

# **Equality Impact Assessment (EIA)**

Community Safety Partnership- Review to meet Budget Savings and Grants ending

**Equality impact, needs and requirements assessment form**

Please use this form to record your findings, proposed actions, equality objectives and targets. Use the guidance notes to help you do the assessment or contact the Equality Standard Project Manager if you need some advice

About the policy, practice, service or function you are assessing

Name of policy, practice, service or function: **Community Safety Partnership - Review to meet Budget Savings and Grants ending.** This high-level EqIA has been conducted to ensure that any decision made complies with anti-discrimination legislation. It focuses on outputs from the 2011/12 Revenue Budget. Without full consideration and assessment, financial decisions may have unintended consequences that not only impact on equality, but also run the risk of failing to meet the authorities legal responsibilities.

Assessment team leader name: **Sonia Rafferty, Head of Service, Resources and Intelligence, CSP**

Start Date: **V1 February 2011, Revised April 2011**

End Date: **May 2011**

Department responsible: **Chief Executive Office**

Service Area: **Community Safety Partnership**

Other members of assessment team:

Name	Position		Area of expertise \ Input
Angela Clift Sherran Fearnie	Finance		Financial implications and partnership resources
Julie Plunkett	Learning and Development		Organisational Development ; Project management Communication; Evaluation
Maggie Fennel	Derby City Council Transformation Unison		Equalities Advice; Critical Friend

Dawn Robinson Suanne Lim Craig Keen	Operational Managers		Exit strategies; Impact; Mitigation
Laura Follows	Research and Intelligence		Data and analysis
Karen Johnson	Director, CSP		Partnership priorities and Board consultation
Laura Jones	Human Resources		HR implications
<b>Question</b>		<b>Response/ findings</b>	

<p>What are the main aims and objectives or purpose of the policy, practice, service or function that you are assessing?</p>																											
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		<p>This EqIA examines proposals arising from a need to meet reductions in funding for the Community Safety Partnership against a background of wider central government cuts in grants and funding to the Local Authority and other Statutory Bodies. It builds upon the high level EaIA for the Council's Revenue Budget 2011/12 – 2014/15 proposals.</p> <p>The EaIA determines perceived levels of positive and negative impacts against the 6 strands of equality (as per the table). It forms one of the specific EqIAs to be conducted</p>																									

		<p>against significant or material changes in delivery.</p> <p>The main aim of these proposals are to ensure the partnership continues to meet statutory duties and deliver regulated services safely and successfully whilst managing the development of further service redesign; against a background of the requirement to deliver a significant staffing cost saving.</p> <p>In February 2011, DCC determined that all directly employed staff in posts that were 100% Grant Funded where that grant ceased on or by 31/03/2011</p>	
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		<p>should be dismissed for reasons of Compulsory Redundancy. This was the case with 10 CSP staff and this course of action is underway (Feb 2011). All staff will be offered redeployment and support. CSP continues to explore potential alternative funding sources.</p> <p>In addition to this, where posts were part grant-funded or funded from a variety of partnership streams (piecemeal), a service review is necessary to determine the best course of action.</p>	
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<p>Who implements, carries out or delivers the proposals? Please state where this is more than one person, team, department, or body – and include any outside organisations who deliver under procurement arrangements</p>		<p>The service review and associated redundancy activity is undertaken by the Service Director and Senior Management Team with support from Trades Unions and Human Resources Transformation Team. 100% grant funded posts and redundancy action is undertaken by the Council Corporate process and teams.</p>	
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<p>Who will be affected by the review and services affected? Who are the external and internal customers, groups, or communities?</p>		<p>The review covers both internally facing post reductions (human resources, training and development, admin, management) as well as externally facing services and posts (Prevent, Cohesion, Anti Social Behaviour, early intervention and prevention in youth offending). The internal groups affected will be all staff within the Community Safety Partnership – some very directly through potential redundancy and some through changed objectives, increased workloads, different operating</p>	
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		<p>practices. These changes will be noted within the Management of Individual Performance scheme.</p> <p>Customer and community groups affected will include:</p> <ul style="list-style-type: none"><li>• young people</li><li>• those at risk of offending \ criminal behaviour</li><li>• those at risk of violent extremism</li><li>• groups and communities \ neighborhoods at risk of community tensions</li><li>• groups and communities suffering</li></ul>	
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		<p>from anti social behaviour</p> <ul style="list-style-type: none"><li>• Specific communities or groups (Muslim communities, new communities, Roma) and specific geographical areas (eg Normanton)</li></ul>	
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<p>What outcomes do you want to achieve, why and for whom? For example, what do you want to be providing, how well, what changes or improvements, and what should the benefits be for customers, groups or communities?</p>		<p>To meet the aims and objectives of the 3 year Crime and Disorder Reduction Strategy and priorities outlined by partners in the most effective and efficient way – using strategic intelligence and evidence base of needs and threat. To embed the work within partner agencies, council services and within communities themselves, particularly where services can no longer be delivered directly due to financial considerations</p> <p>To ensure that</p>	
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		<p>all affected employees are treated fairly and that there are no illegal impacts or implications</p> <p>That reductions made in staffing costs contribute directly to the legal requirement to achieve a balanced budget and that business continuity implications and mitigation plans ensure that vulnerable people, groups, individuals and communities; and the front-line services they receive are preserved as far as possible.</p> <p>The Partnership activities have some elements of very targeted and specific focus and therefore we need to ensure</p>	
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		<p>that services are delivered within a legal framework and an established continuum of support and empowerment.</p> <p>Many elements of performance are subject to independent inspections and extensive regulatory regimes. We must ensure that we meet our statutory duties and deliver regulated services safely and successfully. In view of the requirement for budgetary savings to be made, the processes adopted have been subject to consultation with UNISON and reviewed to ensure that there is no</p>	
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		disadvantage to staff with a protected characteristic.	
Are other organisations involved in delivery?		Many of the agenda's above are delivered by a wide range of agencies and partners – including the Police, other council services (youth services, schools), probation, voluntary and community sector, fire and rescue services, Derby Homes, health, faith communities, housing providers and services. Many of these are represented on the various Boards overseeing the strategic plan and review.	

<p>What are the key Performance Indicators?</p>		<p>There are a number of significant performance indicators for 2010/11 (attached). Key PI's affected include:  NI 1 – Percentage of people who believe people from different backgrounds get along well together in their local area  NI 2 – Percentage of people who feel they belong to their neighbourhoods  NI 4 – Percentage of people who feel they can influence decisions in their locality  NI 35 – Building resilience to violent extremism  NI 111 – First time entrants to the youth justice</p>	
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		<p>system NI 21 – Dealing with concerns about anti-social behaviour and crime issues by the local council and the police NI 23 – Perception that people in the area treat each other with respect and consideration NI 41 – Perceptions of drunk and rowdy behaviour</p> <p>Performance indicators for 2011/12 are still being negotiated and any targets will take into account the reduced workforce and areas of service affected by this review.</p>	
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<p>What existing assessments are there? Are there any previous examples of consultation (eg Best Value Inspections, policy \ service reviews, research into the effects of a policy or practice).</p> <p>What did they tell you?</p>		<p>Every 6 months a comprehensive Partnership Strategic Intelligence Assessment (SIA) is carried out to assess risk and threat across the City and County and to determine priorities. 11 key priorities have been identified for 2011/12 which include:</p> <table border="1" data-bbox="804 792 1556 1192"> <tr><td>1</td><td>Safeguarding Children</td></tr> <tr><td>2</td><td>Organised Crime Groups</td></tr> <tr><td>3</td><td>Alcohol Related Harm</td></tr> <tr><td>4</td><td>Drugs</td></tr> <tr><td>5</td><td>Domestic Violence</td></tr> <tr><td>6</td><td>Rape &amp; Serious Sexual Assault</td></tr> <tr><td>7</td><td>Serious Acquisitive Crime &amp; Offender Management</td></tr> <tr><td>8</td><td>Safeguarding Adults</td></tr> <tr><td>9</td><td>Anti-Social Behaviour</td></tr> <tr><td>10</td><td>Killed and Serious Injury Road Collisions</td></tr> <tr><td>11</td><td>Terrorism (International &amp; Domestic)</td></tr> </table> <p>This fundamentally steers the strategic work of the Police,</p>	1	Safeguarding Children	2	Organised Crime Groups	3	Alcohol Related Harm	4	Drugs	5	Domestic Violence	6	Rape & Serious Sexual Assault	7	Serious Acquisitive Crime & Offender Management	8	Safeguarding Adults	9	Anti-Social Behaviour	10	Killed and Serious Injury Road Collisions	11	Terrorism (International & Domestic)	
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		<p>City and County CSP's and other partners (criminal justice boards, probation etc) and should therefore be a strategic guide to assessing impact of any budget reduction proposals.</p> <p>From the above, the City Safer Stronger Partnership Executive determined the priorities for the Community Safety Partnership and City focus:</p> <ul style="list-style-type: none"><li>• Reduce overall crime levels</li><li>• Reduce harm caused by alcohol and drugs</li><li>• Reduce fear of</li></ul>	
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		<p>crime and anti social behaviour</p> <ul style="list-style-type: none"> <li>• Reduce injury to vulnerable adults and children</li> </ul> <p>These are used to steer the operational priorities for the next 3 years with annual delivery plans in development.</p> <p>The CSP also carry out an Annual Needs Assessment (substance misuse) – which identifies level of need and is used to determine \ commission appropriate models of treatment and service delivery</p> <p>The Neighbourhood Boards and</p>	
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		<p>Forums are used to determine local priorities and issues and task agencies to meet local needs</p> <p>Youth Offending Service is regularly inspected as part of a national programme – the latest inspection – Early Intervention and Prevention services concluded that ...</p> <p>Domestic Violence Review – May 2010 – made recommendations around strategy and gaps in service provision. The Family Justice Management Board have responded to this. Regular performance monitoring of update of</p>	
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		<p>services indicate that this service is well used by women from the BME community but underused by victims of abuse from LGBT community and men</p> <p>Regular assessments are carried out through LAA and CAA process and Government Returns for grant funded programmes.</p> <p>The Partnership and Council works with statutory bodies such as the Primary Care Trust, DF&amp;RS, RSLs and the Community and Voluntary Sector and uses a wide range of validated data to check and ensure that the services</p>	
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		it provides or procures are legal, safe and equitable.	
<b>Identifying potential equality issues and factors</b>			
<b>Question</b>		<b>Response/ findings</b>	

<p>What do you already know about the equality impact or need? For example, from research, feedback, consultation or any performance monitoring</p> <p><b>Revision April 2011</b></p> <p><b>Final posts deleted:</b></p> <p><b>100% Grant Funded</b>  Prevent Officer YOS  Prevent Officer Cohesion Faith Respect co-ordinator ASB  Challenge and Support Officer</p> <p><b>Other funding ending:</b>  HR Manager  Learning and Development Officer  Community Safety Officer  Secretary to SMT  Domestic Violence Manager  Crime Prevention Manager  Head of Service Research and Intelligence</p>		<p><b>Staffing:</b> The proposals will impact upon staff numbers and posts – with an estimated 25% reduction in the overall number of employees. The pre budget cut CSP staff profile indicates a higher number of female employees; an average number of disabled employees; a slightly greater percentage of staff from BME backgrounds (compared to 2001 census) and similar age demographics for working age population (average age of 39). The objective of this review is to balance budgets – all processes will be fair and transparent with</p>	
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		<p>an ongoing review of equality impact on staffing profile. Affected staff could include individual members of the Black Employee Support Network, LGBT employee network and Disabled Employees Network and all staff will be fully consulted – collectively and individually.</p> <p><b>Communities and Services:</b> The initial proposals will impact on both internal and external services. The likely significant equality impact will be on young people (youth early intervention and prevention); on vulnerable</p>	
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		<p>communities (reduction in ability to deal with anti social behaviour and target some areas) and potential impact on those at risk of cohesion or vulnerability to extremism (new communities, Muslim communities, young people).</p> <p>Derby continues to be identified as a high risk area for violent extremism risk – central government funding has ceased for this area of work. Local tension monitoring indicates that there tensions within and between communities – with the level of risk currently high amongst</p>	
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		<p>the Roma Community. Impact of these proposals will need to be carefully monitored. Some of the proposals made in light of grants ending and reduced level of income from partners will need further consultation and engagement to minimise impact and find alternative ways of delivery.</p> <p>These have been discussed with the Safer Stronger Communities Executive Board who will also be consulted further on the proposals.</p> <p>Further consultation and research will be needed to determine</p>	
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		full impact and implementation of mitigation plans	
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<p>Is there any evidence of higher or lower take up for any particular groups?</p>		<p>As the CSP currently employ more female than male staff – there is potentially a disproportionate impact on women. 6% of staff within the CSP deem themselves to have a disability – there are no expected impact on this proportion. Given that the Council and the CSP are encouraging exits through voluntary early retirement or voluntary redundancy – those leaving may affect the potential age profile of the workforce within the CSP (for example more leavers in the older age group of the service). There could be a</p>	
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		<p>disproportionate impact on BME staff (3 out of 10 100% grant funded staff are BME and a further 2 staff (one fte) could be at risk due to income ceasing).</p> <p>Some of the services affected are targeted at specific groups and will engage with service users, communities and clients from equalities groups. It is likely that there is currently a higher take up of Prevent and Cohesion services from the BME community given the focus of this work.</p>	
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<p>Have there been any important demographic changes or trends locally? For example is the population changing, and if so, how and what might that mean for the consultation?</p>		<p>Key demographics include:</p> <ul style="list-style-type: none"> <li>• Population increases (currently around 243,000)</li> <li>• Increased diversity of population - 2011 census indicated around 12% of residents were from BME background – estimates are that this could now be around 20%</li> <li>• Estimated around 180 other nationalities living in the City using 72 different</li> </ul>	
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		<p>languages</p> <ul style="list-style-type: none"><li>• 78% of the population white British</li><li>• Largest minority ethnic group Asian (10.9% of population) - largest sub group is of Pakistani heritage</li><li>• Significantly more residents with no qualifications than either the regional or national average</li><li>• Slightly higher proportion of disabled people</li></ul>	
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		<p>19% live in the city (including Deaf People)</p> <ul style="list-style-type: none"><li>• There are pockets of deep social deprivation and areas of relative wealth.</li><li>• The economic situation and recent recession has affected local residents, communities and businesses</li></ul>	
		<p>The Census is due to be conducted this year but we know that there has been a noted increase in the range</p>	

		<p>and diversity of communities since the 2001 census. These increases have inevitably had a knock on' effect on the level of uptake and requirement for all the council's services.</p> <p>Across Derby the needs and expectations of our Neighbourhoods and Communities continue to change. Our review of the 'State of the City' helps us to highlight the key changes which we need to take account of as we plan our objectives.</p> <p>The findings of the Joint Strategic Needs Assessment (JSNA) highlighted the</p>	
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		<p>number of 10-19 year olds living in Derby is expected to reduce by 10% by 2017 (source JSNA 2009).</p> <p>One significant change has been the way the Council and Partnerships support Asylum Seekers and New Arrivals from inside and outside of the EU (European Union) Following changes in the law due to the Immigration and Asylum Act of 1999, asylum seekers that arrived after April 2000 no longer had a right to assistance and did not have to be provided for by the Council. Instead, the Home Office provided support</p>	
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		<p>through the National Asylum Support Service (NASS). Derby was been identified by the National Asylum Seekers Service (NASS) as one of the cluster areas for the support of asylum seekers in the East Midlands. As a result, Derby experienced an increase in its asylum seeker and refugee population.</p> <p>Other changes to European Migration has meant a concentration of new communities (Eastern European, Roma) in particular wards within the City; generally living in privately rented tenancies and often in</p>	
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		overcrowded conditions. Although some processes are in place to engage and consult with diverse communities – further work is needed in this area.	
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<p>Is there an indication that any of the policies or practices involved with the proposals creates particular problems or difficulties for any groups of customers or communities?</p>		<p>The proposals could have an adverse impact on some groups covered by this EalA therefore plans are needed to mitigate any adverse impacts. See attached table.</p> <p>Some groups of staff may be disproportionately affected by the review proposals (see above).</p> <p>Some services are specifically targeted at particular groups covered by the EalA and therefore these groups could experience difficulties or problems as a result of these proposals. As some services will be ending, exit strategies have been put in place and in other cases alternative</p>	
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		means of delivering these will be developed.	
What information or data exists? For example, statistics, customer feedback, complaints, research, monitoring – who keeps it and can you get hold of it?		Population data exists and is accessible (although some of it is now out of date – new Census data will be more relevant). Statistics about service use for some areas of work is available and will be used to identify further consultation required. Some service areas do not have readily available data therefore this gap needs to be addressed through further consultation.	

<p>Do any equality or diversity objectives already exist? If so, what are they and what is current performance like against them?</p>		<p>Derby City Council's Equality and Diversity Policy states that This Council is committed to promoting equal opportunities, valuing diversity and tackling social exclusion in everything it does. Our aim is equality for everyone who lives, works and visits Derby and we will shape our services and employment practices accordingly. We recognise that we must have a workforce that is as diverse as the community we live in, so that we can provide the most effective services. Policy in respect of Reorganisation, Redeployment and Redundancy</p>	
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		<p>which has been agreed with UNISON and Equality impact assessed.</p> <p>Selection process agreed with UNISON and final outcomes will be impact assessed.</p> <p>Opportunities for those at risk will be explored through the Corporate Redeployment process to allow equal access to any vacancies released.</p> <p>Provision of outplacement support, interview skills, JobCentre plus and workshops on C.V skills etc and workshops on financial implications of redundancy and pensions have been arranged for all CSP staff.</p> <p>Monitoring of</p>	
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		<p>redundancy and redeployment activity will be carried out by gender, age and ethnicity. Voluntary redundancy and early retirement schemes agreed with UNISON. Consideration of flexible working /job share arrangements and other potential opportunities to be considered.</p> <p>The impact of changes in funding, including removal of grant and partnership funding and the resultant pressures have been examined as part of the Council and Scrutiny budget process. This EqlA has been triggered by a significant and</p>	
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		<p>materiel change in policy, practice or delivery. The (Derby) Corporate Plan 2010/11 contains an equality milestone – “Achieve excellence in the new Equality Framework for Local Government by March 2011. This was achieved, with Derby being only the sixth successful appointee since the new framework was put into place. The CSP played a significant part in this assessment.</p> <p>Already established indicators of commitment to equality and knowing the</p>	
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		<p>communities served are contained within the DCC Equality Scheme and Action Plan and the CSP are measured against this. The council promotes itself as an employer of preference and repute and has sought and retained significant external accreditation to support this assertion. For example, GIS, Two Ticks, Stonewall top 100 Equality Index, Investors in People, Chartermark and CSE and Legal Services accreditation</p>	
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<p>Is the proposal likely to have a positive or negative effect on particular people in the community, or particular groups or communities?</p>		<p>The potential of the proposals to have a negative impact on particular people \ groups in the community is HIGH. Plans have already been put in place for some areas of high impact – particularly where it was known funding was coming to an end – and in other areas alternative means of delivery need to be further considered to mitigate impact (see table attached).</p>
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**Collecting the information and data about how the policy, practice, service or function, impacts on communities**

Please record your information and data in this table and think about:  
 what information or data you will need  
 using both quantitative and qualitative data  
 making sure that where possible there is information that allows all perspectives to be considered  
 identifying any gaps in the information/ data and what it can tell you

<b>Data or information</b>	<b>When and how was it collected?</b>	<b>Where is it from?</b>	<b>What does it tell you? You need to consider all six equality strands where you can</b>	<b>Gaps in information</b>
Customer feedback and complaints	None specifically held in CSP - DCC data collected	Consultation Events and internet and other surveys and correspondence. The proposed outputs and changes for CSP are integral to a wider consultation, part of the Revenue Budget 2011/12 exercise.	Corporately, there is evidence to suggest that no-one individual or group have been unable to contribute to this exercise. Some decisions have been challenged and further consultation required.	Sexual Orientation and religion. Belief and non-belief data is scantily recorded and meaningful reports will not be drawn from systems CSP specific data needs to be extracted

Consultation and community involvement	Diversity Forum Consultation Event E-form on internet and advertisements and articles in local media.	Letters, phone calls and survey results. Groups and individual feedback.  Corporate sources  Within the CSP some representation has been made from Pakistani community regarding impact and meetings have been held to address this	There is evidence to suggest that no-one individual or group have been unable to contribute to this exercise. Some decisions have been challenged and further rationale provided.	Sexual Orientation and religion. Belief and non-belief data is scantily recorded and meaningful reports will not be drawn from systems  More rigorous process required in future on an ongoing basis around specific CSP \ new partnership proposals
Performance information including Best Value	Strategic Intelligence Assessment Needs Assessments	Various partner agencies	This data has identified key risk areas and needs of some parts of the community	Further breakdown required across all equalities strands
Take up and usage data	Higher than usual levels of electronic responses noted	E-form feedback from Communications Unit. Chief Executives Department. No specific data extracted for CSP	This method increasingly popular as a feedback and communication mechanism.	CSP specific data required
Comparative information or data where no local information	Benchmarking data available on performance	Police data, British Crime Survey, IQUANTA, other partners	Limited data against equalities strands	To be further explored

Census, national or regional statistics	2001 Census, super enumerations and mid-year estimates. Indices of Multiple Deprivation Labour Force Surveys	Office for National Statistics <a href="http://www.statistics.gov.uk/default.asp">http://www.statistics.gov.uk/default.asp</a>	Detail contained within EqIA.	Local information in respect of Sexual Orientation and religion. Belief and non-belief data is scantily recorded and meaningful reports will not be drawn from systems.
Access audits or assessments such as DDA assessments	Feedback from Consultation events and via CeX dept.	That consultation document and access arrangements are available to be interpreted or translated or provided in non standard formats.  No specific data for CSP	Adequate and appropriate access to information is the key to quality consultation. There is evidence to suggest that no-one individual or group have been unable to contribute to this exercise.	Sexual Orientation and religion. Belief and non-belief data is scantily recorded and meaningful reports will not be drawn from systems.
Workforce profile	Current staffing profile	<a href="http://www.derby.gov.uk/NR/rdonlyres/E46C5E27-0173-4D20-8523-33FF107D572A/0/DCC_employment_stats_0809.pdf">http://www.derby.gov.uk/NR/rdonlyres/E46C5E27-0173-4D20-8523-33FF107D572A/0/DCC_employment_stats_0809.pdf</a>  CSP data available via Director	CC workforce in April 2010 broadly reflected the wider community served. Initiatives in place to address under representation have had some degree of success.	Orientation and religion. Belief and non-belief data is scantily recorded and meaningful reports will not be drawn from systems. CSP workforce data available but sexual orientation, religion and belief is not formally recorded

Where service delivered under procurement arrangements – workforce profile for deliverers	n/a			
Monitoring and scrutiny outcomes	EaIA to be examined by the Equality & Diversity Task Group	DCC internal records and minutes of meetings.		CSP to carry out specific consultation and involve Scrutiny Commission and partners in monitoring outcomes and impact

## Analysing the information and data and setting equality objectives and targets

Please give your detailed findings in this table

Service or function	Policy or practice	Findings	Which groups are affected and how	Whose needs are not being met and how?
<p>CSP Review to meet Revenue Budget and income reductions 2011/12 – 2013/14</p> <p><b>Service \ Posts:</b>  <b>100% Grant Funded</b>            Prevent Officer YOS            Prevent Officer Cohesion Faith            Respect co-ordinator ASB            Challenge and Support Officer</p> <p><b>Other funding ending:</b>            HR Manager            Learning and Development Officer            Community Safety Officer            Secretary to SMT            Domestic Violence Manager            Crime Prevention Manager            Research and Intelligence HofS</p>	<p>To meet the statutory requirements of the Crime and Disorder Act; achieve a balanced budget as a consequence of grants terminating and core revenue funding reductions; ensure the priorities determined by the Strategic Intelligence Assessment and Partnership Board are met</p>	<p>That there are low, medium and high impacts noted against all 6 strands of equality.</p> <p>That consideration has been given to the interplay between services, partners and communities.</p> <p>That mitigation will be needed to ensure that negative impacts are addressed and this is evidence in a series of priorities and risk assessments.</p> <p>That vulnerable individuals interests are protected.</p>	<p>Universally those who live, work and visit the City of Derby. This includes Businesses and stakeholder partners, such as the PCT, Police, Fire and Rescue etc.</p> <p>The review could have a disproportionate impact on some members of the BME community (in terms of workforce profile and reduced services). There could also be a negative impact on Young People (early intervention and prevention, parenting work, Prevent work) although some of these risks have been minimised through re commissioning and the Early Intervention Grant.</p>	<p>The Council and the CSP seeks to uphold its responsibilities and to further demonstrate a commitment to recognising and celebrating diversity and equality.</p> <p>Through the Derby Plan Sustainable Communities Strategy and rigorous monitoring against testing targets. The Council seeks to ensure delivery of high quality services to the population it serves and to reflect that population within its own profile and make up.</p>

## Objectives - process, impact or outcome based

Please give your proposed objectives/ targets in this table

<b>Objective/Target:</b>	<b>To ensure that those likely to be affected by the proposals have been consulted and involved.</b>
Specific	As part of Council Corporate process discuss main proposals with various forums. Consult all staff within the CSP and ensure all Partners on the Executive Board are consulted. Consult Members via Scrutiny.
Measurable	Amount of feedback on the review proposals and budget consultation pack.
Achievable	Corporate process tracked. CSP Communications and Consultation Plan monitored and tracking report used to ensure this is achievable. Given timescales, however, there will need to be ongoing consultation and monitoring of impact. Incorporate ongoing objective into performance reviews
Relevant	Given the scale of the cuts within the CSP this objective aims to go beyond the corporate consultation process and we will use the feedback to determine final review outcomes and \ or feed into wider partnership review post April 2011.
Timed	Initial action to be completed by end of March 2011.

<b>Objective/Target:</b>	<b>To ensure that where high impact has been identified that there is a detailed work plan to carry out ongoing monitoring of impact and to ensure mitigation and alternative models are minimising impact.</b>
Specific	Action Plans produced for each high risk area
Measurable	Action plans regularly reviewed by SMT and other stakeholders (Scrutiny, Partners) Incorporate into Performance Reviews (MIPS)
Achievable	Lead Manager named and monitored by SMT
Relevant	This objective aims to minimise the impact of the review proposals and budget cuts on the 6 strands of equalities.
Timed	Initial action to be completed by June 2011

<b>Objective/Target:</b>	<b>To carry out further monitoring of the workforce within the new partnership and develop appropriate workforce development programme</b>
Specific	Workforce profiling to include all strands of equalities data made available and Workforce Development Plan produced
Measurable	Data available and plan implemented – Peer Review and regular monitoring
Achievable	Integrate into regular management information and SMT agenda
Relevant	Equality and Diversity Scheme and Action Plan; C&NP Business Plan (key action)
Timed	Action to be completed by September 2011 (new partnership structures)

# Monitoring and reviewing - incorporating into performance management

Please summarise your objectives and targets in this table with your proposed monitoring and reporting arrangements

Objective	Planned action	Target performance			Responsible lead officer	Reporting cycle, for example, quarterly
<b>Consultation and Involvement</b>	Employee Voice established Directors workshops C&NP Consultation Programme Further dialogue with specific affected groups				Richard Martin	Quarterly
<b>Action Plans to mitigate high impact on equalities groups</b>	High Priority Prevent (young people, Muslim Community) Community Safety				Karen Johnson Clare Labram  Karen Johnson Andy Thomas  Suanne Lim (Prevent and Young People) Andy Thomas Andrea Parkin	Quarterly via SMT      1:1 monthly
<b>Monitor Workforce and Workforce Development Plan</b>	Establishment List post review for new partnership  Workforce Development Plan				SMT – Jas Clarke to support	Quarterly

		<b>2011/12</b> 8 meetings 8 Briefings Produced by Sept 2011 6 bespoke sessions Exit Strategy and Action Plans produced April 2011 June 2011 September 2011	<b>2012/13</b> 10 meetings 10 Briefings Targets to be set 8 bespoke sessions TBC Targets to be determined once baseline obtained	<b>2013/14</b> 12 meetings 12 Briefings Targets to be set 10 bespoke sessions TBC TBC		
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**Summary Risk Assessments:**

Posts		Positive Impacts			Negative Impacts			Mitigation	
		L	M	H	L	M	H		

Prevent Officer YOS Prevent Officer Cohesion						√ √	Exit strategy in place and commissioned within community Embed in community Ensure other agencies and staff playing a key role in cohesion and prevent Strong Risk assessment in place
Internal Support Staff (HR, L&D, Admin)				√			Merge 3 teams across C&NP Work with central business Hubs and corporate services
Community Safety Officer Respect co-ordinator Challenge and Support Officer					√ √	√	More effective work with Derby Homes Share out workload across teams Manager role to take on some areas of work
Crime Prevention Manager						√	New Derby Homes Contract New contract with Regen regarding ENTE Built into SN Post
Domestic violence Manager						√	Consider future of FJC Revised Strategy City \ County More collaboration across services and City \ County

Safer Stronger Communities Partnership Board	Positive Impacts			Negative Impacts			Mitigation
Strategic Aims and Objectives 2011/12	L	M	H	L	M	H	
Reducing overall crime in the City with a specific focus on those areas of concern such as violent crime					√		See above – plus stronger partnership focus on priorities
Reduce the fear of crime and anti social behaviour in the City					√		As above
Tackle the harm caused by alcohol and drugs				√			
Protecting our most vulnerable adults and children from harm				√			Embed in other agency work and community

