

Equalities Impact Assessment (EqIA)

EqIAs make services better for everyone and support value for money by getting services right first time.

EqIAs enable us to consider all the information about a service, policy or strategy from an equalities perspective and then create an action plan to get the best outcomes for service users and staff¹. They analyse how all our work as a council might impact differently on different groups protected from discrimination by the Equality Act 2010². They help us make good decisions and evidence how we have reached them.³

An EqIA needs to be started as a project starts to identify and consider possible differential impacts on people and their lives, inform project planning and, where appropriate, identify mitigating actions. A full EqIA must be completed before any decisions are made or policy agreed so that the EqIA informs that decision or policy. It is also a live document; you should review and update it along with your project plan throughout.

You should first consider whether you need to complete this full EqIA⁴.

Other key points to note:

- Full guidance notes to help you are embedded in this form see the End Notes or hover the mouse over the numbered notes.
- Please share your EqIA with your Equalities Champion and the final/updated version at the end of the project.
- Major EqlAs should be reviewed by the relevant Head of Service.
- Examples of completed EqIAs can be found on the Equalities Hub

1. Responsibility for the EqIA					
Title of proposal ⁵	The Grange Estate				
Name and job title of completing officer	Sally Potvin, Senior Project Manager				
Head of service area responsible	Meera Bedi, Head of New Build Development				
Equalities Champion supporting the EqIA	Rosie Evangalou				
Performance Management rep	N/A				
HR rep (for employment related issues)	N/A				
Representative (s) from external stakeholders	Deborah Beckford				

2. Description of proposal	
Is this a: (Please tick all that apply)	
New policy /strategy / function / procedure / service	Review of Policy /strategy / function / procedure / service
Budget Saving	Other 🗵
If budget saving, please specify value below:	If other please specify below:
The estimated total revenue benefit inclusive of savings to Barnet Council is £107,716 per annum. This is due to temporary accommodation cost avoidance, council tax revenue and cost saving to providing fully wheelchair accessible homes.	New Build development project on behalf of the London Borough of Barnet.

Please outline in no more than 3 paragraphs⁶:

Barnet Homes identified a residential development site at The Grange, N2 that will deliver 16 new affordable homes at London Affordable Rent. The site is located in an established suburban area, in the East Finchley Ward. The site is adjacent to the High Road. Nearby schools include the Archer Academy and Holy Trinity Church of England Primary school, both to the South of the site. There are a number of day nurseries in close proximity to the site, including Tiddley Tots Nursery which is located within the Grange. Tarling Road Community hub and Newstead Children Centre are located to the West of the sites. The estate and surrounding area consist of low-density residential houses and flats. There is a Roman Catholic church called St Mary's to the South of the site.

The development area is formed over two adjacent sites. These sites are located on Central Avenue and High Road. The Central Avenue site is an area of hard-standing concrete used for ad-hoc parking and bin storage. The High Road site is located on an area of hard-standing between two existing four storey blocks of flats owned by Barnet Council. This block will be accessed directly from the High Road.

Central Avenue will consist of eight flats including two M4(3) units. Seven of the flats will be 1-bedroom units and these will be targeted for older people or those looking to downsize within the local area. The remaining unit is a 2-bed M4(3) flat. The High Road consists of one 1-bed flat M4(3) flat and seven 2-bed flats. The location of this block means it will have direct access to the High Road and the local bus route. These units will suit small families potentially with young children. The ability to construct these new homes will help the Council to mitigate further pressures on the general fund in meeting increasing temporary accommodation costs and to maximise value of existing assets. The ability to construct new homes will also enable those who require housing within the borough to be housed in accommodation which is fit for purpose.

3. Supporting evidence

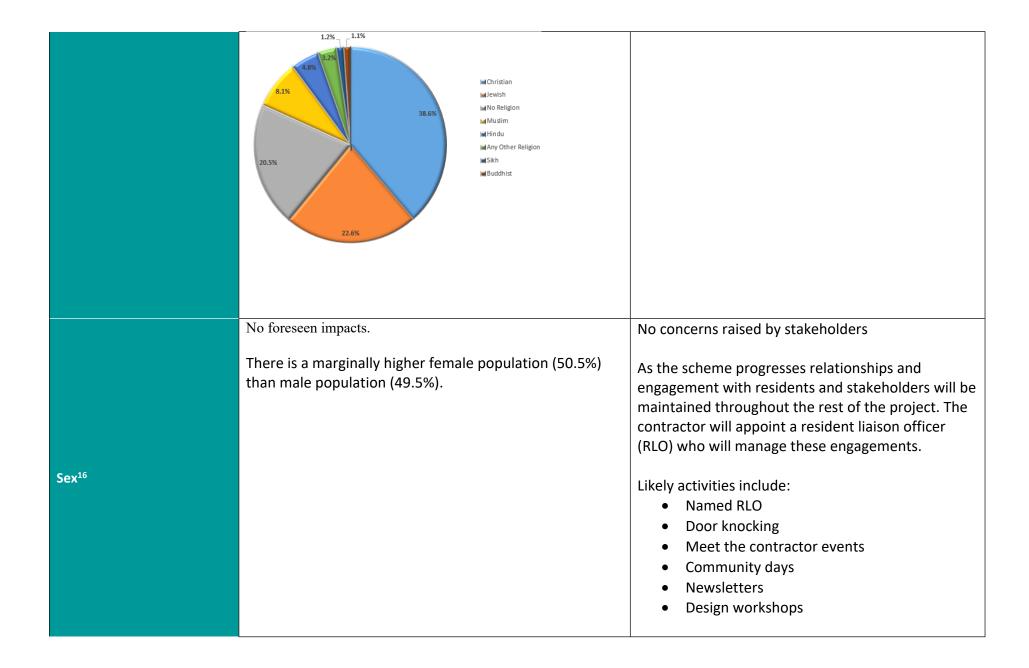
Identify the main sources of evidence, both quantitative and qualitative, that supports your analysis						
Protected group	What does the data tell you ⁷ ? Provide a summary of any relevant demographic data about the borough's population from the Joint Strategic Needs Assessment, or data about the council's workforce	What do people tell you 8? Provide a summary of relevant consultation and engagement including surveys and other research with stakeholders, newspaper articles correspondence etc.				

	Site logistics mobility.	may affect elde	erly people and	those with reduced	Consultation began in November 2020. Several in person events were held as well as online consultation events. Residents were invited to comment on how the scheme would affect them.
Age ⁹	Age group 0-4 5-9 10-14 15-19 20-24 25-29 30-34 35-39 40-44 45-49 50-54 55-59 60-64 65-69 70-74 75-79 80-84 85-89 90+ Total	Male 12,800 13,800 12,800 10,900 12,200 15,600 16,600 14,200 13,500 12,400 10,500 8,700 7,400 6,600 4,300 3,500 2,100 1,200 195,300	Female 12,700 13,500 12,100 10,200 11,300 14,700 16,000 15,900 14,200 13,800 13,100 11,200 9,200 8,300 7,600 5,500 4,400 3,200 2,300 199,100		Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified. As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements. Likely activities include: Named RLO Door knocking Meet the contractor events Community days Newsletters Design workshops
Disability ¹⁰	mobility. This may be	particularly sign	erly people and a		Consultation began in November 2020. Several in person events were held as well as online consultation events. Residents were invited to comment on how the scheme would affect them. Generally, residents were concerned about the disruptive impact on the area. We have identified

	There are a small number of residents with a learning disability (7,276 in 2018) and a significant number with a physical disability (23,735 in 2018) who are known to reside in Barnet	mitigations to put in place as listed in Section 7 below. No individual concerns which cannot be mitigated against were identified. As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements. Likely activities include: Named RLO Door knocking Meet the contractor events Community days Newsletters Design workshops
Gender reassignment ¹¹	No foreseen impacts.	No concerns raised by stakeholders
Marriage and Civil Partnership ¹²	No foreseen impacts.	No concerns raised by stakeholders
Pregnancy and Maternity ¹³	Site logistics may affect mobility around the estate or to clear exit routes This may be particularly significant for those requiring vehicular access if road access routes are restricted.	Consultation began in November 2020. Several in person events were held as well as online consultation events. Residents were invited to comment on how the scheme would affect them. Generally, residents were concerned about the disruptive impact on the area. We have identified mitigations to put in place as listed in Section 7 below.

		No individual concerns which cannot be mitigated against were identified. As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements. Likely activities include: Named RLO Door knocking Meet the contractor events Community days Newsletters Design workshops
Race/ Ethnicity ¹⁴	May be affected in terms of communications and language barrier. The population is ethnically diverse and between 2018 and 2030, the population of Barnet is set to become more ethnically diverse. The table below shows that in 2018, the largest ethnic category in Barnet is White British, accounting for 40% of the borough population.	None identified at consultation. However, this is to be surveyed once by the Resident Liaison Officer once the Contractor takes possession of the site. As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements. Likely activities include: Named RLO Door knocking

					Meet the contractor events
	Ethnic Group	No. of persons (2018)	% of population (2018)		
	White British	158,900	40.0%		 Community days
	Other White	72,300	18.2%		 Newsletters
	Other Asian	30,500	7.7%		
	Indian	30,200	7.6%		 Design workshops
	Black African	23,200	5.9%		
	Other Ethnic Group Chinese	16,100 10,500	4.1% 2.6%		
	White Irish	8,900	2.2%		
	White & Asian	7,100	1.8%		
	Arab	7,000	1.8%		
	Other Mixed	6,700	1.7%		
	Pakistani	6,400	1.6%		
	Black Caribbean	4,900	1.2%		
	Other Black	4,500	1.1%		
	White & Black African	3,900	1.0%		
	White & Black Caribbean	3,500 2,500	0.9%		
	Bangladeshi	2,500	0.6%		
	No foreseen imp	acts.			No concerns raised by stakeholders
Religion or belief ¹⁵	There is a range largest groups and No Religion different belief	being Christia n (20.5%). The	n (38.6%), Jewi chart below sh	sh (22.6%) nows the	As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements. Likely activities include: Named RLO
					 Door knocking Meet the contractor events Community days Newsletters Design workshops



	No foreseen imp	acts.		No concerns raised by stakeholders		
	Barnet for 2018 population size 6.8% of the total Barnet with an	3. The wards , with Coling al borough p estimated p	estimated ward pass are ranked accordate (27,000) accordation. In concopulation of 15,9 arnet population	As the scheme progresses relationships and engagement with residents and stakeholders will be maintained throughout the rest of the project. The contractor will appoint a resident liaison officer (RLO) who will manage these engagements.		
Sexual Orientation ¹⁷					Likely activities include: Named RLO Door knocking Meet the contractor events Community days Newsletters Design workshops	
		Ward	N of house have been		Consultation began in November 2020. Several in	
	Ward name Colindale	population 27000	% of borough population 6.8%		person events were held as well as online	
	Childs Hill	22200	5.6%		'	
	Mill Hill	21200	5.4%		consultation events. Residents were invited to	
	Golders Green	20600	5.2%		comment on how the scheme would affect them.	
	Edgware	20400	5.2%		Generally, residents were concerned about the	
	Burnt Oak	20000	5.1%		disruptive impact on the area. We have identified	
	West Hendon	20000	5.1%			
	Hendon	20000	5.1%		mitigations to put in place as listed in Section 7	
Other relevant groups18	Woodhouse Hale	18800 18400	4.8% 4.7%		below.	
	Coppetts	17900	4.5%			
	West Finchley	17600	4.5%			
	East Finchley	17200	4.4%		No individual concerns which cannot be mitigated	
	Finchley Church End	17100	4.3%		against were identified.	
	East Barnet	16900	4.3%			
	Oakleigh	16900	4.3%			
	Brunswick Park	16800	4.3%		As the scheme progresses relationships and	
	Garden Suburb	16700	4.2%		engagement with residents and stakeholders will be	
	Totteridge	16500	4.2%			
	Underhill	16400	4.2%		maintained throughout the rest of the project. The	

High Barnet

15900

4.0%

Housing tenure:

The high cost of home ownership in Barnet has led to a tenure shift away from owning a property and towards privately rented accommodation. Over a quarter of households in the borough now rent from a private landlord. Between 2001 and 2016, the use of privately rented accommodation in Barnet rose from 17% to 26% of households.

Receipt of benefits:

No data available. Expected to have an adverse disproportionate effect.

Employment status:

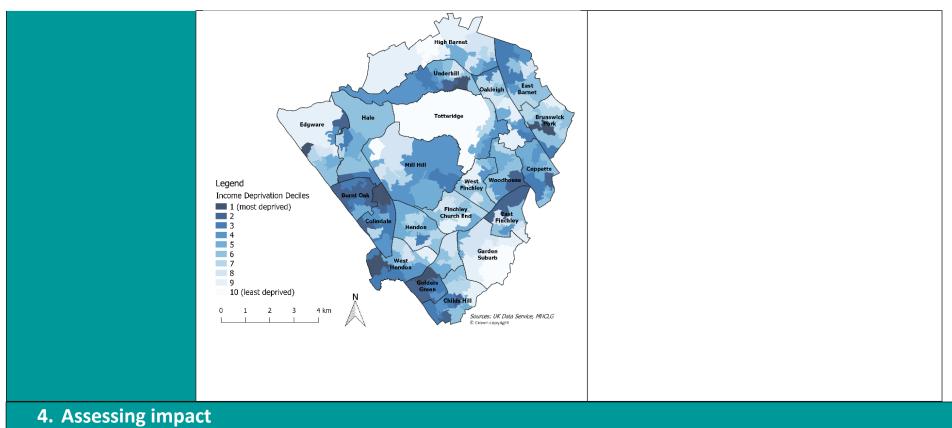
For the year to June 2018, the employment rate for working age people in Barnet (aged 16-64 years) was 71.4%, which was the 10th lowest of the London boroughs, but similar to both London (74.2%) and England (75.2%).

The figure below shows the wards localized in the west and south of the borough with a greater overall deprivation have this mirrored by increased levels of income deprivation (shown on the map as darker patches). However, wards such as Brunswick Park, with less deprivation overall, also have small areas within them where income deprivation is pronounced.

contractor will appoint a resident liaison officer (RLO) who will manage these engagements.

Likely activities include:

- Named RLO
- Door knocking
- Meet the contractor events
- Community days
- Newsletters
- Design workshops



What does the evidence tell you about the impact your proposal may have on groups with protected characteristics 19?

Protected	
characteristic	

For **each** protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Is there an impact on service deliver? Is there an impact on customer satisfaction? Click the appropriate box on the right to indicate the outcome of your analysis.

ve :t	Nega imp	act	
Positive impact	Minor	Major	No impa

Age	There could be a minor short-term negative impact on elderly people and those with reduced mobility. These impacts will be short-term impacts during the construction period. The long term impact will be positive due to safer and more accessible routes for pedestrians being provided around the developments. New homes will be made available using a priority local lettings policy applied to those who qualify. This can provide an opportunity for those over or under occupying to more to a suitable property within the immediate area.		
Disability	Site logistics may affect access into homes. Site logistics may be noisy and cause distress for some vulnerable residents There could be a minor short-term negative impact on those with reduced mobility. These impacts will be short-term impacts during the construction period. The long term impact will be positive due to safer and more accessible routes for pedestrians being provided around the developments. New homes will be made available using a priority local lettings policy applied to those who qualify. There will be fully accessible M4(3) wheelchair adapted units built as part of the developments.	\boxtimes	
Gender reassignment	None identified		
Marriage and Civil Partnership	None identified		
Pregnancy and Maternity	Site logistics may affect access into homes.		

	Site logistics may be noisy and cause distress for some vulnerable residents. The long term impact will be positive due to safer and more accessible routes for pedestrians being provided around the developments. New homes will be made available using a priority local lettings policy applied to those who qualify.		
Race/ Ethnicity	The Contractor will survey residents for language preferences at start of project to ensure translations are provided where necessary. This will be reflected in regular monthly newsletters and notices on site boards. In the short term, the impact is minor due to the construction works	×	
Religion or belief	St Mary's Roman Catholic church has been identified as being in close proximity to the site. No impact has been noted due to mainly Sunday worship and no site work occurring on Sundays		
Sex	None identified		
Sexual Orientation	None identified		×

	5. Other key groups	υ	Negative impact		act
Are	there any other vulnerable groups that might be affected by the proposal?				d C
Thes	se could include carers, people in receipt of care, lone parents, people with low incomes or	Positiv impac			ri c
uner	mployed	ir Pc	Minor	Major	ž

Key groups	Site logistics may affect access into homes. Site logistics may be noisy and cause distress for some vulnerable residents. Pedestrian ways are maintained for ingress and egress into the estate and individual homes. In the short term, the impact is minor due to the construction works but in the long term, the impact will be positive due to safe access into existing and new homes.				
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6.	Cumul	lative	imna	ct ²⁰
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Considering what else is happening within the council and Barnet could your proposal contribute to a cumulative impact on groups with protected characteristics?

Yes	No	X

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

7. Actions to mitigate or remove negative impact

Only complete this section if your proposals may have a negative impact on groups with protected characteristics. These need to be included in the relevant service plan for mainstreaming and performance management purposes.

Group affected	Potential negative impact	Mitigation measures ²¹ If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	Monitoring ²² How will you assess whether these measures are successfully mitigating the impact?	Deadline date	Lead Officer
Age, disability, race	Site logistics may affect access into homes. Site logistics may be noisy and cause distress for some vulnerable residents.	This will be addressed in the contractor's risk assessment and health and safety plans. These are reviewed by health and safety consultants. The contractor will provide safe temporary paths and access ways to ensure access on the Grange estate where required. The contractor will ensure that road access is not restricted to the estate by construction traffic and deliveries. This will be addressed in the site logistic plans. The contractor will be required to sign up to the Considerate Constructors Scheme which monitors and reports on their site practices. Additionally, the contractor will limit loud noise to restricted times, in compliance with planning conditions A Resident Liaison Officer (RLOs) will be provided by the contractor to keep open communication with local residents and stakeholders.	Monthly progress meetings with fixed agenda items including Health and Safety and resident's matters.	Ongoing during construction	Project Manager

8. Outcome of the Equalities Impact Assessment (EqIA) 23 Please select one of the following four outcomes
Proceed with no changes The EqIA has not identified any potential for a disproportionate impact and all opportunities to advance equality of opportunity are being addressed
Proceed with adjustments Adjustments are required to remove/mitigate negative impacts identified by the assessment
Negative impact but proceed anyway This EqIA has identified negative impacts that are not possible to mitigate. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below
Do not proceed This EqIA has identified negative impacts that cannot be mitigated and it is not possible to continue. Outline the reasons for this and the information used to reach this decision in the space below
Reasons for decision All items with short term impacts identified, can be mitigated. The long-term impact and benefits of the new build development at Little Strand are positive for all the identified groups.

Sign-off

9.Sign off and approval by Head of Service / Strategic lead ²⁴				
Name	Job title			
Tick this box to indicate that you have approved this EqIA	Date of approval:			
Tick this box to indicate if EqIA has been published	_			
Date EqIA was published:		Date of next review:		
Embed link to published EqIA:				

Footnotes: guidance for completing the EqIA template

¹ The following principles explain what we must do to fulfil our duties under the Equality Act when considering any new policy or change to services. They must all be met or the EqIA (and any decision based on it) may be open to challenge:

- **Knowledge:** everyone working for the council must be aware of our equality duties and apply them appropriately
- Timeliness: the duty applies at the time of considering proposals and before a final decision is taken
- **Real Consideration:** the duty must be an integral and rigorous part of your decision-making and must influence the process.
- **Sufficient Information:** you must assess what information you have and what is needed to give proper consideration.
- **No delegation:** the council is responsible for ensuring that anyone who provides services on our behalf complies with the equality duty.
- Review: the equality duty is a continuing duty it continues after proposals are implemented/reviewed.
- Proper Record Keeping: we must keep records of the process and the impacts identified.

² Our duties under the Equality Act 2010

The council has a legal duty under this Act to show that we have identified and considered the impact and potential impact of our activities on all people with 'protected characteristics' (see end notes 9-19 for details of the nine protected characteristics). This applies to policies, services (including commissioned services), and our employees.

We use this template to do this and evidence our consideration. You must give 'due regard' (pay conscious attention) to the need to:

- **Avoid, reduce or minimise negative impact**: if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately.
- Promote equality of opportunity: by
 - Removing or minimising disadvantages suffered by people with a protected characteristic
 - Taking steps to meet the needs of these groups
 - Encouraging people with protected characteristics to participate in public life or any other activity where participation is disproportionately low
 - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- Foster good relations between people who share a protected characteristic and those who don't: e.g. by promoting understanding.

³ EqIAs should always be proportionate to:

- The size of the service or scope of the policy/strategy
- The resources involved
- The size of the likely impact e.g. the numbers of people affected and their vulnerability

The greater the potential adverse impact of the proposal on a protected group (e.g. disabled people) and the more vulnerable the group is, the more thorough and demanding the process required by the Act will be. Unless they contain sensitive data – EqIAs are public documents. They are published with Cabinet papers, Panel papers and public consultations. They are available on request.

⁴ When to complete an EqIA:

- When developing a new policy, strategy, or service
- When reviewing an existing service, policy or strategy

- When making changes that will affect front-line services
- When amending budgets which may affect front-line services
- When changing the way services are funded and this may impact the quality of the service and who can access it
- When making a decision that could have a different impact on different groups of people
- When making staff redundant or changing their roles

Wherever possible, build the EqIA into your usual planning and review processes.

Also consider:

- Is the policy, decision or service likely to be relevant to any people because of their protected characteristics?
- How many people is it likely to affect?
- How significant are its impacts?
- Does it relate to an area where there are known inequalities?
- How vulnerable are the people who will be affected?

If there are potential impacts on people but you decide <u>not</u> to complete an EqIA you should document your reasons why.

⁵ Title of EqIA: This should clearly explain what service / policy / strategy / change you are assessing.

⁶ **Focus of EqIA:** A member of the public should have a good understanding of the proposals being assessed by the EqIA after reading this section. Please use plain English and write any acronyms in full first time - eg: 'Equality Impact Assessment (EqIA)'

This section should explain what you are assessing:

- What are the main aims or purpose of the proposed change?
- Who implements, carries out or delivers the service or function in the proposal? Please state where this is more than one person or group, and where other organisations deliver it under procurement or partnership arrangements.
- How does it fit with other services?
- Who is affected by the service, or by how it is delivered? Who are the external and internal service-users, groups, or communities?
- What outcomes do you want to achieve, why and for whom? E.g.: what do you want to provide, what changes or improvements, and what should the benefits be?
- What do existing or previous inspections of the service tell you?
- What is the reason <u>for</u> the proposed change (financial, service, legal etc)? The Act requires us to make these clear.

⁷ Data & Information: Your EqIA needs to be informed by data. You should consider the following:

- What data is relevant to the impact on protected groups is available? (is there an existing EqIA?, local service data, national data, community data, similar proposal in another local authority).
- What further evidence is needed and how can you get it? (e.g. further research or engagement with the affected groups).
- What do you know from service/local data about needs, access and outcomes? Focus on each characteristic in turn.
- What might any local demographic changes or trends mean for the service or function? Also consider national data if appropriate.
- Does data/monitoring show that any policies or practices create particular problems or difficulties for any group(s)?

Is the service having a positive or negative effect on particular people or groups in the community?

8 What have people told you about the service, function, area?

- Use service user feedback, complaints, audits
- Conduct specific consultation or engagement and use the results
- Are there patterns or differences in what people from different groups tell you?
- Remember, you must consult appropriately and in an inclusive way with those likely to be affected to fulfil the equality duty.
- You can read LBB <u>Consultation and Engagement toolkit</u> for full advice or contact the Consultation and Research Manager, <u>rosie.evangelou@barnet.gov.uk</u> for further advise
- ⁹ **Age**: People of all ages, but consider in particular children and young people, older people and carers, looked after children and young people leaving care. Also consider working age people.
- ¹⁰ **Disability**: When looking at disability, consideration should be given to people with different types of impairments: physical (including mobility), learning, aural or sensory (including hearing and vision impairment), visible and non-visible impairment. Consideration should also be given to: people with HIV, people with mental health needs and people with drug and alcohol problems. People with conditions such as diabetes and cancer and some other health conditions also have protection under the Equality Act 2010.
- ¹¹ **Gender Reassignment:** In the Act, a transgender person is someone who proposes to, starts or has completed a process to change their gender. A person does not need to be under medical supervision to be protected. Consider transgender people, transsexual people and transvestites.
- ¹² Marriage and Civil Partnership: consider married people and civil partners.
- ¹³ **Pregnancy and Maternity:** When looking at pregnancy and maternity, give consideration to pregnant women, breastfeeding mothers, part-time workers, women with caring responsibilities, women who are lone parents and parents on low incomes, women on maternity leave and 'keeping in touch' days.
- ¹⁴ Race/Ethnicity: Apart from the common ethnic groups, consideration should also be given to Traveller communities, people of other nationalities outside Britain who reside here, refugees and asylum seekers and speakers of other languages.
- ¹⁵ **Religion and Belief:** Religion includes any religion with a clear structure and belief system. As a minimum you should consider the most common religious groups (Christian, Muslim, Hindu, Jews, Sikh, Buddhist) and people with no religion or philosophical beliefs.
- ¹⁶ **Sex/Gender:** Consider girls and women, boys and men, married people, civil partners, part-time workers, carers (both of children with disabilities and older cares), parents (mothers and fathers), in particular lone parents and parents on low incomes.
- ¹⁷ **Sexual Orientation:** The Act protects bisexual, heterosexual, gay and lesbian people.
- ¹⁸ Other relevant groups: You should consider the impact on our service users in other related areas.
- ¹⁹ **Impact**: Your EqIA must consider fully and properly actual and potential impacts against each protected characteristic:
- The equality duty does not stop changes, but means we must fully consider and address the anticipated impacts on people.
- Be accurate and transparent, but also realistic: don't exaggerate speculative risks and negative impacts.

- Be detailed and specific where you can so decision-makers have a concrete sense of potential effects.
- Questions to ask when assessing whether and how the proposals impact on service users, staff and the wider community:
- Are one or more protected groups affected differently and/or disadvantaged? How, and to what extent?
- Is there evidence of higher/lower uptake of a service among different groups? Which, and to what extent?
- Does the project relate to an area with known inequalities (where national evidence or previous research is available)?
- If there are likely to be different impacts on different groups, is that consistent with the overall objective?
- If there is negative differential impact, how can you minimise that while taking into account your overall aims?
- Do the effects amount to unlawful discrimination? If so the plan **must** be modified.
- Does it relate to an area where equality objectives have been set by LBB in our <u>Barnet 2024 Plan</u> and our <u>Strategic Equality Objective</u>?

²⁰ Cumulative Impact

You will need to look at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.

²¹ Mitigating actions

- Consider mitigating actions that specifically address the impacts you've identified and show how they will remove, reduce or avoid any negative impacts
- Explain clearly what any mitigating measures are, and the extent to which you think they will reduce or remove the adverse effect
- Will you need to communicate or provide services in different ways for different groups in order to create a 'level playing field'?
- State how you can maximise any positive impacts or advance equality of opportunity.
- If you do not have sufficient equality information, state how you can fill the gaps.

²³ Outcome:

- Make a frank and realistic assessment of the overall extent to which the negative impacts can be reduced or avoided by the mitigating measures. Also explain what positive impacts will result from the actions and how you can make the most of these.
- Make it clear if a change is needed to the proposal itself. Is further engagement, research or monitoring needed?
- Make it clear if, as a result of the analysis, the policy/proposal should be stopped.

²² **Monitoring:** The Equality Duty is an ongoing duty: policies must be kept under review, continuing to give 'due regard' to the duty. If an assessment of a broad proposal leads to more specific proposals, then further monitoring, equality assessment, and consultation are needed.

²⁴ **Sign off:** Your will need to ensure the EqIA is signed off by your Head of Service, agree whether the EqIA will be published, and agree when the next review date for the EqIA will be.