



# Strategic Overview and Scrutiny Panel

Item  
**12**

13 December 2011

<b>Report of</b>	<b>Executive Director</b>	<b>Author</b>	<b>Ann Hedges</b> ☎ 282212
<b>Title</b>	<b>Strategic Plan 2012-2015</b>		
<b>Wards affected</b>	All		

**The Panel is invited to review the draft Strategic Plan 2012-15 and make any recommendations to Cabinet**

## 1 Action required

- 1.1. To consider and comment upon the draft Strategic Plan 2009-2012, prior to its consideration by the Cabinet on 25 January 2012 and adoption by the full Council on 22 February 2012.

## 2 Reason for scrutiny

- 2.1. The Strategic Plan is one of the statutory elements of the Council's Policy Framework, as set out in Article 4 of the Council's Constitution. It must therefore be adopted by the full Council.
- 2.2. The Strategic Plan sets the framework for the Council's three-year Medium Term Financial Forecast and its Capital Programme. Both the Plan and the Budget will be debated at the same full Council meeting in February 2012.
- 2.3. The last Strategic Plan was published in February 2009 and runs to 2012. It now needs to be refreshed in the light of changing circumstances and expectations.

## 3 Background information

- 3.1. The current Strategic Plan expires at the end of this financial year and a new plan is required.
- 3.2. The new Strategic Plan is again focused on a few key areas. The main change is a recognition that there are two distinct areas where the Council has a role to play:
  - 3.2.1. The first is about influencing others in a range of functions where the Council does not have direct responsibility for delivery but knows these things are vital to the future of the Borough and its residents.
  - 3.2.2. The second role is actual delivery of direct services either through our own resources or using others to provide services.

These two areas are now highlighted in the plan

- 3.3. The Strategic Plan sets out the framework of vision, and priority areas for action for the Council over the next 3 years in serving the communities in Colchester. Action plans will be developed within this framework.

#### **4 Strategic Plan outline**

- 4.1. The new Strategic Plan will replace the existing plan that expires on 31 March 2012.
- 4.2. The Strategic Plan has three levels of statements:

An overarching vision for the borough:

**Colchester, the place to live, learn, work and visit**

A number of broad aims:

**Colchester as a vibrant Borough with a bright future wants to be known for:**

- Leading for the future
- Creating opportunities for all its residents
- Inspiring and innovating
- Being cleaner and greener
- Listening and responding

And a number of priority areas in two categories. These can be seen in the draft plan attached.

#### **5 Consultation**

- 5.1. The Council undertakes significant amounts of consultation every year and with a recognition of the information available from recent consultations and the need to demonstrate value for money, specific consultation for the Strategic Plan and the Budget Strategy for 2012/13 has been combined.
- 5.2. The main piece of consultation has been a survey that was made available on line, with hard copies placed in key locations including the Customer Service Centre and all Libraries in the Borough.
- 5.3. A press release was sent to all local media and a number of key organisations were notified of the consultation including Parish Councils. It was also emailed to all staff, recognising that many staff are also residents.

#### **6 Publicity considerations**

- 6.1. The development of the strategic plan and the consultation has already received useful and positive publicity. The Courier and on-line general surveys were covered in the local media as “residents get to have their say on authority’s proposals (and) to identify their personal priorities and tell the council where they want the budget to be spent.”
- 6.2. In terms of communicating the plan once agreed, we intend to make best use of online methods of distribution such as e-mail or web versions of the finalised Plan, as well as more traditional methods.

#### **7 Financial implications**

7.1. The financial implications of the action plans to deliver the priority areas for action within the plan are incorporated in the annual budgeting cycle and documents.

## **8 Equality, Diversity and Human Rights implications**

8.1. A draft Equality Impact Assessment for the Strategic Plan is attached. The detail will be completed following the discussion at Strategic Overview and Scrutiny Panel in advance of Cabinet.

8.2. The communication strategy for the Plan will comply with the existing Council policies for access and availability in different formats.

8.3. The plan includes a priority about equality and diversity that meets the requirements of the new Equality Act

## **9 Community Safety implications**

9.1. The Strategic Plan positively promotes Community Safety as it is identified as a priority area for action within the Strategic Plan.

## **10 Health and Safety implications**

10.1. There are no Health and Safety implications of the Strategic Plan itself.

## **11 Risk Management implications**

11.1. Individual action plans supporting the priority areas for action will be formally risk assessed and a risk management action plan prepared.

11.2. The absence of a Strategic Plan would create a significant risk of the Council failing to deliver on its core priorities.

### **Reference documents:**

- Draft Strategic Plan 2009-12 (attached)
- Consultation report (attached)
- Draft Equality Impact Assessment (attached)

## STRATEGIC PLAN 2012-15 SURVEY RESULTS

### 1. Summary

The percentages below show the proportion of respondents that selected the service or area of influence in question.

Top three services rated one of three most important:

1. Recycling and waste collection – 51%
2. Housing and homelessness – 34%
3. Parks and recreation – 28%

Top three services rated one of three least important:

1. Mayoral and civic duties – 71%
2. Working with the voluntary sector – 37%
3. Licensing – 22%

Top three areas of influence rated one of three most important:

1. Anti-social behaviour and crime – 49%
2. Affordable housing – 41%
3. Traffic and highways – 35%

Top three areas of influence rated one of three least important:

4. Arts and culture – 54%
5. Skills – 34%
6. Health inequalities – 27%

60% of respondents stated that they would not be prepared to have an increase in Council Tax to maintain some of the priority areas.

The data gathered from the personal questions indicated that the results of this survey are almost broadly representative of Colchester's resident population.

### 2. Methodology

Colchester Borough Council's Cabinet decided to base the Strategic Plan 2012-15 on local consultation and research work to ensure that it reflects the services which are most important to local people. The Cabinet was responsible for the questions posed and the categories used for services and areas of influence (see Appendix 1 for a copy of the paper survey).

Residents could get involved by picking up a survey at the Customer Service Centre in Angel Court, Leisure World or in Colchester libraries. Alternatively they could access the survey online. The consultation was open from Monday 19 September until Sunday 2 October 2011.

Overall there were a total of 243 survey responses and 79 (32.5%) of these were paper based, while the rest were online.

Some respondents had ticked more than the three requested services and/or areas of influence. So the answers to spoilt questions have been removed, but only for each spoilt sub-questions: 25 sub-questions from 21 respondents have been excluded from the results.

Of the 243 respondents, 48 left comments the online and paper survey. The general themes of these are listed in section 4 below.

# 3.Results: Ratings for most and least important services and areas of influence

## 3.1. Most and least important services by overall response (combined results)

Figure 1

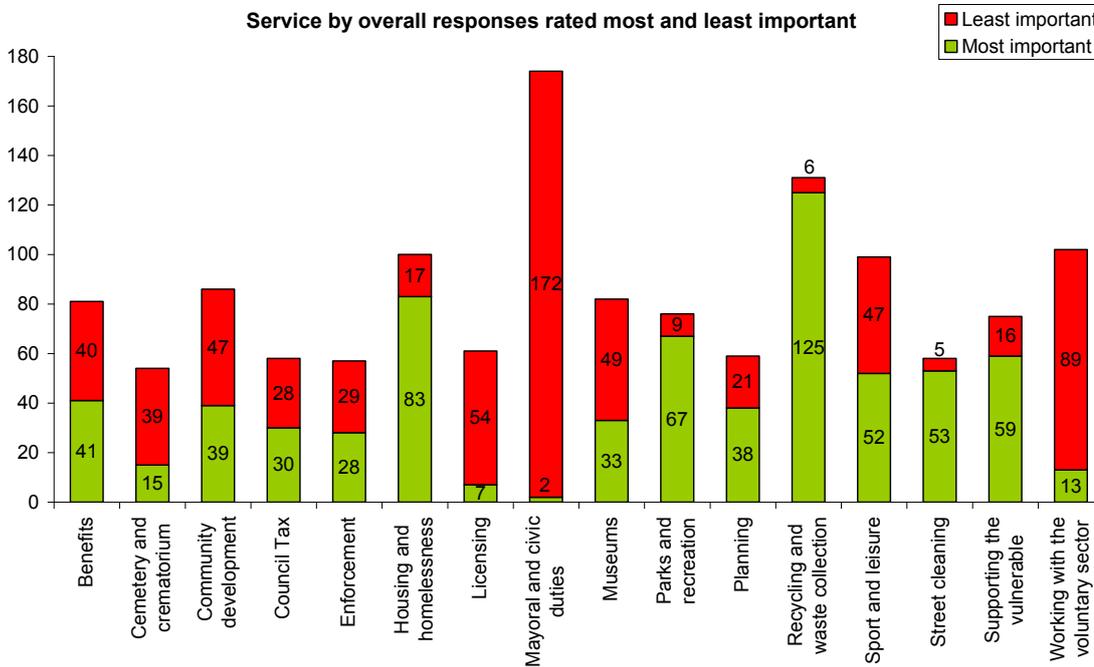


Figure 1 shows the overall positive and negative responses given for each service commissioned or provided<sup>1</sup>. This gives an overall idea of public attitude to each service specified.

‘Recycling and waste collection’ had the highest number of positive responses at 125 over 6 negative ones. This was followed by ‘Housing and homelessness’ (83 positive responses against 17 negative ones).

‘Mayoral and civic duties’ had the highest number of negative responses (172 people considering it one of the three least important services) against 2 positive responses (those considering it one of the three most important services). This was followed by ‘Working with the voluntary sector’ with 89 negative responses against 13 positive ones.

<sup>1</sup> Positive = one of three most important services; Negative = one of three least important services.

### 3.2. Most and least important areas of influence by overall response (combined results)

Figure 2

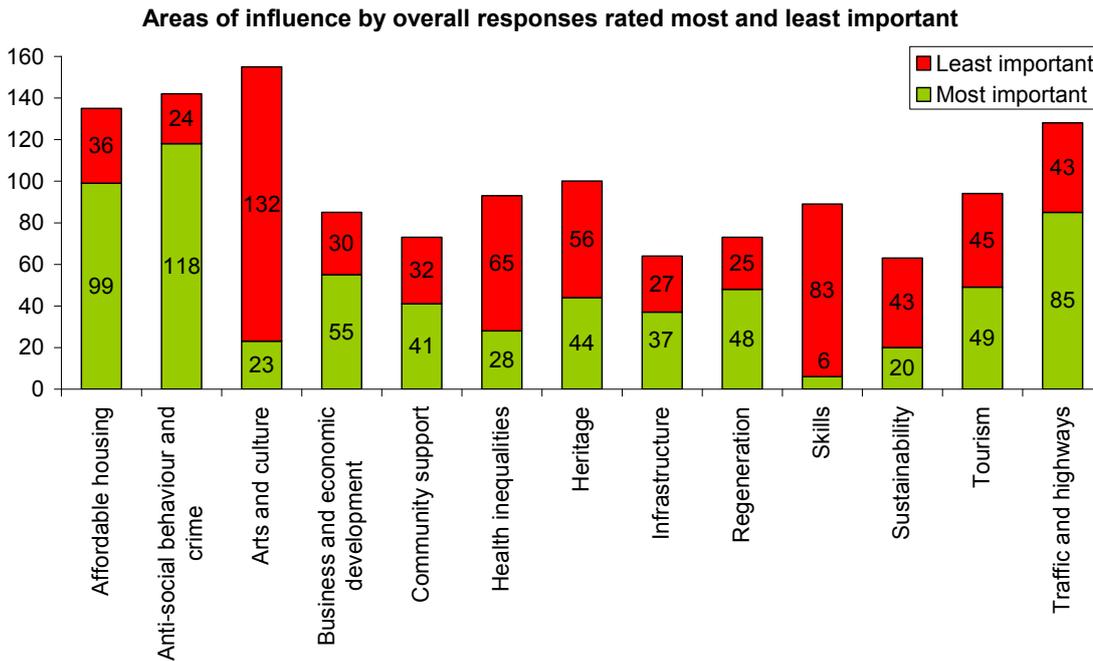


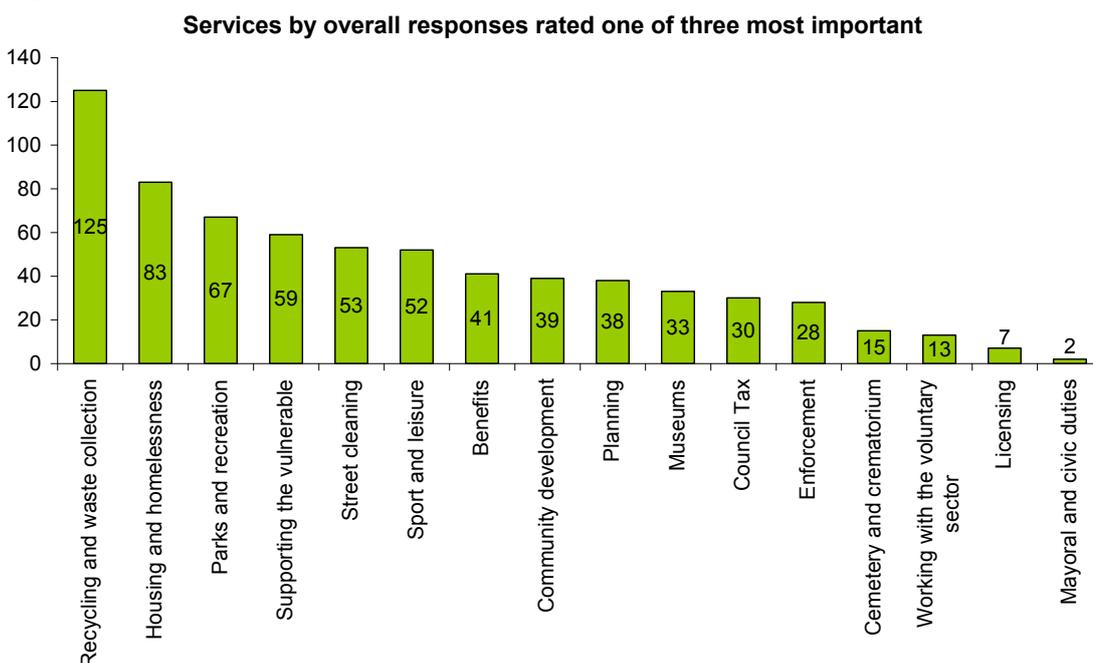
Figure 2 shows the overall positive and negative responses given for area that the Council can influence. This gives an overall idea of public attitude to each area specified.

‘Arts and culture’ had the highest number of negative responses at 132 against 23 positive responses. This was followed by ‘Skills’ with 83 negative responses against 6 positive ones.

‘Anti-social behaviour and crime’ had the highest number of positive responses at 118 over 24 negative ones. This was followed by ‘Affordable housing’ (99 positive responses against 36 negative ones).

### 3.3. Most important services by overall response (individual results)

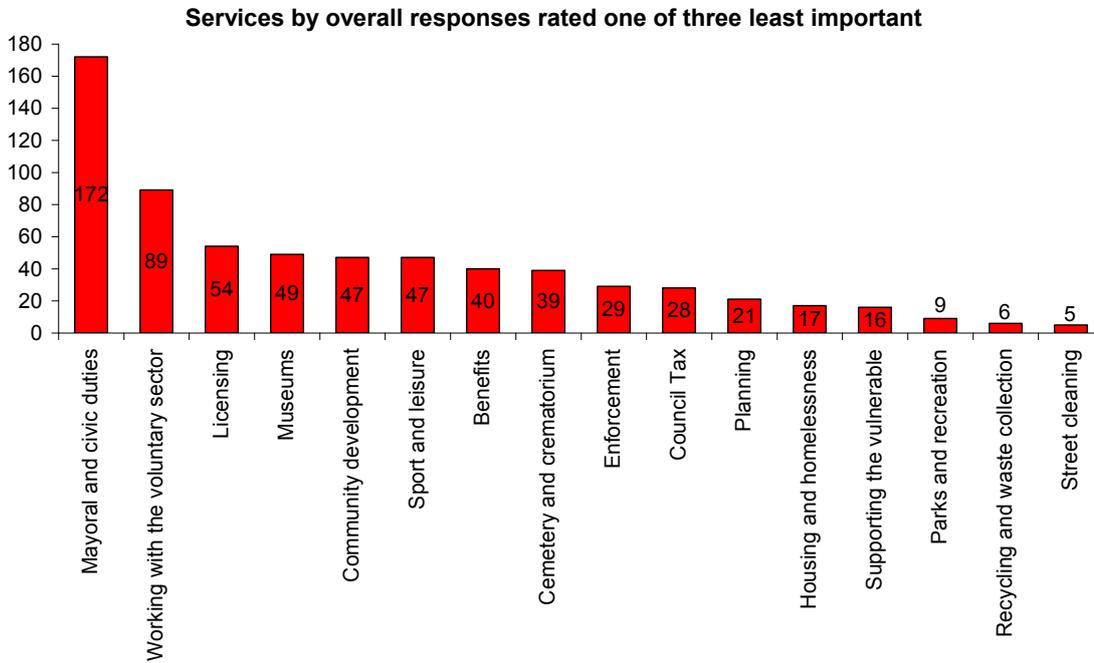
Figure 3



In relation to services by overall priorities (rated one of three most important services), 'Recycling and waste collection' came top with 125 respondents suggesting it was a priority, followed by 'Housing and homelessness' with 83 respondents and 'Parks and recreation' with 67 respondents.

### 3.4. Least important services by overall response (individual results)

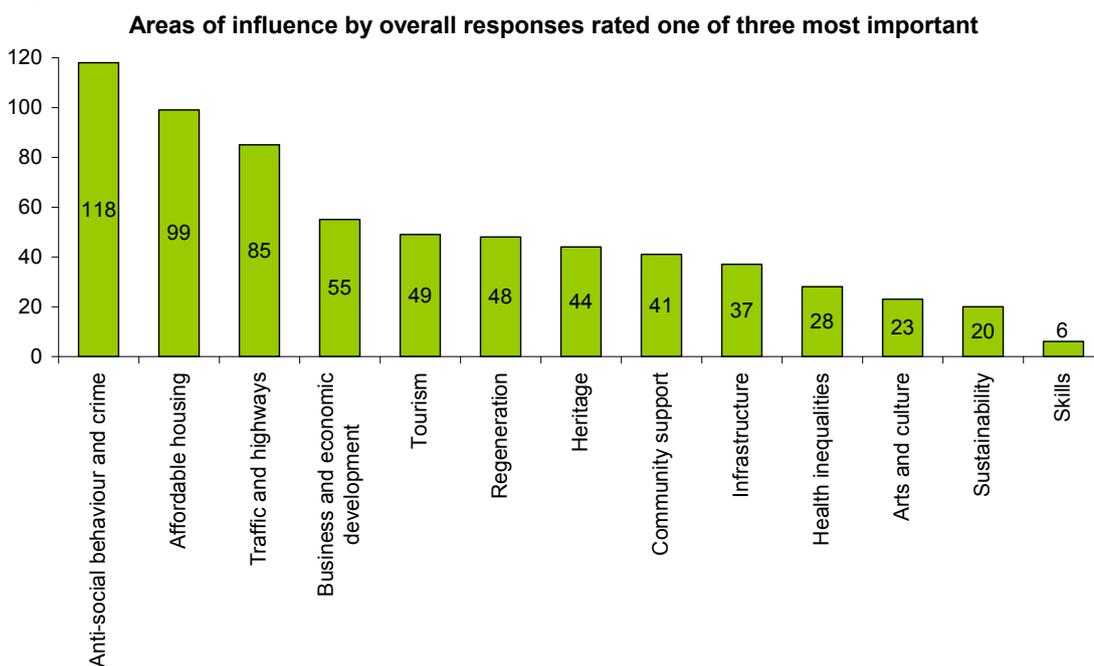
Figure 4



In relation to non-priority services (three least important), 'Mayoral and civic duties' was the least popular at 172 negative responses, followed by 'Working with the voluntary sector' at 89 and 'Licensing' at 54.

### 3.5. Most important areas of influence by overall response (individual results)

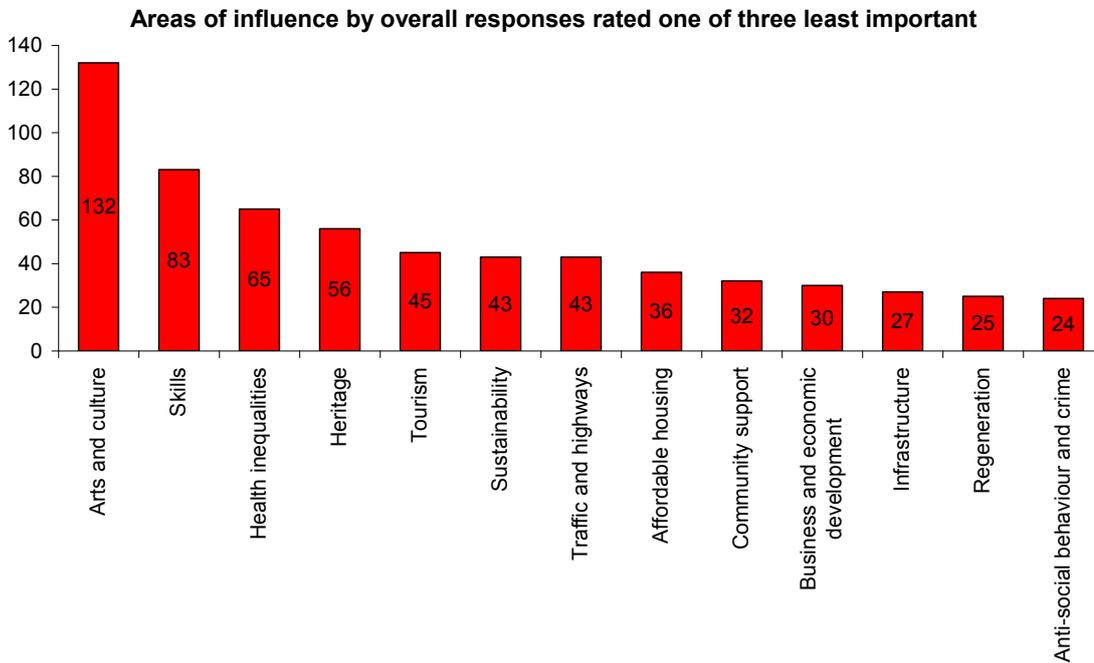
Figure 5



In relation to areas by overall priorities, 'Anti-social behaviour and crime' came top with 118 respondents suggesting it was a priority, followed by 'Affordable housing' with 99 respondents and 'Traffic and highways' with 85 respondents.

### 3.6. Least important areas of influence by overall response (individual results)

**Figure 6**



In relation to non-priority services, 'Arts and culture' was the least popular at 132 negative responses, followed by 'Skills' at 83 and 'Health inequalities' at 65.

## 4. Results: comments made – emergent themes

Themes were identified from the comments left by respondents and ordered into categories on the basis of volume, ie the number of comments relating to each theme. The themes are identified in sections 4.1 to 4.5 below. Most comments had both negative elements (ie concerns) as well as positive elements (ie suggestions for improvements) and very few contained only criticisms of particular Council decisions.

### 4.1. Future priorities or improvement suggestions – 19 respondents

#### Specific services or areas of influence

A large proportion of comments can be divided into themes around particular services or areas of influence. We have categorised these into the following themes outlined below. Most of these comments were quite wide-ranging.

#### *Transport, roads and car parking*

These comments ranged from a very specific criticism around the withdrawal of travel concession tokens to a more generic concern about traffic pollution.

“If the town is to thrive, which it does not at present, CAR PARKING must be a priority. ... Most people don't like busses, don't want busses and won't use busses. BUILD MORE CAR PARKING SPACES IN THE TOWN CENTRE.”

#### *Local economy, sustainable development and planning*

These comments ranged from speaking out against traveller sites to highlighting the importance of adequate infrastructure for sustainable development.

“There are too many houses being crammed into Colchester, and too few roads & amenities to go with them.”  
“...In my view the critical factor is to ensure that development follows the infrastructure and provision of jobs. Fast growth puts unnecessary pressure on services of all kinds both in manpower and financial terms.”

#### *Tourism, museums and heritage*

These comments specifically argued in favour of maintaining the tourism, museums and heritage budgets.

Here are a couple of examples of comments on other priorities not listed above.

“I would like to see a continuation where we support the people of Colchester, especially those who need extra support. I believe that looking after the people of Colchester will reduce crime, and other problems associated with poverty. This in turn makes the town a better place to live, work, study and visit. I also realise that it is important to for Colchester to be economically sustainable.”

“The sport and leisure facilities across the borough need investment.”

### **General themes**

A couple of respondents highlighted more general concerns around wasted opportunities (for instance P&R and parking on commercial/industrial estates), worries about privatisation of local services and the proposal to enable self-serving communities.

#### **4.2. Poor decisions – 4 respondents**

Very few comments were to do with what respondents felt were poor Council decisions. For instance, they consisted in criticisms with no suggestions for improvements around the annual cycle event, FirstSite and the planned food waste collection.

#### **4.3. All services are important – 3 respondents**

Very few respondents stated that they felt that all Council services were essential. However, it should also be noted that 15 respondents ticked more than three priority services and/or areas of influences, whereas only seven respondents ticked more than three non-priority services and/or areas of influences.

#### **4.4. Financial and organisational aspects – 14 respondents**

##### **Financial aspects**

Several respondents commented on the Council's costs, these themes are summarised below:

- Concern about a potential Council Tax rise
- Save costs of mayoral duties
- Save other unnecessary costs
- Find new revenue sources
- Encourage profit making services

“It isn't fair to have an increase in Council Tax when people are not getting a pay rise and while food is also getting more expensive every week.”  
“Instead of cutting services budgets should be looked at carefully and management should earn their inflated wage packets.”  
“...At the same time the Council must find brand new sources of revenue to replace those that have been lost or will be lost. We should aim to be self sufficient financially with unique forces for economic growth locally promoted.”

**Organisational aspects**

Very few respondents highlighted their concerns about more corporate aspects of the Council in particular about wasting resources by duplicating effort with partner organisations (eg police).

**4.5. Survey design and methods, and engagement – 12 respondents**

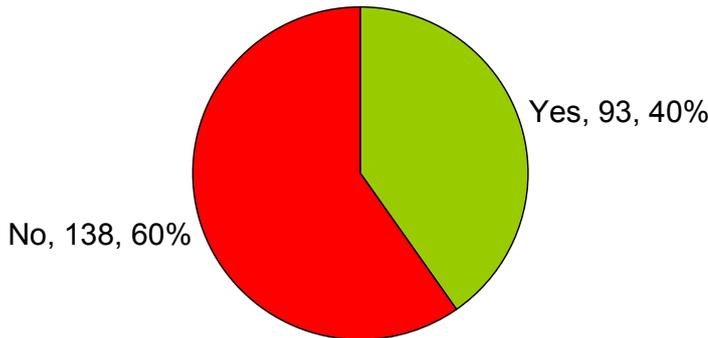
A number of respondents commented on the wording and design of the survey questions. For instance, particular criticism referred to the priority categories of services and areas of influence used and the limited scope of the survey, for instance, perceived incompleteness of the list of services to prioritise. Two respondents also raised concerns about the inclusion of statutory functions in the list of services.

“The lists presented do not reflect the full range of activities that the Council currently undertakes and so at the moment this looks like a skewed and unbalanced process.”  
“This survey seems to be very narrow and limited in its scope. I hope that no serious decisions are going to made on this basis; it is certainly not what I call public consultation.”

**5.Results: Acceptance of rise in Council Tax**

Figure 7

**Would you be prepared to have an increase in Council Tax to maintain some of the priority areas?**



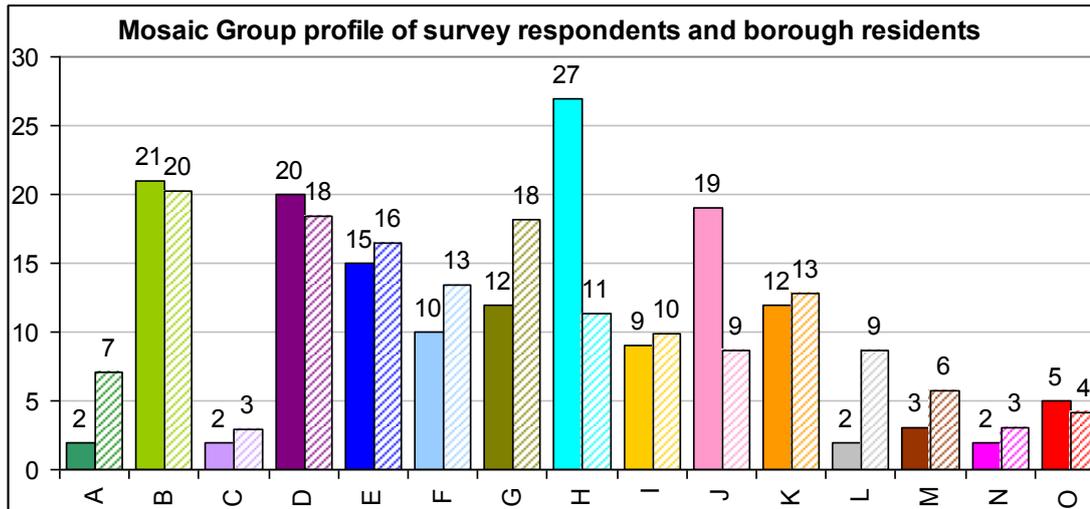
Of the 231 respondents that answered the Council Tax question, the majority (60%, 138) were against an increase in Council Tax.

**6.Profile of respondents**

Both the online survey form and the paper version asked respondents to answer four personal questions. These were optional questions and have been adopted corporately to help us monitor our Equality Framework. The results also help us to determine whether the answers and opinions provided are representative of all Colchester’s residents.

## 6.1. Mosaic Groups

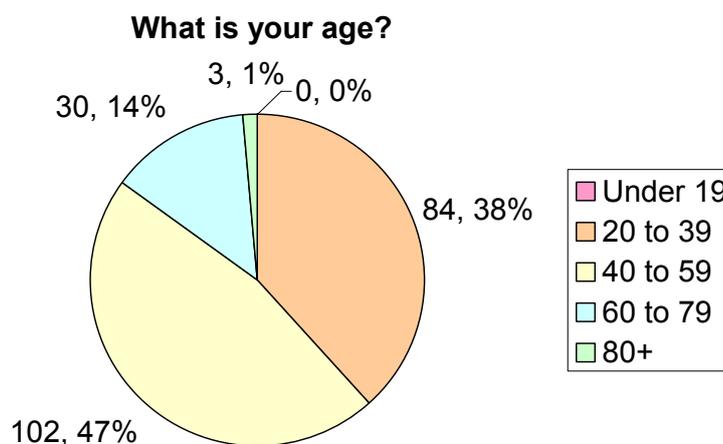
**Figure 8**



The respondents' postcodes were matched with Mosaic Groups to assess whether the survey was representative of all borough residents. The chart above shows the Mosaic profile of those respondents that provided us with a full postcode (168 out of 243), which were used to establish the socio-demographic characteristics of those respondents (161 valid Mosaic matches). Please note that a few of respondents included in the chart above actually live outside the borough.

Figure 8 illustrates that most of the major Mosaic Groups are represented in a roughly similar proportion (solid colour columns) compared to the proportion of the entire borough's population in each Mosaic group (striped columns). However, it also shows that some Groups including H 'Couples and young singles in small modern starter homes' and J 'Owner occupiers in older-style housing in ex-industrial areas' were overrepresented, whereas other Groups including G 'Young, well educated city-dwellers' and L 'Active elderly people living in pleasant retirement locations' were underrepresented.

## 6.2. Age of respondents



**Figure 9**

Of the 219 people answering this question, nearly half were aged between 40 and 59 years (47%, 102 people). A further 38% were aged between 20 and 39 years (84 people). Although this distribution is not necessarily representative of the population, it is a higher percentage of younger respondents than is usually recorded for a survey of this nature.

### 6.3. Ethnicity

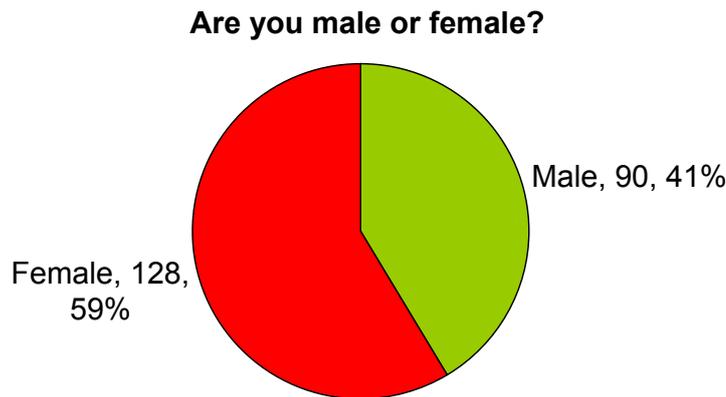
**Table 1**

What is your ethnicity?	Count	Fraction
Asian or Asian British	3	1.4%
Black or Black British	0	0.0%
Chinese	1	0.5%
Mixed	2	0.9%
White	206	95.4%
Other ethnic group	4	1.9%
Total	216	

A total of 216 people responding to the survey also stated which ethnic category they place themselves in. The vast majority of respondents classified themselves as 'White' (206 people, 95.4%). A remaining 4.6% classified themselves in an ethnic minority group, as can be seen in the table above. The 2007 experimental ethnicity estimates for Colchester indicate that 92.1% of residents are 'White' and 7.9% from an ethnic minority group (eg Black or Black British 1.4%). This means that overall ethnic minority groups were slightly underrepresented, including no representation at all from Black or Black British residents.

### 6.4. Gender

**Figure 10**

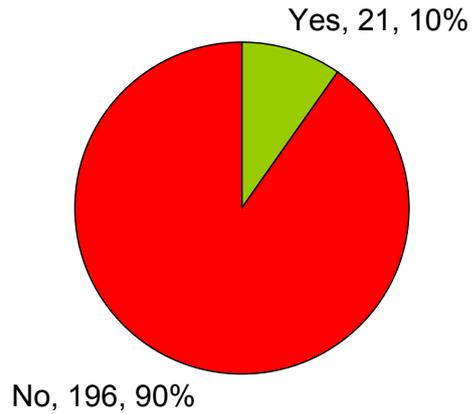


There were 218 people answering this question. More females than males replied to the survey (59%, 128 females versus 41%, 90 males) but it is roughly similar to the gender split within Colchester Borough (50% female versus 50% male).

### 6.5. Disability

**Figure 11**

**Do you have a long-term illness, health problem or disability which limits your daily activities?**



Respondents were asked whether they saw themselves as disabled. Of the 217 people answering this question, 10% stated that they did have a limiting long-term illness. This is slightly less than the 16% of residents across the borough as reported in the 2001 Census, indicating that these results are almost representative of the Colchester population.

# APPENDICES

## Appendix 1 – Paper survey



### Your Colchester - Your Priorities

Colchester Borough Council is looking at what its priorities should be for the next three years and how to allocate the resources that need to support these priorities with further reductions in our budget.

We would like to ask you what you think the priorities should be and how your Council Tax should be spent. The Council works in two ways:

- As a direct commissioner and provider of services; *and*
- In areas of influence where we do not have direct control but can talk to key partners to help shape the Borough.

We would like you to tell us what you think are the three most important and the three least important services and areas of influence.

Please tick the three most important and the three least important services that we commission or provide.

	Three most important	Three least important
Benefits .....	<input type="checkbox"/>	<input type="checkbox"/>
Cemetery and crematorium .....	<input type="checkbox"/>	<input type="checkbox"/>
Community development.....	<input type="checkbox"/>	<input type="checkbox"/>
Council Tax.....	<input type="checkbox"/>	<input type="checkbox"/>
Enforcement.....	<input type="checkbox"/>	<input type="checkbox"/>
Housing and homelessness .....	<input type="checkbox"/>	<input type="checkbox"/>
Licensing .....	<input type="checkbox"/>	<input type="checkbox"/>
Mayoral and civic duties .....	<input type="checkbox"/>	<input type="checkbox"/>
Museums .....	<input type="checkbox"/>	<input type="checkbox"/>
Parks and recreation .....	<input type="checkbox"/>	<input type="checkbox"/>
Planning.....	<input type="checkbox"/>	<input type="checkbox"/>
Recycling and waste collection.....	<input type="checkbox"/>	<input type="checkbox"/>
Sport and leisure .....	<input type="checkbox"/>	<input type="checkbox"/>
Street cleaning.....	<input type="checkbox"/>	<input type="checkbox"/>
Supporting the vulnerable.....	<input type="checkbox"/>	<input type="checkbox"/>
Working with the voluntary sector.....	<input type="checkbox"/>	<input type="checkbox"/>

Please tick the three most important and the three least important areas that we can help to influence.

	Three most important	Three least important
Affordable housing .....	<input type="checkbox"/>	<input type="checkbox"/>
Anti-social behaviour and crime .....	<input type="checkbox"/>	<input type="checkbox"/>
Arts and culture .....	<input type="checkbox"/>	<input type="checkbox"/>
Business and economic development.....	<input type="checkbox"/>	<input type="checkbox"/>
Community support .....	<input type="checkbox"/>	<input type="checkbox"/>
Health inequalities.....	<input type="checkbox"/>	<input type="checkbox"/>
Heritage.....	<input type="checkbox"/>	<input type="checkbox"/>
Infrastructure .....	<input type="checkbox"/>	<input type="checkbox"/>
Regeneration.....	<input type="checkbox"/>	<input type="checkbox"/>
Skills .....	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability .....	<input type="checkbox"/>	<input type="checkbox"/>
Tourism .....	<input type="checkbox"/>	<input type="checkbox"/>
Traffic and highways .....	<input type="checkbox"/>	<input type="checkbox"/>

Do you have any other comments?

Would you be prepared to have an increase in Council Tax to maintain some of the priority areas?

Yes .....

No.....

# About Yourself

The following questions are optional but will help us to make sure that the right services are reaching the right people at the right time. To help us to make sure we are doing this correctly it would be helpful if you would answer these questions about yourself. Some of the questions may feel a little personal, but the information we collect will remain confidential and will comply with the Data Protection Act 1998.

What is your postcode?

What is your age?

- Under 19 .....
- 20 to 39 .....
- 40 to 59 .....
- 60 to 79 .....
- 80+ .....

Are you male or female?

- Male .....
- Female .....

What is your ethnicity?

- Asian or Asian British .....
- Black or Black British .....
- Chinese .....
- Mixed .....
- White .....
- Other ethnic group .....

Do you have a long-term illness, health problem or disability which limits your daily activities?

- Yes .....
- No .....

Thank you for completing this questionnaire.

## Colchester Borough Council

### Equality Impact Assessment Form - An Analysis of the Effects on Equality

A joint consultation was undertaken to invite views on budget priorities and priorities for the Strategic Plan 2012-15 that will be published in 2012. This consisted of a survey asking residents to identify the area they felt were most and least important in two categories:

- a) As a direct commissioner and provider of services
- b) In areas of influence where we do not have direct control but can talk to key partners to help shape the borough.

The survey was available on the Council's website and hard copies were put in key locations including the Customer Service Centre and Libraries across the borough. It was also sent to key organisations including all Parish Councils. Coverage in the local media helped to inform people of the consultation. The full outcomes of this consultation will be reported to Strategic Overview and Scrutiny Panel on 13 December 2011 alongside the draft Strategic Plan for 2012–15. The consultation is helping to shape the details of the Strategic Plan and the budget.

This EQIA is being developed alongside the Strategic Plan 2012-15 as this proceeds through the decision-making process, and as the final wording is agreed.

Name of policy, service or strategy to be assessed:

- Strategic Plan 2012-15

1. What is the main purpose of the policy, service or strategy?

- The Strategic Plan 2012-15 sets out the overall direction of the borough and the Council for the next three years.

2. What main areas or activities does it cover?

- All Council areas and activities.

3. Who are the main audience, users or customers who will be affected?

- All residents, businesses and visitors.

4. What outcomes do you want to achieve from the policy, service or strategy?

- To achieve the Council's vision of Colchester, the place to live, learn, work and visit.

5. Are other service areas or partner agencies involved in delivery? If so, please give details below:

- The Strategic Plan 2012-15 sets out the two major roles which it has in the lives of people and businesses. One of these key roles is to influence others in a range of functions, where the Council does not have direct responsibility for delivery.

6. Does the policy, service or strategy help to further or facilitate to our 'general duty'<sup>2</sup> to:

(a) eliminate unlawful discrimination, harassment and victimisation?

(b) advance equality of opportunity between people who share a 'protected characteristic'<sup>3</sup> and those who do not?

(c) foster good relations between people who share a protected characteristic and those who do not?

- Yes. The Strategic Plan 2012-15 has a general aim to create opportunities for all its residents. It also has a specific priority to support the more vulnerable groups. This priority will be underpinned by a range of SMART (specific, measurable, achievable, realistic, timely) actions as the action plan for the Strategic Plan is developed.

**7. If you answered 'yes' to any of the sections in Question 6 (above), please complete the following in order to identify how the policy, practice or strategy furthers the aim of the 'general duty':**

***This section will be completed following the discussions at Strategic Overview and Scrutiny Panel on 13 December 2011.***

'Protected characteristic' group		How does it help to 'eliminate unlawful discrimination, harassment and victimisation'?	How does it help to 'advance equality of opportunity between people who share a protected characteristic and those who do not'?	How does it help to 'foster good relations between those who share a protected characteristic and those who do not'?
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<sup>2</sup> these 3 points summarise the 'general duty' as it applies to public sector organisations in the Equality Act 2010

<sup>3</sup> The Equality Act's 'protected characteristics' include age, disability, gender reassignment, pregnancy and maternity, race, religion or belief and sex and sexual orientation. It also covers marriage and civil partnerships, but not for all aspects of the duty.

'Protected characteristic' group		How does it help to 'eliminate unlawful discrimination, harassment and victimisation'?	How does it help to 'advance equality of opportunity between people who share a protected characteristic and those who do not'?	How does it help to 'foster good relations between those who share a protected characteristic and those who do not'?
Age	Older people (60+)			
	Younger people (17-25) and children (0-16)			
Disability	Physical			
	Sensory			
	Learning			
	Mental health issues			
	Other – <i>please specify</i>			
Ethnicity <sup>4</sup>	White			
	Black			
	Chinese			
	Mixed Ethnic Origin			
	Gypsies/ Travellers			
	Other – <i>please state</i>			
Language	English not first language			
Pregnancy and Maternity	Women who are pregnant or have given birth in last 26 weeks			
Religion or Belief	People with a religious belief (or none) <sup>5</sup>			
Sex	Men			
	Women			
	Transsexual / gender reassignment			
Sexual Orientation	Lesbian, gay and bisexual			

<sup>4</sup> Census 2011 categories are: Bangladeshi, Indian, Pakistani, Other Asian (Asian or Asian British); African, Caribbean, Other Black (Black or Black British); White and Black African, White and Asian, White and Black Caribbean (Mixed); British, Irish; Other White (White); Chinese, Other (Other ethnic group).

<sup>5</sup> For example, Buddhist, Christian, Hindu, Jewish, Muslim, Sikh or no religious belief.

‘Protected characteristic’ group		How does it help to ‘eliminate unlawful discrimination, harassment and victimisation’?	How does it help to ‘advance equality of opportunity between people who share a protected characteristic and those who do not’?	How does it help to ‘foster good relations between those who share a protected characteristic and those who do not’?
Marriage and Civil Partnership <sup>6</sup>	People who are single, married or in a civil partnership		not applicable	not applicable

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<sup>6</sup> Our legal duty in respect of ‘marriage or civil partnership’ extends only to the need to eliminate unlawful discrimination.

8. Are there any concerns that the policy, service or strategy could have a differential impact in terms of equality?

- No.

Please use the table below to indicate how the policy, service or strategy could have a positive or negative effect on any of the following equality groups (known under the Equality Act as ‘protected characteristics’). Include reference to any consultation, data or information that you have used in making this assessment about positive or negative effects.

*This section will be completed following the discussions at Strategic Overview and Scrutiny Panel on 13 December 2011.*

‘Protected characteristic’ group		Positive Impact	Explain how it could benefit the group	Negative Impact	Explain how it could disadvantage the group
Age	Older people (60+)				
	Younger people (17-25) and children (0-16)				
Disability	Physical				
	Sensory				
	Learning				
	Mental health issues				
	Other – <i>please specify</i>				
Ethnicity	White				
	Black				
	Chinese				
	Mixed Ethnic Origin				
	Gypsies/ Travellers				
	Other – <i>please state</i>				
Language	English not first language				
Pregnancy and Maternity	Women who are pregnant or have given birth in last 26 weeks				

'Protected characteristic' group		Positive Impact	Explain how it could benefit the group	Negative Impact	Explain how it could disadvantage the group
Religion or Belief	People with a religious belief (or none)				
Sex	Men				
	Women				
	Transsexual / gender reassignment				
Sexual Orientation	Lesbian, gay and bisexual				
Marriage and Civil Partnership	People who are single, married or in a civil partnership				

**9. Could the policy, service or strategy discriminate<sup>7</sup> against any 'protected characteristic', either directly or indirectly?**

*This section will be completed following the discussions at Strategic Overview and Scrutiny Panel on 13 December 2011.*

**10. If you have identified any negative impacts above, have you been able to minimise or remove them, and if so, how?**

*This section will be completed following the discussions at Strategic Overview and Scrutiny Panel on 13 December 2011.*

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<sup>7</sup> Direct discrimination occurs when a person is treated less favourably than another in a comparable situation because of their 'protected characteristic' whether on grounds of age, disability, pregnancy and maternity, ethnicity; religion or belief; sex (gender), sexual orientation, or Marriage and Civil Partnership. Indirect discrimination occurs when an apparently neutral provision or practice would nevertheless disadvantage people on the grounds of their 'protected characteristic' unless the practice can be objectively justified by a legitimate aim.

## Summary and findings of Initial Equality Impact Assessment – screening stage

11. Please put a tick in the relevant box to confirm your findings, and what the next step is:

Findings	Action required
No likely negative impacts have been identified and this has been justified with reference to consultation, data or information. <input type="checkbox"/>	Sign off screening and finish.
Likely negative impacts have been identified but have been minimised or removed. <input type="checkbox"/>	Sign off screening and finish.

12. Name and job title of person completing this form:

- Ann Hedges

13. Date of completion:

- February 2012

14. Date for update or review of this screening:

- February 2015 or when the Strategic Plan is reviewed