



**WATFORD
BOROUGH
COUNCIL**

Equality Impact Analysis

Title of policy, function or service	Corporate Plan 2020 (2018/19 update)
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Person completing the EIA	Kathryn Robson
Type of policy, function or service:	Existing (reviewed) <input checked="" type="checkbox"/> New/Proposed
Version	v.01- 22 February 2018

1. Background

Corporate Plan 2020: update 2018/19

Each year, the council undertakes a corporate planning process in order to review and agree the organisation's strategic direction in the medium-term and to detail how it hopes to achieve its vision and priorities over the next four to five years. This is then articulated through the council's Corporate Plan and through service plans, which in turn help inform team work programmes and individual objectives for each staff member, identified through their annual performance development reviews. In line with good practice, the council adopts a medium-term perspective to corporate planning and ensures that the process is informed and influenced by a number of key drivers. These include: resident and community consultation and feedback, an analysis and understanding of the local area, external issues (such as government requirements and legislation) and financial resources, including capital investment. The ultimate aim of effective corporate planning is to make sure the organisation is clear about what it has promised to deliver, has a shared understanding of what work needs to be completed in the short and medium-term, the milestones that will measure progress and the outcomes that will measure its success.

The council's Corporate Plan, therefore, sets out the direction for the council to 2020. It is our key improvement and planning document, which identifies where we are focusing our efforts and resources both over the next year and for the medium term. The Corporate Plan is the highest level document that covers the whole of the council's work.

It links with other council strategies and plans, such as the Local Plan, Sports Facilities Strategy as well as our transformational Watford 2020 programme and is reviewed and updated annually to reflect any changes to the national, regional or local environment.

As our key strategic planning document, the plan's impact on the town and community is fundamental to ensuring it also provides effective linkage to the council's commitment to equalities and diversity and that it meets its duties under the Equality Act 2010.

2. Focus of the Equality Impact Analysis

This EIA, therefore, considers the potential equality related impacts, both positive and negative of the Corporate Plan 2020 – update for 2018/19 - on the people in the groups or with the characteristics protected in the Equalities Act 2010, should Council approve the plan in March 2018.

These are:

1. Age
2. Disability
3. Gender Reassignment
4. Pregnancy and maternity
5. Race
6. Religion or belief
7. Sex (gender)
8. Sexual Orientation
9. Marriage and Civil Partnership.

3. What we know about the Watford population

Population

The current population of Watford is 96,800 (mid 2017 estimate) and is estimated to grow by 16% by 2026. Population growth estimates stated that they expected Watford to reach 100,000 by the end of 2017. In terms of gender breakdown, there are estimated to be fractionally more female than male residents but the difference is not significant.

The population density for Watford is circa 4,500 people per square kilometre. This makes it the most densely populated district area in England and Wales. However, in comparison with some metropolitan boroughs, particularly those in and around the outskirts of London, the density is relatively low.

Ward level populations

Mid 2016 year population estimates show Central has the highest population of any ward in Watford and Tudor the lowest at 6,059.

	2016
Callowland	7,983
Central	9,101
Holywell	8,716
Leggatts	7,910
Meriden	7,870
Nascot	8,721
Oxhey	6,949
Park	8,464
Stanborough	7,645
Tudor	6,944
Vicarage	8,986
Woodside	7,484

This is ONS experimental data (Ward Level Mid-Year Population Estimates (experimental), Mid-2016)

Population projections

The ONS interim 2014-based subnational population projections are an indication of the future trends in population to 2024.

- Watford's population is projected to be 109,600 by 2022 with the population reaching 100,000 in 2017 (we will know if this was accurate with the release of 2017 population estimates)
- The bulk of the estimated 14.8% increase for Watford over the ten years from 2014 to 2024 is

expected to stem from natural change of 8.8% (more births than deaths), net migration within the UK of 5.2% and net international migration of 0.7%. The level of natural change can be attributed to the relatively young age structure of the current population, with a high proportion of child bearing age.

Households

The average household size in Watford is currently 2.45. This is average for the region.

Number of households

The ONS data, based on the census, says that there were 36,681 households in Watford at the time of the Census; as of 31 January 2017 the figure was 39,052.

Household size

The 2014 projections estimate that, between 2014 and 2039:

- Watford's average household size will decrease from 2.45 to 2.33
- Hertfordshire's average household size will decrease from 2.42 to 2.29
- England's average household size will decrease from 2.35 to 2.21

Household Composition

From the 2014 projections, one person households see the biggest increase in household growth in Watford, representing 44% of the total household growth.

However, households with dependent children see the next biggest rise, with 35% of household growth; couples with other adults make up 9%; other (multi-person adult) households make up 7% and couple households (without children or other adults) make up the remaining 6% of all estimated growth.

Ethnicity

Watford has a very diverse population, more so than the rest of Hertfordshire.

For Watford, the Census 2011 shows the following breakdown in terms of ethnicity: White British (61.9%), White other (7.7%), Pakistani (6.7%), British Indian (5.5%) and British other Asian 4.4%). Census information is now nearly 10 years old and it is likely that the ethnic profile of the borough has changed during this time. For example, it would not have captured the more recent EU arrivals to the borough (EU2 countries – Romania and Bulgaria, who were given residency rights in 2014). We know from other data such as National Insurance Registration that Watford has experienced a relatively high increase in nationals from the EU2 countries applying for National Insurance registrations as Watford residents. This follows a period of a high number from EU8 countries (including Poland, Latvia, Lithuania) who were given freedom of movement to the UK from 2004. Throughout the period the arrival of new residents from south Asia (e.g. Pakistan / India) has remained relatively constant.

Other data sources, including a school language survey on the languages spoken by Watford school children at home, endorse the National Insurance findings with English still the predominant language (at around 60%) followed by (in order of selection): Urdu, Polish, Tamil, Punjabi, Gujarati, Portuguese, Romanian and Hindi.

From our assessment of our 74,522 electorate (i.e. those aged over 18 and registered to vote) the following main ethnicity groups have been identified.

- British – 61,399
- Polish – 1,791
- Romanian – 1,612
- Rep of Ireland – 1,389
- Indian – 1,079
- Portuguese – 758

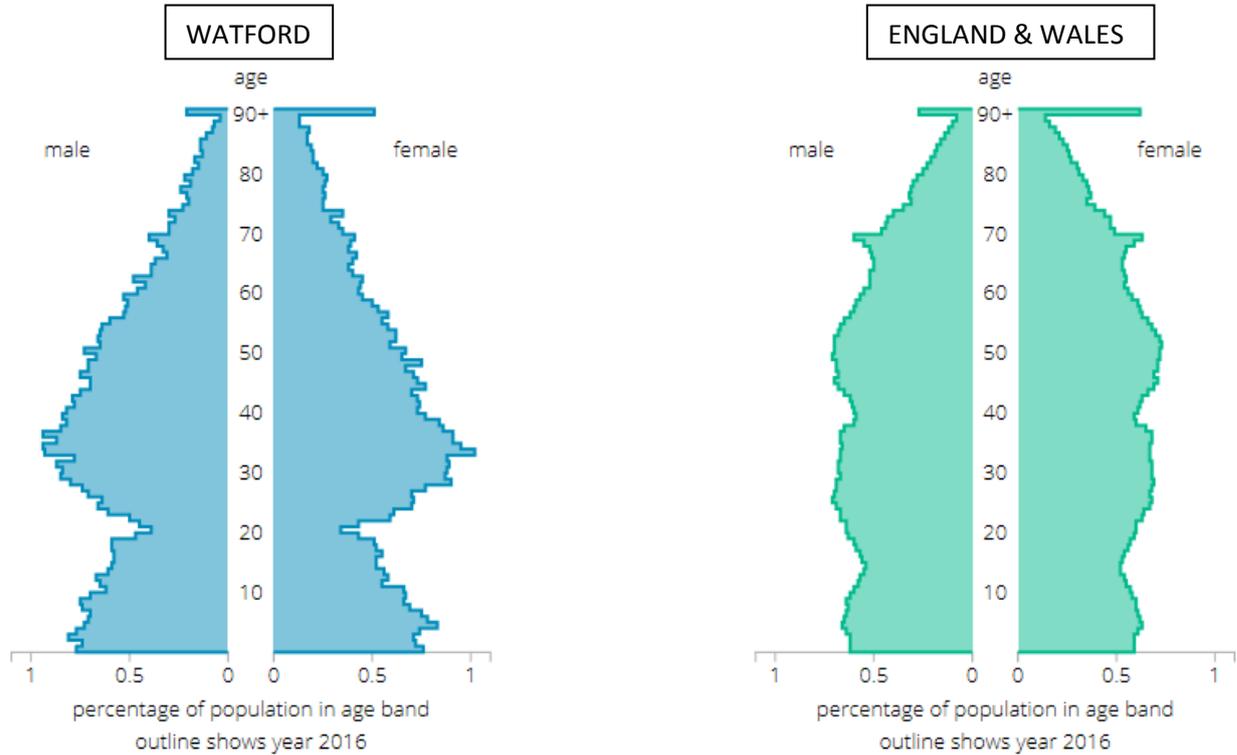
- Italian – 747

Age

The largest populations by age band in Watford are:

- 25-44 (31,700)
- 45-59 (18,100)

The numbers in each successive age-band fall progressively until there are estimated to be 6,000 who are 75+. We know that around 74,000 residents are of voting age in Watford and that the borough has a younger profile than the rest of England and Wales.



Disability / Health

Around 85% of the population of Watford state that they have 'good health' and just under 14% record a disability. We do not have details as to what these disabilities are but they will include a wide range of physical and mental health disabilities or impairment.

The 2016 NHS Health Profile's summary conclusion is that the health of people in Watford is 'varied' compared with the England average. About 14% (2,700) of children live in low income families. Life expectancy for both men and women is similar to the England average (which is an improvement on previous years when men's was lower).

The profile also shows that physically active adults has remained stable since 2016 at 54.4%, compared to the England average of 57%. There has been a very small increase from 58.9% to 60% in the percentage of adults classified as overweight or obese in Watford, although significantly better than the England average of 64.8%. Also remaining consistent is the percentage of obese children in Year 6 (aged 10-11) at 16%, significantly better than the England average, which is 19.8%.

Religion / belief

The religious breakdown in the Census 2011 of the main religions in Watford was: Christian (54.1%), Muslim (9.8%), Hindu (4.8%), with no religion stated at 21.4%.

Sexual orientation / Transgender

Watford has no specific data on the transgender community within the borough

Education and skills

A skilled workforce supports the economic development and employment aspirations for Watford. There has been a mostly increasing trend in Watford over the last few years. Watford's working age population has the third highest percentage (43.7%) in Hertfordshire of those with qualifications at NVQ 4 and above (St. Albans is the highest with 62% and East Herts second highest with 44.2%); this is also higher than both the 40.4% average in Hertfordshire and the England average of 34.2%. There are fewer people with no qualifications and significantly more people with Level 4/5 qualifications (degree level).

63.6% of Watford young people achieved 5 A*-C including English & Maths at the end of key stage 4. This is the better than the England average of 57.8%.

Homelessness

Whilst this is not a protected characteristic under the Equality Act 2010, the council recognises that the particular circumstances of people without their own home might be a factor in their taking an active role in our community. We currently have 24 statutory homeless (December 2017) and 188 households in temporary accommodation (December 2017).

Deprivation

The English Indices of Deprivation 2015 was published by the Government in September 2015, and updates the previous 2010 Indices, published in March 2011.

The Indices of Multiple Deprivation (IMD) 2015 uses 37 separate indicators, grouped into seven domains (three of which contain sub-domains); the domains are Income; Employment; Health and Disability; Education, Skills and Training; Crime; Barriers to Housing and Services; and Living Environment. In addition to the domains and their sub-domains there are two supplementary income deprivation Indices: Income Deprivation Affecting Children Index (IDACI) and Income Deprivation Affecting Older People Index (IDAOPI).

In the IMD 2015, Watford is ranked 189 out of 326 authorities, putting it in the 6th decile nationally. This means that, overall, Watford is less deprived than half the authorities in England.

Watford is the third most deprived authority in Hertfordshire. (Stevenage and Broxbourne are the most deprived.) However, three Hertfordshire authorities are among the 10% least deprived authorities in England (Three Rivers, East Herts and St Albans).

Overall, Watford is not an area with significant deprivation issues and the majority of the LSOAs within the town are in the bottom 50% of LSOAs nationally for deprivation; the borough's position has improved relative to that of 2010.

The combined deprivation index, which weights income and employment more heavily than the other domains, obscures the more deprived areas in Watford, which are affected by crime, living environment deprivation and education, skills and training deprivation in particular. This is, at least in part, because income and employment deprivation are less of an issue for Watford.

The ten most deprived LSOAs in Watford, as ranked in the IMD 2010, are as follows:

Watford rank	Ward	LSOA code	Hertfordshire		England	
			Rank	Decile in Herts (1st = most deprived)	Rank	Decile (1st = most deprived)
1 (2)	Central	E01023860	5 (5)	1st (1st)	5005 (7683)	2nd (3rd)
2 (1)	Meriden	E01023876	19 (7)	1st (1st)	7590 (7539)	3rd (3rd)
3 (5)	Holywell	E01023865	22 (32)	1st (1st)	7800 (9818)	3rd (4th)
4 (7)	Holywell	E01023866	30 (40)	1st (1st)	9203 (10445)	3rd (4th)
5 (4)	Stanborough	E01023891	31 (21)	1st (1st)	9377 (9075)	3rd (3rd)
6 (11)	Meriden	E01023873	33 (57)	1st (1st)	9628 (11634)	3rd (4th)
7 (9)	Woodside	E01023906	41 (46)	1st (1st)	10062 (10768)	4th (4th)
8 (3)	Central	E01023861	45 (15)	1st (1st)	10469 (8354)	4th (3rd)
9 (8)	Central	E01023859	47 (45)	1st (1st)	10609 (10705)	4th (4th)
10 (6)	Oxhey	E01023883	49 (34)	1st (1st)	10710 (10014)	4th (4th)

MOSAIC profile

Our MOSAIC profiling of the borough enhances our understanding of our population and provides valuable context for our decision-making as well as underpinning our communications and engagement.

MOSAIC GROUP	Group/Type Name	MOSAIC DESCRIPTION	Number of households in Watford	Watford Percentage	UK Percentage
1 J40	Career Builders	Singles and couples in their 20s and 30s progressing in their field of work from commutable properties	4508	11.69%	1.59%
2 J44	Flexible Workforce	Young renters ready to move to follow worthwhile incomes from service sector jobs	3123	8.10%	1.26%
3 D14	Cafés and Catchments	Affluent families with growing children living in upmarket housing in city environs	2837	7.35%	1.31%
4 I36	Cultural Comfort	Thriving families with good incomes in multi-cultural urban communities	2794	7.24%	1.37%
5 H35	Primary Ambitions	Forward-thinking younger families who sought affordable homes in good suburbs which they may now be out-growing	2391	6.20%	1.96%

Watford's MOSAIC profile (2016)

4. What local people have said is important to them

Our regular Community Survey is one way we test what we are doing and our future plans. The Community Survey 2017 received over 1,100 responses, which indicates the level of interest our residents have in the town and its future.

COMMUNITY SURVEY 2017: HEADLINE RESULTS

Views on the council

- 77% of respondents are satisfied with the way the council runs things
- 80% agree the council is working to make Watford a better place to live
- 82% think we provide value for money and the same percentage are satisfied with the way we spend our proportion of your council tax
- 85% agree we are working to make Watford economically successful

Top council services

These are the services that local residents think we do really well:

- Waste and recycling
- Parks and open spaces
- Sports and leisure facilities

Views on Watford

- 74% of respondents are satisfied with Watford as a place to live
- 80% are proud to be a Watford resident
- 84% think that where they live people from different backgrounds get on well together
- 91% agree Watford is a safe town

Top five things that respondents said make somewhere a good place to live

- Feeling safe in my home and the local area
- Good quality hospital and health services
- Cleanliness and tidiness of the town
- Good access to public transport
- Rubbish collected on a regular and reliable basis

Where we need to do even better

- Ensuring that new homes are supported by good infrastructure such as school places, GP surgeries, better transport links
- Keep local people informed about decisions
- Provide more opportunities for people to find out what is going on and share their views
- Explaining why well-planned growth is important to the town
- Explaining housing targets and the need for new homes

Priorities for the borough

The survey also asked people about their priorities for the borough.

The top choices were:

Ensuring a vibrant and prosperous local economy that offers a range of jobs and opportunities for local people	48.5%
Keeping the town clean and our streets free from litter	38.6%
Working with community safety partners to tackle issues and make Watford even safer for our communities	38.0%
Creating a well-connected borough with good infrastructure such as better transport links	37.4%
Supporting our more vulnerable residents so that they can live independent lives	35.5%
Protecting and enhancing our parks and open spaces	31.5%
Helping to provide a range of new homes that meet local needs, including more affordable homes	30.2%

Total responses: 1,095

Residents were also able to provide their views on other priority areas for Watford not identified within the answer choices. Of the comments received, the most commonly cited issues were parking and congestion.

5. How will the council ensure equality is promoted through the Corporate Plan 2020

Under the Equality Act 2010, three areas need to be considered when analysing the equality impact of the Corporate Plan:

1. **eliminate** discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
2. **advance** equality of opportunity between people who share a relevant protected characteristic and people who do not share it
3. **foster** good relations between people who share a relevant protected characteristic and people who do not

Watford's vision is: **To create a bold and progressive future for Watford**

To deliver this vision it has 5 agreed priorities:

1. Identify ways to manage the borough's housing needs
2. Champion smart growth and economic prosperity
3. Provide for our vulnerable and disadvantaged communities
4. Deliver a digital Watford to empower our community
5. Secure our own financial future

These are then underpinned by areas which we believe are well embedded in Watford and which we would want to see maintained: high performance and sound management, effective two-way communications and engagement and improving the town's environment.

Through the Corporate Plan, specific projects and areas of work are identified that set the corporate work programme and demonstrate how we will deliver against the 5 priority areas and the vision to 2020.

All of the priorities, and the work set out to deliver them, impact on our communities to some extent. Indeed, the underlying driver for the plan is to ensure we are working in a way that benefits all our communities; we seek to identify where the council can contribute to improving the borough and its own services and make a difference to issues that matter to local people.

EIA commitment

As part of its commitment to the Equality Act 2010, Watford BC expects EIAs to be undertaken on all new strategies and policies and where a strategy or policy has been reviewed and significantly revised. Therefore, there are a number of areas of work identified in the Corporate Plan programme where separate EIAs will be carried out. The councils Corporate Equalities Working Group oversees this area of activity to ensure EIAs are undertaken and equalities impacts considered.

How our priorities will support our public sector equalities duties under the Equality Act 2010 is described below, with some of the individual projects /areas of work identified:

1. Identify ways to manage the borough's housing needs

This priority looks to address the significant issues arising from the growing demand for homes in Watford, including affordable homes. Many of those needing permanent accommodation are young people and people with families and so we need to understand the impact of our housing policies in terms of the age profile of both people presenting themselves in housing need and, more generally, on the types of home needed in the borough to meet the requirements of its population – particularly given that we know that we have a younger population than many areas and high numbers of children under 5. However, we also know that our population is aging, with people living longer and this also impacts on housing requirements.

Another area where we understand that our profile means we require focus is private rented accommodation, where an extremely high proportion of our residents live. Whilst this is the right solution for many local people we know that the role of the private landlord in the town is critical to our communities and population. A significant amount of the rental sector is accessed by those aged 20 -35 years and so the work we do with the town's landlords has an important impact on this age group.

Therefore, through our Corporate Plan we seek to address both the supply and demand for housing within our borough, including affordable housing. Through our major projects we have already achieved significant progress towards meeting housing targets – indeed in 2017 we have facilitated the delivery of Watford's first purpose built retirement community through Watford Riverwell.

2. Champion smart growth and economic prosperity

Ensuring the town remains prosperous is a key priority for the council. A prosperous economy provides jobs for those of working age across a range of occupations. Planning for smart growth means that issues such as transport and other infrastructure (e.g. schools) are considered as plans take shape for the borough. Areas like good public transport links are important to all the community but particularly for those too young to drive or with a disability or age-related impairment that means driving is not an option.

Our Local Plan provides the spatial planning for the borough and identifies how land is used, determining what will be built where. It provides the framework for development in the borough and has to be underpinned by a sound evidence base, including an understanding of our local communities and its various needs. A separate EIA is undertaken on the Local Plan to ensure it is meeting the council's equality duties and our own equality objectives. Other key strategies will also be expected to undertake robust EIAs to be presented to our members

3. Provide for our vulnerable and disadvantaged communities

This priority recognises that whilst most people who live in the borough enjoy a good quality of life and are able to make the most of what the town offers, we do need to understand where others might need some extra help or support. As a district council not responsible for some of the major 'support' service areas such as adult social care and children's services, we work with our partners to ensure these services are meeting the needs of our residents and we ensure those services we are responsible for are responsive to our communities. This covers areas such as our public health work, providing health and fitness opportunities across the town and free activities for our children and young people. For 2018/19 we have added our commitment to becoming a dementia friendly town as well as developing our own mental health strategy for Watford. It also acknowledges that we need to make sure we understand who makes up our communities given that we know we have a growing and often transient population. This ensures our services are focused on local need and that we can support our partners in their work with up to date information and Watford based profiles. It also informs our work on a welcome pack and ambassadors for new residents – one way we can maintain

our strong and cohesive community.

4. Deliver a digital Watford to empower our community

We know that the way people receive information and prefer to engage with organisations whether they are in the public or private sector is changing. For many younger people, even email is outdated and they prefer social networks and mobile apps. But there are still significant parts of our communities that prefer more traditional types of communication and engagement including face to face conversations and meetings.

Through our Watford 2020 programme, our aim is to empower local people and communities, to improve their lives, make things easier and quicker, and to give them access to things they might not have been able to take advantage of before. Our drive to digital is to provide the online and digital opportunities for those who want them – more often our younger population and those of working age – whilst retaining other channels to meet the needs of people who are not so digitally aware or skilled.

5. Secure our own financial future

Whilst this priority focuses on making sure the council has well-thought and tested financial plans in place to ensure it has a secure future financially following the ending of government funding by 2020, it also challenges us to make sure our services can meet increasing demand and to be more innovative in the way we do things. We need to ensure that as we take this forward, we keep in mind the impact of our financial decisions on our communities.

A. Positive impacts

Potential positive effects

The work programme articulated in the council's Corporate Plan 2020 is designed to improve the town and the quality of life of our residents. Through all the priorities identified for the council, there are areas of work and projects that will require additional consideration in terms of the council's equality duty and this will be delivered through a programme of equality impact analyses.

Some of the positive impacts include:

- All equality groups should benefit from activities to strengthen the local economy through attracting and supporting local businesses, which supports job opportunities and ensures local businesses thrive
- The work to deliver new homes will have a positive impact on young adults and families. Work to increase the number of affordable homes will have a positive impact on many BME groups in the town as there is a higher rate of people in social housing from a BME background compared to the Watford population overall
- The Green Spaces Strategy and related projects, including Oxhey Park and Woodside, will provide a positive impact for families in particular, although not exclusively as other protected characteristics benefit from the town's green spaces
- The council is currently reviewing its community assets to ascertain usage and determine a strategy for the future. It is anticipated that this review will highlight how the council can work more effectively with the community to make best use of its assets which should deliver an overall positive effect on communities

- The review of how we address mental health issues and the commitment to a dementia friendly town will impact positively on those with either mental health issues or age-related issues such as dementia
- All equality groups should benefit from our work with partners to understand our community and the issues that are affecting our vulnerable and disadvantaged residents. This will help us target our services effectively and ensure our partners, including Hertfordshire County Council, are also addressing issues where there is most need (social care, children’s services, youth)
- Fostering good relations within the community will be achieved through a number of our areas of work including the Green Spaces Strategy and the Sports Development Framework.

The plan highlights the importance of equalities to the organisation (see priority 4). This commitment will ensure that, where appropriate, the equalities impact of new policies and strategies and changes to service provision are considered in advance of decision making through the equality impact analysis process. This is monitored through the Corporate Equalities Working Group.

Recommendation 1: Ensure EIAs are undertaken on all relevant Corporate Plan areas of work (to both ensure the delivery of positive benefits and to mitigate potential negative impacts – see below).

Recommendation 2: Continue to build a comprehensive picture of the Watford community through feedback from consultations and updating the Watford context on a regular basis.

Recommendation 3: Ensure consultation and engagement continues to collect relevant equalities data so that there is an understanding of who is accessing facilities and services and understanding is built in relation to the views of our communities

B. Negative impacts

Potential negative effects

These would arise if equalities and the requirements of the Equality Act 2010 are not considered through the delivery of the corporate work programme.

The main ways of mitigating these potential negative effects:

- Training and communication – an online training programme is offered to all staff; this addresses both the requirements of the Equality Act 2010 and the council’s own commitment to equalities and diversity. Face to face training is provided for staff who have regular interactions with the public and for councillors.
- Corporate Equalities Working Group – provides critical friend support for EIAs and advice on equalities overall
- Leadership Team receives reports on equalities to inform of progress and any issues

- Committee reports – the guidance to members has been revised to ensure members are fully informed of any equalities implications of any decisions they are required to make
- Our website has a Browsealoud facility which translates information into a range of languages and provides audio services too

Recommendation 4: Ensure staff and members undertake the mandatory online equalities training and appropriate staff undertake face to face training

Recommendation 5: The need to conduct EIAs has been outlined in Recommendation 1 above – the council needs to ensure staff are confident to undertake robust EIAs and it is recommended that additional training be undertaken to support staff in this area

Recommendation 6: Ensure the council’s project and programme management frameworks identify equalities as an area for consideration to highlight where necessary

Recommendation 7: Develop an ‘at a glance’ guide to the Corporate Plan to make the messages clear and the commitments in terms of what will be delivered

Recommendation 8: Promote the council’s website Browsealoud facility both internally and externally

6. Overall conclusion

Meeting the Public Sector Equality Duty

This EIA has taken into account the council’s public sector equality duty under s149 of the Equality Act 2010 and is intended to assist the council in meeting its duty.

The information within this report and an assessment of both the positive and negative impacts together indicate that the Corporate Plan will, overall, deliver positive impacts for the Watford community.

This is because, through the corporate work programme, it seeks to improve the town and services and facilities available to local people. The council’s commitment to equalities is identified within this corporate work programme and, through this commitment, it demonstrates its expectation that equalities is considered and addressed as part of its delivery.

EIAs are expected on individual projects and areas of work where equality issues will be considered and impacts identified.

Summary of potential positive impacts and ways in which they can be ensured

Positive Impact	Protected characteristics	Ways to ensure the positive impact
<p>Delivery of the corporate work programme will deliver a range of benefits across all equality groups.</p>	<p>All</p>	<ul style="list-style-type: none"> • Continue to build a comprehensive picture of the Watford community through feedback from consultations and updating the Watford context on a regular basis • Embed understanding of equalities and impact on those with protected characteristics of new policies, plans and changes to service delivery • Ensure EIAs are carried out and are effective and support decision making • Work with outsourced service providers to ensure equalities duty is understood, embedded and reflected in service delivery (including equality monitoring where appropriate) • Continue to identify equality issues within committee reports and highlight where EIAs have been completed
<p>Through consultation and engagement encourage feedback from our communities to understand take up of facilities and services and overall satisfaction with the town and council</p>	<p>All</p>	<ul style="list-style-type: none"> • Ensure consultations seek feedback from our communities in terms of their demographics and protected characteristics, where relevant • Ensure feedback is considered in decision making where relevant and appropriate

Summary of potential negative impacts and ways in which they can be removed or mitigated

Negative Impact	Protected characteristics	Ways to mitigate the negative impact
Potential if individual areas of work do not fully consider equality impacts as part of planning and delivery	All	<ul style="list-style-type: none"> • Effective training • Corporate Equality Working Group to provide leadership and direction
Potential negative impacts for some equality groups from the work programme – as yet not identified	All (potentially)	<ul style="list-style-type: none"> • Continue to build a comprehensive picture of the Watford community through feedback from consultations and updating the Watford context on a regular basis • Embed understanding of equalities and impact on those with protected characteristics of new policies, plans and changes to service delivery • Ensure EIAs are carried out and are effective and support decision making • Work with outsourced service providers to ensure equalities duty is understood, embedded and reflected in service delivery (including equality monitoring where appropriate)

This EIA has been developed by:

Kathryn Robson

..... **Date22.02.18**