Positive</p> <p>Capita Symonds makes no specific references to assessing implementation by Barnet Homes of Tenancy Strategy but will establish Barnet Observatory within SPR to provide forward looking intelligence service to inform housing policy</p> <p>This will help to ensure that the most up to date customer feedback and information is utilised to the Tenancy Strategy.</p> <p>This proposal will impact on all groups (residents, businesses and customers) with protected characteristics.</p>	Low	Low	<p>Establish Barnet Observatory and ensure it has a clear remit.</p> <p>Housing Policy staff to carry out reviews of the implementation of Tenancy Strategy by Barnet Homes and its impact on highlighted sub-groups.</p>	Capita Symonds	Within year one.
Lifetime Homes	<p>Neutral</p> <p>Capita Symonds will enforce the use of Lifetimes Homes Standards. This should mean that all new homes delivered will be suitable for elderly, infirm and disabled people to remain in their own homes for longer. Failure to create inclusive neighbourhoods could impact on the elderly. Capita Symonds also recognises negative issues of concentrating elderly people in one area.</p> <p>This should ensure that the quality of life</p>	Low	High	Capita Symonds will rigorously enforce planning conditions and share good practice on Lifetime Homes.	Capita Symonds	From day one and then continuously.

	for elderly people is improved. Lifetime Homes is a common standard that is obligatory in all new developments in London and Barnet.					
Housing Allocations Scheme	<p>Positive</p> <p>Improved customer insight and analysis will ensure that customer feedback and intelligence is taken on board and is reflected in the Housing Allocations Scheme.</p> <p>This proposal will impact on all groups (residents) with protected characteristics.</p>	Medium	Medium	<p>Regularly conduct customer engagement to help inform the Allocation Scheme.</p> <p>Need to monitor implementation of Allocations Scheme by Barnet Homes and its impact on highlighted sub-groups.</p>	Capita Symonds	Annually.

Equalities Impact Assessment of Capita Symonds' Final Tender on Highways Network Management

1. Introduction

Current Situation

Led by a Highways Network Manager, the service is currently comprised of the following two teams: Network Management and the Implementation Team.

The Network Management team is responsible for the management of the highway network in relation to works carried out by the council and utility companies. These functions are managed via the New Roads & Street Works Act (NRSWA) legislation which sets out the

requirements for advance notification of works, monitoring and inspection, and allows for co-ordination so as to minimise the impact of the works on the road network and hence minimise as far as possible disruption for road users.

The team also manage the issuing of licenses to allow various operations to take place on the highway network including the placing of skips, scaffolding, hoardings, and builders' materials.

Network management also includes the cyclic inspection of the highway network in order to identify the general condition, and in particular, identify and deal with any safety hazards on the highway network thereby maintaining the network in a safe condition for highway users, whilst at the same time reducing insurance liabilities.

Network management also manages the Drainage Service which includes ensuring that the highway drainage network is operating efficiently. In order to achieve this, a cyclic gully cleaning programme is implemented annually, where defects and identified improvements in relation to the drainage network are instigated in accordance with available budgets. All actions serve to minimise the risk of flooding of the highway network and the potential dangers this may cause to neighbouring properties.

The Implementation Team manages the various term contracts which are in place to allow new and maintenance works to be implemented throughout the borough. The works include maintenance of the carriageway and footway network. This ensures that the highway assets are maintained such that the condition and operation of the network is at maximum efficiency, thereby ensuring the safety of road network users.

The implementation team are also responsible for implementing highway network improvement schemes which ensures that the network is fit for purpose and serves the local community in an appropriate fashion.

The end users of the Highways Network Management service are Barnet residents, and those working or travelling in the borough. Therefore, the most relevant data set is the borough-wide demographic data.

Summary of the Final Tender

Capita Symonds' key commitments are as follows:

- Capita Symonds commits to delivery of all requirements contained within the output specifications with some proposed enhancements focussed on:
 - o Investment in ICT and enabling software and processes to enhance service delivery.
 - o Undertaking stakeholder engagement to understand how to provide improved access to services and raise satisfaction levels.
- Capita Symonds has committed to complying with the council's Equalities Policy and equalities legislation.

It is considered that the groups with protected characteristics under equalities legislation, including age, disability, gender reassignment, marital status, pregnancy and maternity (including teenage parents), race, religion or belief, sex and sexual orientation are all unlikely to be negatively affected by the Capita Symonds' proposals, and it is likely that there will be positive outcomes for these groups in time.

2. The diversity profile of the service's customers (people from groups with protected characteristics)

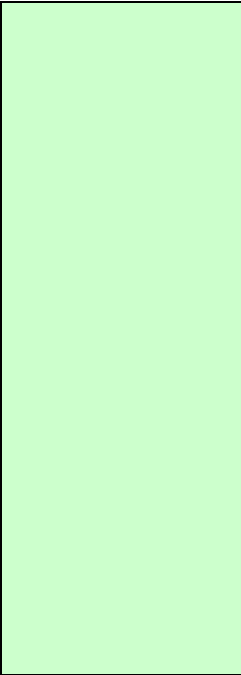
Current situation

A diversity profile of external customers has not been gathered and analysed routinely by the team due to the lack of resources. The function of the service is close to universal so for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document).

Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline

<p>Single Customer View</p>	<p>Positive</p> <p>Capita Symonds will invest in ICT, Exor, GIS and real time data, and web-enablement to allow enhanced engagement methods through increased potential for self-service, increased contact, methodology choice and information exchange (Service SIDP).</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups with protected characteristics who are IT enabled.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure linkage with NSCSO by establishment of a service level agreement that will ensure Capita Symond's commitments can be fulfilled.</p> <p>For residents and customers with protected characteristics, engagement will need to be available through other channels, such as by telephone.</p>	<p>Council</p>	<p>Within 3 months of commencement and ongoing thereafter.</p>
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	<p>Positive</p> <p>Capita Symonds will implement a new customer access strategy – a new relationship with customers to improve interaction between DRS and NSCSO to provide a seamless customer service with increased first point of contact resolution.</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups including those with protected characteristics assuming that the customer engagement outcomes inform the access strategy.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure full engagement with all existing and potential future service users including those with protected characteristics through linkage with NSCSO by establishment of a service level agreement that will ensure Capita Symonds' commitments can be fulfilled.</p>	<p>Council</p>	<p>Within 6 months of commencement and ongoing thereafter.</p>
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	<p>Positive</p> <p>Capita Symonds will utilise a life events based customer contact management to enable groups of related services likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end to end support for all of those needs for key groupings in line with customer access strategy.</p> <p>Through the engagement strategy it is expected that those groups who have regular need to interact with different delivery units experience a managed and coordinated experience.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	High	High	<p>Client Team to ensure that desired outcomes are monitored ensuring those with multiple and/or specific needs are catered for.</p> <p>For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.</p>	Council	Within 3 months of commencement and on-going thereafter.
Customer Profiling	<p>Positive</p> <p>Capita Symonds will develop a Stakeholder Management Plan (SMP) which will involve a comprehensive review of all Barnet Stakeholders to</p>	High	Medium	Client Team to monitor and to ensure all sections of the community including those with protected	Council	Within 6 months of commencement and on-going

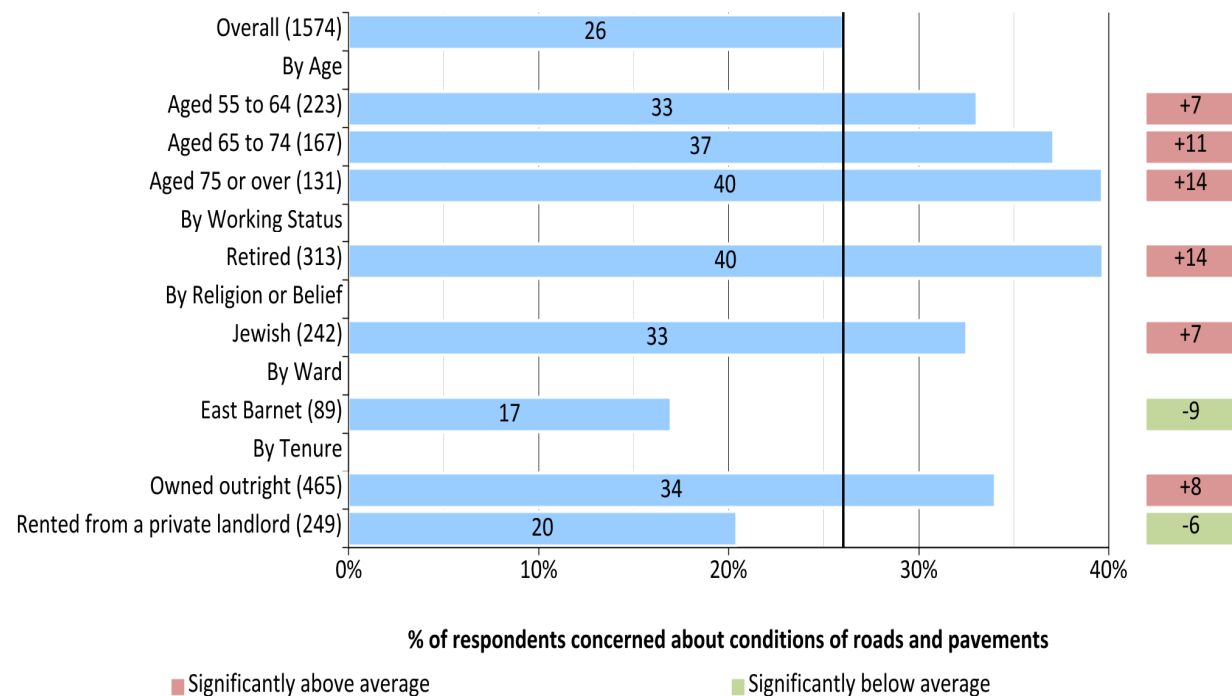
	<p>identify their specific needs for service and communications, including stakeholder mapping.</p> <p>This will help to ensure that better customer feedback will inform improvements in service delivery.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p>			<p>characteristics are captured within the proposals contained within the Stakeholder Management Plan.</p>		<p>thereafter.</p>
	<p>Positive</p> <p>Capita Symonds will categorise stakeholders into eight groups to identify most appropriate engagement methods for each group thus ensuring all needs catered for.</p> <p>This will help to ensure that customers are provided with the most appropriate services as possible.</p> <p>This will positively impact on all groups including those with protected characteristics provided that those with protected characteristics are captured within the most appropriate groupings.</p>	High	High	<p>Client Team to monitor delivery and ensure proposed grouping are appropriate for those with protected characteristics and that intelligence gathered informs Service Development Plans and funding priorities.</p>	Council	<p>On commencement and on-going thereafter.</p>
	<p>Positive</p> <p>Capita Symonds will implement an Insight Function which is proposed to be delivered to analyse monitor and report on equalities data in partnership with</p>	High	High	<p>Client Team to ensure that intelligence gathered is used to inform service improvements and that</p>	Council	<p>Within 12 months of commencement and on-going</p>

	<p>Middlesex University that will proactively monitor the demographic profile. The analysis will result in knowledge of customer reporting methodology, demographics of reporting and injury claim analysis to identify profile of claimants.</p> <p>This will positively impact on all groups including those with protected characteristics by utilising data gathered to improve services provide.</p>			<p>desired outcomes are monitored to ensure there are positive benefits for all.</p> <p>Data will need to be proactively gathered to ensure that all members of the community and their particular needs are profiled.</p>		<p>thereafter.</p>
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3. The experience of customers from groups with protected characteristics

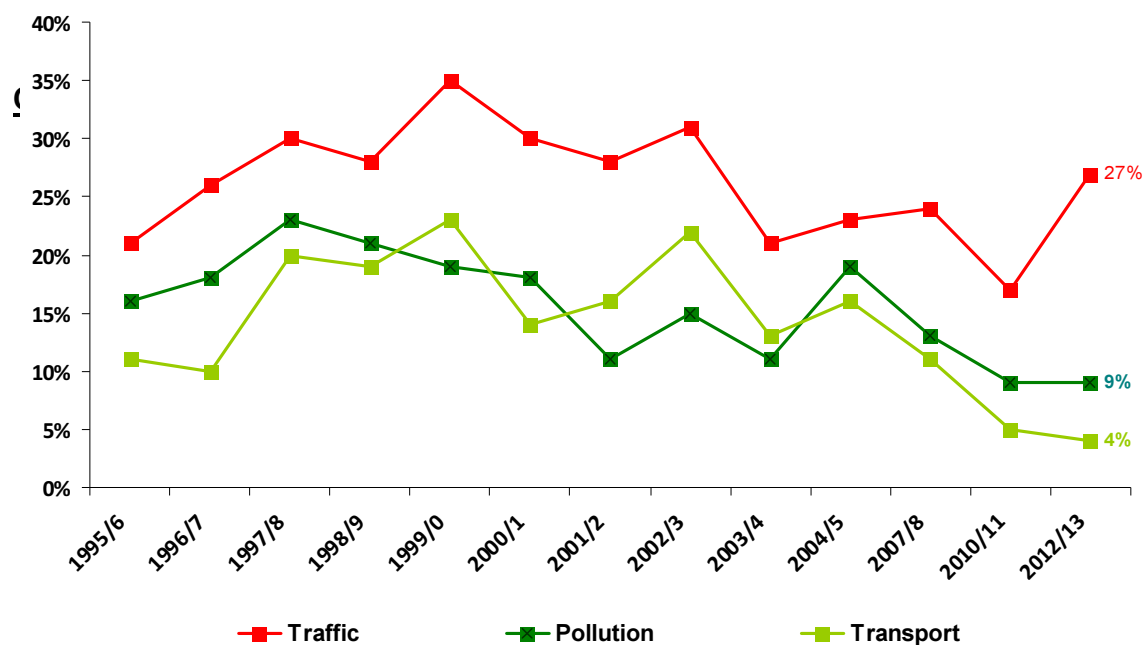
Current situation

Based on the 2012 Resident’s Perception Survey, the condition of Roads and Pavements was the second issue that concerns residents in Barnet. As shown in the table below, residents who are aged over 55, retired, Jewish and own their home outright are significantly more likely to be concerned about roads and pavements. Residents living in East Barnet, renting from a private landlord are significantly less likely to be concerned about roads and pavements. There were no significant differences between ethnic groups.



Personal concern for traffic, pollution and transport have all declined since 2004/05. Traffic in Barnet has been the largest cause for concern since 1995/96. In 2010/11 nearly twice as many residents were concerned about traffic than pollution, and over three times as many were concerned about transport.

Concern for traffic congestion has seen a sharp increase in concern whilst pollution and public transport continues to be much less of a concern. Residents living in Mill Hill or who are Jewish are significantly more likely to be concerned about traffic congestion. The overall trends for concern about traffic congestion, pollution and transport are shown in the chart below:



Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access Strategy	Positive Capita Symonds intends to enhance service provision and options for engagement/request for these services including improved information exchange which will avoid the need in some instances for requests for	High	High	Client Team to monitor delivery and ensure enhanced service provision benefits all service users equally by provision of a full range of contact and	Council	Within 3 months of commencement and on-going thereafter.

	<p>service.</p> <p>Where contact is made or is necessary the engagement is proposed to be enhanced and inclusive and hence will benefit customers through an improved service.</p> <p>This will positively impact on all groups with protected characteristics in particular who are IT enabled.</p>			<p>information exchange methodologies.</p>		
<p>Customer Satisfaction</p>	<p>Positive</p> <p>Capita Symonds commit to a Super KPI for monitoring customer satisfaction levels with a view to improving incremental improvements on customer satisfaction rates.</p> <p>This will help to ensure a greater focus on achieving increased customer satisfaction levels.</p> <p>This will positively impact on all groups with protected characteristics</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor and ensure that questions are tailored to be service relevant and user group specific to ensure the views of those with protected characteristics are gathered to ensure all needs and experiences are acknowledged and improvements made accordingly; and that feedback received is analysed and positive changes are instigated as appropriate including via Service Delivery Plans.</p> <p>Ensure that service provision for non-IT</p>	<p>Council</p>	<p>On commencement and monthly thereafter and yearly via (SiDPs).</p>

	<p>Neutral</p> <p>Capita Symonds commits to achieving improvements which result in 70%+ of users reporting (via surveys) that the changes implemented have been successful in making services more directly relevant to their needs.</p> <p>Although the proposed satisfaction rates would be a positive this does not allow for the other 30% dissatisfaction which could typically have a disproportionate rate of satisfaction / dissatisfaction of those with protected characteristics. Therefore the proposed measure does not indicate acknowledgement of the need to ensure this group is positively engaged. This will impact on all service users including those with protected</p>	High	High	<p>literate customers is improved e.g. comprehensive call handling and outreach work, and alternative opportunities to self-service developed, development of user groups, availability of comprehensive literature, use of community champions.</p> <p>Client Team to monitor that fully inclusive surveys are conducted and the outcomes lead to positive changes for all, including those with protected characteristics.</p>	Council	<p>Within 24 months of commencement and annually thereafter.</p>
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	characteristics. This will have a neutral impact as the Council does not do this currently.					
Key Areas From Baseline	<p>Positive</p> <p>Capita Symonds' focus on understanding the baseline customer feedback is dependent on the Residents' Perception Survey responses which are currently not sufficient in depth to fully evaluate service users' opinions and their concerns to action appropriately.</p> <p>This will positively impact on all groups with protected characteristics as the proposals, in being formulated to be output and service relevant, will provide greater intelligence on particular service users' needs and concerns, including understanding of why certain locations, religious groups or ages have particular concerns enabling a tailored response to the community.</p> <p>This will impact on all groups with protected characteristics.</p>	High	High	Client Team to monitor that all inclusive and appropriately tailored surveys are conducted and the outcomes lead to positive changes for all.	Council	Within 12 months of commencement and annually thereafter.

4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

The team strives to promote equality through the following means:

- Analysis and response to findings of surveys such as The Residents' Perception Survey (RPS). In 2011, the team along with each directorate was required to produce a response and action plan based on the RPS findings.
- Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.
- Regular reviews and analysis of complaints logged in CRM to identify Equalities related issues that need to be addressed.
- Events with specific communities when and where relevant to discuss issues such as Controlled Parking Zone proposals. Note that Controlled Parking Zones cover disabled parking bays.
- Subscription to external survey monitoring such as the National Highways and Public Transport Satisfaction Survey with results localised to borough level.

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Residents Perception	<p>Positive</p> <p>Capita Symonds' proposal on utilising super KPIs will collectively supersede and improve on the current methodology of data gathering. The introduction of SKPI No. 5 is intended to improve customer perception in relation to service improvements.</p> <p>This will positively impact on all groups with protected characteristics.</p>	High	High	Client Team to monitor that the surveys are conducted, are inclusive and the outcomes lead to positive changes.	Council	On commencement and monthly thereafter.
EIA	<p>Neutral</p> <p>The proposals of Capita Symonds'</p>	High	High	Client Team to monitor and ensure	Council	On commencement

	indicate compliance with the council's EIA requirements.			any service redesigns will proactively lead to positive impact.		nt and on-going.
Complaints	Positive Capita Symonds' proposed insight function is designed to analyse and advise on requirements for action which will inform service development plans to result in greater degree of satisfaction.	High	High	Client Team to monitor and delivery will lead to positive impact.	Council	Within 9 months and annually thereafter.
Event Specific	Neutral Capita Symonds has committed to the delivery of output specifications which allows for consultation which is determined through agreement with the council as part of its agreed work programme. The recommendations that ensue from any such engagement will automatically include demographic analysis. The impact is neutral as the council already delivers the requirements of the output specifications.	Medium	Medium	Client Team to monitor its implementation and performance of the output specification requirements.	Council	On commencement subject to agreed work programme and on-going
Benchmarking	Positive There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.	Council	Within 3 months and on-going thereafter.

				Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.		
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5. Existing known equalities issues in the service

Current situation

Two initial issues were identified as follows:

- A specific programme of regular engagement and interaction with the customer base for feedback was designed but has yet to be implemented. This would provide that essential intelligence required shaping and delivering services in a responsive manner to different sections of the community.
- Staff residents’ panel set up by the Strategy and Performance function aimed at tapping into local community issues and perceptions of the service via staff resident in the borough. This could be restarted and used to ensure intelligence is utilised to improve our service and respond to customers.

Subsequent issues identified and requested to be highlighted include examples such as:

- Tactile paving – By catering for a particular sector of the protected group (visually impaired) through facilitating improved road safety and pedestrian experience, the measures have been highlighted to be of inconvenience and concern to other groups (i.e. elderly, physically impaired).
- Poorly maintained pedestrian provision – Due to limited resource being available to sustain the entire borough’s pedestrian network to a preferred standard and to ensure safety, and/or failure to respond to service requests or identified defects within appropriate timescales, leading to increased levels of complaints and claims for personal injury.
- Potholes – Poorly maintained road network. Due to limited resource being available to sustain all of the borough’s road network to a preferred standard and to ensure safety, and/or failure to respond to service requests or identified defects within appropriate timescales leading to increased levels of complaints and claims for material damage and personal injury.

- Customer Perception Surveys – Recent surveys show that residents’ perception of roads and pavements are one of their highest concerns. However, the structure of generic questions in the survey does not allow analysis and to understand the specific reasons for the views.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Customer Satisfaction and service specific engagement	<p>Positive</p> <p>The directorate’s proposal to capture services users’ opinions and needs of specific delivery units was not implemented as intended but is captured within Capita Symonds' proposal.</p> <p>If Capita Symonds acts to gather customer feedback then this will positively impact on all groups with protected characteristic by better understanding their needs and wants.</p>	High	High	Client team to monitor and participate in formulating appropriate all inclusive engagement strategy.	Council	Within 6 months and on-going thereafter.
Additional highlighted issues	<p>Negative</p> <p>Capita Symonds’ proposed service enhancements assume that improvements can be achieved with the introduction of customer-focused measures through redesign of services but do not adequately allow for subsequent negative impact on other service users. This may lead to some customers, particularly among those with protected characteristics, not being able</p>	High	High	Client Team to monitor and ensure service design and provision of those services takes into account unintended consequences through robust application of EIA procedures when agreeing delivery of service measures.	Council	On commencement and on-going.

	<p>to receive proper services.</p> <p>Neutral</p> <p>Capita Symonds' proposals indicate an assumption that there will be adequate budget available to deliver improvements in service. Due to limited resource this is not the case. However the impact is neutral as the Council already has a limited resource for these works.</p>	High	High	Client Team to work to obtain maximum budget allocation to be able to deliver a maximum output and to keep Capita Symonds fully appraised of the available budget and priorities.	Council	On commencement and on-going.
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Equalities Impact Assessment of Capita Symonds' Final Tender on Trading Standards and Licensing

1. Introduction Current Situation

Barnet's Trading Standards team focus investigation resources on criminal rather than civil cases. Inspections are limited to the highest risk businesses. Preventative activity is limited.

The key functions are as follows:

Trading Standards

- Age-related sales inspections and complaints.
- Consumer credit inspections and complaints.
- Leading on, and co-ordinating of, Consumer Support Network.
- Counterfeit and pornographic sales, inspections and complaints.
- Home Authority and Business Support.
- Licensing and registrations.
- Maintenance of Metrology Standards.
- Pricing inspections and complaints.
- Product safety inspections and complaints.
- Trade descriptions inspections and complaints.
- Trading standards inspection and enforcement.

Licensing

- Processing premises and personal licence applications.
- Processing temporary event notices.
- Processing representations and requests for review of premises licences.
- Checking and enforcing compliance with licence conditions.
- Processing gambling premises licenses and permits.
- Co-ordination of responsible authorities.
- Investigating complaints about licensed premises and activities.
- Dealing with businesses operating without a required licence.
- Taking the lead in drafting licensing policy.
- Co-ordinating safety at sports grounds.

Summary of the Final Tender

Capita Symonds' solution to carry out work currently undertaken by the council's in-house Trading Standards & Licensing team will include the following commitments that are directly related to Equalities duties and responsibilities:

- A comprehensive improvement in IT for staff. This will enable staff to process service requests more quickly, update cases on site and to collate more detailed data relating to the type of service requests and the service users. This data will be used to ensure that the service provided meets customers' needs and the demographic make-up of the borough.
- Services tailored to meet customer needs and priorities through analysis of data provided via a single and comprehensive view of customers from DRS and NSCSO information, which will be shared securely.
- Customer satisfaction measurement surveys, which will capture demographic information from respondents for comparison with the Barnet profile, which will then inform actions to improve service delivery.
- Promote change in the method of accessing the service from non IT to web-based services (channel shift).
- Provision of a dedicated team of staff (Insight Team), to monitor the change in service usage and trends in Barnet's demographic make-up. This will include the extent to which service delivery and access to services reflects population growth and increasing diversity. They will ensure equality and diversity data informs ongoing service improvements.
- Compliance with the council's Equal Opportunities Policy.
- Training for all staff in customer care and awareness of equalities and diversity issues.
- Creation of a dedicated DRS Customer Service Team, which will be trained to understand and respond effectively to equalities and diversity issues.
- A flexible service delivery model which will cater for anticipated increases in diversity and the growing population of Barnet. This means that staff could be transferred from one area of EH or Trading Standards & Licensing to another area, depending on the specific needs, or a specific concern (e.g. if there is food poisoning outbreak).
- The proposal indicates that annual reports of service usage and demographic profiling will be conducted at ward level which will be made available to members.
- Capita Symonds will join and participate in local Chamber of Commerce and other local societies and organisations as appropriate and will create user groups utilising social media

A summary of the impact on groups with protected characteristics outlined within the Equalities legislation is presented below:

Capita Symonds will ensure equality and diversity monitoring will inform ongoing service improvements. This will impact all groups equally.

- Age – There is unlikely to be any impact.
- Disability – There is unlikely to be any impact.
- Gender reassignment – There is unlikely to be any impact.
- Marital status – There is unlikely to be any impact.
- Pregnancy and maternity (including teenage parents) – There is unlikely to be any impact
- Race – There is unlikely to be any impact.
- Religion or belief – There is unlikely to be any impact.
- Sex – There is unlikely to be any impact.
- Sexual orientation – There is unlikely to be any impact.

2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

The end users of the Trading Standards and Licensing services are Barnet residents, and those working or spending time using facilities in the borough. Therefore, the most relevant data set is the borough-wide demographic data. The function of the service is close to universal so for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document). A diversity profile of external customers has not been gathered routinely by the service.

However, in 2009 the service conducted a small survey (sent out 100 surveys and received 16 back). Although this is likely not to be an accurate representation of their customers, the findings suggested that over 60% of their customers were between 35-54 years old, and only 18% were female. A quarter was non-white with Indians and Sri Lankans making up almost 20%. Almost half were Christians, while 25% were Jewish. 13% were Hindu and 6% Muslim. This data is from a very small sample.

Changes relating to customer information

Single customer view, insight engine and customer profiling	<p>Positive</p> <p>Capita Symonds have committed to ensuring that the customer is referred to all the relevant services for their needs. This includes staff training on other services available that may be relevant to DRS customers (sign posting). This will help to ensure that customers will have the best chance to access all the most appropriate services for their needs. This will equally affect groups with protected characteristics outlined within Equalities legislation.</p>	<p>Low</p>	<p>Low</p>	<p>Regularly review impact on profile and redesign service provision accordingly.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>
Single customer view, insight engine and customer profiling	<p>Positive</p> <p>Capita Symonds will provide a web based service that will help customers have access to all services linked to their specific enquiry e.g. a noise complaint concerning a faulty alarm ringing. A customer can check on progress of case without having to ring in. (Life event based customer contact). This will help to ensure that customers will have the best chance to access all the most appropriate services for their needs. This will equally affect groups with protected characteristics outlined within Equalities legislation who are IT literate.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those</p>	<p>Low</p>	<p>Low</p>	<p>Regularly review impact on customer profile and redesign service provision accordingly. For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.</p>	<p>Capita Symonds</p>	<p>3 months from introduction and then quarterly.</p>

	with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.					
Single customer view, insight engine and customer profiling	Positive Capita Symonds to provide a team to monitor the service usage by customer type based on the protected characteristics and assess if this is representative of demographic change in Barnet (Insight Team). This will better inform the service delivery teams in on-going service redesign. This will equally affect groups with protected characteristics outlined within Equalities legislation.	High	Medium	Based on the data gathered on the demographic profile, regularly redesign service provision e.g. the increasing population over the age of 80 are less likely to be regular IT users.	Capita Symonds	3 months from introduction and then quarterly.
Single customer view, insight engine and customer profiling	Positive Capita Symonds will ensure that the services are designed to meet the needs of the customer through data analysis. This will be done through data sharing between DRS and NSCSO. This will help to ensure that DRS customers are provided with all the services that will help them meet their needs. This will equally affect groups with protected characteristics outlined within Equalities legislation.	High	Medium	Regularly review data on customer profile and service requirements, and ensure that the redesigned service appropriately meets those requirements. e.g. staff suitably trained to meet the needs of all groups with protected characteristics outlined within Equalities legislation.	Capita Symonds / Council	3 months from introduction and then quarterly.
Single customer view, insight	Positive Capita Symonds will improve	High	High	Ensure regular surveys are undertaken and that these are	Capita Symonds / NSCSO	Within the first 3

engine and customer profiling	<p>measurement of customer satisfaction through regular surveys that capture demographic and geographical information as well as undertaking the survey through a variety of methods to ensure engagement with a variety of clients.</p> <p>This will provide a much clearer picture of customer satisfaction with the services and through the variety of methods should ensure that all client groups get to give feedback.</p> <p>This will impact on all groups with protected characteristics.</p>			<p>undertaken in a variety of methods.</p>		<p>months.</p>
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3. The experience of customers from groups with protected characteristics

Current situation

Based on the 2011 Residents' Perception Survey (NB specific questions related to TSL were not asked in 2012/13 RPS), 52% of users say that the trading standards service is 'good' or 'excellent', while just over a quarter of users say that it is 'poor' or 'extremely poor'. The majority of residents that don't use the trading standards service don't have an opinion on the service.

Results of monitoring data on National Indicator 182 (Satisfaction of Business with Local Authority Regulation Services) for 2010/11 showed that 89% of surveyed businesses were satisfied with Regulatory Services (Environmental Health, Trading Standards and Licensing). Specifically, it showed that:

- 87% of non-compliant businesses thought their business was treated fairly.
- 92% of non-compliant businesses thought the contact was helpful.
- 90% of compliant businesses thought their business was treated fairly.
- 87% of compliant businesses thought the contact was helpful

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Public awareness	<p>Neutral</p> <p>Capita Symonds will create a Communications Manager role who will utilise new channels of communication, shape communication matter and adapt frequency for what users actually require.</p> <p>This should raise public awareness of the services and what they do.</p> <p>This will impact on all groups with protected characteristics.</p> <p>Any communication made by Capita Symonds needs to be made through a variety of channels to raise awareness and engagement.</p> <p>Increased publicity could increase demand for the service which the service may be unable to sustain furthermore could increase demand for a service which is low risk therefore resource could be diverted away from high risk serious issues to deal with this demand.</p>	High	High	<p>Ensure that publicity is targeted correctly to engage with the full potential client base and uses a variety of methods to engage with all of Barnet population (not just new channels of communication).</p> <p>Ensure the message is clear on when the service can help and when customer should self-serve – help manage the customer expectations prior to interaction to increase service satisfaction.</p>	Capita Symonds	From Day 1 of contract and ongoing.
Channel shift	<p>Positive</p> <p>Capita Symonds will invest in</p>	High	High	Undertake investment in on line technology.		From Day 1 of contract and

	<p>technology to provide better and more on line delivery as well as retaining more traditional methods</p> <p>This should ensure that the service can serve and engage with customers 24/7 through the internet and also frees up valuable resources to be used elsewhere.</p> <p>This will impact on all groups with protected characteristics.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>			Regularly review impact on customer profile and redesign service provision accordingly. For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.		ongoing.
Customer satisfaction KPI	<p>Positive</p> <p>Capita Symonds will meet all KPIs</p> <p>Trading Standards and Licensing have a KPI in relation to raising levels of customer satisfaction. This impacts on all groups with protected characteristics.</p>	Medium	Low	Ensure that the targets in the KPIs are met.		From Day 1 of contract and ongoing.
On going review	<p>Positive</p> <p>Capita Symonds will proactively monitor demographic profile through insight service to ensure equality and diversity are key consideration in on-</p>	Medium	Medium	Ensure that this profile is monitored and acted upon in relation to a continuous		From Day 1 of contract and ongoing.

	<p>going continuous improvement review</p> <p>Continuous review which monitors the changing demographic profile will ensure a service which responds to the changing needs of the community.</p> <p>This impacts on all groups with protected characteristics.</p>			improvement review.		
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4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.

Informally, the service monitors the issues that they receive have and tries to resolve it themselves. This is done by monitoring customer feedback in relation to interactions with the department

Formally, the service has set up the use of an interpreter. This is offered to all persons from businesses in the borough that are being formally investigated and are being interviewed under caution. It is also available ad hoc for other circumstances.

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Staff training	<p>Positive</p> <p>Capita Symonds will train staff to respond in a way to encourage</p>	Medium	Low	Ensure that this training takes place.	Capita Symonds	Within the first 3 months and ongoing throughout the

	<p>customers to let them know if they have any special requirements.</p> <p>If any particular requirements are identified at first point of contact it will make the customer journey easier for the customer.</p> <p>This impacts on all groups with protected characteristics.</p>					contract.
Channel Shift	<p>Positive</p> <p>Capita Symonds will implement a customer access strategy at the start of the contract which aligns with the council's wider strategy for a channel shift.</p> <p>This should ensure that the service can serve and engage with customers 24/7 through the internet and also frees up valuable resources to be used</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities</p>	High	High	<p>Implementation of this policy</p> <p>Regularly review impact on customer profile and redesign service provision accordingly. For residents and customers with protected characteristics, information relating to their case will need to be available through other channels, such as by telephone.</p>	Capita Symonds	From day 1 of contact and ongoing
Targeted interventions and systems	<p>Positive</p> <p>Capita Symonds will introduce data analysis for TS&L to better target</p>	Medium	Medium	<p>Implement this data analysis.</p> <p>Ensure that looks at whether early</p>	Capita Symonds	From day 1 of contact and ongoing.

	<p>interventions.</p> <p>Capita Symonds will improve tailoring of systems to customer needs and priorities through data analysis</p> <p>Continuous review which monitors the changing demographic profile will ensure a service which responds to the changing needs of the community.</p> <p>This impacts on all groups with protected characteristics.</p>			<p>proactive interventions or redesign are needed in relation to language cultural barriers to prevent offending.</p>		
24/7 service	<p>Positive</p> <p>Capita Symonds will improve customer access through convenient extended service hours and electronic service.</p> <p>This should ensure that the service can serve and engage with customers 24/7 through the internet and also frees up valuable resources to be used elsewhere.</p> <p>This impacts on all groups with protected characteristics.</p>	Medium	Low	<p>Implement the extended service hours and online services.</p>	Capita Symonds	<p>Within the first 3 months.</p>
Measure of accessibility	<p>Positive</p> <p>Capita Symonds will measure customer service through a number of methods including a measure of the accessibility of the service.</p> <p>This will provide a much clearer picture of customer satisfaction with the service and through the variety of methods should ensure that all client</p>	High	Medium	<p>Implement these measures.</p> <p>Ensure that a plan of action to rectify issues with accessibility results from this data analysis.</p>	Capita Symonds	<p>From day 1 of contact and ongoing.</p>

	groups get to give feedback. This impacts on all groups with protected characteristics.					
Benchmarking	Positive There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception. Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.	Council	Within 3 months and on-going thereafter.

5. Existing known equalities issues in the service

Current situation

The main issue is the language barrier for customers whose first language is not English. It is not so much in the day-to-day conversations but rather in relation to the requirements when filling in forms and providing documentation.

In 2009, this issue was actively addressed within the Street Trading Team. Many of the applicants' first language was not English and, although they could speak good conversational English, they found the forms and terminology confusing. The service undertook a survey to see if there was a particular ethnic group that were applying for these licences and to see whether the service could provide translation. The response rate was low and showed a wide range of languages present. Therefore, instead the service chose to simplify

the application form and guidance notes. The service also started making more visits to the premises to speak directly to the applicants to resolve any language/terminology issues, both of which helped resolve the issues.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Language Barrier	<p>Positive</p> <p>Capita Symonds will measure customer service through a number of methods including a measure of the accessibility of the service.</p> <p>This should identify any issues with accessibility with the service and allow these to be rectified.</p> <p>This impacts on all groups with protected characteristics.</p>	Medium	Medium	Review of all documentation and processes in relation particularly to licensing to enable clear and understandable information being provided to all clients to enable a smoother process.	Capita Symonds	Within 12 months of contact date.

Equalities Impact Assessment of Capita Symonds' Final Tender on Traffic & Development, and Highways Strategy

1. Introduction

Current Situation

The structure of the Traffic & Development service reflects the need to address a range of statutory functions; the delivery of national and strategic performance indicators, as well as meeting identified council priorities. The service is currently comprised of the following three teams: Design Team, Development Team and the Planning & Safety Team. Primary functions for the service are as follows:

- parking amendments;
- traffic schemes;

- planning of highways maintenance programmes;
- road safety; and
- development control.

The key function of the Highways Strategy Team is to develop highways and transport strategy, and in particular, the borough's Local Implementation Plan (LIP) for transport and associated funding submissions. It provides advice on a range of transport policy issues and is the main point of contact for liaison with Transport for London (TfL) across a range of activities. It leads on public transport issues affecting the borough, the promotion of highway improvements for the benefit of bus passengers, and initiates and arranges funding of transport schemes which are then moved over to the planning team. Some of the main functions for the service are as follows:

- Transportation policy / transport planning.
- Responding to enquires on the service such as related to walking and cycling rights of way, questions from the council itself and residents' forums.
- Local Implementation Plan (LIP) development for the next 3 years.
- LIP funding applications.
- Road safety monitoring (via the injury accidents database).
- Main point of contact for TfL related to traffic management and works proposals, funding activities and regional planning.

Summary of the Final Tender

Capita Symonds' key commitments are as follows:

- Capita Symonds commits to delivery of all requirements contained within the output specifications with some proposed enhancements focussed on:
 - o Investment in ICT and enabling software and processes to enhance service delivery.
 - o Committing to undertake stakeholder engagement to understand how to provide improved access to services and raise satisfaction levels.

Capita Symonds has committed to complying with the council's Equalities Policy and equalities legislation.

It is considered that the groups with protected characteristics under equalities legislation, including age, disability, gender reassignment, marital status, pregnancy and maternity (including teenage parents), race, religion or belief, sex and sexual orientation are all unlikely to be negatively affected by Capita Symonds' proposals, and it is likely that there will be positive outcomes for these groups in time.

2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

A diversity profile of external customers has not been gathered and analysed routinely by the team due to the lack of resources. Furthermore, there is evidence that suggests that adding diversity-related questions within general customer questionnaires result in lower response rates to the overall questionnaires. The function of the service is close to universal so for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document).

Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single Customer View	<p>Positive/Negative</p> <p>Capita Symonds will invest in ICT, Exor, GIS and real time data, and web-enablement to allow enhanced engagement methods through increased potential for self-service, increased contact methodology choice and information exchange (Service SIDP).</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups with protected characteristics who are IT enabled. There will however be a negative impact on all those within the groups of protected characteristics who are non-IT literate or do not have IT</p>	High	High	Client Team to monitor and ensure linkage with NSCSO by establishment of a service level agreement that will ensure that Capita Symonds' commitments can be fulfilled.	Council	Within 3 months of commencement and on-going thereafter.

	<p>access.</p> <p>Positive</p> <p>Capita Symonds will implement a new customer access strategy – a new relationship with customers to improve interaction between DRS and NSCSO to provide a seamless customer service with increased first point of contact resolution (Transformation SIDP).</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups including those with protected characteristics assuming that the customer engagement outcomes inform the access strategy.</p>	High	High	<p>Client Team to monitor and ensure full engagement with all existing and potential future service users including those with protected characteristics through linkage with NSCSO by establishment of a service level agreement that will ensure Capita Symonds' commitments can be fulfilled.</p>	Council	<p>Within 6 months of commencement and ongoing thereafter.</p>
	<p>Positive</p> <p>Capita Symonds will utilise a life events based customer contact management to enable groups of related services likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end to end support for all of those needs for key groupings in line with customer access strategy (CS&E SIDP).</p>	High	High	<p>Client Team to ensure that desired outcomes are monitored ensuring those with multiple and/or specific needs are catered for.</p>	Council	<p>Within 3 months of commencement and ongoing thereafter.</p>

	<p>are provided with the most appropriate services as possible.</p> <p>This will positively impact on all groups including those with protected characteristics provided that those with protected characteristics are captured within the most appropriate groupings.</p> <p>Positive/Negative</p> <p>Capita Symonds will implement an Insight Function which is proposed to be delivered to analyse monitor and report on equalities data in partnership with Middlesex University that will proactively monitor the demographic profile. The analysis will result in knowledge of customer reporting methodology, demographics of reporting and injury claim analysis to identify profile of claimants (Service SIDP).</p> <p>This will positively impact on all groups including those with protected characteristics by utilising data gathered to improve services provide.</p>	High	High	<p>Development Plans and funding priorities</p> <p>Client Team to ensure that intelligence gathered is used to inform service improvements and that desired outcomes are monitored to ensure there are positive benefits for all</p>	Council	<p>Within 12 months of commencement and on-going thereafter.</p>
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3. The experience of customers from groups with protected characteristics

Current situation

Similar to Highways Network Management 2011 Residents' Perception Survey, the condition of roads and pavements is the top concern of some key portions of the population. Residents who are aged 25-34, 65+, white, Jewish and with a disability are more likely to indicate

that conditions of roads and pavements is one of their top concerns. Residents who own their property outright and living in West Hendon and Colindale are more likely to say this is one of their top three concerns.

Personal concern for traffic, pollution and transport have all declined since 2004/05. Traffic in Barnet has been the largest cause for concern since 1995/96. In 2010/11 nearly twice as many residents were concerned about traffic than pollution, and over three times as many were concerned about transport.

The number of people concerned about litter or dirt on the streets has dropped by 9% since the 2007/08 survey and is at the lowest level of concern since data was available. The same percentages of people are concerned about Barnet's leisure centres at 10%, which is not significantly different from any figures seen since 2002/03.

21% of residents said that parking services in Barnet were good or excellent which is 9% lower than the London average. This is 5% fewer residents than 2007/08.

Changes relating to customer experience

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single Customer View	<p>Positive/Negative</p> <p>Capita Symonds will invest in ICT, Exor, GIS and real time data, and web-enablement to allow enhanced engagement methods through increased potential for self-service increased contact methodology choice and information exchange (Service SIDP).</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups with protected characteristics who are IT enabled. There will, however, be a</p>	High	High	Client Team to monitor and ensure linkage with NSCSO by establishment of a service level agreement that will ensure Capita Symonds' commitments can be fulfilled.	Council	Within 3 months of commencement and on-going thereafter.

	<p>negative impact on all those within the groups of protected characteristics who are non-IT literate or do not have IT access.</p>	High	High	Client Team to monitor and ensure full engagement with all existing and potential future service users including those with protected characteristics through linkage with NSCSO by establishment of a service level agreement that will ensure that Capita Symonds' commitments can be fulfilled.	Council	Within 6 months of commencement and ongoing thereafter.
	<p>Positive</p> <p>Capita Symonds will implement a new Customer Access Strategy – a new relationship with customers to improve interaction between DRS and NSCSO to provide a seamless customer service with increased first point of contact resolution .</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups including those with protected characteristics assuming that the customer engagement outcomes inform the access strategy.</p>				Council	
	<p>Positive</p> <p>Capita Symonds will utilise a life events based customer contact management to enable groups of related services likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end to end support for all of those needs for key groupings in</p>	High	High	Client Team to ensure that desired outcomes are monitored ensuring those with multiple and/or specific needs are catered for.		Within 3 months of commencement and ongoing thereafter.

	<p>line with customer access strategy (CS&E SIDP).</p> <p>Through the engagement strategy it is expected that those groups who have regular need to interact with different delivery units experience a managed and coordinated experience.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p>					
Customer Profiling	<p>Positive</p> <p>Capita Symonds will develop a Stakeholder Management Plan (SMP) which will involve a comprehensive review of all Barnet Stakeholders to identify their specific needs for service and communications, including stakeholder mapping (Service SIDP).</p> <p>This will help to ensure that better customer feedback will inform improvements in service delivery.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p>	High	Medium	Client Team to monitor and to ensure all sections of the community including those with protected characteristics are captured within the proposals contained within the Stakeholder Management Plan.	Council	Within 6 months of commencement and on-going thereafter.
	<p>Positive</p> <p>Capita Symonds will categorise stakeholders into eight groups to identify most appropriate engagement methods for each group thus ensuring all needs</p>	High	High	Client Team to monitor delivery and ensure proposed grouping are appropriate for those with protected characteristics and that	Council	On commencement and on-going thereafter.

	<p>catered for (Service SIDP).</p> <p>This will help to ensure that customers are provided with the most appropriate services as possible.</p> <p>This will positively impact on all groups including those with protected characteristics provided that those with protected characteristics are captured within the most appropriate groupings.</p> <p>Positive</p> <p>Capita Symonds will implement an Insight Function which is proposed to be delivered to analyse monitor and report on equalities data in partnership with Middlesex University that will proactively monitor the demographic profile. The analysis will result in knowledge of customer reporting methodology, demographics of reporting and injury claim analysis to identify profile of claimants (Service SIDP).</p> <p>This will positively impact on all groups including those with protected characteristics by utilising data gathered to improve services provide.</p> <p>Additionally, profiling claim demographics may be seen as prejudicial towards certain sections of the community by implication.</p>	<p>High</p>	<p>High</p>	<p>intelligence gathered informs Service Development Plans and funding priorities.</p> <p>Client Team to ensure that intelligence gathered is used to inform service improvements and that desired outcomes are monitored to ensure there are positive benefits for all.</p>	<p>Council</p>	<p>Within 12 months of commencement and on-going thereafter.</p>
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4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

The team strives to promote equality through the following means:

- Analysis and response to findings to surveys such as The Residents' Perception Survey (RPS). In 2011, the team along with each directorate was required to produce a response and action plan based on the RPS findings.
- Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.
- Regular reviews and analysis of complaints logged in CRM to identify Equalities related issues that need to be addressed.
- Events with specific communities when and where relevant to discuss issues such as Controlled Parking Zone proposals. Note that Controlled Parking Zones cover disabled parking bays.
- Subscription to external survey monitoring such as the National Highways and Public Transport Satisfaction Survey with results localised to borough level.

Changes relating to monitoring and promotion of equality and diversity

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single Customer View	Positive/Negative Capita Symonds will invest in ICT Exor, GIS and real time data, and web-enablement to allow enhanced engagement methods through increased potential for self-service increased contact methodology choice and information exchange (Service SIDP).	High	High	Client Team to monitor and ensure linkage with NSCSO by establishment of a service level agreement that will ensure that Capita Symonds' commitments can be	Council	Within 3 months of commencement and on-going thereafter.

	<p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups with protected characteristics who are IT enabled. There will however be a negative impact on all those within the groups of protected characteristics who are non-IT literate or do not have IT access.</p> <p>Positive</p> <p>Capita Symonds will implement a new customer access strategy – a new relationship with customers to improve interaction between DRS and NSCSO to provide a seamless customer service with increased first point of contact resolution (Transformation SIDP).</p> <p>This will help to ensure that IT enabled customers will be able to access the service more efficiently.</p> <p>This will positively impact on all groups including those with protected characteristics assuming that the customer engagement outcomes inform the access strategy.</p>	High	High	<p>fulfilled.</p>	Council	<p>Within 6 months of commencement and ongoing thereafter.</p>
	<p>Capita Symonds will utilise a life events</p>			<p>Client Team to monitor and ensure full engagement with all existing and potential future service users including those with protected characteristics through linkage with NSCSO by establishment of a service level agreement that will ensure that Capita Symonds' commitments can be fulfilled.</p>		

	<p>based customer contact management to enable groups of related services likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end to end support for all of those needs for key groupings in line with Customer Access Strategy (Customer Service & Engagement SIDP).</p> <p>Through the engagement strategy it is expected that those groups who have regular need to interact with different delivery units experience a managed and co-ordinated experience.</p> <p>This will positively impact on all groups including those with protected characteristics who have this need.</p>			<p>are monitored ensuring those with multiple and/or specific needs are catered for.</p>		<p>commencement and ongoing thereafter.</p>
<p>Customer Profiling</p>	<p>Positive</p> <p>Capita Symonds will develop a Stakeholder Management Plan (SMP) which will involve a comprehensive review of all Barnet Stakeholders to identify their specific needs for service and communications, including stakeholder mapping (Service SIDP).</p> <p>This will help to ensure that better customer feedback will inform improvements in service delivery.</p> <p>This will positively impact on all groups including those with protected</p>	<p>High</p>	<p>Medium</p>	<p>Client Team to monitor and to ensure all sections of the community including those with protected characteristics are captured within the proposals contained within the Stakeholder Management Plan.</p>	<p>Council</p>	<p>Within 6 months of commencement and ongoing thereafter.</p>

	<p>characteristics who have this need.</p> <p>Positive</p> <p>Capita Symonds will categorise stakeholders into eight groups to identify most appropriate engagement methods for each group thus ensuring all needs catered for (Service SIDP).</p> <p>This will help to ensure that customers are provided with the most appropriate services as possible.</p> <p>This will positively impact on all groups including those with protected characteristics provided that those with protected characteristics are captured within the most appropriate groupings.</p>	High	High	Client Team to monitor delivery and ensure proposed grouping are appropriate for those with protected characteristics and that intelligence gathered informs Service Improvement & Development Plans and funding priorities.	Council	On commencement and on-going thereafter.
	<p>Positive</p> <p>Capita Symonds will implement an Insight Function which is proposed to be delivered to analyse monitor and report on equalities data in partnership with Middlesex University that will proactively monitor the demographic profile. The analysis will result in knowledge of customer reporting methodology, demographics of reporting and injury claim analysis to identify profile of claimants.</p>	High	High	Client Team to ensure that intelligence gathered is used to inform service improvements and that desired outcomes are monitored to ensure there are positive benefits for all.	Council	Within 12 months of commencement and on-going thereafter.

	<p>This will positively impact on all groups including those with protected characteristics by utilising data gathered to improve services provide.</p> <p>Additionally, profiling claim demographics may be seen as prejudicial towards certain sections of the community by implication.</p>					
Benchmarking	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	High	Medium	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>	Council	<p>Within 3 months and on-going thereafter.</p>

5. Existing known equalities issues in the service

Current situation

Two issues have been identified as follows:

- A specific and deliberate programme of regular engagement and interaction with the customer base for feedback was designed but not implemented. This would provide that essential intelligence required shaping and delivering services in a responsive manner to different sections of the community.
- Staff residents' panel set up by the Strategy and Performance function aimed at tapping into local community issues and perceptions of the service via staff resident in the borough. This needs to be resurrected to ensure intelligence is utilised to improve our service and respond to customers.

Subsequent issues identified and requested to be highlighted include examples such as:

- Tactile paving – By catering for a particular sector of the protected group (visually impaired) by facilitating improved road safety and pedestrian experience, the measures have been highlighted to be of inconvenience and concern to other groups (i.e. elderly, physically impaired).
- Customer Perception Surveys – Recent surveys show that residents' perception of roads and pavements are one of their highest concerns. However structure of generic questions do not allow analysis as to specific reasons.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Customer Satisfaction and service specific engagement	Positive The directorate's proposal to capture service users' opinions and needs of specific delivery units was not implemented as intended but is captured within Capita Symonds' proposal. If Capita Symonds act to gather customer feedback then this will positively impact on all groups with protected characteristic by better understanding their needs and wants.	High	High	Client team to monitor and participate in formulating appropriate all inclusive engagement strategy.	Council	Within 6 months and on-going thereafter.
	Negative				Council	

Additional highlighted issues	Capita Symonds' proposed service enhancements assume that improvements can be achieved with the introduction of customer-focused measures through redesign of services but do not adequately allow for subsequent negative impact on other service users. This may lead to some customers, particularly among those with protected characteristics, not being able to receive proper services.	High	High	Client Team to monitor and ensure service design and provision of those services takes into account unintended consequences through robust application of EIA procedures when agreeing delivery of service measures.		On commencement and on-going.
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Equalities Impact Assessment of Capita Symonds' Final Tender on Planning

1. Introduction

Current Situation

Planning & Development covers statutory planning processes, enforcements, and major projects (Building Control and Land Charges are treated as stand-alone services for the purposes of this project). Planning & Development, as a whole, generates significant income although this does not cover all of its costs. Volumes, and therefore income, have decreased in recent years due to less building activity, currently at around 4,500 per annum down from a peak of 5,500. Planning fees are set nationally but the council are able to set charges for planning advice. Key functions for the service are as follows:

- Processing planning and other applications and associated appeals, including works to trees.
- Dealing with alleged breaches of planning control, including the service of notices, enforcement appeals and prosecutions.
- Reviewing processes and legislation.

Summary of the Final Tender

Capita Symonds' overall key commitments for the Planning service are outlined below:

- Capita Symonds will improve and integrate the ICT solution by replacing the ACOLAID system with the UNIFORM system to enable easier access to information, joined up working, and improving flexibility. They will also introduce complementary Idox systems that will make the service more joined up and more seamless.
- Capita Symonds will improve the quality of the Planning service for applicants by introducing new processes such as facilitating developer engagement with the community at pre-application stage through holding regular forums.
- Capita Symonds will provide professional training opportunities for staff.

Capita Symonds' specific equality commitments are outlined below:

The proposals in the bid will help the Planning service to fulfil its equalities duties to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act.
- Advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging underrepresented groups to participate in public life; and
- Foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

By:

- Providing analytics function to enhance engagement with service users and tailoring of services to their needs and priorities.
- Investing in an Insight capability to record and analyse customer engagement, including Customer Liaison Officers and new ICT function.
- Creating a Stakeholder Development Plan to identify key stakeholders, evaluate importance to service delivery and address any shortcomings.
- Setting up social media user groups for close engagement with customers.
- Providing support to the council to manage its relationship with Barnet Homes to ensure efficient and effective management of housing stock and relationships with tenants and leaseholders.
- Minimising areas of private sector housing where there are high concentrations of single elderly occupiers.

Capita Symonds will develop new services to meet the needs of current and all potential future users by:

- Testing ideas and policies before implementation.

- Working to track overall resident and user satisfaction over time (enhancing intelligence and understanding – ‘Insight’) and a commitment to improve customer satisfaction
- Enabling customers to look at a problem from different perspectives and develop solutions together.
- Promoting the democratic process and the basic right to control over their own lives.
- Complying with statutory duties to consult – e.g. those duties in respect of Planning Regulations, those contained in the Statement of Community Involvement, and any other statutory requirements.
- Support the council’s existing channels of communication with local people and businesses (e.g. surveys, focus groups and statutory duties to consult).
- Capita Symonds commit to fully supporting the council’s commitment to equality by:
 - Ensuring staff deal with customers’ needs accordingly.
 - Delivering services that reflect and respond to the diverse population.
 - Changing service delivery to cater for demand and increases in diversity over the life of the partnership.
- Capita Symonds commit to manage interactions with customers in a way which is fully compliant with the council’s equality responsibilities, objectives and policies and provide resources and systems that ensure we are able to cater for the growing and increasing diversity of the population in the borough.
- Capita Symonds will ensure that the Service Director is responsible for ensuring that employment practices comply with required standards in respect of equality and diversity
- Capita Symonds will proactively monitor the demographic profile of the borough at ward level using the ‘Insight’ software function, including the extent to which service delivery and access reflects population growth and increasing diversity, thereby ensuring it is a priority in the continuous improvement review process.

Other equalities related commitments for the Planning service:

- Capita Symonds will utilise the analytics function to enhance engagement with service users and tailoring of services to their needs and priorities, thereby enhancing the engagement and acknowledged relevance and value of DRS to the users of the service and increase the amount and reactivity of engagement together with enabling users to contribute ideas.
- Capita Symonds will ensure that the aspirations of the community are properly addressed through the Statement of Community Involvement.

- Capita Symonds will use the 'Insight' capability to tailor communication channels for different audiences.
- The 'Insight' function will be supported by specialist research, analysis and scenario planning undertaken by staff drawn from Middlesex University.
- Capita Symonds will make integrated social and demographic data and trend analyses available to the public in support of the provision of statistical information and demographic data so as to enable the development of a 'Barnet Observatory' to measure and assess the implications for service delivery of social change and economic activity.

A summary of the impact on groups with protected characteristics is presented below;

- Age – There is likely to be some compromise of information provided by older people from focus on use of online resources to obtain customer feedback. Older people less likely to use online resources. This can be mitigated by retaining a range of channels (including phone or face-to-face contact) and ensuring appropriate weighting.
- Disability – There is the possibility of impact on sub-groups of this protected characteristic from any relocation of the Planning Reception.
- Gender reassignment – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Marital status – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Pregnancy and maternity – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Race – There is likely to be some compromise of information provided by people whose first language is not English from focus on use of online resources. Can be mitigated by retaining a range of channels (including phone or face-to-face contact) for providing customer feedback and ensuring appropriate weighting.
- Religion or belief – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sex – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sexual orientation – There is unlikely to be any impact on sub-groups of this protected characteristic.

The council and Capita Symonds will continue to review the Equality impacts on Planning Services on an on-going basis.

2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

A diversity profile of external customers has not been gathered routinely by the team since the function of the service is close to universal. Information is collected in respect of the applications which are made, but not in regards to the applicants themselves and their equalities profiling. Hence, for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document). The team provides a service to anyone who applies for planning & tree consents or make an enforcement type complaint and consult those who may be affected by the proposals in line with our consultation policy.

Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single Customer View: 'Insight' Engine	Positive Capita Symonds will provide an 'Insight' software function which allows for tailoring of service delivery through analysis of mapped data from consultations, surveys, complaints, transaction history and personal profiles. This will allow specific customer needs and priorities to be highlighted and addressed in a systematic and efficient way. This will affect all groups under the protected characteristics	Medium	Medium	Regularly utilise the Insight software and redesign the service model based on the findings and conclusions.	Capita Symonds	Within 12 months and on-going.
				Ensure compliance with Data Protection Act, informing customers how their data will be used.	Capita Symonds	Within 12 months and on-going.
				Test any new service designs with representative customer groups before large scale roll out.	Capita Symonds	Within 12 months and on-going.
Single Customer	Positive Capita Symonds has committed to	Medium	Low	Ensure that market analysis is conducted	Capita Symonds	Within 12 months and

View: Customer Profiling	undertake market analysis for planning applicants to understand customer segments and neighbourhoods (demand, market price and approaches to communication). This will allow the service to engage more effectively with their customers which will lead to an improved customer experience. This will affect all groups under the protected characteristics.			regularly and that the service further tailors its customer engagement approach accordingly. Ensure in seeking to reduce costs through targeting communications that protected groups continue to be included.	Capita Symonds and Commissioning Group	on-going. Within 12 months and on-going.
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3. The experience of customers from groups with protected characteristics

Current situation

Based on the 2011 Residents' Perception Survey, users are much more likely to rate the Planning and Building Control services as 'good to excellent' (45%) compared to all respondents (42%). However, users are also much more likely to say the service is 'average' or 'poor to extremely poor' compared to all respondents with almost of all respondents (49%) saying they did not know.

Based on the Planning Customer Satisfaction Survey (August 2012), 58% were either 'very satisfied' or 'fairly satisfied' with the service that was received. However, almost 32% said that they were 'fairly dissatisfied' or 'very dissatisfied' with the service.

The GovMetric data (November 2012) has indicated that the Planning Permission section of the council website is very poor (e.g. planning application not available online).

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
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<p>Access Strategy: Customer Enabling ICT</p>	<p>Positive</p> <p>Capita Symonds commit to enhanced on-line information and providing an on-line mechanism for engagement and reporting breaches</p> <p>Capita Symonds will also encourage on-line self-service, but direct access to officers will still be retained for those who prefer, together with an extended Duty Officer service</p> <p>Capita Symonds commit to provide (retain) a choice of access channels allowing the most convenient access for customers.</p> <p>These services will enhance the on-line planning service and improve the possibility of 'self-help' functionality, ensuring an improved overall customer experience by enabling them to control their access to it. This will positively affect all groups under the protected characteristics.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>	<p>High</p>	<p>Medium</p>	<p>Ensure that market analysis is conducted regularly and that the service further tailors its customer engagement approach accordingly.</p> <p>Ensure an equality of information is available through all mediums and support is present at Planning Reception to assist.</p>	<p>Capita Symonds</p> <p>Capita Symonds</p>	<p>Within 12 months and ongoing.</p>
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Access Strategy: Enhanced Engagement	<p>Neutral</p> <p>Capita Symonds commits to facilitate developer engagement in line with Statement of Community Involvement, where early engagement between the developer and the community is encouraged</p> <p>This will ensure that such forums are responsive to its customers, consistent in approach and provide clarity of service information. This will affect all groups under the protected characteristics.</p>	Medium	Low	<p>Ensure the possibility for meaningful feedback from attendees as opposed to presentation of a fait accompli.</p> <p>Ensure facility present to enable all attendees to access and participate.</p>	<p>Capita Symonds</p> <p>Capita Symonds</p>	Not Specified. Ideally from day 1 and on-going.
Access Strategy: Idox Online Payments & Cloud Consultee	<p>Positive/Neutral</p> <p>Capita Symonds will introduce Idox systems to provide flexible payment options and integrate with public access module (PDM SIDP p15).</p> <p>This will enable easier access to information, joined-up working and improving flexibility for future service improvements. This will affect all groups under the protected characteristics, but may have a neutral impact on those who are not IT or English literate, most notably amongst the Age or Race groups.</p>	High	High	<p>Ensure that market analysis is conducted regularly and that the service further tailors its customer engagement approach accordingly.</p> <p>Ensure other traditional methods of payment remain available (telephone, in person, cheque-via-post).</p>	<p>Capita Symonds</p> <p>Capita Symonds</p>	Within 6 months and on-going.
Customer Satisfaction: Dedicated Customer	<p>Positive</p> <p>Capita Symonds commit to forming a consolidated team to focus on providing excellent customer service,</p>	High	Medium	<p>Ensure that market analysis is conducted regularly and that the service further tailors its customer</p>	<p>Capita Symonds</p>	Within 12 months and on-going

Service Team	equipped with new and enhanced systems. This will enable them to provide a high-level of first touch resolution across DRS. This will affect all groups under the protected characteristics.			engagement approach accordingly. Triage customers to identify their needs and ensure all information is passed on to those dealing with responses and follow up.	Capita Symonds	
Customer Satisfaction: Regular User Forums	<p>Positive</p> <p>Capita Symonds commit to undertaking quarterly forums to brief and consult regular users on service changes, technical issues and service issues.</p> <p>This will enable aspects of the service to be tailored to facilitate those who use it most. This will affect all groups under the protected characteristics.</p> <p>There is also potential for negative effects, requiring mitigation. There are those with protected characteristics who may not benefit from this – including older adults, non-English speakers and those with disabilities, or parents may find it more difficult to access these events or interactions</p>	Medium	Medium	<p>Ensure that regular reviews are conducted and that the service further tailors its approach accordingly.</p> <p>Ensure that this limited user group doesn't become the leading influence on service design and review overall profile of user groups to ensure representation of those with protected characteristics.</p>	Capita Symonds Capita Symonds	Within 6 months and on-going.
Customer Satisfaction:	Neutral Capita Symonds will continue to seek	Medium	Medium	Retain traditional survey mediums and	Capita Symonds	Within 6 months and on-going.

Continuing Online Surveys	<p>(on-line) feedback on customer experience of the service</p> <p>This will enable aspects of the service to be tailored to respond to concerns or suggestions raised. This will affect all groups under the protected characteristics.</p> <p>There are those with protected characteristics who may not benefit from this – including older adults, non-English speakers and those with disabilities, or parents may find it more difficult to access these events or interactions</p>			<p>ensure responses through all mediums are given equal weight. Explore persistent gaps in responses highlighted by the Insight function.</p> <p>Ensure representation of those with protected characteristics.</p>		
Customer Satisfaction: Post Planning Committee Survey	<p>Positive</p> <p>Capita Symonds will seek feedback from attendees of the planning committee. This will enable an understanding of their experience of the service</p> <p>This will enable aspects of the service to be tailored to respond to concerns or suggestions raised. This will affect all groups under the protected characteristics.</p>	Low	Low	<p>Ensure that any responses are appropriately weighted as likely to be unfairly biased in direct response to the outcome which they have just witnessed in respect of the matter which they have a particular vested interest in.</p>	Capita Symonds	Within 6 months and on-going.
Customer Satisfaction: Monitoring	<p>Positive</p> <p>Capita Symonds commits to monitor customer service and satisfaction with regular assessment against relevant service KPI's and Customer Service Super KPI's through:</p>	High	Medium	<p>Ensure responses through all mediums are given equal weight. Explore persistent gaps in responses highlighted by the Insight</p>	Capita Symonds	Within 12 months and on-going.

	<ul style="list-style-type: none"> • Telephone monitoring. • Complaint monitoring. • Quality checks on correspondence. • General observations. • Feedback from customers. • Focus groups with staff and customers. <p>This will enable there to be measurable standards in place for them to monitor and to periodically check with customers whether those standards are the right ones. This will affect all groups under the protected characteristics.</p>			<p>function.</p> <p>Review the integrity of the responses to satisfy KPI and SKPI targets.</p>	Commissioning Group	
Other: Insight Function	<p>Positive</p> <p>Capita Symonds commits to utilising the 'Insight' function to tailor service delivery through analysis of data from consultations, surveys, complaints, transaction history and personal profiles</p> <p>This will allow specific customer needs and priorities to be highlighted and addressed in a systematic and efficient way. This will affect all groups under the protected characteristics.</p>	Medium	Medium	<p>Regularly utilise the Insight software and redesign the service model based on the findings and conclusions.</p> <p>Ensure compliance with Data Protection Act (e.g. informing customers how their data will be used).</p>	<p>Capita Symonds</p> <p>Capita Symonds</p>	Within 12 months and on-going.
Other: Life events	<p>Positive</p> <p>Capita Symonds propose to use 'life</p>	High	High	Ensure that regular reviews are conducted and that	Capita Symonds	Day 1 and on-going.

	<p>events' as the stimulus for assisting the customer with other services</p> <p>This is likely to increase customer satisfaction by guiding customers through all of their potential obligations (i.e. where a customer is making a planning application they can also be put in contact with Building Control and Street Naming & Numbering). This will affect all groups under the protected characteristics.</p>			<p>the service further tailors approach accordingly.</p> <p>Should consider particular needs of protected groups when designing the life events approach, to ensure life events relating to all groups are considered.</p> <p>Ensure systems are in place to guard against a conflict of interest.</p>	<p>Capita Symonds</p> <p>Commissioning Group</p>	
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4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

All business units in Planning and Building Control are demand led and applications are processed in the same way for all applicants. Advice on planning applications and Land Charge searches are provided at the customer reception at Barnet House. Barnet House Reception and the customer services centres comply with the requirements of the relevant legislation including accessibility for people with visual and hearing impairments as well as physical disabilities. Telephone advice is provided by all teams.

The arrangements in place are as follows:

- Analysis and response to findings to surveys such as The Residents' Perception Survey (RPS). Similar to all services, in 2011 this service was required to produce a response and action plan based on the RPS findings.
- Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.
- Regular reviews and analysis of complaints logged in CRM to identify Equalities related issues amongst others.

- Where applications affect certain communities, additional equalities data may be sought, a recent example being the Eruv application in Barnet.

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Equalities Training	<p>Positive</p> <p>Capita Symonds commits to undertake formal equalities training to support staff</p> <p>This will help to ensure that staff deal with customers' needs accordingly and treat them with respect and understanding and make any necessary arrangements to do so. This will affect all groups under the protected characteristics.</p>	High	High	<p>Ensure all staff (including those considered to be back office/contact centre staff) are included in the training.</p> <p>Ensure that regular reviews of the training and of training requirements are conducted and that it is updated accordingly.</p>	<p>Capita Symonds</p> <p>Capita Symonds</p>	<p>Day 1 and on-going.</p> <p>Day 1 and on-going.</p>
Customer Satisfaction	<p>Positive</p> <p>Capita Symonds commit to undertaking regular surveys, forums and monitoring processes of service users</p> <p>This will enable aspects of the service to be tailored in response to any concerns or suggestions raised. This</p>	Low - Medium	Low - Medium	<p>Surveys and forums must collect equalities information to measure performance across all customer types. Implement specific plans to address any</p>	Capita Symonds	<p>Within 12 months of start of contract.</p>

	will affect all groups under the protected characteristics.			significant or trending deviations from baseline data. Test any new service designs with representative customer groups.		
Benchmarking	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	High	Medium	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>	Council	Within 3 months and on-going thereafter.

5. Existing known equalities issues in the service

Current situation

The only issue occasionally faced which are dealt with informally are when residents are unable to access the internet or attend Planning Reception. In these circumstances, a planner or technician will visit the person's home with a copy of the plans and explain the proposal. It should be noted that these circumstances occur on a very infrequent basis.

Issues	Description of potential impact	Likelihood	Degree of	Actions that need to be	Action	Action
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		of impact	impact	taken to mitigate negative/ensure positive impact	owner	deadline
Language Barrier (on-site)	<p>Neutral</p> <p>This issue relates to the ability of customers to access or understand the service and their obligations.</p> <p>Capita Symonds intends to comply with existing council policies</p> <p>This will affect all groups under the protected characteristics, but without consideration it will likely result in a negative impact on those for whom English is not a first language, most notably amongst the race group.</p>	Medium	Low	<p>Service to continue to follow council policies</p> <p>If Enforcement action is to be taken consider employing a translator (i.e. for interviews under caution).</p>	Planning Officers	Day 1 and on-going.
Sensitive Applications	<p>Positive</p> <p>This is a potential issue regarding the types of consultation data amassed and the manner in which it is considered in determining sensitive applications (i.e. occasionally seeking additional consultation regarding or highlighting equalities data).</p> <p>Not referred to by Capita Symonds and so no specific solution offered for dealing with sensitive applications (e.g. mosque, synagogue, religious/'free' school, eruv).</p> <p>This will affect all groups under the protected characteristics, but without consideration it will likely result in a negative impact, most notably amongst</p>	High	High	Ensure additional equalities data or consultations are sought where necessary to demonstrate robust consideration.	Capita Symonds and Commissioning Group	Day 1 and on-going.

the religion or race groups.						
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Equalities Impact Assessment of Capita Symonds' Final Tender on Transport & Regeneration

1. Introduction

Current Situation

This service oversees Highways and Transport Planning input to Barnet's Local Plan (LP), regeneration projects, major planning applications and town centre strategies, including leading directly on the transport elements of the Brent Cross Cricklewood regeneration scheme. The service also provides a lead Highways Officer at Planning & Environment and Finchley Golders Green (FGG) Area Sub Committees, and FGG Forum, undertakes work on specialist transport policy studies, and strategic transport studies and high level transport planning and transportation development control liaison with other boroughs, TfL and sub-regional partnerships.

Summary of the Final Tender

Capita Symonds commits to delivery of all requirements contained within the output specifications with some proposed enhancements focussed on investment in Information Technology (IT) and enabling software and processes to enhance service delivery, customer knowledge, customer engagement, improved access to services and raised satisfaction levels. Thus there will be tailored communications for different user groups, such as via social media or face-to-face meetings. In particular a Stakeholder Management Plan is proposed to ensure that there are regular and appropriate communications and consultations with all relevant T&R stakeholders, including members and developers.

It is considered that the groups with protected characteristics under equalities legislation, including age, disability, gender reassignment, marital status, pregnancy and maternity (including teenage parents), race, religion or belief, sex and sexual orientation are all unlikely to be negatively affected by Capita Symonds' proposals, and it is likely that there will be positive outcomes for these groups in time, particularly those related to age and disability as and when the Brent Cross Cricklewood Regeneration scheme public transport improvements are delivered.

2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

A diversity profile of external customers has not been gathered routinely by the team. The function of the service is that it is a strategic service that has daily contact with various organisations/stakeholders, such as Transport for London, but limited contact with the public (other than at council meetings) and so is close to universal. For the purposes of day-to-day decision making it assumes its customer

composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document), although improvements for certain groups, such as better accessibility for disabled people, are considered in appropriate circumstances as part of Regeneration schemes.

Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single Customer View	<p>Positive</p> <p>Across Highways, Capita Symonds will undertake investment in IT (Exor, GIS and real time data), web-enabled to allow enhanced engagement methods through increased potential for online self-service and so increased contact methods for dealing with highways enquiries, choice and information exchange (T&R SIDP p47).</p> <p>There will be a positive impact for all groups with protected characteristics who have IT access but neutral to those without IT access (young, old, those who cannot read English).</p>	High	High	Council Client Team to monitor and ensure linkages are made with other Barnet contract dealing with customer service cluster (NSCSO).	Council	Within 6 months of commencement and on-going thereafter.
	<p>Positive</p> <p>Customer access strategy – Capita Symonds will develop a new relationship with customers to improve interaction between this contract (DRS) and the</p>	High	High	Council Client Team to monitor and ensure linkages are made with other Barnet contract dealing with customer	Council	Within 6 months of commencement and on-going

	<p>customer contract (NSCSO) to provide a seamless customer service with increased first point of contact resolution for highways enquiries (Transformation SIDP).</p> <p>There will be a positive impact for all groups with protected characteristics who have IT access but neutral to those without IT access (young, old, those who cannot read English).</p> <p>Positive</p> <p>Capita Symonds will implement a life event based customer contact management to enable groups of related services, including Highways, likely to be required by a type of customer associated with a type of event to be delivered through a single point of contact enabling end-to-end support for all of those needs for key groupings in line with Customer Access Strategy (CS&E SIDP p22).</p> <p>This will impact positively on all groups with protected characteristics.</p> <p>All the above will provide more and better options for customers and stakeholders to access the service, including real-time information. This will mean a more efficient service, and give the council a better understanding of its</p>	<p>High</p>	<p>High</p>	<p>service cluster (NSCSO).</p> <p>Client Team to devise methodology and subsequent monitoring.</p>	<p>Council</p>	<p>thereafter.</p> <p>Within 3 months of commencement and on-going thereafter.</p>
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	customers.					
Insight Engine and Customer Profiling	<p>Positive</p> <p>Capita Symonds will develop Stakeholder Management Plan (SMP) which will involve comprehensive review of all Barnet Stakeholders, including developers and other authorities, such as Transport for London, to identify their specific needs for service and communications, including type of communications, format and frequency (T&R SIDP p11, 50, 74).</p> <p>This will impact positively on all groups with protected characteristics.</p>	High	Medium	Client Team to monitor delivery and progress with SMP.	Council	Within 6 months of commencement and on-going thereafter.
	<p>Positive</p> <p>Capita Symonds will categorise stakeholders into eight groups to identify most appropriate engagement methods for each group thus ensuring all needs catered for, and quality control introduced (T&R SIDP p51).</p> <p>This will impact positively on all groups with protected characteristics.</p>	High	High	Client Team to monitor and to ensure all sections of the community are captured within the proposed groupings.	Council	On commencement and on-going thereafter.
	<p>Positive</p> <p>Capita Symonds will introduce an 'Insight Function' which will allow tailored communications for different customers as well as the analysis,</p>	High	High	Client Team to monitor delivery and ensure intelligence gathered informs SIDPs,	Council	Within 12 months of commencement and on-

	<p>monitoring and reporting of equalities data. This will also allow the proactive monitoring of the demographic profile of particular customer groups (T&R SIDP p49; CS&E p31).</p> <p>This will impact positively on all groups with protected characteristics.</p> <p>All the above will provide more and better options for customers and stakeholders to access the service, including real-time information. This will mean a more efficient service, and give the council a better understanding of its customers.</p>			<p>delivery of Regeneration schemes and funding priorities.</p>		<p>going thereafter.</p>
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3. The experience of customers from groups with protected characteristics

Current situation

Similar to the findings in other Highways teams, based on the 2011 Residents' Perception Survey, the condition of roads and pavements is the top concern of some key portions of the population. Residents who are aged 25-34, 65+, white, Jewish and with a disability are more likely to indicate that conditions of roads and pavements is one of their top concerns. Residents who own their property out right and living in West Hendon, and Colindale, are more likely to say this is one of their top three concerns.

Personal concern for traffic, pollution and transport have all declined since 2004/05. Traffic in Barnet has been the largest cause for concern since 1995/96. In 2010/11 nearly twice as many residents were concerned about traffic than pollution, and over three times as many were concerned about transport.

The number of people concerned about litter or dirt on the streets has dropped by 9% since the 2007/08 survey and is at the lowest level of concern since data was available. The same percentages of people are concerned about Barnet's leisure centres at 10%, which is not significantly different from any figures seen since 2002/03.

21% of residents said that parking services in Barnet were good or excellent which is 9% lower than the London average and marks a 5% reduction on the response from residents recorded in 2007/08.

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access Strategy	<p>Positive</p> <p>The Capita Symonds' proposals intend to enhance service provision and options for engagement/request for these services including improved information exchange which will avoid the need in some instance for requests for service.</p> <p>Capita Symonds proposals indicate that where contact is made or is necessary the engagement is proposed to be enhanced and more inclusive (CS&E SIDP p22).</p> <p>For stakeholder management, Capita Symonds will ensure that communications are regular and appropriate for all stakeholders, including developers, with a clear understanding of progress on Regeneration schemes (T&R SIDP p49).</p> <p>This will impact positively on all groups with protected characteristics.</p> <p>The above will provide more and better options for customers and stakeholders to access the service.</p>	High	High	Client Team to monitor delivery and ensure SIDPs and funding priorities include provision for the proposed enhancements.	Council	Within 3 months of commencement and on-going thereafter.

	This will mean a more efficient service, and give the council a better understanding of its customers and stakeholders.					
Customer Satisfaction	<p>Positive</p> <p>Capita Symonds commit to a Super KPI for monitoring customer satisfaction levels with a view to improving incremental improvements on customer satisfaction rates (Super KPI No. 5, Commitments Log).</p> <p>Capita Symonds guarantees that customer satisfaction measures take account of equalities data (CS&E SIDP p1).</p> <p>Capita Symonds proposes to enhance customer satisfaction by asking service specific questions to identify service specific satisfaction levels.</p> <p>This will impact positively on all groups with protected characteristics.</p>	High	High	Client Team to monitor and ensure that questions are tailored to be service relevant and that feedback received is analysed and positive changes are instigated via SIDPs.	Council	On commencement and monthly thereafter.
	<p>Positive/Neutral</p> <p>Capita Symonds commits to achieving improvements which result in 70%+ of users reporting (via surveys) that the changes implemented have been successful in making services more directly relevant to their needs (SKPI</p>	High	High	Client Team to monitor that the surveys are conducted and the outcomes lead to positive changes. Failure in this respect will result in the initiative having a	Council	Within day one of commencement and annually thereafter.

	<p>No. 5, Commitments Log)</p> <p>This will impact positively on all groups with protected characteristics, but there is a possibility that this may result in the c.30% of customers who do not think the services are more directly relevant to their needs.</p> <p>All the above will provide more and better information on customers and stakeholders for the council, and higher levels of customer satisfaction.</p>			<p>negative impact.</p>		
<p>Key Areas From Baseline</p>	<p>Positive/Negative</p> <p>Capita Symonds' focus on understanding the baseline customer feedback is dependent on the residents' perception survey responses which are currently not sufficient in depth to fully evaluate service users' opinions and their concerns to action appropriately.</p> <p>This will positively impact on all groups with protected characteristics as the proposals, in being formulated to be output and service relevant, will provide greater intelligence on particular service users' needs and concerns, including understanding of why certain locations, religious groups or ages have particular concerns enabling a tailored response to the community.</p> <p>This should have a positive impact on</p>	<p>High</p>	<p>High</p>	<p>Client Team to monitor that the surveys are conducted and the outcomes lead to positive changes. Failure in this respect will result in the initiative having a negative impact.</p>	<p>Council</p>	<p>Within 12 months of commencement and annually thereafter.</p>

all sectors of the community including the protected characteristic groups provided that the methods used and access provided to allow feedback caters for the needs of all sectors of the community. However, this could also become negative if service users who participate do not see that their views are being taken on board and lead to improvements.					
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4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

The Highways service strives to promote equality through the following means:

- Analysis and response to findings to surveys such as The Residents' Perception Survey (RPS). In 2011, the team along with each directorate was required to produce a response and action plan based on the RPS findings.
- Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.
- Regular reviews and analysis of complaints logged in CRM to identify equalities related issues that need to be addressed.
- Events with specific communities when and where relevant to discuss issues such as regeneration schemes or major planning applications.
- Subscription to external survey monitoring such as the National Highways and Public Transport Satisfaction Survey with results localised to borough level.

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood	Degree of	Actions that need to	Action	Action
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		of impact	Impact	be taken to mitigate negative/ensure positive impact	owner	deadline
Residents Perception	<p>Positive</p> <p>The Capita Symonds proposals will collectively supersede and improve on the current methodology of data gathering and the introduction of SKPI No. 5 is intended to improve customer perception in relation to service improvements.</p> <p>The above will give the council a better understanding of its customers' perceptions and improve performance and service efficiency by allowing resources to be directed to particular areas to improve perceptions.</p> <p>This will impact all groups with protected characteristics.</p>	High	High	Client Team to monitor that the surveys are conducted and the outcomes lead to positive changes. Failure in this respect will result in the initiative having a negative impact.	Council	On commencement and monthly thereafter.
EIA	<p>Neutral</p> <p>The proposals indicate compliance with the council's EIA requirements but lack detail in how this would proactively be achieved (CS&E SIDP p31).</p>	High	High	Client Team to monitor and delivery will lead to positive impact.	Council	On commencement and on-going.
Complaints	<p>Positive</p> <p>The proposed Capita Symonds processes and systems designed to analyse complaints and advice on requirements for action will inform future SIDPs and result in greater degree of satisfaction (CS&E SIDP</p>	High	High	Client Team to monitor and delivery will lead to positive impact.	Council	Within 9 months and annually thereafter.

	p14). This will impact all groups with protected characteristics.					
Event Specific	Neutral for all groups Capita Symonds has committed to delivery of output specifications which allows for such consultation which is determined through agreement with the council as part of its agreed work programme. The recommendations that ensue from any such engagement will automatically include demographic analysis.	Medium	Medium	Client Team to ensure that consultation takes place as required to satisfy the PSED and will monitor implementation and consideration of matters raised during the consultation process.	Council	On commencement subject to agreed work programme and on-going.
Benchmarking	Positive There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception. Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.	Council	Within 3 months and on-going thereafter.

5. Existing known equalities issues in the service

Current situation

Three issues are identified as follows:

- In highways a specific and deliberate programme of regular engagement and interaction with the customer base for feedback was designed but not implemented. This would provide that essential intelligence required to shape and deliver services in a responsive manner to different sections of the community.
- A staff residents' panel was set up by the Strategy and Performance function aimed at tapping into local community issues and perceptions of the service via staff resident in the borough. This needs to be resurrected to ensure intelligence is utilised to improve our service and respond to customers.
- There are a number of schemes within Barnet Regeneration Schemes, particularly BXC, where particular user groups, such as young people, the elderly and disabled people will positively benefit. These include improvements to public transport facilities and services, such as step-free access improvements and new bus services and passenger facilities, some of the key elements of which are the responsibility of LB Barnet to deliver, and which are outside the current expertise of the service. The council is requiring Capita Symonds to assist in providing such expertise, as set out in the output specification.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Customer Satisfaction and service specific engagement	<p>Positive</p> <p>Capita Symonds' proposal with regard to regular engagement and interaction with the customer (CS&E SIDP).</p> <p>This will ensure that regular customer feedback is received to help inform future service design.</p> <p>This will impact all groups with protected characteristics.</p>	High	High	Client team to monitor and participate.	Council	Within 6 months and on-going thereafter.
Public	Positive	High	High	Client team to oversee	Capita	On-going

transport improvements at BXC	<p>Capita Symonds have committed to help deliver these key public transport improvement elements of the BXC Regeneration Scheme (T&R SIDP p10, 19).</p> <p>This impacts all groups with protected characteristics who use public transport.</p>			<p>and direct overall Regeneration Scheme.</p>	<p>Symonds</p>	<p>from day 1 for life of the contract (or until BXC is fully implemented).</p>
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Equalities Impact Assessment of Capita Symonds' Final Tender on Hendon Cemetery and Crematorium

1. Introduction

Current Situation

Hendon Cemetery and Crematorium (HCC) is the only council-owned facility of its type within the borough. The grounds comprise some 40 acres of well-tended gardens. The cemetery is multi-denominational, and part of the site is leased to the Greek Orthodox Church for burials. There is only potential for another 6 years burial income, although the council could implement a policy to reclaim graves in the future. The council has awarded a contract for the replacement of the current cremators and installation of mercury abatement equipment as required by statute. The primary functions for the service are as follows:

- Management and operation of Hendon Cemetery and Crematorium services.
- Burial services.
- Cremation services.
- Purchase and resale of funeral related items.
- Cemetery grounds maintenance.
- Memorial management.

Summary of the Final Tender

Capita Symonds' solution for Hendon Cemetery and Crematorium includes the following features:

- Commitment that all work will be completed on-site and this includes the storage of all machinery and equipment which will continue to enable maximised service flexibility and responsiveness to customer requests and needs.
- Assurance that the existing service team structure will remain unchanged from the current establishment providing continuity of service in the short term to medium term of the contract.
- Investment in the infrastructure, facilities, the built environment and in technology and these will be the main enablers to service improvement and efficiency and should ensure compliance of all relevant legislation and council policies.
- Introduction of BACAS (Burial and Cremation Administration System) into the bereavement service office, which will improve administration, customer responsiveness, reporting and service level/business monitoring.
- Undertaking customer and stakeholder consultation which will support business development and service improvements by assisting in the identification of customer feedback.
- Commitment of £30,000 to pursue 'benchmarking' activities and 'milestones' to achieve ISO 9001, Green Flag and Gold Standard for Charter for the bereaved which guarantees bereavement related customer rights.
- Commitment to developing online services and systems such as live streaming of the funeral/chapel service and remotely viewing the book of remembrance, which will provide options other than personal attendance.

A summary of the impact on groups with protected characteristics

- Age – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Disability – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Gender reassignment – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Marital status – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Pregnancy and maternity (including teenage parents) – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Race – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Religion or belief – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sex – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sexual orientation – There is unlikely to be any impact on sub-groups of this protected characteristic.

The council and Capita Symonds will continue to review the Equality impacts on HCC Services on an on-going basis.

2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

No formal surveys have been conducted specifically for Hendon Cemetery and Crematorium in recent years. In addition, all management and office functions are paper-based and this is not conducive to information gathering or processing. A survey in early 2013 has been carried out with the intention of identifying feedback on current service provision from funeral directors and from other service users (the bereaved), the results of which are currently being collated.

However, as a result of feedback from comments and the low level of complaints received in the bereavement service office, Hendon Cemetery & Crematorium provides a good standard of service delivery. However the types of service offered are limited and often require work to be outsourced to a third party provider such as a memorial stone mason or funeral director, rather than provided in-house.

Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single customer view, 'Insight' engine and customer profiling.	<p>Positive</p> <p>Capita Symonds intends to complete regular surveys of users of the service including visitors and set-up a 'User Forum' and a 'Friends Group'.</p> <p>This will ensure citizen, funeral director and customer views are taken into consideration when making strategic decisions.</p> <p>This will have a positive impact on all groups with protected characteristics.</p>	High	Medium	Ensure there is a clear plan to implement surveys, including how often and how information will be used, decisions made, by whom and how action will be implemented with milestones of success criteria.	Capita Symonds	Prior to contract go live

3. The experience of customers from groups with protected characteristics

Current situation

No formal surveys have been conducted specifically for Hendon Cemetery and Crematorium in recent years, and the borough-wide demographic data is relevant given the universal nature of the service offered. A survey in early 2013 has been carried out with the intention of identifying feedback on current service provision from funeral directors and from other service users (the bereaved), the results of which are currently being collated.

Anecdotally, from feedback, comments and low levels of complaints received in the bereavement service office, Hendon Cemetery & Crematorium provides a good standard of service delivery. However, the types of services offered are limited and often require work to be outsourced to a third-party provider such as a memorial stone mason or funeral director.

Comments are received from third parties such as funeral directors and the clergy and this feedback is used to design future service provision, therefore meeting their needs as key stakeholders and that of the bereaved as our primary stakeholder.

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access strategy	<p>Positive</p> <p>Capita Symonds will develop internet/web based technology to improve access to services and improve convenience for our stakeholders including the bereaved, customers and funeral directors.</p> <p>This will ensure citizen, funeral director and customer views are taken into consideration when making strategic</p>	High	Low	Capita Symonds to maintain existing mediums of communication with the council and ensure EIA reviews prior to any changes.	Capita Symonds	From month one and on-going thereafter.

	<p>decisions.</p> <p>This will have a positive impact on all groups with protected characteristics.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p> <p>Positive</p> <p>Capita Symonds have committed to investing in improving facilities to ensure they comply with all relevant legislation.</p> <p>This will ensure that citizens and customers will have access to standard facilities as required by legislation.</p> <p>This will have a positive impact on all groups with protected characteristics, particularly for those with disabilities.</p>	High	Medium	Capita Symonds to invest in the facilities within the first three years of the contract.	Capita Symonds and Council Commissioning Group.	Within the first three years of the contract.
Customer Satisfaction	<p>Positive</p> <p>The service provider intends to complete regular surveys of users of the service including visitors and set up a 'User Forum' and a 'Friends Group'.</p>	High	Medium	Ensure there is a clear plan to implement surveys and how information will be used, decisions made and	Capita Symonds and Council Commissioning	Prior to contract go live.

<p>Service Improvements</p>	<p>This will ensure citizen, funeral director and customer satisfaction levels are taken in to consideration when making strategic decisions.</p> <p>This will have a positive impact on all groups with protected characteristics.</p> <p>Positive</p> <p>Capita Symonds will invest in an electronic management system such as BACAS (Burial and Cremation Administration System) within the bereavement service office.</p> <p>This will speed up response times to customer enquiries by reducing the need for visitors to attend the office in person as information can be provided more rapidly using the telephone or website. The system will also increase business and service efficiency.</p> <p>This will have a positive impact on all groups with protected characteristics.</p>	High	High	<p>by whom and how action will be implemented with milestones of success criteria.</p> <p>None</p>	Group.	<p>Within twelve months of contract commencement.</p>
<p>Funeral provision for religious / faith groups</p>	<p>Positive</p> <p>Capita Symonds will ensure that arrangements are in place for close communication with funeral directors and clergy so that all aspects of the funeral service can proceed smoothly, in line with customer expectation and in a dignified manner.</p>	High	Medium	None		<p>From month one and on-going thereafter.</p>

<p>This will ensure citizen, funeral director and religious customs are taken in to consideration when making strategic decisions concerning funeral provision.</p> <p>This will have a positive impact on all groups with protected characteristics, notably across different faith and ethnic groups.</p>					
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4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

Hendon Cemetery and Crematorium (HCC) provides funeral related services to all sections of the community as a paid for service. In addition to a multi-denominational grave area, Hendon provides a specific section of the cemetery for Muslim burials, which is set out to their own specific requirements; in particular, all graves are prepared facing South East (towards Mecca), the grave is prepared at very short notice and to a single grave depth. Hendon also has two sections designated for Greek Orthodox burials and a separate section for Japanese residents.

Furthermore, all chapels are non-secular permitting temporary religious symbols to be placed in each chapel and then removed if necessary after the funeral. Finally, chapels can be booked to support cultural custom and practices such as viewing and washing of the body pre-cremation, witnessing of the charging of the coffin (placing into the cremator), and back-filling of the grave (witness burial).

HCC team members are also required to be flexible in meeting the needs of the bereaved and to support the funeral director in all funeral related matters and this includes preparing chapels and grave areas to meet religious or cultural needs.

Carrying out an EIA is a requirement for any budget, project, policy or service change within the directorate. EIAs test the impact of such changes on the protected characteristics. Support and monitoring of this activity is facilitated by the Strategy and Performance function.

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
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Training and Policy	<p>Positive</p> <p>Capita Symonds state that all staff will have an individual training and development plan and health and safety and equalities training will be provided.</p> <p>This will improve staff and service understanding of their responsibilities in these areas and improve the customer experience.</p> <p>This will have a positive impact on all groups with protected characteristics.</p>	High	Low	<p>Capita Symonds should review this in respect of bereavement services and accredited training provided by the Institute of Cemetery and Crematorium Management (ICCM).</p>	Capita Symonds	<p>Within 12 month of commencement of contract.</p>
Community Groups	<p>Positive</p> <p>Capita Symonds has undertaken to set up a Friends of Hendon Cemetery Group and will consult with conservation, historical and heritage groups to conserve and enhance the facility and landscape, and to manage the natural wildlife and fauna, ensuring Hendon remains a central feature of the community.</p> <p>This will ensure that citizens will have input in to strategic plans and ensure Hendon Cemetery and Crematorium continue to be and be seen to be a valuable community resource, protecting the environment and linking with wider Council objectives.</p> <p>This will have a positive impact on all groups with protected characteristics.</p>	High	Medium	<p>Capita Symonds to consult with relevant groups, stakeholders and council officers to ensure effective consultation takes place.</p>	<p>Capita Symonds and Council Commissioning Group.</p>	<p>From month one and on-going thereafter.</p>

Benchmarking	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	High	Medium	<p>Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>	Council	Within 3 months and on-going thereafter.
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5. Existing known equalities issues in the service

Current situation

The main equality issues include access to the bereavement service office as this currently requires step access. Large print and brail print literature for those with visual impairment and this includes hymn books in chapel. Although toilet facilities for wheel chair access are provided at the cemetery and crematorium chapels, due to their limited number (two public toilets only) toilet facilities are insufficient for the large numbers of users and this includes public toilets located at the main bereavement service office. Also, enhanced listening facilities for the hard of hearing needs to be improved as does staff training and awareness in the bereavement office and at the chapel.

In the future, it would also be beneficial to address the following:

- Permanent religious or cultural memorials to respect those sections of the community e.g. Lord Shiva for Hindu funerals.
- Burial and cremation plots for younger members of society such as children's graves.
- Although the council employs the service of a translation service, this is not widely known about and could be promoted including training provided where necessary.

- Training on equalities, customer service, and religious & cultural practices of various religions.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Physical Access to Bereavement Service Office	<p>Positive</p> <p>Capita Symonds has committed to developing facilities to meet DDA requirements.</p> <p>This means that the Hendon Cemetery and Crematorium facility will be able to be accessed by all members of society without restriction.</p> <p>This will have a positive impact on all groups with protected characteristics.</p>	High	Medium	Capita Symonds to liaise with Council Commissioning Group to ensure EIA review prior to any changes.	Capita Symonds and Council commissioning Group	From month one and on-going thereafter.
Printed Documentation	<p>Neutral</p> <p>Capita Symonds has not provided any comment on introducing printed text to meet the needs of the visually impaired such as hymn books, leaflets and brochures.</p> <p>This means that not all citizens or customers are able to have access to information contained in written documentation.</p> <p>This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>	Low	Medium	Council Commissioning Group to highlight to Capita Symonds the need for a resolution.	Capita Symonds and the Council Commissioning Group	Prior to contract go live

Public Toilets	<p>Neutral</p> <p>Although Capita Symonds have committed to investment in developing facilities to improve the customer experience, no formal statement has been provided to improve upon the limited number or location of toilets.</p> <p>This means that at times of high demand, facilities will be insufficient in number to meet needs.</p> <p>This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>	Low	Low	Council Commissioning Group to highlight to Capita Symonds the need for a resolution.	Capita Symonds and the Council Commission Group	Prior to contract go live.
Facilities for the Hard of Hearing	<p>Neutral</p> <p>Although Capita Symonds has committed to providing more digital media facilities, no commitments have been provided concerning how to improve accessibility and communication to the service for the hard of hearing.</p> <p>This means that not all citizens or customers are able to have access to information provided in an audible format where no other option is available e.g. printed text over the telephone.</p> <p>This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>	Low	Low	Council Commissioning Group to highlight to Capita Symonds the need for a resolution.	Capita Symonds and the Council Commission Group	Prior to contract go live.
Diversity of Cemetery	Neutral	Low	Low	Council Commissioning Group to highlight to	Capita Symonds	Prior to contract go

plots	<p>Although Capita Symonds have made an aspirational declaration to develop a new natural/woodland burial site, they have not made any comment on other forms of grave types/memorialisation such as a children's burial section.</p> <p>This means that the bereaved will have reduced choice at Hendon as to the type and location of a final resting place.</p> <p>This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>			Capita Symonds the need for a resolution.	and the Council Commission Group	live
Language/ Translation services	<p>Neutral</p> <p>Although Capita Symonds has committed to providing more digital media facilities, no commitments have been provided concerning how to improve accessibility and communication to the service for those to who English is not their natural language.</p> <p>This means that not all citizens or customers are able to have access to information contained in written documentation or provided verbally.</p> <p>This will have a neutral impact on all groups with protected characteristics as not all needs are currently met.</p>	Low	Low	Council Commissioning Group to highlight to Capita Symonds the need for a resolution.	Capita Symonds and the Council Commission Group	Prior to contract go live
Staff training on Diversity and Equality	<p>Positive</p> <p>Capita Symonds has committed to</p>	High	Medium	Capita Symonds should review this in respect of bereavement services	Capita Symonds	Within 12 month of commencement

	<p>provide staff training on Equalities.</p> <p>This will improve staff and service understanding of their responsibilities in this area and improve the customer experience.</p> <p>This will have a positive impact on all groups with protected characteristics.</p>			<p>and accredited training provided by the Institute of Cemetery and Crematorium Management (ICCM).</p>		<p>ent of contract and on-going.</p>
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Equalities Impact Assessment of Capita Symonds' Final Tender on Land Charges

1. Introduction

Current Situation

This function currently forms part of the Planning (Development Management) service. The Land Charges team receives search requests either by post or electronically via National Land and Information Service (at a slightly discounted rate). The team undertake full (legal, land and property) searches or lighter personal searches which became far more prominent with the introduction of Home Information Packs (HIPs) together with commercial firms offering HIPs searches.

Since the recession and the abandonment of Home Information Packs the number of searches has dropped significantly for the team. Additionally, tighter EU regulation on the cost of searches may result in reduced income. There is also pressure from the private sector to be able to access land data free of charge. Performance is monitored through 'turnaround time', from receipt of a search request to completion of the request.

Summary of the Final Tender

The proposals in the bid from Capita Symonds will help the Land Charges team to fulfil its equalities duties to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act.
- Advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging underrepresented groups to participate in public life and
- Foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

By:

- Investing in upgrading ICT, improving bandwidth, introducing a web-portal for customers to log in to in order to access Land Charges.
- Conducting additional surveys to gather more customer feedback that will inform future service delivery models.
- Providing an analytics function to enhance engagement with service users and tailoring of services to their needs and priorities.
- Fully supporting the council's commitment to equality by ensuring staff deal with customers' needs accordingly; delivering services that reflect and respond to diverse population; flex service to cater for increases in diversity over the life of the service contract.
- Make use of 'Insight' capability and system (a tool to record and analyse customer profile) to tailor communication channels for different audiences.
- Investing in enhancing customer insight to tailor communication channels for different audiences.
- Conducting demographic profiling at ward level.
- Conducting specialist research, analysis and scenario planning, from Middlesex University.
- Implementing an integrated social and demographic data and trend analysis which will be made available in a public facing GIS for provision of statistical information and demographic data (CES p30).

A summary of the impact on sub -groups with protected characteristics is presented below;

- Age – There is unlikely to be any impact.
- Disability – There is unlikely to be any impact.
- Gender reassignment – There is unlikely to be any impact.
- Marital status – There is unlikely to be any impact.

- Pregnancy and maternity – There is unlikely to be any impact.
- Race – There is unlikely to be any impact.
- Religion or belief – There is unlikely to be any impact.
- Sex – There is unlikely to be any impact.
- Sexual orientation – There is unlikely to be any impact.

The council and Capita Symonds will continue to review the Equality impacts on Land Charges Services on an on-going basis.

2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

The majority of search requests are made by solicitors on behalf of clients, and as such information on the diversity of customers is not collected at source. As the service is universally available to all residents, the service relies on borough wide information available through sources such as the census, which shows that the borough has become more diverse during the last decade as set out in the introduction to this document.

Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single customer view	<p>Positive</p> <p>Capita Symonds will tailor services to customer through analysis of data from consultations, surveys, complaints, transaction history and personal profiles via single view data.</p> <p>This will help to ensure that customers will receive more bespoke services that</p>	Medium	Medium	<p>Ensure regular surveys, consultations, to draw out key recommendations to improve the service model.</p> <p>Ensure compliance with Data Protection Act (e.g. informing</p>	Capita Symonds	Bi-annually.

	<p>meet their needs. If it is found some customers are from groups with protected characteristics, this will have an impact.</p> <p>There is potential for a negative impact, as community engagement or surveys may not reach all groups, particularly those with disabilities, non-English speakers or parents.</p>			<p>customers how their data will be used).</p> <p>Review to ensure representation of those with protected characteristics in surveys and events.</p>		
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3. The experience of customers from groups with protected characteristics

Current situation

Results from the Local Land Charges Customer Satisfaction Survey (November 2012), showed that 57% of customers were 'very satisfied' with the service while 43% were 'fairly satisfied'.

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Introduction of online search facility	<p>Positive</p> <p>Capita Symonds will allow customers to access the service online. This will enable customers who are not solicitors to have access to Land Charges data more easily</p> <p>This will have a positive impact on</p>	High	Medium	<p>Ensure new service can be tailored to customers from groups with protected characteristics.</p> <p>Ensure provision on non-electronic service</p>	Capita Symonds	From introduction of electronic search provision and ongoing through life of the contract.

	<p>groups with protected characteristics who wish to use the service. The existing paper-based channel are to be maintained for those customers who do not wish to transact in this way, and any future proposal to remove an access channel would be subject to an EIA prior to decision.</p> <p>This will potentially impact on all groups with protected characteristics.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>			<p>is maintained to allow accessibility from all customer groups. Council's Commissioning Group to review and ensure changes are subject to an EIA.</p>		
<p>Life events</p>	<p>Positive</p> <p>Capita Symonds has proposed to use life events approach to assist the customer, and likely to increase customer satisfaction</p> <ul style="list-style-type: none"> • A customer seeking a land charge search for a business will be informed about licensing, training. • A customer making a planning application will be put in contact with Building Control, Street Naming and Numbering. 	<p>High</p>	<p>High</p>	<p>Ensure regular surveys, consultations, to draw out key recommendations to improve the service model.</p> <p>Should consider particular needs of protected groups when designing the life events approach, to ensure life events relating to all groups</p>	<p>Capita Symonds</p>	<p>Day 1 and ongoing.</p>

	This will benefit the end user based on the search requested which will have a positive impact on all groups with protected characteristics.			are considered.		
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4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

Equalities issues for Land Charges are dealt with as part of the Council's general arrangements for meeting its equalities duties. This will include consideration of equalities issues as part of the council's budget and business planning process when fees and charges are set.

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Training and policy	<p>Positive</p> <p>Capita Symonds has committed to undertake formal equalities training of support staff.</p> <p>This will benefit staff and customers from all groups with protected characteristics because staff will be better equipped to adjust service provision to meet need.</p>	High	High	Ensure all staff, including those considered to be back office/contact centre staff are included in the training.	Capita Symonds	Day 1 and ongoing.
Benchmarking	<p>Positive</p> <p>There are proposals for benchmarking</p>	High	Medium	Client team and Capita Symonds will	Council	Within 3 months and

	with comparable organisations and available benchmarking information to compare and inform current and future service provision			<p>review the results of benchmarking exercises to inform improvements in service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>		on-going thereafter.
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5. Existing known equalities issues in the service

Current situation

Land Charges is a demand led service and all requests for searches are processed in the same way. Advice is available at the customer reception at Barnet House if required; nearly all users of the service are solicitors. Barnet House Reception and the customer services centres comply with the requirements of the relevant legislation including accessibility for people with visual and hearing impairments as well as physical disabilities. Telephone advice is provided by the Land Charges team.

The service currently has the following arrangements in place:

- There is a translation service available.
- All correspondence is on national forms that are available only from solicitors.
- All forms are legal documents and are worded appropriately.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure	Action owner	Action deadline
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				positive impact		
Maintaining accessibility when fully electronic	Neutral Capita Symonds has proposed to maintain the non-electronic system and hence there is no impact. Members of the public, including those from protected groups may need support from the team when accessing information held by the service.	Medium	High	Consideration should be given to needs of protected groups when decisions are made regarding the location and structure of the team.	Capita Symonds	Day 1 and ongoing.
Language barrier	Neutral Capita Symonds has not proposed anything beyond what is currently provided that will address the potential language barrier. No impact. Although purely solicitors request for searches, theoretically non-solicitors could request for searches to be done. If so, those customers who are not able to speak/understand English properly may experience difficulty in accessing the service.	Low	Low	If necessary employ translation services.	Capita Symonds	Day 1 and ongoing.

Equalities Impact Assessment of Capita Symonds' Final Tender on Building Control

1. Introduction

Current Situation

Building Control performs an important statutory surveying, enforcement and control function. Whilst the council competes with the private sector for some business, it fulfils the role of the default body, which is required to take on any and all work. The council's Building

Control fees are relatively high, but the service concentrates on good service rather than being reliant on lowest cost. Primary functions for the service are as follows:

- Administering the Building Regulations (Building Control).
- Dangerous Structure Inspections (including an out-of-hours service).
- Serving of Demolition Notices and associated site inspections.
- Street Naming and Numbering (including Fire Brigade and Royal Mail liaison).
- Structural design and advice for the council.

Summary of the Final Tender

- Capita Symonds will conduct additional surveys that will further help understand customer feedback and requirements which can inform future service delivery models.
- Capita Symonds will invest in upgrading ICT, improving bandwidth and introducing Submit-A-Plan which is the market leading software to enable online applications.
- Capita Symonds will provide an analytics function to enhance engagement with service users and tailoring of services to their needs and priorities.
- Capita Symonds will fully support the council's commitment to equality by ensuring staff deal with customers' needs accordingly; delivering services that reflect and respond to a diverse population; flex service to cater for increases in diversity over the life of the partnership.
- Capita Symonds will use insight capability (a tool to record and analyse customer profile) to tailor communication channels for different audiences.
- Capita Symonds will carry out demographic profiling at ward level.
- Capita Symonds will conduct specialist research, analysis and scenario planning, from Middlesex University.
- Capita Symonds will implement an integrated social and demographic data and trend analysis made available in a public facing GIS for provision of statistical information and demographic data.

A summary of the impact on groups with protected characteristics is presented below;

- Age – There is unlikely to be any impact on sub-groups of this protected characteristic.

- Disability – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Gender reassignment – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Marital status – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Pregnancy and maternity – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Race – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Religion or belief – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sex – There is unlikely to be any impact on sub-groups of this protected characteristic.
- Sexual orientation – There is unlikely to be any impact on sub-groups of this protected characteristic.

The council and Capita Symonds will continue to review the Equality impacts on Building Control Services on an on-going basis.

2. The diversity profile of the service’s customers (people from groups with protected characteristics)

Current situation

A diversity profile of external customers has not been gathered routinely by the team due to complaints from customers surveyed in the past regarding equalities questions. This has led to customer satisfaction surveys being carried out without the inclusion of equalities questions. Customers of Building Control are primarily builders or architects; very rarely does an application come direct from the home owner. Therefore often the same builders/architects are surveyed again and again. The function of the service is close to universal so for the purposes of day-to-day decision making it assumes its customer composition, including the representation of groups with protected characteristics, reflects that of the borough as a whole (covered in the introduction to this document). The team provides a service to anyone who makes a building regulation application. If any works being monitored are solely for the use of a disabled person, confirmed by a ‘blue badge’, the service is offered at no charge.

Changes relating to customer information

	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure	Action owner	Action deadline
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				positive impact		
Single customer view	<p>Positive</p> <p>Capita Symonds will be tailoring services to customers through analysis of data from consultations, surveys, complaints, transaction history and personal profiles via single view data.</p> <p>This will help to ensure that customers will receive a more bespoke service that meets their needs. This will impact all groups with protected characteristics assuming that those groups will be participating in the surveys.</p> <p>There is potential for a negative impact, as community engagement or surveys may not reach all groups, particularly those with disabilities, non-English speakers or parents.</p>	Medium	Medium	<p>Ensure regular surveys, consultations particularly with those with protected characteristics to draw out key recommendations to improve the service model.</p> <p>Ensure compliance with the Data Protection Act (e.g. informing customers how their data will be used).</p> <p>Review to ensure representation of those with protected characteristics in surveys and events.</p>	Capita Symonds	Annually.
Single customer view	<p>Positive</p> <p>Capita Symonds will profile level of complaints for BC activities against different population groups.</p> <p>This will potentially refine service communication and customer expectation to reduce cost of operating service and tailor service provision to meet customer requirement which will be a positive benefit to customers from</p>	Medium	Low	<p>Ensure in targeting communications to reduce costs protected groups continue to be included.</p>	Capita Symonds	Annually.

all groups with protected characteristics.					
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3. The experience of customers from groups with protected characteristics

Current situation

Based on the 2011 Residents' Perception Survey, users are much more likely to rate the Planning and Building Control services as 'good to excellent' (45%) compared to all respondents (42%). However, users are also much more likely to say the service is 'average' or 'poor' to 'extremely poor' compared to all respondents with almost of all respondents (49%) saying they did not know.

Based on the Planning Customer Satisfaction Survey (October 2012), almost 86% were either 'very satisfied' or 'fairly satisfied' with the overall service that was received. However, 7% said that they were 'fairly dissatisfied' with the service.

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Provision of online application facility	<p>Positive</p> <p>Capita Symonds will introduce a submit-a-plan, which allows customers to make electronic applications.</p> <p>This will have a positive impact on all groups with protected characteristics who wish to use the service. The existing paper-based channel will be maintained for those customers who do not wish to transact in this way, and any future proposal to remove an access channel would be subject to an EIA prior to decision.</p> <p>This may potentially impact on all</p>	High	High	<p>Ensure new service can be tailored to customers from groups with protected characteristics.</p> <p>Ensure provision of non-electronic service is maintained to allow accessibility from all customer groups.</p> <p>Council's Commissioning Group to review and ensure changes are</p>	Capita Symonds	From introduction of submit-a-plan and ongoing.

	<p>groups with protected characteristics.</p> <p>There is also potential for negative effects, requiring mitigation. These new services will benefit some residents and customers; however there are those with protected characteristics who may not benefit from this – including older adults who are unable to use IT, non-English speakers and those with disabilities.</p>			subject to an EIA.		
Life events	<p>Positive</p> <p>Capita Symonds proposes to use life events approach to assist the customer, likely to increase customer satisfaction. A customer seeking building control advice for a business will be informed about licensing, training.</p> <p>A customer making a building regulation application will be put in contact with Planning, Street Naming & Numbering.</p> <p>This will have a positive impact on people from groups with protected characteristics as it will allow them to receive a more comprehensive service.</p>	High	High	<p>Ensure regular surveys and consultations to draw out key recommendations to improve the service model.</p> <p>Should consider particular needs to protected groups when designing the life events approach, to ensure life events relating to all groups are considered.</p>	Capita Symonds	Day 1 and ongoing.

4. The existing arrangements for monitoring and promoting equality and diversity

Current situation

All business units in Planning and Building Control are demand led and applications are processed in the same way for all applicants. Advice on planning applications and Land Charge searches is provided at the customer reception at Barnet House. Barnet House reception and the customer services centres comply with the requirements of the relevant legislation including accessibility for people visual and hearing impairments as well as physical disabilities. Telephone advice is provided by all teams.

The service currently has the following arrangements in place:

- There is a translation service available but has never been used.
- All letter correspondence have been reviewed and revised to be more user friendly.
- All forms are legal documents and are worded appropriately.

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Training and policy	<p>Positive</p> <p>Capita Symonds have committed to undertake formal equalities training to support staff.</p> <p>This will benefit staff and customers from all groups with protected characteristics because staff will be better equipped to adjust service provision to meet need.</p>	High	High	Ensure all staff, including those considered to be back office/contact centre staff are included in the training.	Capita Symonds	Day 1 and ongoing.
Benchmarking	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in	Council	Within 3 months and on-going thereafter.

				<p>service provision and customer perception.</p> <p>Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.</p>		
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5. Existing known equalities issues in the service

Current situation

The main issue within Building Control is communications with builders on-site. The head builder/manager is normally able to communicate in English effectively. However, when the head builder/manager is not around, communicating with builders whose English tends to be a second language becomes an issue.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Language barrier on site	<p>Neutral</p> <p>This issue relates to the ability of customers to access or understand the service and their obligations.</p> <p>Not referred to by Capita Symonds and so no solution offered other than</p>	Medium	Low	<p>Surveyors to continue to work in accordance with council policies.</p> <p>If enforcement action is to be taken employ a translator.</p>	Surveyors	Day 1 and ongoing.

	<p>complying with existing council policies</p> <p>This will affect all groups under the protected characteristics, but without consideration it will likely result in a negative impact on those for whom English is not a first (or spoken) language, most notably amongst the race group.</p>			<p>Officers to continue to work following council policies.</p> <p>If Enforcement action is to be taken consider employing a translator (i.e. for interviews under caution).</p>		
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Equalities Impact Assessment of Capita Symonds' Final Tender on DRS Regeneration

1. Introduction

Current Situation

The service works in partnership with developers to deliver the economic and social benefits of protection, enhancement and growth in the borough and is responsible for:

- The delivery and project management of regeneration priority estates (client-side management, not delivery); Brent Cross Cricklewood redevelopment and affordable housing.
- The enterprise and skills initiative (addressing poverty, unemployment) including the use of Section 106 contributions from developers.
- Developing partnerships with private developers for the development of new homes and Registered Social Landlords for the delivery and management of affordable housing schemes.

Primary functions of the service are as follows:

- The delivery and project management of regeneration priority estates.
- Partnerships with private developers for the delivery of new homes and management of affordable housing.
- Major Projects delivery on: Brent Cross Cricklewood, Grahame Park, West Hendon, Stonegrove Spur Road, Dollis Valley, Granville Road, Mill Hill East, Skills and Enterprise.
- Developing innovative approaches to regeneration and council funding.

- Working closely with the GLA in delivering affordable housing in accordance with the borough Investment Plan and requirements of the London Plan.
- To development partnerships with Housing Associations (Registered Providers) that own and manage properties in Barnet.
- Assess the performance of Registered Providers in the development and management of affordable homes working in partnership to address any shortcomings identified
- Establishment and management of Town Centre Business Forums in relation to the economic growth agenda, and acting as a contact point/gateway for business and enterprise.

Summary of the Final Tender

The proposals in the bid will help the service to fulfil its equalities duties to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act.
- Advance equality of opportunity by removing or minimising disadvantages experienced by people due to their protected characteristics, meeting the needs of particular groups and encouraging underrepresented groups to participate in public life and
- Foster good relations between those sharing and those not sharing protected characteristics by tackling prejudice and promoting understanding.

By:

- Providing new IT equipment and staff training.
- Compliance with the council's Equality policies in all their interactions with customers.
- Investment in an Insight function for different customer groups (but not individuals). This will provide extra data on types of customers, types of residents and customer groupings.
- Recognition and intent to support the growing diversity of the borough by using Insight Function to provide data about the changing nature of the borough over time.

A summary of the impact on sub-groups within each protected characteristics is presented below:

- Age – There is unlikely to be any impact.
- Disability – There is unlikely to be any impact.
- Gender reassignment – There is unlikely to be any impact.

- Marital status – There is unlikely to be any impact.
- Pregnancy and maternity (including teenage parents) – There is unlikely to be any impact.
- Race – There is unlikely to be any impact.
- Religion or belief – There is unlikely to be any impact.
- Sex and sexual orientation – There is unlikely to be any impact.

The council and Capita Symonds will continue to review the Equality impacts on DRS Services on an on-going basis.

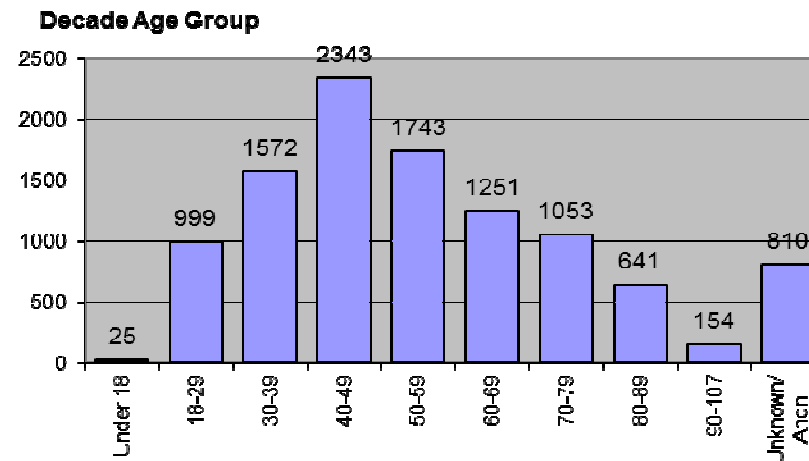
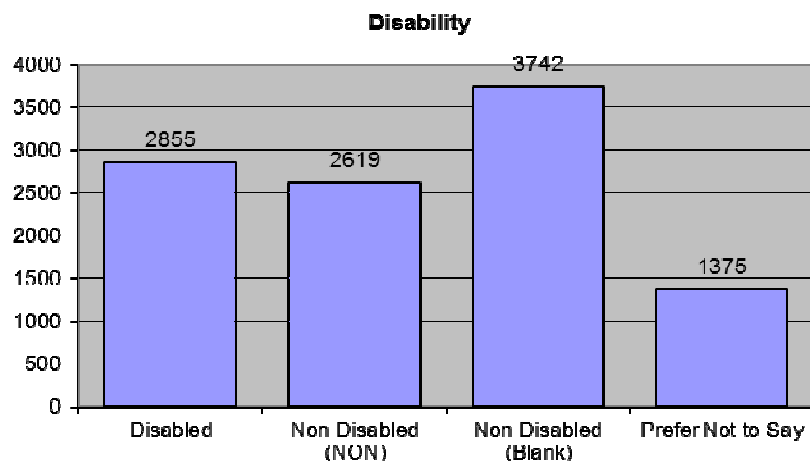
2. The diversity profile of the service's customers (people from groups with protected characteristics)

Current situation

In total there are 2,296 tenants living on the regeneration priority estates, 46% of which are Black and Minority Ethnic (BME). A summary of the racial diversity profile of the tenants are described in the table below.

Major Ethnic Group (Alphabetical)	NON Regen Tenants Total (Nov12)	NON Regen Tenants Total %	NON Regen Tenants Total % Known	Regen Tenants Total (Nov12)	Regen Tenants Total %	Regen Tenants Total % Known
BME	2551	30.8%	37.1%	1065	46.4%	58.0%
NON BME	4323	52.1%	62.9%	770	33.5%	42.0%
Prefer Not to Say	647	7.8%	-	127	5.5%	-
Unknown/ Anon	773	9.3%	-	334	14.5%	-
Grand Total	8294	100.0%	100.0%	2296	100.0%	100.0%

The graphs below illustrate the summary of the disability profile of all council tenants as well as the age group breakdown.



Greater detail and breakdown of tenants using the protected characteristics can be found on the “All Barnet Homes Profile November 2012.”

Changes relating to customer information

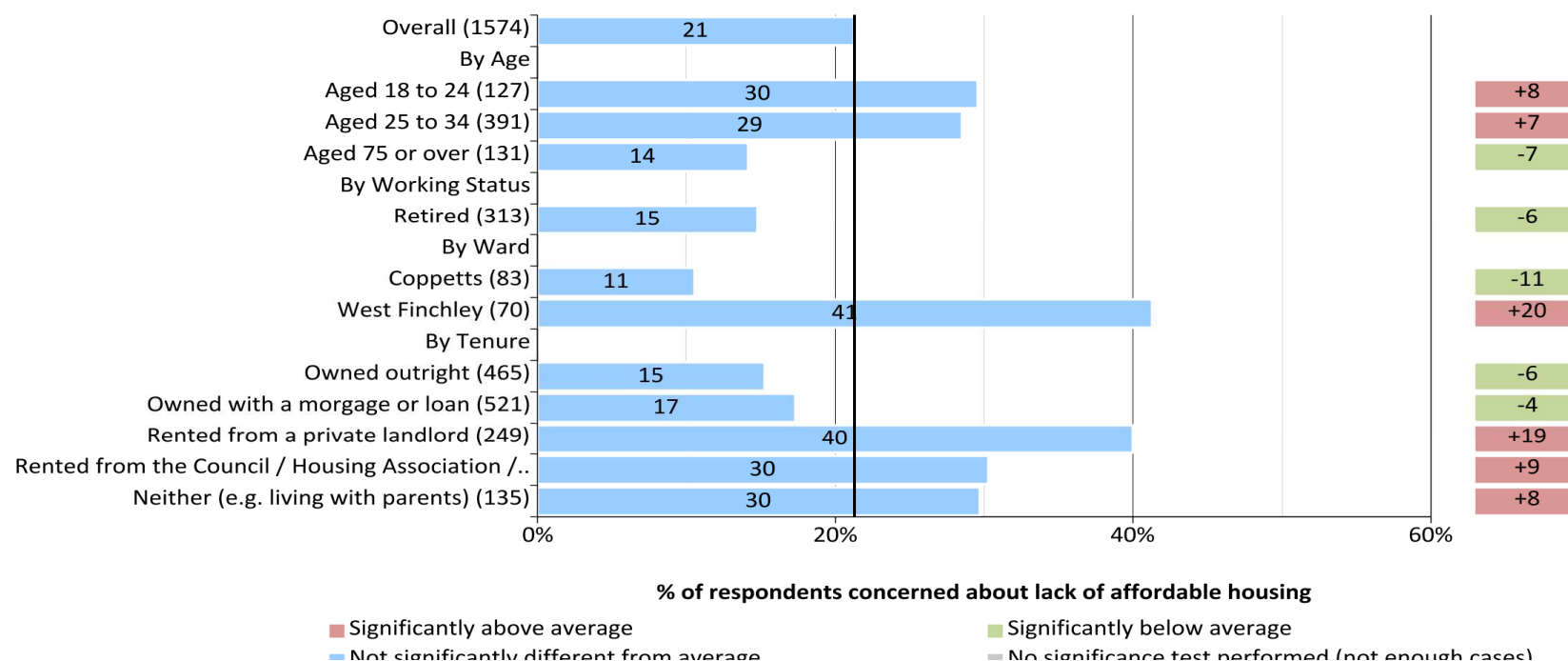
	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Single Customer View	<p>Neutral / Positive</p> <p>Capita Symonds bid includes proposals to provide enhancements to the Single Customer View or customer profiling, by tailoring communications to customer groups, but not for individual customers.</p> <p>This will provide a better understanding of the customers that will help shape future service delivery.</p>	Low	Low	Ensure that no group with protected characteristics will be discriminated against by moving closer towards a Single Customer View approach.	Client monitoring team	Ongoing.

	This will impact on all groups with protected characteristics.					
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3. The experience of customers from groups with protected characteristics

Current situation

The 2012 residents survey showed an increase in the proportion of residents concerned about a lack of affordable housing from 18% in 2010/11 to 21%, although this is still below the London average of 26%. More detailed analysis shows that Residents who are aged 18-34, living in West Finchley, renting from a private landlord or in social housing are significantly more likely to say affordable housing is one of their top three concerns:



Surveys of new tenants on the regeneration estates are routinely carried out by the RPs providing new homes. The results for Family Mosaic residents at Stonegrove Spur Road on survey showed that the overall satisfaction ratings were that 13% of residents were 'very satisfied', 50% were 'fairly satisfied', and 24% were 'fairly dissatisfied' (13% felt 'neither satisfied nor dissatisfied'). With regard to the general condition of the property, 45% of the residents were 'very satisfied', 48% were 'fairly satisfied', while 7% were 'neither satisfied

nor dissatisfied'. In terms of value for money for the rent paid, 65% were either 'very satisfied' or 'fairly satisfied', while 7% were 'fairly dissatisfied' (28% were 'neither satisfied nor dissatisfied'). On the area of the way that Family Mosaic deals with repairs and maintenance, 43% were either 'very satisfied' or 'fairly satisfied'. However, slightly over a quarter (26%) indicated that they were 'fairly dissatisfied' or 'very dissatisfied'.

Specifically on Regeneration tenants, the customer satisfaction ratings by ethnicity are outlined in the table below:

RENT ZONE	Ethnicity	Very satisfied	Fairly Satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very Dissatisfied	Total	% Satisfied	% Neither	% Dissatisfied
Regen	Afghan	1	2				3	100.0%	0.0%	0.0%
Regen	Asian Bangladeshi		2		1		3	66.7%	0.0%	33.3%
Regen	Asian Indian	1	4	3			8	62.5%	37.5%	0.0%
Regen	Asian Other	2	2	2	1		7	57.1%	28.6%	14.3%
Regen	Asian Pakistani	1	1	1			3	66.7%	33.3%	0.0%
Regen	Black African	7	20	2	2	2	33	81.8%	6.1%	12.1%
Regen	Black Caribbean	2	3	2			7	71.4%	28.6%	0.0%
Regen	Black Other	3	7	7			17	58.8%	41.2%	0.0%
Regen	Chinese	1					1	100.0%	0.0%	0.0%
Regen	East European	1	2	2			5	60.0%	40.0%	0.0%
Regen	Iranian	1	3	1		1	6	66.7%	16.7%	16.7%
Regen	Mixed Other		1		1		2	50.0%	0.0%	50.0%
Regen	Mixed White & Black African		1				1	100.0%	0.0%	0.0%
Regen	Mixed White & Black Caribbean		1	1			2	50.0%	50.0%	0.0%
Regen	Other	4	6	4	1		15	66.7%	26.7%	6.7%
Regen	Other European		2	1			3	66.7%	33.3%	0.0%
Regen	Somali	4	3				7	100.0%	0.0%	0.0%
Regen	Sri Lankan	1					1	100.0%	0.0%	0.0%
Regen	Turkish or Turkish Cypriot	3	2	2			7	71.4%	28.6%	0.0%
Regen	White			1			1	0.0%	100.0%	0.0%
Regen	White British	7	34	8	3	3	55	74.5%	14.5%	10.9%
Regen	White Cypriot	1					1	100.0%	0.0%	0.0%
Regen	White Irish	1	1	2			4	50.0%	50.0%	0.0%
Regen	White Other	3	7	1	4		15	66.7%	6.7%	26.7%
Regen	PNG / Ethnicity not given	12	34	7	6	7	66	69.7%	10.6%	19.7%
Regen Total		56	138	47	19	13	273	71.1%	17.2%	11.7%

Changes relating to customer experience

Key areas	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Access Strategy and Customer Satisfaction	<p>Neutral / Positive</p> <p>No specific proposals are made by Capita Symonds that are different to existing practices, apart from identifying the need to reach 'hard to reach' groups, but no detail is provided on how this will be done.</p> <p>This will provide a better understanding of the customers that will help shape future service delivery.</p> <p>This will impact on all groups with protected characteristics.</p>	Low	Low	Capita to be required to define approach on how to reach 'hard to reach' groups.	Capita Symonds	Within 6 months.

4. The existing arrangements for monitoring and promoting equality and diversity**Current situation**

Similar to that in Strategic Planning, the team currently conduct the following:

- Regular consultations include actions to reach all parts of community through for example using different formats e.
- g. estate event days, web surveys, citizen panel and focus groups.
- Equalities impact assessments are in place for our key strategies and policies, including housing strategy, LDF Core Strategy, housing allocations scheme, tenancy strategy.

- Planning applications have to confirm that proposals do not conflict with either the council's Equalities Policy or the commitments set in the Equality Scheme and support the council in meeting its statutory equality responsibilities.

There would also be value in keeping up-to-date information on the housing needs of different groups as the housing needs survey is out of date and a housing register is no longer maintained (due to changes in the council's housing allocations scheme).

Changes relating to monitoring and promotion of equality and diversity

Arrangements	Description of potential impact	Likelihood of impact	Degree of Impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Customer Satisfaction Regen KPI04	<p>Neutral / Positive</p> <p>Capita Symonds has committed to carrying out surveys, but no detail on whether the survey will collect equalities information across all customer groups.</p> <p>This will provide a better understanding of the customers that will help shape future service delivery.</p> <p>This will impact on all groups with protected characteristics.</p>	Low	Medium	Capita Symonds propose annual surveys – need to submit draft surveys to council's Commissioner for Enterprise and Renewal for approval.	Capita Symonds	Annually or as required.
Benchmarking	<p>Positive</p> <p>There are proposals for benchmarking with comparable organisations and available benchmarking information to compare and inform current and future service provision</p>	High	Medium	Client team and Capita Symonds will review the results of benchmarking exercises to inform improvements in service provision and customer perception.	Council	Within 3 months and on-going thereafter.

				Capita Symonds will undertake an EIA as appropriate when certain changes are being considered and prior to their approval and implementation.		
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5. Existing known equalities issues in the service

Current situation

Similar to that in Strategic Planning, based on the Tenancy Strategy EIA (April 2012) the following are issues:

- Young people who are care givers may be less likely able to fulfil the requirements for tenancies to be renewed. This may put them at a more serious disadvantage than any other young person. Different criteria have been developed for care leavers to help mitigate.
- Income and capital thresholds could disadvantage some tenants. This will be monitored.
- Failure of communication with those tenants on flexible tenancies regarding expectations and timetables particularly where residents have poor literacy or where English is not their first language. Barnet Homes has developed a communications strategy, including information on the website.
- Failure to maximise use of social housing through planned use of flexible tenancies would be likely to disadvantage all applicants. Making better use of social housing stock will advantage those on low incomes and benefits.

Based on the Allocations Scheme EIA (February 2012), it was identified that some groups may be adversely affected by the introduction of the local connection criteria. The initial data analysis shows from the current bands that some groups are more likely to fail the local connection criteria and not be considered for assistance under the allocations scheme. These equalities risks are being monitored and mitigating actions being developed.

The policies in the Core Strategy EIA (2011) seek to ensure that all new homes are built to Lifetime Homes Standards and that through extending the inclusive design principles embedded in Lifetime Homes we can create Lifetime Neighbourhoods that are welcoming, accessible, and inviting for everyone, regardless of age, or health, or disability.

Issues	Description of potential impact	Likelihood of impact	Degree of impact	Actions that need to be taken to mitigate negative/ensure positive impact	Action owner	Action deadline
Lifetime Homes	<p>Neutral</p> <p>Capita Symonds will enforce the use of Lifetimes Homes Standards. This should mean that all new homes delivered will be suitable for elderly, infirm and disabled people to remain in their own homes for longer. Failure to create inclusive neighbourhoods could impact on the elderly. Capita Symonds also recognises negative issues of concentrating elderly people in one area.</p> <p>This should ensure that the quality of life for elderly people is improved. Lifetime Homes is a common standard that is obligatory in all new developments in London and Barnet.</p>	Low	High	Capita Symonds will rigorously enforce planning conditions and share good practice on Lifetime Homes.	Capita Symonds	From day one and then on an on-going basis.
Housing Allocations Scheme	<p>Positive</p> <p>Improved customer insight and analysis will ensure that customer feedback and intelligence is taken on board and is reflected in the Housing Allocations Scheme.</p> <p>This proposal will impact on all groups (residents) with protected characteristics.</p>	Medium	Medium	<p>Regularly conduct customer engagement to help inform the Allocation Scheme.</p> <p>Need to monitor implementation of Allocations Scheme by Barnet Homes and its impact on highlighted sub-groups.</p>	Capita Symonds	Annually.

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Methodology

The approach taken to develop this EIA is described in the steps below:

1. The NSCSO EIA, which was signed off by Cabinet, was utilised as the template for the development of this DRS EIA.
2. The original EIA questionnaire utilised to gather data from services was updated based on the lessons learned from the NSCSO EIA exercise. The updated version was then used to gather data from the DRS services.
3. The DRS Heads of Service were briefed on the objective and requirements of the EIA. They were also requested to appoint one person from their team to help with data gathering (referred to as champions).
4. The data questionnaire template was sent to each of the champions for them to gather data on.
5. Clarifications were made with the champions/Heads of Service as necessary.
6. Data was also gathered from the Insight team on the latest population profile within the council as well as results from the council-wide customer satisfaction surveys.
7. All the data were then processed and the baseline EIA was drafted.
8. The Heads of Services then assessed the proposals as to their potential impact on the way services are being delivered to their diverse customer profile as described in the baseline; with a final review from Assistant Directors.