

Equality Analysis Form

**Croydon Public Health Approach to addressing
Violence Framework**

Delivering for Croydon

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www.croydon.gov.uk

1. Introduction

1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term '**proposed change**' broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).

2. Proposed change

Directorate	Place
Title of proposed change	Croydon Public Health Approach to addressing Violence Framework
Name of Officer carrying out Equality Analysis	Gareth Llywelyn-Roberts

2.1 Purpose of proposed change (see 1.1 above for examples of proposed changes)

The Croydon Public Health Approach to addressing Violence Framework is a plan aimed at reducing and preventing violence before it occurs and using a range of interventions to support those who are most affected by violence to ensure that the continuum of violence is broken.

The proposed change is being described as a Framework, in recognition that this is a long term approach, requiring both flexibility and the ability to engage with a wide variety of partners to achieved sustained reduction in violence across all of our communities.

The Framework sets out 5 key themes which are at the core of the public health approach and 5 priority programmes which require immediate development and delivery.

Developing a Public Health Approach to addressing violence, specifically serious youth violence and knife crime is a corporate priority as set out in the Corporate Plan 2018-20. The outcomes being sought are:-

- Sustained reductions in knife crime and serious youth violence over a minimum 5 year period
- Reductions in high risk Domestic Abuse MARAC cases
- Early Identification of young people at risk of violent or aggressive behaviour and the provision of co-ordinated multi agency support programmes to reduce the risk.
- Reduction in temporary or permanent exclusion of primary age pupils

This is a new proposal.

3. Impact of the proposed change

Important Note: It is necessary to determine how each of the protected groups could be impacted by the proposed change. Who benefits and how (and who, therefore doesn't and why?) Summarise any positive impacts or benefits, any negative impacts and any neutral impacts and the evidence you have taken into account to reach this conclusion. Be aware that there may be positive, negative and neutral impacts within each characteristic.

Where an impact is unknown, state so. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and

Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

3.1 Deciding whether the potential impact is positive or negative

Table 1 – Positive/Negative impact

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. . If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.

Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
Age	<p>The Framework includes a focus on Elder Abuse, ensuring that the partner agencies and FJC have sufficient interventions to support victims of domestic violence elder abuse.</p> <p>The framework sets out early identification, targeted and intensive support for young people who are at risk of violence. The impact will be to reduce the risk factors and provide support to reduce aggressive or violent behaviour</p>	<p>There is a focus on young people up to the age of 24 who are at greater risk of serious violence including knife crime. This may provide a negative impression of young people in Croydon within this age range. However this a countered by the facts in relation to serious youth violence in terms of youth population.</p>	<p>MARAC cases of Elder abuse have risen by 4% in 2018 compared to 2017. This equates to 14% of MARAC cases</p> <p>Knife Crime with Injury where the victim is under 24 reduced by 27%. Croydon is ranked 9th highest of the 32 London Boroughs. Comparing the rate of offences per 1,000 of residents aged 1-24, Croydon has the 19th highest rate in London with 0.6 offences per 1,000 young people.</p> <p>Croydon ranks highest in London for Serious Youth Violence by volume of incidents due to the fact that the borough has one of the highest youth populations in the city (96,000). Based on</p>

			<p>the number of young people aged 1-19 living in the borough, Croydon is ranked 17th highest in London for Serious Youth Violence with 3.5 offences per 1,000 young people.</p> <p>18.7% of primary school aged children are eligible for and claiming free school meals, higher than the London average. This can be used as an indicator of deprivation, with fewer children receiving free school meals going on to achieve 5 A*-C grades at GCSE or going on to higher education.</p>
Disability	none	none	none
Gender	<p>Females remain the significantly highest percentage of victims of domestic abuse. The intervention programmes are designed to support families who are at risk of abusive relationships, including teenage parents, through early support, legal and practical advice and advocacy provision. The Croydon Family Justice Centre (FJC) is recognised nationally as best practice.</p>	<p>Males are identified as the key perpetrators of violence, particularly domestic abuse and weapon enabled crime. This is reduced by the focus on intervention programmes to addressing violent offending including, Divert programme for male offenders of domestic abuse, targeted and intensive support programmes for individuals involved in group violence knife and gun crime.</p>	<p>In 2018, 46% of teenage parents, supported by the Family Nurse Partnership had been abused by someone close to them.</p> <p>In 2018 the Croydon FJC dealt with 3,283 cases of domestic abuse, a 21% increase compared to 2017. High risk Multi Agency Risk Assessment Cases (MARAC) have also increased from 583 cases in 2017 to 606 cases in 2018.</p>

			There is a disproportionately high number of female victims of domestic abuse.
Gender Reassignment	none	none	none
Marriage or Civil Partnership	<p>The support programmes related to domestic abuse are available for all victims, including marriage and civil partnerships.</p> <p>Specialist services are in place to deal with forced marriage and to provide support to victims.</p>	none	none
Religion or belief	<p>One of the key priorities of the Framework relates to a Recognition of the importance of culture and identity for families and young people. The priority recommends Culture and Identity Programmes are developed with voluntary and community sector agencies, working alongside schools and front line services as part of any intervention programme. This will ensure that any intervention is delivered in a way that does not create a division within or destabilise the dynamics of the family.</p>	none	none
Race	<p>There are a disproportionate number of young people from BAME backgrounds who are affected by knife crime and serious youth violence in the borough, both as victims and offenders. There are also a higher proportion of young people from BAME backgrounds who have behavioural issues from early years through adolescents.</p> <p>The Framework sets out a series of wider social and emotional factors that determine this behaviour. It sets out intervention programme can increase inclusion and provide support when they can have maximum benefit</p>	<p>There is the potential that the disproportionate number of young people from BAME backgrounds affected by knife and serious youth violence, could give the impression that this is an issue predominately affecting the BAME community.</p> <p>However the Framework highlights the international evidence that wider factors such as deprivation, poor health, and wider societal determinates have a greater impact. The World Health Organisation key recommendations include:- <i>“Violence prevention strategies can address underlying causes such as low levels of education, harsh and inconsistent parenting,</i></p>	<p>The Vulnerable Adolescents Review published in February 2019 highlighted that of the cohort of 60 young people there was a disproportionate number of Black African, Black Caribbean and White and Black Caribbean boys.</p> <p>Approximately 9% of children will experience 4 or more Abusive Childhood Experiences (ACEs) and are a very much higher risk of experiencing worse outcomes as an adult. ACE’s include child maltreatment and experiences of violence</p>

		<i>concentrated poverty, unemployment and social norms supportive of violence”</i>	in the household. This is no reference to race as part of the ACE scoring. 19 of the 60 children who form the VAR cohort had fixed term exclusion in Primary School. In 85% of cases the reason for exclusion was physical abuse. All 19 children who received a fixed term exclusion in primary school received a criminal conviction in later adolescents.
Sexual Orientation	There is an acknowledgement that domestic abuse services need to be appropriate to all sexual orientation partnerships	none	none
Pregnancy or Maternity	none	none	none
<p>Important note: You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.</p> <p>When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics. Please use table 4 to record actions that will be taken to remove or minimise any potential negative impact</p>			

3.2 Additional information needed to determine impact of proposed change

Table 2 – Additional information needed to determine impact of proposed change

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table. Please use the table below to describe any consultation with stakeholders and summarise how it has influenced the proposed change. Please attach evidence or provide link to appropriate data or reports:		
Additional information needed and or Consultation Findings	Information source	Date for completion
There has been consultation across a wide range of stakeholders. The consultation has been undertaken through 121 interviews, listening groups, attendance at	Safer Croydon Partnership Boards and sub group minutes Vulnerable Adolscents Review	Not applicable

<p>governance boards and sub groups, team meetings and community forums including:</p> <ul style="list-style-type: none"> • Safer Croydon Partnership and its sub-groups • Safeguarding Adults Board • Chair of the Croydon Safeguarding Children’s Partnership • Health and Wellbeing Board • Authors of the Vulnerable Adolescents Review • Metropolitan Police Service – South Borough Command Unit Management Team • Chair of the Croydon Safer Neighbourhood Board • Croydon Community Voluntary Action • Croydon BME Forum and the Serious Youth Violence and Communities Forum • Croydon Clinical Commissioning Group • Croydon University Hospital Executive leads • Family Functional Therapy Team • Family Nurse Partnership management team • Chief Executive – Whitgift Centre • Croydon Drop-In Young Women’s Group • Director of Public Health • Croydon Youth Offending Service Managers and Gangs Unit • Croydon FJC managers • Voluntary organisations including, Ment4, Palace for Life Foundation, Shpresa, Gloves not Guns, Croydon Drop-In, All Heads Recognised, Play Places, Music Relief, ANOS, JAGS Foundation • London VRU delivery leads • Heads of Community Safety for Bexley, Bromley, Greenwich, Lewisham and Sutton. • Croydon Council Management teams for Health and Social care, Children and Families, Corporate Strategy and Commissioning. • Executive Head- Harris Academy South Norwood. • London Assembly member for Croydon <p>The findings have been incorporated into the themes and priorities set out in the report. They are also included in the delivery model and the</p>	<p>Minutes of Adults Safeguarding Board Minutes of management and team meetings</p>	
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recommendation to use existing governance structures to performance manage the delivery of the themes and priorities by the most appropriate board.		

For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>

3.3 Impact scores

Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the Severity of impact score is also 2 (likely to impact)
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

Severity of Impact	3	3	6	9
	2	2	4	6
	1	1	2	3
		1	2	3
	Likelihood of Impact			

Key

Risk Index	Risk Magnitude
6 – 9	High
3 – 5	Medium
1 – 3	Low

Table 3 – Impact scores

<p>Column 1</p> <p>PROTECTED GROUP</p>	<p>Column 2</p> <p>LIKELIHOOD OF IMPACT SCORE</p> <p>Use the key below to score the likelihood of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p>1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact</p>	<p>Column 3</p> <p>SEVERITY OF IMPACT SCORE</p> <p>Use the key below to score the severity of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p>1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact</p>	<p>Column 4</p> <p>EQUALITY IMPACT SCORE</p> <p>Calculate the equality impact score for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group.</p> <p>Equality impact score = likelihood of impact score x severity of impact score.</p>
Age	2	2	4
Disability	1	1	1
Gender	2	1	2
Gender reassignment	1	1	1
Marriage / Civil Partnership	1	1	1
Race	2	1	2
Religion or belief	2	2	4
Sexual Orientation	1	1	1
Pregnancy or Maternity	1	1	1

4. Statutory duties

4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

Advancing equality of opportunity between people who belong to protected groups

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups

Important note: If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.

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5. Action Plan to mitigate negative impacts of proposed change

Important note: Describe what alternatives have been considered and/or what actions will be taken to remove or minimise any potential negative impact identified in Table 1. Attach evidence or provide link to appropriate data, reports, etc:

Table 4 – Action Plan to mitigate negative impacts

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability	none			
Race		The Framework highlights the international evidence that wider factors such as deprivation, poor health, and wider societal determinates have a greater impact.	Director VRU	June 2020

		<p>The World Health Organisation’s key recommendations include:- <i>“Violence prevention strategies can address underlying causes such as low levels of education, harsh and inconsistent parenting, concentrated poverty, unemployment and social norms supportive of violence”</i></p> <p>As intervention and prevention programmes develop there will be focus on the underlying causal factors of violence, building an evidence base using de-personalised case history analysis developed through the VAR.</p> <p>An annual review will be produced which will highlight these underlying factors, enabling commissioners to focus on interventions that address the causes of violence.</p>		
Sex (gender)	none			
Gender reassignment	none			
Sexual orientation	none			
Age	There is a focus on young people up to the age of 24 who are at greater risk of serious violence including knife crime. This may provide a	The framework sets out early identification, targeted and intensive support for young people who are at risk of violence. The impact will be to reduce the risk factors and provide	Hannah Doughty Clive Seall	December 2019

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	<p>negative impression of young people in Croydon within this age range.</p> <p>However this is countered by the facts in relation to serious youth violence in terms of youth population. This significantly reduces Croydon's position in terms of serious youth violence. Croydon is ranked 17th highest in London for Serious Youth Violence with 3.5 offences per 1,000 young people.</p>	<p>support to reduce aggressive or violent behaviour.</p> <p>The council's Adolescents Service is integrating services and merging case management processes to ensure there is a multi-agency support programme from young people and families who are at risk. In addition, the council recently published its early years strategy and is establishing locality-based services to provide early help for young people and families.</p>		
Religion or belief	none			
Pregnancy or maternity	none			
Marriage/civil partnership	none			

6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter X in column 3 (Conclusion) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below
No major change	Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.	
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to	x

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	take action to ensure these opportunities are realised. If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form	
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.	
Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet		Meeting title: Cabinet Date: 10 th June 2019

7. Sign-Off

Officers that must approve this decision			
Equalities Lead	Name: Yvonne Okiyo	Date: 29.04.19	
	Position: Equalities Manager		
Director	Name: Gareth Llywelyn-Roberts	Date: 02/05/19	
	Position: Interim Director Of Violence Reduction Network		

1. Introduction

1.1 Purpose of Equality Analysis

The council has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the council does. We are committed to making Croydon a stronger, fairer borough where no community or individual is held back.

Undertaking an Equality Analysis helps to determine whether a proposed change will have a positive, negative, or no impact on groups that share a protected characteristic. Conclusions drawn from Equality Analyses helps us to better understand the needs of all our communities, enable us to target services and budgets more effectively and also helps us to comply with the Equality Act 2010.

An equality analysis must be completed as early as possible during the planning stages of any proposed change to ensure information gained from the process is incorporated in any decisions made.

In practice, the term '**proposed change**' broadly covers the following:-

- Policies, strategies and plans;
- Projects and programmes;
- Commissioning (including re-commissioning and de-commissioning);
- Service review;
- Budget allocation/analysis;
- Staff restructures (including outsourcing);
- Business transformation programmes;
- Organisational change programmes;
- Processes (for example thresholds, eligibility, entitlements, and access criteria).

2. Proposed change

Directorate	Resources
Title of proposed change	Disposal of various sites to Brick by Brick Croydon Ltd for development of new housing
Name of Officer carrying out Equality Analysis	Steve Wingrave

2.1 Purpose of proposed change (see 1.1 above for examples of proposed changes)

A number of sites have been identified as being surplus to their current requirement and have been put forward for development for new homes through Brick by Brick Croydon Ltd (BxB). The aspiration is to deliver a much higher level of affordable homes than would otherwise be achieved through the sale of the sites to private developers. The target is to provide up to 50% affordable homes to include both affordable rented and shared ownership tenures. This will help meet the Councils targets to provide the delivery of new homes and in particular affordable homes in line with the Local Plan and London Plan requirements

3. Impact of the proposed change

Important Note: It is necessary to determine how each of the protected groups could be impacted by the proposed change. If there is insufficient information or evidence to reach a decision you will need to gather appropriate quantitative and qualitative information from a range of sources e.g. Croydon Observatory a useful source of information such as Borough Strategies and Plans, Borough and Ward Profiles, Joint Strategic Health Needs Assessments <http://www.croydonobservatory.org/> Other sources include performance monitoring reports, complaints, survey data, audit reports, inspection reports, national research and feedback gained through engagement with service users, voluntary and community organisations and contractors.

3.1 Additional information needed to determine impact of proposed change

Table 1 – Additional information needed to determine impact of proposed change

If you need to undertake further research and data gathering to help determine the likely impact of the proposed change, outline the information needed in this table.		
Additional information needed	Information source	Date for completion
Through the planning process the impact on other residents within the immediate area will be considered together with the additional impact on local infrastructure. This will not be determined until each of the schemes for the sites has been developed and progressed to planning	Planning	Various

For guidance and support with consultation and engagement visit <https://intranet.croydon.gov.uk/working-croydon/communications/consultation-and-engagement/starting-engagement-or-consultation>

3.2 Deciding whether the potential impact is positive or negative

Table 2 – Positive/Negative impact

For each protected characteristic group show whether the impact of the proposed change on service users and/or staff is positive or negative by briefly outlining the nature of the impact in the appropriate column. . If it is decided that analysis is not relevant to some groups, this should be recorded and explained. In all circumstances you should list the source of the evidence used to make this judgement where possible.

Protected characteristic group(s)	Positive impact	Negative impact	Source of evidence
Age	The developments will provide a mix of home suitable for single people, couples and families. The schemes will allow for the provision of play equipment and community facilities were these are required. In the case of garage sites, these are often the subject to antisocial behaviour and fly tipping and therefore the redevelopment will have a positive impact. Where amenity land is being developed the provision of new landscaped areas and community facilities will mitigate any impact	The developments will take place on surplus land. This may lead to the loss of some amenity land but in general this is poor quality space that is not well used by local residents	Planning applications and local consultation will take into account impact on all groups and schemes will be modified to minimise impact on local residents
Disability	All new properties will be designed to meet current requirements including Lifetime Homes Standard. This is a series of sixteen design criteria intended to make homes more easily adaptable for lifetime use at minimal cost		Building Regulations
Gender	New homes will be available for all groups to purchase or rent		As above.
Gender Reassignment	New homes will be available for all groups to purchase or rent		As above.
Marriage or Civil Partnership	New homes will be available for all groups to purchase or rent		As above.
Religion or belief	New homes will be available for all groups to purchase or rent		As above.

Race	New homes will be available for all groups to purchase or rent		As above.
Sexual Orientation	New homes will be available for all groups to purchase or rent		As above.
Pregnancy or Maternity	New homes will be available for all groups to purchase or rent. The construction will reflect modern requirements and will therefore be more suitable for family type living		As above.

Important note: You must act to eliminate any potential negative impact which, if it occurred would breach the Equality Act 2010. In some situations this could mean abandoning your proposed change as you may not be able to take action to mitigate all negative impacts.

When you act to reduce any negative impact or maximise any positive impact, you must ensure that this does not create a negative impact on service users and/or staff belonging to groups that share protected characteristics.

3.3 Impact scores

Example

If we are going to reduce parking provision in a particular location, officers will need to assess the equality impact as follows;

1. Determine the Likelihood of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the likelihood of impact score is 2 (likely to impact)
2. Determine the Severity of impact. You can do this by using the key in table 5 as a guide, for the purpose of this example, the Severity of impact score is also 2 (likely to impact)
3. Calculate the equality impact score using table 4 below and the formula **Likelihood x Severity** and record it in table 5, for the purpose of this example - **Likelihood (2) x Severity (2) = 4**

Table 4 – Equality Impact Score

Severity of Impact		3	3	6	9
		2	2	4	6
		1	1	2	3
			1	2	3
		Likelihood of Impact			

Key

Risk Index	Risk Magnitude
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Table 5 – Impact scores

<p>Column 1</p> <p>PROTECTED GROUP</p>	<p>Column 2</p> <p>LIKELIHOOD OF IMPACT SCORE</p> <p>Use the key below to score the likelihood of the proposed change impacting each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p>1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact</p>	<p>Column 3</p> <p>SEVERITY OF IMPACT SCORE</p> <p>Use the key below to score the severity of impact of the proposed change on each of the protected groups, by inserting either 1, 2, or 3 against each protected group.</p> <p>1 = Unlikely to impact 2 = Likely to impact 3 = Certain to impact</p>	<p>Column 4</p> <p>EQUALITY IMPACT SCORE</p> <p>Calculate the equality impact score for each protected group by multiplying scores in column 2 by scores in column 3. Enter the results below against each protected group.</p> <p>Equality impact score = likelihood of impact score x severity of impact score.</p>
Age	2	2	4
Disability	2	2	4
Gender	1	1	1
Gender reassignment	1	1	1
Marriage / Civil Partnership	1	1	1
Race	1	1	1
Religion or belief	1	1	1
Sexual Orientation	1	1	1
Pregnancy or Maternity	1	1	1

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4. Statutory duties

4.1 Public Sector Duties

Tick the relevant box(es) to indicate whether the proposed change will adversely impact the Council's ability to meet any of the Public Sector Duties in the Equality Act 2010 set out below.

Advancing equality of opportunity between people who belong to protected groups

Eliminating unlawful discrimination, harassment and victimisation

Fostering good relations between people who belong to protected characteristic groups

Important note: If the proposed change adversely impacts the Council's ability to meet any of the Public Sector Duties set out above, mitigating actions must be outlined in the Action Plan in section 5 below.

5. Action Plan to mitigate negative impacts of proposed change

Table 5 – Action Plan to mitigate negative impacts

Complete this table to show any negative impacts identified for service users and/or staff from protected groups, and planned actions mitigate them.				
Protected characteristic	Negative impact	Mitigating action(s)	Action owner	Date for completion
Disability				
Race				
Sex (gender)				
Gender reassignment				
Sexual orientation				
Age				
Religion or belief				
Pregnancy or maternity				
Marriage/civil partnership				

6. Decision on the proposed change

Based on the information outlined in this Equality Analysis enter X in column 3 (Conclusion) alongside the relevant statement to show your conclusion.		
Decision	Definition	Conclusion - Mark 'X' below
No major change	Our analysis demonstrates that the policy is robust. The evidence shows no potential for discrimination and we have taken all opportunities to advance equality and foster good relations, subject to continuing monitoring and review. If you reach this conclusion, state your reasons and briefly outline the evidence used to support your decision.	x
Adjust the proposed change	We will take steps to lessen the impact of the proposed change should it adversely impact the Council's ability to meet any of the Public Sector Duties set out under section 4 above, remove barriers or better promote equality. We are going to take action to ensure these opportunities are realised. If you reach this conclusion, you must outline the actions you will take in Action Plan in section 5 of the Equality Analysis form	
Continue the proposed change	We will adopt or continue with the change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation and better advance equality and foster good relations between groups through the change. However, we are not planning to implement them as we are satisfied that our project will not lead to unlawful discrimination and there are justifiable reasons to continue as planned. If you reach this conclusion, you should clearly set out the justifications for doing this and it must be in line with the duty to have due regard and how you reached this decision.	
Stop or amend the proposed change	Our change would have adverse effects on one or more protected groups that are not justified and cannot be mitigated. Our proposed change must be stopped or amended.	
Will this decision be considered at a scheduled meeting? e.g. Contracts and Commissioning Board (CCB) / Cabinet Yes.		Meeting title: Cabinet Date: 10th June 2019

7. Sign-Off

Officers that must approve this decision			
Equality lead	Name: Yvonne Okiyo	Date: 22.05.19	
Director	Name: Mark Norrell	Date: 22.05.19	Position: Director of Facilities & Support Services

REPORT TO:	CABINET 10 June 2019
SUBJECT:	Education Management IT System – Contract Extension
LEAD OFFICER:	Hazel Simmonds - Executive Director Gateway, Strategy and Engagement Julia Pitt – Director of Gateway Services
CABINET MEMBER:	Councillor Simon Hall Cabinet Member for Finance and Resources
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON</p> <p>The recommendations within this report contribute to the 2018 – 2022 Corporate Plan Operating Model themes below</p> <ol style="list-style-type: none"> 1. Evidence is key Building a detailed picture of our borough, our people and our places, by mapping the physical and community assets, spend and demand by localities to understand future opportunities and challenges. 2. Preventing issues becoming problems Services designed to identify issues early on and target support on promoting independence and enablement to deliver long-term sustainable solutions. 3. Locality matters Place-based, integrated services that help residents to find the information and support they need within their local community and tailored to local need. 4. A system wide approach Collaboration across the borough with other public services, business and the community and voluntary sector to create a seamless system of information, engagement and service delivery. 6. Organisation design Consideration of the business processes, systems, budgeting, workforce, capacities and capabilities that will reflect the requirements of the operating model. 	
<p>FINANCIAL IMPACT</p> <p>The proposed CapitaOne system extension will be for 2 years from 31st March 2019 until 31st March 2021 The extension of the current contract will be funded from the existing revenue and capital budgets held within the ICT and Place Departments. The total anticipated cost over a 2 year extension will be £260,950. The total contract value will be £810,950.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO.: N/A</p>	

The Leader of the Council has delegated to the Cabinet Member for Finance and Resources the power to make the decisions set out in the recommendations below.

1. RECOMMENDATION

1.1 The Cabinet Member for Finance & Resources, in consultation with the Leader of the Council, is recommended by the Contracts and Commissioning Board to approve the contract variation with Capita Business Services Limited to enable an extension of the contract for the Education Management IT System for a further contract term of two years until 31 March 2021 with an additional cost of £260,950 to give a maximum contract value of £810,950 in accordance with Regulation 29 of the Council's Contracts and Tenders Regulations.

2. EXECUTIVE SUMMARY

- 2.1 A new Education Management IT system has been procured, with a target date to become operational by 31 March 2021 In the meantime, the existing legacy system, CapitaOne from Capita Business Services Limited, will continue to be required by the Council to provide statutory services.
- 2.2 A variation to extend the term of the CapitaOne Education management system support and maintenance agreement is required to ensure that the system is supported until the new system is implemented and to ensure a smooth handover.
- 2.3 The existing contract was due to expire on 31 March 2019. An agreement has been reached with the Supplier to continue service whilst internal governance is completed.
- 2.4 The original contract commenced in 2015 for a period of two years at an initial value of £275,000 and was extended for two further years by CCB reference CCB1206/16-17 for a further £275,000.
- 2.5 The content of this report has been endorsed by the Contracts and Commissioning Board.

CCB Approval Date	CCB ref. number
17/05/2019	CCB1485/19-20

3. DETAIL

- 3.1 The procurement of new system solutions for the service areas will provide the council with opportunities that will improve the way it operates, including greater integration of systems efficiencies which improve data analytics to inform future services strategies and solutions.
- 3.2 A new Education management system has been procured by open OJEU procedure and is in the process of being developed and implemented. Following

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project review, additional time is required to allow for the implementation of the new system and ensure a smooth handover. Due to an extended period of contract clarification the start of the implementation timeline has slipped. This extension period request ties in with the current implementation timeline (to be agreed at contract signing) which will enable Croydon to maintain the current system until the Go-Live of the newly procured system.

- 3.3 The existing contract, which commenced in 2015 for two years at a value of £275,000, was extended in 2017 by CCB reference 1206/16-17 to expire in March 2019. This variation and extension is requested for a further 24 months to ensure that there is sufficient time to implement the new system.
- 3.4 The total contract value, including the proposed extension, will be £810,950 and as such will require Nominated Cabinet Member approval.
- 3.5 The Public Contracts Regulations 2015 (PCR), Regulation 72, restricts the ability to make changes to contracts without a new procurement exercise. Paragraph 1(b) states that:

for additional works, services or supplies by the original contractor that have become necessary and were not included in the initial procurement, where a change of contractor—

(i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, and

(ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided that any increase in price does not exceed 50% of the value of the original contract;

- 3.6 The increase in contract value for this contract has exceeded the PCR 50% threshold but as the Council has re-procured this service this extension is required should additional implementation time be required and is a short term measure. There is minimal risk of challenge to this extension as its purpose is to provide a smooth transition to the new system, a system which was procured via an OJEU compliant Restricted Tender process which allowed all relevant market suppliers to initially tender for.
- 3.7 Strategic contract management will be led by the Directors of People Services with oversight and guidance from the corporate center contracts hub and active oversight from the category manager.
- 3.8 Account performance reviews will be held with the supplier at least quarterly and a contract board established with membership from both departments, Croydon Digital Services and Commissioning and Procurement.

4. CONSULTATION

4.1 The following were consulted both before and during the procurement process for the new provider.

- People DLT
- ICT Systems Procurement Programme Board
- ICT Governance Board
- People ICT Board
- Technical Architect Group
- Education and Youth Engagement Senior Management Team

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2018/19 £'000	2019/20 £'000		
Revenue Budget available				
Expenditure	130	130	130	
Income				
Effect of decision from report				
Expenditure	130			
Income				
Remaining budget	0	130	130	
Capital Budget available				
Expenditure				
Effect of decision from report				
Expenditure				
Remaining budget	0	0		

5.2 The effect of the decision

The implementation of this strategy will commit the Council to a 2 year contract extension at an estimated cost of £260,950 which will be met from existing budget.

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5.3 Risks

No.	Risk	Mitigation
1	Supplier looks to increase charges for extension.	Negotiated with Supplier to minimise impact. Costs agreed.
2	There is a challenge from another supplier.	Ensure relevant procurement and legal processes considered. This is a short term measure to ensure sufficient time for implementation. See 3.6
3	The implementation is not delivered in time.	Highlight key dates and milestones and allocate responsibility. Payment by implementation milestones will be a contractual requirement.
4	Lack of funding to progress activities needed to achieve key dates	Outline resource profile developed. Business case developed to secure funding to deliver implementation. Business case approved by cabinet 25.02.19

5.4 Options

No other options were considered as the variation and extension is required to ensure there is sufficient time to finalise the implementation of the new system.

The current CapitaOne system is the primary system used by Education Management to management clients within all the Education teams and provide statutory governmental returns. If the current system were not extended it would prevent Croydon from providing essential services creating a serious business critical risk which would leave the Council open to challenge both locally and nationally.

5.5 Future savings/efficiencies

The supplier has committed to a price for the term which avoids any indexation charges.

Approved by: Flora Osiyemi, Head of Finance Place on behalf of the Director of Finance.

6. LEGAL CONSIDERATIONS

6.1 The Director of Law and Governance it is commented that the legal considerations are as set out in this report.

Approved by: Sean Murphy, Director of Law and Governance and Deputy Monitoring Officer.

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7. HUMAN RESOURCES IMPACT

7.1 There is no expected staff impact from implementing this contract extension.

Approved by: Debbie Calliste, Head of HR on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

8.1 No discernible impacts identified as a result of this strategy - continuation of existing services.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

9.1 No discernible impact identified as a result of this strategy - continuation of existing services.

10. CRIME AND DISORDER REDUCTION IMPACT

10.1 There are no direct crime and disorder impacts identified as a result of the proposed contract award.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

11.1 The variation for extension is required in order to allow for the implementation of new Education management IT system for the People department. This is to ensure the continuation of existing support services which is essential to the Education functions of the Council.

11.2 Due to an extended period of contract clarification the start of the implementation timeline has slipped. This extension period request ties in with the current implementation timeline (to be agreed at contract signing) which will enable Croydon to maintain the current system until the Go-Live of the newly procured system.

12. OPTIONS CONSIDERED AND REJECTED

12.1 No other feasible options have been identified. To stop using the system at the end of the contract would adversely affect the functions regarding Education for the Council.

12.2 The current CapitaOne system is the primary system used by Education Management to management clients within all the Education teams and provide

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statutory governmental returns. If the current system were not extended it would prevent Croydon from providing essential services creating a serious business critical risk which would leave the Council open to challenge both locally and nationally.

CONTACT OFFICER: Helen Gregson Holmes, Programme Manager, Ext 63964.

BACKGROUND DOCUMENTS: None

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REPORT TO:	CABINET 10 June 2019
SUBJECT:	Contract Variation to the Cremators and Maintenance Contract for the Installation of Compact Coolers
LEAD OFFICER:	Hazel Simmonds, Executive Director of Gateway, Strategy and Engagement Julia Pitt, Director of Gateway Services
CABINET MEMBER:	Cllr Oliver Lewis, Cabinet Member for Culture, Leisure & Sport
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON</p> <p>A manifesto promise was made by the Administration to improve access to bereavement services for the community.</p> <p>Replacing the cremators will improve the accessibility to dignified end of life services for all in the borough and will offer genuine choice for the families.</p> <p>The ability for all to be able to access local end of life services will have a positive impact on the mental health of the bereaved as the wishes of both themselves and the deceased can be followed through easing the journey of bereavement for residents.</p>	
<p>FINANCIAL IMPACT</p> <p>The original value of the award was £497,082. The new value with the variation will be £610,947.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO.: N/A</p>	

The Leader of the Council has delegated to the Cabinet or Nominated Cabinet Member for Culture, Leisure and Sport the power to make the decisions set out in the recommendations below

1. RECOMMENDATION

1.1 The Cabinet Member for Culture, Leisure and Sport is recommended by the Contracts and Commissioning Board to approve the contract variation with Facultatieve Technologies for the installation of cremators and a maintenance under Regulation 29 of the Councils Tenders and Contracts Regulations the addition of the installation of new Compact Coolers at a cost of £113,865. The new maximum contract value will now be £610,947.

2. EXECUTIVE SUMMARY

- 2.1 The contract variation is required to replace the existing compact coolers in the Council's Crematorium. The new design layout for the new cremators at the Crematorium has highlighted the requirement to include the fit out of new cooling units which were not due to be replaced for a couple of years but in do so now will save the Council money, in the long run.
- 2.2 The content of this report is to be endorsed by the Contracts and Commissioning Board

CCB ref. number	CCB Approval Date
CCB1487/19-20	20/05/2019

3. DETAIL

- 3.1 The Cremators and maintenance contract was procured through the YPO Crematorium framework II (OJEU award: 2016/S 127-228863) and approved by CCB on 8th February 2019 (CCB1455/18-19).
- 3.2 The variation to this contract was unforeseen by the Council when it originally procured the new cremators. When the compact coolers are installed, the layout of the crematorium will need to be changed to accommodate, and this was unknown during the procurement process. By including the purchase and installation of the new compact coolers at the same time as the new cremators, it will save the Council over £100,000 in installation costs. Although a price was given by Facultatieve Technologies for cooling units in the procurement process, this was not required and was not included in the evaluation
- 3.3 The variation is considered to be permissible under PCR 2015, regulation 72e applies, as the modifications to the contract are not substantial. It is not considered that the additional requirement would have not have allowed for any other providers to be selected or any other provider to be attracted to the procurement process, and it does not considerably extend the scope of the procurement as it is an add-on to the main requirement. The value of the increase of the contract is lower than the EU threshold value and therefore would not require the new contract to be procured via an OJEU process and therefore the risk of any successful procurement challenge is also considered to be low.
- 3.4 Installation of new Compact Coolers in conjunction with the installation of the new cremators will future proof the technology and existing equipment will need replacing during the life of the new cremators and doing so at a later stage will cost the Council significantly more than undertaking the works now.
- 3.5 When assessing the information provided in the kick off meeting with the supplier for the cremators it became clear that the installation was more practical and cost effective at this time as the level of rework required in the

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future would cost £220,000 (at current prices) compared to £114,000 by undertaking the work as part of the wider installation. The original value of the award was £497,082. The new value with the variation will be £610,947. The percentage increase is 22%.

4. CONSULTATION

- 4.1 The buying of cooling units has not needed a consultation. The service to residents is not changing.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 1. Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Revenue Budget available				
Expenditure	35	35	35	35
Income				
Effect of decision from report				
Expenditure	7	7	7	7
Income				
Remaining budget	<u>28</u>	<u>28</u>	<u>28</u>	<u>28</u>
Capital Budget available				
Expenditure	600	0	0	0
Income				
Effect of decision from report				
Expenditure	578			
Income				
Remaining budget	<u>22</u>	<u></u>	<u></u>	<u></u>

- There is a capital budget of £600k available for this project, any underspend will be used to increase the capital fund for the crematorium refurbishment. The capital budget has been decreased from 2018/19 due to the funds being needed for another project in 2019/20.
- The yearly maintenance cost of £7k will be funded from the existing crematorium revenue budget for maintenance of bereavement service equipment.

2 The effect of the decision

This decision will provide the Council with a fit for purpose crematory which will allow the service to meet the demands of the community as the death rate grows over the coming years and to accommodate all residents as the population grows in size physically.

This will facilitate the Council continuing to offer exceptional end of life services to both the deceased in terms of the dignity which can be provided and to the bereaved at difficult times in their lives. This will also address some of the issues of funeral poverty as residents who could not be accommodated with the current equipment will not be pushed to more costly private

3 Risks

There are no financial risks associated with this variation.

4 Options

See section 12 (below).

5 Future savings/efficiencies

Further efficiencies will be achieved through the improved technology used in the proposed Compact Coolers which will reduce energy consumption

Approved by: Flora Osiyemi, Head of Finance – Place, Residents & Gateway

6. LEGAL CONSIDERATIONS

6.1 The Director of Law and Governance comments that there are no additional legal considerations arising directly from this report

Approved by: Sean Murphy, Director of Law and Monitoring

7. HUMAN RESOURCES IMPACT

7.1 This paragraph should include any considerations in relation to staffing levels, restructuring/regrading, recruitment, employee relations, the Council's personnel policies or other human resources matter.

Approved by: Sue Moorman, Director of Human Resources

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8. EQUALITIES IMPACT

- 8.1 A full Equality Analysis is not needed for this procurement, due the fact the procurement will not cause any positive or negative effects on protected characteristics. The buying of two cremators and maintenance will not mean any changes to the service. The Bereavement Service change programme are working on an equalities analysis of which this procurement is one small element.

Approved by: Yvonne Okiyo, Equalities Manager

9. ENVIRONMENTAL IMPACT

- 9.1 There are no environmental impacts related to this variation.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no crime and disorder impacts related to this procurement.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Varying the contract to include the compact coolers will ensure that the best value can be achieved over the life time of the cremators by ensuring that the existing boiler equipment, which will reach the end of its usable life before the end of the expected life of the cremators, can be replaced at the most cost efficient time and reduce the risk of future costs which would be estimated at current prices to be £220k

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 Cremation equipment is a specialist market and there are a small number of suppliers who are able to supply the equipment to allow the Council to provide a cremation service to the community. Surveys have shown that the crematorium would need to be refitted if the coolers were fitted in at a future point in time. Due to the award of the cremators and maintenance to Facultatieve Technologies (FT), and the works that will go ahead in summer 2019, time is limited. Market testing has shown that coolers from other brands, apart from FT, are incompatible with the cremators which have been brought by the Council.

CONTACT OFFICER: Becky Saunders, Category Manager, x63263

BACKGROUND DOCUMENTS: None

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