

Pilot Equality Impact Assessment Template


Stage 1: Screening for Relevance

Please use the following template to help determine whether an equality impact assessment (EIA) is required.

Name of the Strategy / Policy / Procedure / Practice

2nd tranche campus proposals.

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Does the strategy / policy / procedure / practice require an equality impact assessment (EIA)?

Please answer the following questions.

1. What are the main aims, purpose and outcomes of the strategy / policy / procedure / practice and how do these fit in with the wider aims of the organisation?

There is a growing national impetus for local authorities to consider how public services can be decentralised and how local people can be given the opportunity to directly influence the service offer in their community. In addition there is a need to establish appropriate management arrangements for the emerging community campuses and other operational estate.

A campus is a building, or collection of buildings, in a community area that provides all the services communities need in easy to access location/s. In this sense the term services is all encompassing and includes services delivered by the Council, its partners, other public service providers and services provided by the voluntary and community sector.

The 2nd tranche campus proposals and operational delivery paper proposes that the Transformation Programme take forward the physical development of four Campuses, with the style and content reflecting local needs, and to actively involve local communities in their delivery and management.

To meet the challenges facing local government and its partners and to complement the national context of the Localism Bill there is the potential to embrace alternative solutions to the management of public services. There is an opportunity for the Council to facilitate the delivery of value for money services tailored to local need and influenced by local people and partners.

This supports to wider organisational aims to;

- Deliver high quality, low cost, customer focused services
- Ensure local, open, honest decision making
- Work together to support Wiltshire's communities

As a way of delivering the above aims each community area with a proposed campus will have a Shadow Community Operations Board established. Each board will be made of members of the local community each representing an area of the community. Membership is to be decided by the Area Board following expressions of interest from individuals.

The board's remit will include leading an enhanced approach to equalities by developing locally focused equalities principles that will inform the design of the campuses as they progress.

2. How will these aims affect our statutory duty to:

1. Promote equality of opportunity?
2. Eliminate discrimination and harassment?
3. Promote good community relations and positive attitudes towards disabled people?
4. Encourage participation of disabled people, including the consideration of more favourable treatment of disabled people?
5. Protect and promote human rights?

1. Communities will have an opportunity to directly influence the delivery and improvement of unique needs based services in their community. Campus buildings are community based and community focussed so it makes sense that local communities have a direct role in their operations. This will enable all communities to have the opportunity to access and directly influence local decision making and it is intended that the consultation and engagement frameworks will facilitate the direct involvement of all sectors of the community.

The community facility should be a place where all ages and sectors of the community can join together in a social atmosphere to promote interaction and understanding/building of social relationships – a place where families can go and thrive. No sector should be disadvantaged – need to encourage all to be involved and integrate/mix e.g. joint invites to events.

2. The concept is built around how the Council delivers to local people and local communities and aims to improve the levels of provision through tailor-made points of delivery. Community campuses will be accessible to all and in addition to services tailored to local needs, the council will retain overall responsibility for certain core services, which could be specifically contracted to target specific outcomes to address local needs or inequalities. This will enable discrimination and harassment to be tackled through addressing potential

dis-proportionality in existing service provision.

3. The co-location and integration of services will support increased understanding and contact for service users and the wider community, promoting good community relations and positive attitudes towards disabled people.
4. Services and operational estate will be designed to meet immediate local need and improvements will mean improved, fully accessible services and facilities for all sections of the community, including disabled people.
5. A crucial part of the model is the opportunity for the Council to expand on its excellent and unique community based working and act as the facilitator and commissioner of a new way of working at a community level. Crucially the Council will retain its role as a protector of public interests. This will enable the council to ensure that communities and human rights are protected.

3. Are there any aspects of the strategy / policy / procedure / practice, including how it is delivered, or accessed, that could contribute to inequality? This should relate to all areas of our statutory duties.

A key aim of the model is to create an environment where local people, local communities and the various sub-groups within can influence the delivery and improvement of tailor made services in their community.

There are no designed or intended adverse impacts on different groups in the strategy. We have examined the potential for unintended adverse impacts on communities and equality target groups and have identified that the service offer in an area will not have an adverse effect because each service offer will be designed according to the needs of each community, who will in turn have a direct influence on the design and delivery of those services.

4. Will the strategy / policy / procedure / practice have an impact (positive or negative) upon the lives of people, including members of particular communities and groups? What evidence do you have for this?

The model aims to create an environment which empowers local people to directly influence the delivery and improvement of unique needs based services in their community. This will enable members of all communities to have the opportunity directly influence the service offer in their community, which will have a positive impact on local people.

The sharing of accountability for service delivery with the community and partners and the promotion of social inclusion and resilience by increasing accessible opportunities for volunteering will be a positive opportunity for people to improve their local area, and to build capacity amongst local people.

In addition all risks associated with the project and the wider Workplace Transformation Programme will be continuously assessed, monitored and mitigated against to ensure the necessary controls are in place to reduce those risks.

5. Are particular communities or groups likely to have different needs, experiences and attitudes in relation to the strategy / policy / procedure / practice?

Yes, particular communities or groups are likely to have different needs in relation to the strategy, but the aim of the 2nd tranche of the campus proposals and operation delivery is to support communities to make decisions about the service offer in their area based on local needs and where possible to create both facilities and governance arrangements that broadly meet needs.

Is an EIA required?

If the policy is not relevant to any aspect of the statutory duties or wider equality responsibilities, there is no need to conduct an EIA. [In this event, please contact the Corporate Equality and Diversity team to discuss this decision](#)


Remember:

'High' relevance will have potential / actual impact on 3 out of the 5 areas under the statutory duties

The strategy / policy / procedure / practice is assessed as (please delete appropriately):

- HIGH Relevance, therefore a full EIA will be done by date

Author of Screening for Relevance

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Director Level Sign-off (if EIA will not be done)

Name: Mark Stone	Job title and directorate: Director, Transformation	Date: October 2012	Signature:
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Stage 2: Full Assessment

Step 1– scoping the equality impact assessment (EIA)

Building on the material included at the screening stage, you should begin the EIA by determining its scope. The EIA should consider the impact or likely impact of the policy in relation to all areas of our remit, including human rights. The EIA should be proportionate to the significance and coverage of the policy.

1.1. Name of the strategy / policy / procedure / practice
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2 nd tranche campus proposals and operational delivery.
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1.2. What are the main aims, purpose and outcomes of strategy / policy / procedure / practice and how does it fit in with the wider aims of the organisation?
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<p>There is a growing national impetus for local authorities to consider how public services can be decentralised and how local people can be given the opportunity to directly influence the service offer in their community. In addition there is a need to establish appropriate management arrangements for the emerging community campuses and other operational estate.</p>
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<p>A campus is a building, or collection of buildings, in a community area that provides all the services communities need in easy to access location/s. In this sense the term services is all encompassing and includes services delivered by the Council, its partners, other public service providers and services provided by the voluntary and community sector.</p>
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<p>The 2nd tranche campus proposals and operational delivery paper proposes that the Workplace Transformation Programme take forward the physical development of three Campuses, with the style and content reflecting local needs, and to actively involve local communities in their delivery and management.</p>

<p>To meet the challenges facing local government and its partners and to complement the national context of the Localism Bill there is the potential to embrace alternative solutions to the management of public services. There is an opportunity for the Council to facilitate the delivery of value for money services tailored to local need and influenced by local people and partners.</p>

<p>This supports to wider organisational aims to;</p>

- | |
|---|
| <ul style="list-style-type: none">Deliver high quality, low cost, customer focused servicesEnsure local, open, honest decision makingWork together to support Wiltshire's communities |
|---|

<p>By delivering the above it demonstrates that the campus development programme and the approach to developing the proposals will fully promote equality of opportunity. Services and</p>
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operational estate will be designed to meet immediate local need and improvements will mean improved, fully accessible services and facilities for all sections of the community.

As a way of delivering the above aims each community area with a proposed campus will have a Shadow Community Operations Board, whose remit will include leading an enhanced approach to equalities by developing locally focused equalities principles that will inform the design of the campuses as they progress.

1.3. List the main activities relating to the strategy / policy / procedure / practice and identify who is likely to benefit from it

The primary recipients to the campus programme are local communities, encompassing all sectors. It is intended that campus facilities offer those services, including partner services, that local communities need so it likely that any any one point all may need or want to take part in activities on site. The main activities that relate to the campus development programme are the development of a proposal, the implementation of that proposal and the future ongoing management. All this will be community led and tailored to each community.

Shadow Community Operations Boards will be created for each community area within which a campus is proposed The Shadow Community Operations Board will need to work with the Council and its partners to ensure that the following approved principles are delivered:

- (i) Create an environment which empowers local people to directly influence the delivery and improvement of unique needs based services in their community.
- (ii) Ensure a singularity of vision to enable local needs to be foremost in strategic planning and operational service delivery.
- (iii) Be proactive in meeting economic challenges and widen the scope for investment in services and assets.
- (iv) Share the accountability for service delivery with the community and partners.
- (v) Secure a sustainable and innovative form of management that complements the evolving national context of the localisation of service delivery.
- (vi) Promote social inclusion and resilience by increasing accessible opportunities for volunteering and community involvement
- (vii) Make specific provision for accessible opportunities for partnership working.
- (viii) Provide accessible local decision making processes and governance structures.
- (ix) Provide opportunities for a consistent and sustainable support network for the voluntary and community sector in Wiltshire.
- (x) Provide a consistent strategic vehicle for all services in a locality that is financially robust and able to respond to the changing face of the public and community service delivery rather than a range of competing initiatives based on existing service models.

A fundamental role that the Shadow Community Operations board will fulfil is be leading the Community leadership & engagement in particular the consultation aspect of the project, each

board will assess and implement its own methods of consultations as best meets the needs of their own communities. For example in rural areas a freepost survey to every household may be deemed necessary to ensure that the views of people not able to travel are adequately captured

The community facility should be a place where all ages and sectors of the community can join together in a social atmosphere to promote interaction and understanding/building of social relationships – a place where families can go and thrive. No sector should be disadvantaged – need to encourage all to be involved and integrate/mix e.g. joint invites to events.

What do you already know about the relevance of the strategy / policy / procedure / practice? What are the main issues you need to consider?

There is a need to provide alternative accommodation for some services where their current facilities are not fit for purpose into the future, and in some cases this includes not only poor quality of facilities but also poor quality of access. In addition there is a need to create opportunities for encouraging cross-use of services.

There is also a need to establish appropriate management arrangements for the emerging community campuses and other operational estate. These buildings are community based and community focussed so it makes sense that local communities have a direct role in their operations, as well as in the tailoring of service provision to meet local community needs.

Decentralised facilities will empower local communities to manage their own facilities in a manner that will suit the local community demographics, meaning local facilities could provide more targeted services that cater more for their community/groups

The main issues to consider are where action may be needed to ensure no adverse impacts are felt and that communities have equality of opportunity to participate in the preliminary project.

1.4. What data, research and other evidence or information is available which will be relevant to this EIA?

The national context and principles of community empowerment and localised decision making are set out in the Localism Bill, which provides the platform for the Council to develop proposals for local decentralisation.

The Equality Act also provides key context to this work, with the aims of strengthening protection, advancing equality and simplifying the law. Ninety per cent of the act came into force on 1 October 2010. The rest of it includes Public Sector Equality Duty (PSED), which comes into effect in April 2011. The Equality Act brings together, and significantly adds to and strengthens, a number of previous existing pieces of legislation, including race and disability, as well as extending the protected characteristics.

The Government's consultation on the implementation of the PSED focused primarily on transparency and accountability, and this part of the act will come in to effect in April 2011. This adds to the national context of this project and supports its aims to achieve an integrated model, and an approach including all communities.

A key component of the evidence for community empowerment and involvement in Wiltshire has been the Leisure facilities review, conducted during 2010. The consultation for this review found that 71% of respondents agreed that local communities should be able to directly influence and / or manage their local services and only 12% of respondents disagreed. Also, 15% of the respondents indicated an interest in being involved or running their leisure centre. Of the consultation respondents, 5% considered themselves to be disabled. To compliment this, the Joint Strategic Needs Assessment provides information and data on the health and other inequalities experienced across Wiltshire.

A number of other service reviews and consultations have taken place including the library review, youth service management review and Community Operations Board initiated public consultations. The outcomes and results of each of these reviews and consultations are available on the council's website and/or upon request by any individual or party. Future consultations and service review information will also be made publicly available as the project progresses.

In each area, communities will be consulted to ensure that services and operational estate will be designed to meet immediate local need and improvements will mean improved, fully accessible services and facilities for all sections of the community. It is at this stage that specific EIAs will be considered, along with the requirements for detailed data and research in relation to this.

An enhanced approach to equalities has been taken at a local level with each Shadow Community Operations Board developing locally focused equalities principles that will inform the design of the campuses as they come forward. The principles have been informed by targeted consultation with representatives and individuals from equality sector groups, with the outcome of that consultation directly informing any initial design work being carried out or planned.

To assist with the enhanced approach each Shadow Community Operations Board will have a blog dedicated to the campus proposal actively inviting underrepresented groups to take part in having a direct influence on local decision, and to ensure that underrepresented groups feel they have equality of opportunity to take part in the project. Any minority groups that are not represented will be actively sought to discuss any additional measures that may be required to enable all community needs to be identified.

1.5. What further data or information do you need to carry out the assessment?

Further data or information may be required to carry out assessments at a local level, this will be assessed when a specific EIA for that part of the project is considered.

Step 2 – Involvement, Consultation and Partnerships

When considering how you will involve and consult other people in developing the policy, you need to think about internal and external audiences and all areas of the statutory duties.

2.1. Please use the table directly below to outline any previous involvement or consultation which is relevant to this strategy / policy / procedure / practice

Equality target group	Briefly describe what you did, with whom, when and where. Please provide a brief summary of the responses gained and links to relevant documents, as well as any actions.
Age	<p>Within each of the community areas proposing a campus, there have been a minimum of two rounds of public consultation that incorporated equality issues. All consultations will look to target underrepresented and minority groups.</p> <p>The consultations will be undertaken in various formats depending on the community area being consulted. For example:</p> <ul style="list-style-type: none"> • Targeted face to face consultation with particular groups. E.g. Youth Clubs, older peoples forums, disabled users • Open forum consultations in the localities • Freepost paper-based surveys to either whole community area or random selection (depending on area size) • Online surveys • Pop-up or information shops operating for a short period where the community can ‘drop-in’ • Invitations to submit comments to ‘manned’ email address • Invitations to submit comments via post <p>How consultation is carried out in each area will differ dependant on various factors including demographic and location</p>
Disability	
Gender	
Gender reassignment	
Race	
Religion or belief	
Sexual orientation	
Human rights	
Other	

2.2. If consultation and involvement of specific groups did not take place, please state why

N/A

2.3. What do previous consultations show about the potential take-up of any resulting activities or services?

Localism bill
Leisure review results

Library review results
Other service review results
Community Operations Board initiated consultations
Emerging JSNAs

The Council is committed to providing or facilitating the development of a number of community campus buildings across the county. The design and service offer of each building will directly reflect the needs of the area it serves therefore they will take different forms and will be driven by different factors, tailored to meet the needs of local people.

2.4. How are external partners involved, or how do you intend to involve external partners, in delivering the aims of this strategy / policy / procedure / practice? (if applicable)

There is a need to establish appropriate management arrangements for the emerging community campuses and other operational estate. These buildings are community based and community focussed so it makes sense that local people have a direct role in their operations.

Partnership working with communities and public sector organisations is a key element and there is scope to improve the links with a view to sharing the achievement of goals, improve local services for local people and gain efficiencies in service delivery. Partners could include the health sector, police, fire service, town and parish councils, Ministry of Defence, schools and third sector organisations amongst others. A co-ordinated approach will be taken to identifying and working with external organisations.

Step 3 – data collection and evidence

3.1. What evidence or information do you already have about how this policy might affect equality, and what does this tell you?

Please cite any quantitative (for example, statistical or research) and qualitative evidence (for example, monitoring data, complaints, surveys, focus groups, questionnaires, meetings, interviews) relating to groups having different needs, experiences or attitudes in relation to this project. Describe briefly what evidence you have used.

There are no designed or intended adverse impacts on different groups in the strategy. We have examined the potential for unintended adverse impacts and on communities and equality target groups and have identified that the service offer in an area could be perceived as having a more adverse effect because each service offer will be different according to the needs of each community.

The approach to a process of service and community engagement will depend on the individual needs of services and the community being served. It is at this stage and throughout

the monitoring of the project that the effects on equality will be monitored.

3.2. What does available data tell you about the potential take-up of any resulting activities or services?

The results from the leisure facilities review (detailed above) show that there is a desire amongst communities to become involved in the decision making for facilities and services in their local area. Combined with easy to access location and the service offer tailed to meet local needs will enable communities to have greater access to activities and services as well as to directly influence decision making about these things.

Ensuring that campuses are fully accessible will enable all communities to have the opportunity to take part in the direct influencing of decision making at a local level, as well as to access services from a range of potential providers.

From the consultations that have been initiated by the community operations boards, it is apparent that the local communities are in favour of the proposals and are enthusiastic about the potential for increased offerings from both the council and external partners, where appropriate, in their areas

3.3. What additional research or data is required to fill any gaps in your understanding of the potential or known effects of the strategy / policy / procedure / practice? Have you considered commissioning new data or research?

An integral part of 2nd tranche of the campus proposals and operation delivery is consultation with communities. Combining consultation responses with the regular reviewing of the effects of the project will enable an assessment of the effects of the project on communities.

More specific information will be required at a local level as part of understanding local community needs, but how this information is collected and analysed will be different for each community.

Step 4 – Assessing impact and strengthening the strategy / policy / procedure / practice

What evidence do you have about how the strategy / policy / procedure / practice will affect different groups and communities in relation to equality and human rights?

4.1. How does / will the strategy / policy / procedure / practice and resulting activities affect different communities and groups?

Some things to consider:

- *Is there any potential for, or known, adverse or positive impacts of the policy?*
- *You should consider how the policy might affect communities with small populations;*

people affected by discrimination in multiple areas of equality (age, disability, gender, gender reassignment, race, religion or belief, and sexual orientation); specific interest groups such as small businesses, voluntary sector agencies and other service providers.

- *Are there examples of good practice that can be built on?*
- *You may wish to consider how the policy will be delivered or communicated.*

The 2nd tranche of the campus proposals and operation delivery and its resulting activities will affect different communities and groups in different ways in different places. The principles of the project will positively affect communities as local people can have direct influence upon local decisions.

There are no designed or intended adverse impacts on different groups in the strategy. We have examined the potential for unintended adverse impacts and on communities and equality target groups and have identified that the service offer in an area could be perceived as having a more adverse effect because each service offer will be different according to the needs of each community.

4.2. What measures does, or could, the strategy / policy / procedure / practice include to help promote equality of opportunity?

For example, positive measures designed to address disadvantage and reach different communities or groups?

Measures to help promote equality of opportunity include;

Active targeting of underrepresented groups to take part in having a direct influence on local decision, and to ensure that underrepresented groups feel they have equality of opportunity to take part in the project. Any minority groups that are not represented will be actively sought to discuss any additional measures that may be required to enable all community needs to be identified.

The Council/COBs are planning community meetings during accessible times including in the evenings and daytime as appropriate to enable greater community participation and this will continue.

The Council will also work with local communities to ensure that equality of opportunity is promoted to all local communities

Other practical measures include ensuring that there is equality of access to information, that all communities and equality target groups have equal opportunities to access information and to respond and take part in the project

4.3. What measures does, or could, the strategy / policy / procedure / practice include to address existing patterns of discrimination, harassment or disproportionately?

Regular monitoring and assessment of the impact of the 2nd tranche of the campus proposals and operation delivery will enable an understanding of whether any groups are under-represented. Proactive discussion with underrepresented groups to ensure their needs are considered will enable any potential existing dis-proportionality in access or service provision to be identified and addressed

4.4. What impact will the strategy / policy / procedure / practice have on promoting good relations and wider community cohesion?

By ensuring that the needs of all communities are considered and targeted services can be provided, the collocation and integration of local people and services will promote good community relations and wider community cohesion. The empowerment of local people will enable capacity to be built at a community level and further increase the promotion of good community relations

4.5. If the strategy / policy / procedure / practice is likely to have a negative effect ('adverse impact'), what are the reasons for this?

Consider and include comments on direct or indirect discrimination.

The are no designed or intended adverse impacts on different groups in the strategy
We have examine the potential for unintended adverse impact on the group and relations of groups and have identified that some models of provision are likely to have more of an adverse effect than other because service offers will be different according to the needs of each community.

4.6. What practical changes will help reduce any adverse impact on particular groups?

For example:

- *Changes in communication methods, providing language support, collecting data, revising programmes or involvement activities.*
- *Have you considered our legal responsibilities under the Disability Discrimination Act, including treating disabled people more favourably where necessary?*

Practical changes to reduce any adverse impact on particular groups include;

Proactive seeking and discussions with underrepresented groups to take part in having a direct influence on local decisions, and to ensure that underrepresented groups feel they have equality of opportunity to take part in the project. Any minority groups that are not represented will be actively sought to discuss any additional measures that may be required to make it easier for them to participate, to enable all community needs to be identified.

The Council/COBs are planning community meetings during accessible times including in the evenings and daytime as appropriate to enable greater community participation and this will

continue.

The Council will also work with local communities to ensure that equality of opportunity is promoted to all local communities

Other practical measures include ensuring that there is equality of access to information, that all communities and equality target groups have equal opportunities to access information and to respond and take part in the project

Proactively seeking and asking what would make it easier to participate

4.7. What evidence is there that actions to address any negative effects on one area of equality may affect other areas of equality or human rights?

There are no designed or intended adverse impacts on different groups in the strategy. We have examined the potential for unintended adverse impacts and on communities and equality target groups and have identified that the service offer in an area could be perceived as having a more adverse effect because each service offer will be different according to the needs of each community.

4.8. What will be done to improve access to, and take-up of, services or understanding of the policy / strategy / function or procedure?

Some things to consider:

- *Increasing awareness of the policy among staff.*
- *Reviewing your staffing profile to make sure you reach all parts of local communities.*
- *Encouraging wider public involvement in our work or communications activities.*
- *Encourage different groups, including disabled people, to get involved in what we do.*

An integral part of the 2nd tranche of the campus proposals and operation delivery is consultation with communities. Combining consultation responses with the regular reviewing of the effects of the project will enable an assessment of the effects of the project on communities. Part of this assessment will also assess the

The need for further action to improve understanding of the preliminary project or to improve access for communities to directly influence decisions in their local area will be assessed as part of the monitoring of the project. As appropriate, the participation of communities will be analysed to understand if any groups are underrepresented, and these groups will be proactively sought to support better understanding of or access to the preliminary project.

Key activities that will be undertaken as part of the implementation of the 2nd tranche of the campus proposals and operation delivery will include raising awareness of the project and the routes for communities to participate, as well as actively encouraging communities to be involved.

Please note that you may need to revisit this section once you have completed the policy development process.

Step 5 – Procurement and Commissioning

5.1. Consideration of external contractor obligations and partnership working

Is the implementation of this strategy / policy / procedure / practice due to be carried out wholly or partly by contractors / commissioning? If yes, have you done any work to include equality and human rights considerations into the contract / service level agreements already?

If you have, please set out what steps you will take to build into all stages of the procurement / commissioning process the requirement to consider the general equality duties and equality more broadly.

Specifically you should set out how you will make sure that any partner you work with complies with equality and human rights legislation. You will need to think about:

- *Tendering and Specifications*
- *Processes for awarding contracts*
- *Contract / SLA clauses*
- *Performance measures and monitoring*

A key aim of the 2nd tranche of the campus proposals and operation delivery is to work in partnership both with communities and the wider public sector.

Equalities considerations will be built in to SLAs and other agreements as appropriate and will form an integral part of the range of performance measures to ensure the needs of all communities are represented.

The Council will take a flexible approach to commissioning and contractual arrangements where possible.

Step 6 – making a decision

6.1. Summarise your findings and give an overview of whether the strategy / policy / procedure / practice will meet the Council's responsibilities in relation to equality and human rights

The 2nd tranche of the campus proposals and operation delivery fully promotes equality of opportunity. Services and operational estate will be designed to meet immediate local need and improvements will mean improved, fully accessible services and facilities for all sections of the community.

There are no designed or intended adverse impacts on different groups in the strategy. We have examined the potential for unintended adverse impacts and on communities and equality

target groups and have identified that the service offer in an area could be perceived as having a more adverse effect because each service offer will be different according to the needs of each community. To ensure that any unintended adverse impacts are identified and measures are put in place to remove the, practical actions will be taken as outlined below. These actions will be monitored against the action plan to assess progress on a regular basis.

6.2. What practical actions do you recommend to reduce, justify or remove any adverse / negative impact?

Please note that these should be reflected in the action plan (see Step 8).

Please see the action plan in step 8.

Step 7 – monitoring, evaluating and reviewing

7.1. How will the recommendations of this assessment be built into wider planning and review processes?

This may include policy reviews, annual plans and use of performance management systems.

The preliminary project will be reviewed on a regular basis and will provide monitoring and update reports according to the appropriate governance structure.

7.2. How will you monitor the impact and effectiveness of the strategy / policy / procedure / practice?

This could include adaptations or extensions to current monitoring systems, relevant timeframes and a commitment to carry out an EIA review once the policy has been in place for one year.

A key element of the preliminary project is consultation with communities and partners, the aim of which is to understand the effectiveness of the project. Any actions which can improve the accessibility, take up, awareness etc of the project will be taken forward.

7.3. Give details of how the results of the impact assessment will be published

There is legal requirement to publish assessments. Completed assessments should be first be quality assured and then, once signed off, be published on the Council website, via the Web Team.

The impact assessment will be recorded as part of any relevant cabinet reports and will be published on the website.

What practical actions do you recommend to reduce, justify or remove any adverse / negative impact?

Step 8 – action plan

Taking into consideration the responses outlined in Steps 1-7, complete the action plan below (if appropriate).

	Actions	Target date	Responsible post holder and Directorate	Monitoring post holder and Directorate
Overarching elements of a campus to ensure there are no intended adverse impacts	<p>Easy to access location and the service offer tailored to meet local needs will enable communities to have greater access to activities and services as well as to directly influence decision making about these things. Through the consultation phase and the design phase in each area, communities will have opportunity to influence the campus in their area.</p> <p>All new builds will be complete to Equality Act standard, ensuring that members of all communities are able to access the campus.</p> <p>Ensuring that campuses are fully accessible will enable all communities to have the opportunity to take part in the direct influencing of decision making at a local level, as well as to access services from a range of potential providers.</p>	ongoing	<p>Mark Stone, Transformation</p> <p>Lucy Murray Brown, Transformation</p>	
Involvement, Consultation and Partnerships	<p>Consultation with specific community groups or equality target groups as an integral part of the 2nd tranche of the campus proposals and operation delivery to ensure that all communities have equality of opportunity to take part in the project. Combining consultation responses with the regular reviewing of the effects of the project will enable an assessment of the effects</p>	ongoing	<p>Mark Stone, Transformation</p> <p>Lucy Murray Brown,</p>	

	of the project on communities.		Transformation	
Involvement, Consultation and Partnerships	<p>Proactive seeking and discussions with underrepresented groups to take part in having a direct influence on local decisions, and to ensure that underrepresented groups feel they have equality of opportunity to take part in the project. Any minority groups that are not represented will be actively sought to discuss any additional measures that may be required to make it easier for them to participate, to enable all community needs to be identified.</p> <p>The involvement of local people in the identification of and engagement with a shadow board will support the seeking of underrepresented groups or communities in each area.</p> <p>Other sources of local knowledge will be used to support this, including the knowledge and contact network of Community Area Managers, equality and diversity organisations that work across Wiltshire, and importantly, equality mapping will form a key source of information.</p>	Ongoing	<p>Mark Stone, Transformation</p> <p>Lucy Murray Brown, Transformation</p>	
Involvement, Consultation and Partnerships	<p>Staff awareness of the project and its aims is a key element in the successful involvement of communities in the consultation and design phases of the project. As appropriate, key messages about the project will be communicated to staff.</p> <p>In the longer term, this is likely to include an element of providing equalities training for staff, to ensure that all communities as well as service users are treated with respect and dignity.</p>	Ongoing	<p>Mark Stone, Transformation</p> <p>Lucy Murray Brown, Transformation</p>	

<p>Involvement, Consultation and Partnerships</p>	<p>The consultation phase of the project and the involvement of communities throughout the project will supported by ensuring there is equality of access to information. Measures to achieve this will be detailed in the communications plan, but include the utilisation of a broad range of media, as well as providing information in accessible formats. Equality of access to information will support communities and equality target groups to have equal opportunities to respond and take part in the project</p> <p>The Council could stipulate that community meetings as part of the 2nd tranche of the campus proposals and operation delivery should take place during accessible times including in the evenings and daytime as appropriate to enable greater community participation.</p> <p>The principles of plain English will be used in documentation, and information will be available in different languages and formats a required.</p> <p>Monitoring will also take place to assess and ask communities if the meeting formats, dynamics or organisation and structure are unintentionally affecting the ability of communities or individuals to participate.</p>	<p>Ongoing</p>	<p>Mark Stone, Transformation</p> <p>Lucy Murray Brown, Transformation</p>	
<p>Involvement, Consultation and Partnerships</p>	<p>Key activities that will be undertaken as part of the implementation of the preliminary project include awareness raising of the project and the routes for communities to participate, as well as actively encouraging communities to be involved.</p> <p>A key part of this action will be to go to communities and proactively seeking a conversation to raised awareness of the project and to gain and</p>	<p>Ongoing</p>	<p>Mark Stone, Transformation</p> <p>Lucy Murray Brown, Transformation</p>	

	<p>understanding of their needs.</p> <p>A long term route to identifying local communities, particularly those which are “hidden” could be through the community champions and the Wiltshire Voices project.</p>			
Data collection and evidence	<p>Further data or information that may be required to carry out assessments at a local level will be assessed when a specific EIA for that part of the project is considered. Evidence that could be useful at that stage includes data from the census in April 2011 around demographics. The most important source of information is likely to be the information and knowledge of local communities, supported by the equalities mapping information due for completion in March 2011.</p>	Ongoing	<p>Mark Stone, Transformation</p> <p>Lucy Murray Brown, Transformation</p>	
Assessment and analysis	<p>The need for further action to improve understanding of the preliminary project or to improve access for communities to directly influence decisions in their local area will be assessed. As appropriate, equality monitoring exercises will analyse the participation of communities to understand if any groups are underrepresented, and these groups will be proactively sought to support better understanding of or access to the preliminary project.</p> <p>Equality monitoring is the process of gathering and analysing data on equality strands to build service user profiles and ensure we are representative of the communities we serve. By having appropriate and sufficient equality monitoring data we can compare these profiles to the make-up of Wiltshire in order to identify gaps in service provision, the take up of services, equality of opportunity, satisfaction with services and barriers to accessing services.</p>	Ongoing	<p>Mark Stone, Transformation</p> <p>Lucy Murray Brown, Transformation</p>	


	The Corporate Equality and Diversity function are currently developing corporate guidance and promotional literature which will inform both staff and service user profiling. This guidance will support this project to design and implement an appropriate equality monitoring approach when monitoring the participation of communities			
Procurement and Commissioning	The council will retain overall responsibility for the delivery of certain core services, which could be specifically contracted to target specific outcomes to address local needs or inequalities.	Ongoing	Mark Stone, Transformation Lucy Murray Brown, Transformation	
Procurement and Commissioning	Equalities considerations will be built in to SLAs and other agreements as appropriate and will form an integral part of the range of performance measures to ensure the needs of all communities are represented. This will be partly informed by the recommendations of the Public Sector Equality Duty on procurement, due in April 2011, and will form part of the wider performance monitoring processes. The aim of this monitoring will be to check if any unintended adverse impacts are being felt on different groups in the strategy, and to take action to remedy this situation as appropriate.	Ongoing	Mark Stone, Transformation Lucy Murray Brown, Transformation	
Monitoring, evaluating and reviewing	The preliminary project will be monitored to assess its impact upon communities and to address any issues, for example if certain community groups are not able to access or take part in the project.	Ongoing	Mark Stone, Transformation Lucy Murray Brown, Transformation	

Monitoring, evaluating and reviewing	Regular monitoring and assessment of the impact of the preliminary project will enable an understanding of whether any groups are under-represented. Proactive discussion with underrepresented groups to ensure their needs are considered will enable any potential existing disproportionality in access or service provision to be identified and addressed	Ongoing	Mark Stone, Transformation Lucy Murray Brown, Transformation	
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Sign-off The final stage of the EIA is to formally sign off the document as being a complete, rigorous and robust assessment

The strategy / policy / procedure / practice has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

Author of strategy / policy / procedure / practice and EIA

Name: Lucy Murray Brown	Job title and directorate: Head of Campus & Operational Delivery. Workplace Transformation Programme	Date: October 2012	Signature: 
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Quality check: screening document has been checked by:

Name:	Date:	Signature:
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Director level (sign-off)

Name: Mark Stone	Job title and directorate: Director, Transformation	Date: October 2012	Signature:
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