**EQUALITY ANALYSIS (EA) - SCREENING TEMPLATE**

**GUIDANCE TOOL** This Tool assists services in determining whether their plans and decisions will require a full Equalities Analysis. EAs help the Council comply with its duty under s.149 of the Equality Act 2010 to have “due regard” to specified equality matters. They are required in most cases but, in some cases, an EA is not necessary or is only necessary for certain aspects of a decision. Full guidance on the Council’s duties and EAs and the full EA template is available at [http://forestnet.lbwf.gov.uk/index/residents-first/equalities/equality-analysis.htm](http://forestnet.lbwf.gov.uk/index/residents-first/equalities/equality-analysis.htm)

The Council understands that whilst its equalities duty applies to all services, it is going to be more relevant to some decisions than others. We need to be pragmatic and ensure that the detail of Equality Analyses (EAs) are proportionate to the impact of decisions on the equality duty. In some cases a full EA is not necessary and/or the equalities duties do not apply. In other cases, only part of a decision will require an EA to ensure the Council has due regard to its equalities duties. The following examples are intended to assist:

<table>
<thead>
<tr>
<th>Where will a full EA be required?</th>
<th>Where might an EA not be required?</th>
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</thead>
</table>
| In short, wherever a decision has a more than minimal or theoretical **adverse or negative** impact on those with protected characteristics, for example, if the Council is considering:  
  • Ceasing a service  
  • Reducing a service or reducing it in particular areas, e.g. closing an office in Leyton but not Walthamstow  
  • Changes to the way a service is delivered, e.g. moving to personalisation or moving to online access only  
  • Changes to eligibility criteria, rules or practices for a service  
  • Changes to discretionary fees and charges | • Where it can be proven that the decision has no equalities impact— with particular focus on negative impacts on service users and residents  
  • Where it can be proven that the decision has a minimal or theoretical equalities impact (and so does not need to be considered)  
  • Where the decision is mandatory and there is no element of discretion (e.g. to adopt a member’s code of conduct or similar)  
  • In rare cases, where a previous EA exists and a review shows that it is still relevant at the time of the final decision, i.e. the facts have not changed |

**Important:**

- The EA screening tool should not be used to mask over any equality impacts or as a “get out”.
- There can be a negative equality impact even if you think that overall, you are proposing changes that will make services better. If there is an adverse or negative impact, you must complete a full EA.
- **Negative** impacts are often indirect, i.e. a rule that is on its face of universal impact but has greater impact on some groups in practice e.g. due to the ethnic makeup of an area.
- In most cases, the screening process requires a degree of collation and analysis of evidence. If this requires a lot of work, consider whether it is actually simpler to omit the screening process and undertake a full EA.
- The equality duty **continues** up to and after the final decision. If proposals or facts change before the final decision, any screening tool will need to be reviewed and evidenced.
- Any consultation undertaken should also inform the screening process, e.g. issues raised by those affected. Monitoring should take place after a decision as part of service delivery.
- The completed screening template will be attached to Cabinet or other decision making report and so it must include sufficient detail to justify the decision not to carry out a full EA.

**What to do?**

The screening process should be used on **ALL** new proposals, policies, projects, functions, saving proposals, major developments or planning applications, or when revising them, if there is no negative equality impact or there is uncertainty about whether there is a negative equality impact. **However,** if your proposal is of a significant nature and it is apparent from the outset that a full EA will be required, then you do not need to complete this screening template and can progress directly to a full EA. If a negative/adverse impact has been identified during completion of the screening tool, a full EA **MUST** be undertaken.

If your proposal is going to Cabinet or Committee (e.g. Planning or Licensing) and you are not undertaking a full EA, you must:

- a. share your report and completed screening tool with Shahid Mallam, Performance & Improvement Team, who will check and challenge your findings and  
- b. use the following wording under the Equality & Diversity paragraph in the Cabinet report: “An initial screening exercise of the equality impact of this decision was undertaken and determined there was no/ minimal impact...”

Waltham Forest Council  
EQUALITY ANALYSIS (EA) SCREENING TOOL GUIDANCE
If you have not identified any negative/adverse impacts arising from your proposal you do not need to undertake a full EA. However, make sure you have explained clearly why the (delete as appropriate) on the Council’s equality duty.” Attach the completed template as an appendix to your report.

1. Proposal / Project Title: Corporate Development: Senior Management Structure

2. Brief summary of the above: (include main aims, proposed outcomes, recommendations / decisions sought)

Cabinet are recommended to approve the deletion of the Director of Transformation and HR and support the creation of the Director of Strategy and Change and Director of Employee Experience posts.

The Corporate Development directorate is designed to provide trusted help for staff and residents. The directorate delivers high quality support services (ICT and Digital, Transformation and HR and Communications and Culture) that enable the essential core operations of the Council to be delivered.

During 2019 work has been undertaken to review the structure, vision and operating model for Corporate Development, with the aim of ensuring the directorate:

- continues to successfully enable the delivery of Creating Futures;
- provides essential support services to the council as effectively and efficiently as possible; and
- is financially sustainable and delivers the savings required by the MTFS.

The departure of the current Director of Transformation and HR in August provides an opportunity to realign the management responsibilities within Corporate Development. The proposed changes will delete one Chief Officer post (Director of Transformation and HR) and create two new Chief Officer posts (Director of Strategy and Change and Director of Employee Experience posts) to ensure there is sufficient strategic focus on these critical areas of the Council’s work.

The proposed changes detailed in the Cabinet Report are not envisaged to have an adverse impact upon any protected characteristic or group as the proposals will only impact one member of staff. If approved, the changes will result in a change of line management for the existing direct reports of the Director of Transformation and HR. As such, it was deemed that a full equalities assessment was not required.

3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations) indicate for each protected group whether there may be a positive impact, negative (adverse) impact, or no impact arising from the proposal.

<table>
<thead>
<tr>
<th>Protected Characteristic (Equality Group)</th>
<th>Positive Impact</th>
<th>Negative Impact</th>
<th>No Impact</th>
<th>Briefly explain your answer. Consider evidence, data and any consultation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>☒</td>
<td>☐</td>
<td>☒</td>
<td>As detailed above, the changes are not envisaged to have any impact on this or any other protected group.</td>
</tr>
<tr>
<td>Disability</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>As detailed above, the changes are not envisaged to have any impact on this or any other protected group.</td>
</tr>
<tr>
<td>Pregnancy and Maternity</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>As detailed above, the changes are not envisaged to have any impact on this or any other protected group.</td>
</tr>
<tr>
<td>Race</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>As detailed above, the changes are not envisaged to have any impact on this or any other protected group.</td>
</tr>
<tr>
<td>Category</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>Comment</td>
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<td>--------------------------------</td>
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<tr>
<td>Religion or Belief</td>
<td></td>
<td></td>
<td>☒</td>
<td>As detailed above, the changes are not envisaged to have any impact on this or any other protected group.</td>
</tr>
<tr>
<td>Sex (Including Gender Re-assignment)</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>As detailed above, the changes are not envisaged to have any impact on this or any other protected group.</td>
</tr>
<tr>
<td>Sexual Orientation</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>As detailed above, the changes are not envisaged to have any impact on this or any other protected group.</td>
</tr>
<tr>
<td>Marriage and Civil Partnership</td>
<td>☐</td>
<td>☐</td>
<td>☒</td>
<td>As detailed above, the changes are not envisaged to have any impact on this or any other protected group.</td>
</tr>
</tbody>
</table>

5. There are no negative/adverse impact(s). If you have not identified any negative/adverse impacts please briefly explain your answer, providing evidence to support decision.

As detailed above, the proposed changes are not envisaged to have an adverse impact on any members of staff.

6. Describe how opportunities to advance equality and foster good relations for any of the protected characteristics has been taken up (where relevant).

This is not applicable in this instance given the minimal nature of the changes proposed.

7. As a result of this screening is a full EA necessary (Please check ☒ appropriate box)

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☒</td>
</tr>
</tbody>
</table>

Briefly explain your answer.

The changes detailed are not envisaged to have an adverse impact upon any protected characteristic or group. As such, it was deemed that a full equalities assessment was not required at this stage.

8. Name of Lead Officer: Nick Ball

Job title: Transformation Delivery Manager

Date screening tool completed: 20 June 2019

Signed off by Head of Service: Name: Rhona Cadenhead Date: 20 June 2019