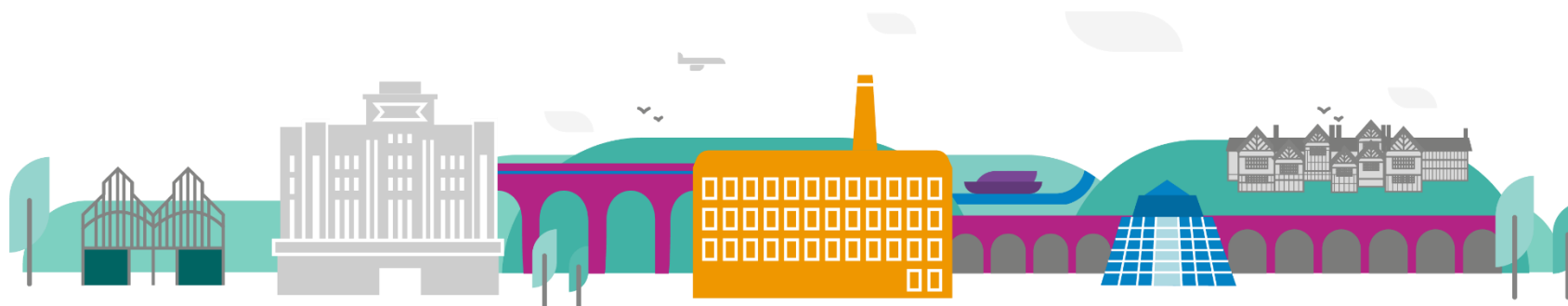


**Equality Impact Assessment
Medium Term Financial Plan – Demand Management
January 2022**



Equality Impact Assessment

Title of report or proposal	Medium Term Financial Plan – Demand Management programme		
Lead officer(s)	Business Relationship / Transformation Managers	Date	January 2022
Aims and desired outcomes of the proposal Are you trying to solve an existing problem?			
<p>The council's assessments of the financial impact of the coronavirus pandemic on the Council, outlined within the latest review of our medium-term financial plan (MTFP), identifies a budget gap of £34.185m to 2023/24. The council has committed to a transformation led strategy which aims to manage service demand, deliver services more efficiently ensuring value for money is achieved, and focus on the outcomes for Stockport residents and businesses. We have identified a contribution in 2022/23 of over £10m in savings from transformation and robust corporate governance from across the organisation. This will be delivered through four programmes of work:</p> <ul style="list-style-type: none"> • Demand management • Value for money and commissioning • Robust corporate governance • Radically digital <p>To understand the impact of our proposals on our community we will undertake Equality Impact Assessments (EqIAs) for each of these programmes of work.</p> <p>This EqIA aims to assess the impacts of the first programme of work, demand management, and should be considered alongside EqIAs for the remaining three programmes of work as well as a cumulative review for the whole of the MTFP programme. In the demand management programme, the council will redesign services and pathways to support people to live independently through a cross organisation focus on prevention which seeks to embed long term reliance and demand into services. This will involve changes to some public facing and enabling service offers. We will need to integrate and share services. Service offers will need to change and be robustly prioritised to ensure those who are most vulnerable within our communities have the support they need.</p>			
Scope of the proposal Include the teams or service areas from the Council and outward-facing services or initiatives			
<p>The Stockport Family Integration and Adult Social Care significantly contribute to this programme with proposals around management of care budgets to achieve savings. Specifically, this includes:</p> <ul style="list-style-type: none"> • All age service review, looking at collaboration between Children's and Adult Social Care. • A review of current practice, policies and procedures across Adult Social Care, ensuring that individuals are receiving support at the right time based on their level of need. • Management of demand pressures faced by Adult Social Care • Review of day care services 			

What are the possible solutions you have been / will be exploring?

You should refer to any business cases, issues papers or options appraisals

The business case for this programme of work was approved by Cabinet in September 2021. This can be found here, in item 6(ii): [Agenda for Cabinet on Tuesday, 21st September, 2021, 6.00 pm - Stockport Council](#)

All age service review

We will undertake a fundamental review across the structures and systems that support individuals, families and communities by reviewing how we collaborate to ensure that our services provide an equitable and appropriate offer across Children's and Adult's Services. It is expected that savings will be made in the following areas.

- Planned transition of care and support between Children's and Adult services.
- Alignment of commissioning arrangements for substance misuse services.
- Adopting a collaborative approach across Children's and Adults' front door services and early help offer.

This programme of work is currently in the scoping and exploring phase. When options are identified, a full EqIA will be completed if necessary.

Day service review

The covid 19 pandemic has changed the demand for day care services in Stockport. We will undertake a review to ensure that we have the most appropriate services in place. An EqIA will be completed when the review commences.

Adult Social Care Practice and policies

In Autumn 2021 Adult Social Care implemented an updated Direct Payment policy as part of our ongoing policy review process, ensuring that care and support is delivered to meet the needs of individuals as part of our Care Act duties. An equality impact assessment was undertaken prior to implementation. This is an update to a Policy; there are no proposed changes to the delivery of services. The new policy aims to provide further guidance and clarification on appropriate direct payment expenditure. The Service are working to ensure that all existing and new direct payments meet peoples' needs in line with our statutory duties and Direct Payment policy.

The review and reassessment programme commenced in April 2021 this will ensure packages of care continue to meet assessed needs and that appropriate funding is in place across the Health and Social Care partnership.

Demand Pressures

The Adults Operating Model was developed to ensure that we help the people of Stockport to live their best lives. We will continue to embed our model ensuring that individuals have access to preventative and reablement services. Assessments, support plans and reviews will be undertaken using a strengths and asset-based approach. This will mean fewer long-term packages of care are commissioned without a period of reablement first taking place.

The implementation of our operating model is a wide programme of work and includes:

- Implementation of a strengths and asset-based approach. A separate EqlA has been completed.
- Implementation of Liquidlogic portals to digitalise the way professionals contact the service.
- Moving to a data led service through the development of digital dashboards and implementation of a performance framework
- Preventative services commissioning
- Embedding a reablement first approach ensuring individuals are supported to recover to live as independently as possible.

The following proposals within the Demand Management business case don't have a direct impact on service provision or staff and therefore an EqlA is not required.

- Review and reassessment programme
- Demand pressures, implementation of internal process changes.

This document has been completed for programmes requiring an EqlA. If a programme already has an EqlA in place, it has not been replicated in this document.

Who has been involved in the solution exploration?

Please list any internal and external stakeholders

All Age

This review is in its infancy, colleagues from across Adult Social Care and Children's are currently undertaking a scoping exercise this will identify all relevant stakeholders.

Day Services Review

This review has not commenced, however engagement will take place with all appropriate stakeholders.

What evidence have you gathered as a part of this EqlA? Which groups have you consulted or engaged with as part of this EqlA?

Sources can include but are not limited to: Statistics, JSNAs, stakeholder feedback, equality monitoring data, existing briefings, comparative data from local, regional or national sources.

Groups could include but are not limited to: equality / disadvantaged groups, VCSFE organisations, user groups, GM Equality panels, employee networks, focus groups, consultations.

This equality impact assessment is a live document and will include evidence gathered from engagement and consultation as the project progresses.

Baseline data

The data used in Step 1 are from widely available datasets such as.

- Census 2011 data for Stockport (the most recent Census data available)
- Joint Strategic Needs Assessments (JSNA) data for Stockport

All Age

Although in the early stages we have undertaken a benchmarking exercise to identify good practice and knowledge sharing nationally across other Local Authorities who already work in this way. Initial research has identified that there are a number of service delivery models as a result we have established three sub groups to deliver this programme.

- Front door
- Transitions between Children's and Adults' services
- Substance misuse service commissioning

We are working with our Business Intelligence team to understand baseline data in relation to this programme. This will enable us to further understand where Children's services and Adult Social Care are working with the same individuals and families.

Consultation and engagement has not yet taken place due to the early stages of the programme. When scoping has been completed consultation will take place.

Day Services.

Once the review commences we will use our business data to understand service uptake and complete consultation and engagement with appropriate stakeholders.

Are there any evidence gaps that make it difficult or impossible to form an opinion on how the proposed activity might affect different groups of people?

To be determined post-consultation.

Step 1: Establishing and developing the baseline

Characteristic	Demographic of residents / service users	What works well How does the current provision or service meet the needs of people in different protected characteristics?	Current problems / issues This could include low levels of access or participation from certain demographic groups in current service or scheme; or disadvantages or barriers for particular groups
Age	<ul style="list-style-type: none"> Stockport has more older people and fewer younger adults than the national average. The median age of Stockport is 41 compared to the national average of 39. 2018 data estimated that 18.4% of Stockport residents are aged 0-14; 9.7% are aged 15-24; 51.9% are aged 25-64; and 19.9% are aged 65 and over. Of those aged 65 and over, 9.4% are 75+; 2.8% are 85+; and 1.0% are 90+. It is likely that the older population of Stockport will increase – projections show that 2 in 9 residents will be aged 65 or over by 2030. Older populations are more common in more affluent areas. 	<p><u>All Age</u></p> <ul style="list-style-type: none"> Personalisation and choice Wide range of commissioned services to support a variety of needs Working with colleagues across the Health and Social Care Partnership The Adults Operating Model is focussed on the needs of individuals regardless of age. <p><u>Day service review</u></p> <ul style="list-style-type: none"> Wide range of commissioned services to support a variety of needs. 	<p><u>All age</u></p> <ul style="list-style-type: none"> There is currently not a smooth transition between Children's and Adults' services. The Covid pandemic has put increased pressure on Children's and Adults' services. Traditional models of care focus on an individuals' deficit rather than their strengths and abilities. There are different substance misuse service offers in place, dependant on age. There is little opportunity for the collaboration of colleagues working in the Children's and Adults' front doors. <p><u>Day Services review</u></p> <ul style="list-style-type: none"> Due to the impact of Covid-19 people are accessing services differently. We need to review our day services to ensure we can meet needs.
Disability Consider people with physical disabilities, sensory impairments, learning disabilities and	<ul style="list-style-type: none"> 44% of Stockport residents have a long-term health condition, which increases with age with 92% of those 85 and over. 34% of Stockport households have at least one member with a disability. 	<p><u>All age</u></p> <ul style="list-style-type: none"> Personalisation and choice means packages of care can be tailored to individual's needs. <p><u>Day Services</u></p>	<p><u>All age</u></p> <ul style="list-style-type: none"> There is currently not a smooth transition between Children's and Adults' services. Individuals transitioning between services will have a disability.

Characteristic	Demographic of residents / service users	What works well How does the current provision or service meet the needs of people in different protected characteristics?	Current problems / issues This could include low levels of access or participation from certain demographic groups in current service or scheme; or disadvantages or barriers for particular groups
mental health issues	<ul style="list-style-type: none"> The proportion of children with SEND is twice as high in more deprived areas of Stockport. An estimated 6,430 of young people (age 5-19) have a mental health disorder. 	<ul style="list-style-type: none"> Wide range of commissioned services to support individuals who have a disability. 	<ul style="list-style-type: none"> Ensuring that the balance of appropriate Health and Social Care funding is applied to people's assessed needs. <p><u>Day Services</u></p> <ul style="list-style-type: none"> People are accessing services differently because people with a disability are more vulnerable to Covid-19 and other infections.
Gender reassignment A person whose individual experience of gender may not correspond to the sex assigned to them at birth.	<ul style="list-style-type: none"> It is not known how many transgender people live in Stockport, but UK-wide estimates believe this to be around 1% of the population. 	<p><u>All Age & Day Services</u></p> <ul style="list-style-type: none"> This programme is still at the scoping phase and more research is required for this area. 	<p><u>All Age & Day Services</u></p> <ul style="list-style-type: none"> This programme is still at the scoping phase and more research is required for this area.
Maternity and pregnancy	<ul style="list-style-type: none"> Birth rates have risen since 2000 in Stockport, although over the last 5 years, fertility rates have been stable, with 3,302 live births in 2018, a rate of 64.3 per 1,000 women. Birth rates have grown most rapidly in the most deprived areas of Stockport, which represent 35% of the population yet account for 45% of new births. 	<p><u>All Age</u></p> <ul style="list-style-type: none"> A person's eligible needs will be met regardless of their maternity and pregnancy status. 	<p><u>All Age</u></p> <ul style="list-style-type: none"> This programme is still at the scoping phase and more research is required for this area.
Marriage and Civil Partnership	<ul style="list-style-type: none"> According to 2011 data, in Stockport 47.5% of people are married, 10.8% cohabit with a partner of the opposite sex, 0.7% cohabit with a partner of the same sex, 24.2% are single and have never married or been in a registered 	<p><u>All Age & Day Services</u></p> <ul style="list-style-type: none"> A person's eligible needs will be met regardless of their marriage and civil partnership status. 	<p><u>All Age & Day Services</u></p> <p>This programme is still at the scoping phase and more research is required for this area.</p>

Characteristic	Demographic of residents / service users	What works well How does the current provision or service meet the needs of people in different protected characteristics?	Current problems / issues This could include low levels of access or participation from certain demographic groups in current service or scheme; or disadvantages or barriers for particular groups
	same sex partnership, 8.9% are separated or divorced.		
Race Not all ethnic groups will have the same experiences so if possible specify whether the impact is likely to be different for different ethnic groups e.g. Indian people, people of Black Caribbean heritage. This also includes Gypsy and Traveller populations	<ul style="list-style-type: none"> 2011 data shows that Stockport is less ethnically diverse than the national average. 92% of Stockport residents are White and 8% are from a Black, Asian or Ethnic Minority background. This data is from 2011 and it is expected that these groups have changed since then as the diversity of the borough is increasing over time. Diverse communities having a younger age profile than the rest of the borough. People who identify as Asian Pakistani are the biggest non-White British / Irish population. The distribution of diverse communities within Stockport is not even, with the areas of Heald Green, Cheadle and Gatley, and Heatons South being particularly diverse where the BAME population reached 20% in the 2011 Census. 	<u>All Age</u> A person's eligible needs will be met regardless of their race. <u>Day Services</u> <ul style="list-style-type: none"> A person's eligible needs will be met regardless of their race. Personalisation and choice Wide range of commissioned services to support a variety of needs 	<u>All Age</u> Commissioning suitable providers that can meet cultural needs. <u>Day Services</u> This programme is still at the scoping phase and more research is required however Stockport doesn't offer a wide range of day services tailored to race.
Religion or Belief	<ul style="list-style-type: none"> The largest religious group in Stockport is Christianity with 63% of the population identifying as Christian, although this is decreasing over time. Those with no religion are the second-most common (25%), which has been increasing alongside the Muslim population (3.3%). These populations are also not even across Stockport. 50% of Muslims in the borough live in Heald Green, Cheadle 	<u>All Age</u> <ul style="list-style-type: none"> A person's eligible needs will be met regardless of their religion and beliefs. <u>Day Services</u> <ul style="list-style-type: none"> A person's eligible needs will be met regardless of their religion and beliefs. Personalisation and choice 	<u>ASC Demand Management</u> <ul style="list-style-type: none"> Commissioning suitable providers that can meet cultural and religious beliefs. <u>Day Services</u> <ul style="list-style-type: none"> This programme is still at the scoping phase and more research is required however Stockport doesn't offer a wide

Characteristic	Demographic of residents / service users	What works well How does the current provision or service meet the needs of people in different protected characteristics?	Current problems / issues This could include low levels of access or participation from certain demographic groups in current service or scheme; or disadvantages or barriers for particular groups
	and Gatley, and Heaton South. Gatley has a large Jewish community.	<ul style="list-style-type: none"> Wide range of commissioned services to support a variety of needs 	range of day services tailored to religion and beliefs.
Sex	<ul style="list-style-type: none"> 50.5% of the population of Stockport is female and 49.5% is male, in line with the national average. 	<u>All Age & Day Services</u> <ul style="list-style-type: none"> A person's eligible needs will be met regardless of their sex. 	<u>All Age & Day Services</u> <ul style="list-style-type: none"> No issues known
Sexual orientation People who are lesbian, gay or bisexual	<ul style="list-style-type: none"> It is not known how many lesbian, gay or bisexual people live in Stockport, but UK-wide estimates believe this to be around 5-7% of the population. 	<u>All Age & Day Services</u> <ul style="list-style-type: none"> A person's eligible needs will be met regardless of their sexual orientation. 	<u>All Age & Day Services</u> <ul style="list-style-type: none"> No issues known
Socioeconomic status	<ul style="list-style-type: none"> 2016 data shows that 38% of the population of Stockport live in areas of higher than average deprivation. 6% of residents in Stockport claim Job Seekers' Allowance / Universal Credit. From October 2019 to February 2021, Universal Credit claimants doubled from 4,725 to 10,685. 2019 data showed that 0.56% of households in Stockport were noted to have destitution, and it is likely that the pandemic has increased this. 	<u>All Age & Day Services</u> <ul style="list-style-type: none"> This programme is still at the scoping phase and more research is required for this area. 	<u>All Age & Day Services</u> <ul style="list-style-type: none"> The One Stockport Neighbourhood model is in its infancy this means that we do not have a tailored offer to meet the specific needs of residents in disparate neighbourhoods.
Other Please add in here any additional relevant comments or feedback where the protected characteristic is not known	<ul style="list-style-type: none"> Regional and national studies have indicated that demand for Adult Social Care could increase by up to 30% as a result of the pandemic. 		
You are encouraged to consider the below characteristics where you have relevant data, especially if your proposal is predicted to disproportionately impact one or more of these groups.			

Characteristic	Demographic of residents / service users	What works well How does the current provision or service meet the needs of people in different protected characteristics?	Current problems / issues This could include low levels of access or participation from certain demographic groups in current service or scheme; or disadvantages or barriers for particular groups
Carers	<ul style="list-style-type: none"> Around 30,000 people have caring responsibilities in Stockport, including 4,230 children. 	<p><u>All Age</u></p> <ul style="list-style-type: none"> For ASC there is a well-established carers assessment and support. <p><u>Day Services</u></p> <ul style="list-style-type: none"> Access to day services provides respite for Stockport's carers. 	<p><u>All Age & Day Services</u></p> <ul style="list-style-type: none"> There is a cohort of unidentified and informal carers across Stockport. <p><u>All Age</u></p> <ul style="list-style-type: none"> There is no all age offer for carers to access services. Navigating Children's and Adult's services can be difficult. <p><u>Day Services</u></p> <ul style="list-style-type: none"> Due to the Covid-19 pandemic the use of day services has reduced, this may put further pressure on carers.
Those experiencing homelessness			
Veterans			
Asylum seekers and refugees			

Step 2: Identifying impacts the proposal will have compared with the baseline

Impact no.	Characteristic	Positive or negative impact	Impact source	Impact details and rationale	Additional information
<i>Add more rows where needed</i>		<i>Is the impact positive or negative?</i>	<i>How have you become aware of an impact or inequality? Is it from research, have you been advised by another party, has a member of the public or a stakeholder made you aware, did someone from this or another characteristic make the claim?</i>	<i>What is the impact or inequality that has been identified? What is the frequency of claim for it? What is the rationale behind the issue, inequality or impact claimed?</i>	<i>Is there any evidence to support or deny the claim? Provide full details. Has the inequality or impact claimed been tested with people from the relevant characteristic? Have you researched the claimed issue? If yes, what has been learned and from what source(s)?</i>
1	Age – older people	Unknown	Business case Service user information	<u>All Age & Day Services</u> The review for All Age services and Day Centres is in the early phase. Once proposals have been developed we will consider the impact of this. At this stage we know that demand for our day services has changed and this will mean older people are now accessing these services differently. In relation to All Age Services we know that demand for Children's, Young Peoples and Adult Social Care has increased as a result of the pandemic. We also know that there are increased pressures in relation to our substance misuse services.	
2	Age – older people	Negative / positive	Business case Service user information	<u>All Age</u> Any changes in service delivery will have an impact upon the individuals who receive that care and support, which will disproportionately impact older people, young people, disabled people and those living in poverty who are more likely to depend on care services.	

Impact no.	Characteristic	Positive or negative impact	Impact source	Impact details and rationale	Additional information
3	Age – younger people	Negative / positive	Business case Service user information	<u>All Age</u> Any changes in service delivery will have an impact upon the individuals who receive that care and support, which will disproportionately impact older people, young people, disabled people and those living in poverty who are more likely to depend on care services.	
4	Age – younger people	Positive	Business case Service user feedback	<u>Stockport Family Integration</u> The further integration of education, health and care services in the Children's Operating Model will provide more joined-up services which will allow easier and more consistent access to those who need it. In service user feedback, a single point of contact for families has been highlighted as a key improvement so the move towards this way of working will likely improve families' experience of services. Additionally, the proposal to move towards offering help at the earliest point possible will act preventatively and will likely reduce more severe and long-term problems.	
5	Disability	Positive	Business case Service user information	<u>All Age</u> By providing a better joined-up offer for individuals and families to access support at all ages in the All Age Approaches project will provide easier and more consistent access to council services. Disability services have been identified as one of the main services that will benefit from this new way of working which will likely have a positive impact on disabled people who are supported by this service.	
6	Disability	Positive	Business case Service user feedback	<u>Stockport Family Integration</u> The further integration of education, health and care services in the Children's Operating Model will provide more joined-up services which will allow easier and more consistent access to those who need it, especially	

Impact no.	Characteristic	Positive or negative impact	Impact source	Impact details and rationale	Additional information
				children with SEND and their families. In service user feedback, a single point of contact for families has been highlighted as a key improvement so the move towards this way of working will likely improve families' experience of services.	
	Gender reassignment			<u>All Age & Day Services</u> This programme is still at the scoping phase and more research is required for this area.	
	Maternity and pregnancy			<u>All Age & Day Services</u> This programme is still at the scoping phase and more research is required for this area.	
	Marriage and Civil Partnership			<u>All Age & Day Services</u> This programme is still at the scoping phase and more research is required for this area.	
	Race			<u>Day Services</u> Through the review of day service we will make sure that our service offer meets the needs of residents regardless of race.	
	Religion or Belief			<u>Day Services</u> Through the review of day service we will make sure that our service offer meets the needs of residents regardless of religion.	
7	Sex	Negative	Council staff demographic data	<u>All Age</u> The majority of council staff are women, therefore any impacts of this proposal on staff such as staffing changes are likely to disproportionately affect women.	
	Sexual orientation			<u>All Age & Day Services</u> No impact is expected for residents based on sexual orientation.	

Impact no.	Characteristic	Positive or negative impact	Impact source	Impact details and rationale	Additional information
8	Socioeconomic status	Negative	Business case Service user information	<u>All Age</u> Any changes in service delivery will have an impact upon the individuals who receive that care and support, which may disproportionately impact those living in poverty who are more likely to depend on care services.	
9	Socioeconomic status	Positive	Business case	<u>All Age</u> Providing a better joined-up offer for individuals and families to access support at all ages in the All Age Approaches project will provide easier and more consistent access to council services. Drug and alcohol services have been identified as one of the main services that will benefit from this new way of working which will likely have a positive impact on people who are supported by this service, who are more likely to come from disadvantaged backgrounds or experiencing poverty.	
10	Council staff	Negative	Business case	Any period of change for staff is likely to cause stress for individuals working in teams undergoing changes.	
You are encouraged to consider the below characteristics where you have relevant data, especially if your proposal is predicted to disproportionately impact one or more of these groups.					
11	Carers	Positive		<u>All Age</u> A more collaborative and joined up offer will be easier to navigate for carers. This will help to improve the outcomes for service users.	
12	Carers	Positive		<u>Day Services</u> Having the most appropriate day services commissioned will ensure Stockport carers are supported.	
	Those experiencing			No impacts specific to this group identified	

Impact no.	Characteristic	Positive or negative impact	Impact source	Impact details and rationale	Additional information
	homelessness				
	Veterans			No impacts specific to this group identified	
	Asylum seekers and refugees			No impacts specific to this group identified	

Step 3: Identifying mitigating factors to minimise negative impacts

Impact no.	Impact summary	Suggested mitigation and rationale	Source of suggestion	Evidence for solution	Feasibility
	<i>Give a brief summary of the issue/inequality /impact</i>	<i>What is being suggested to mitigate for this. What is the rationale behind the suggestion?</i>	<i>Where does this suggestion come from? Have you consulted the characteristic(s) affected for solutions?</i>	<i>What evidence is there that the suggestion would solve the problem? How have you learned this? Has this been done elsewhere?</i>	<i>Within the financial envelope, how feasible is this solution? What are the cost implications? Could it indirectly affect anyone else? Can any other body help with the solution? If yes, how?</i>
1 – 3, 8	Changes in demand for All Age and Day Services may result in an impact on service users	We will use the data and research gathered to understand how demand for our services has changed. Once we have this analysis we will use it to inform our mitigation.			N/A
3	Age – younger people	Our options appraisal will identify opportunities to improve the way individuals and their families receive care and support from council services and our partners.			N/A
7 and 10	Changes to staffing is likely to cause stress to council staff	Early communication of changes and offering support through these changes will likely decrease the stress felt by staff members			Feasible – included in the business case proposals
n/a	The longstanding and significant challenge in funding to providing resilient public services.	We will be continuing to work closely with leaders across Local Government to continue to lobby for a fair and sustainable funding regime for local public services.			Feasible – in the response to MTFP document

Please state if there are any additional comments or suggestions that could promote equalities in the future.

Step 4: Conclusions and outcome

It is strongly recommended to engage with people with protected characteristics to sense-check your conclusions before you indicate an outcome in this EqlA. Including feedback from this engagement activity will ensure your baseline assessment and your impacts are accurate, and that your mitigating actions are helpful and the best use of resources. It ensures that the proposal has been designed so that it is fair as possible to everybody.

If you have not undertaken any community engagement for this EqlA, please indicate this and explain why.

This document will include evidence gathered from engagement and consultation as the proposals progress.

If there are impacts identified that cannot be mitigated against, are there any justifications for not taking any action to improve the negative impacts that have been identified?

Due to the nature of the MTFP process there are likely to be many and immediate negative impacts upon residents of Stockport and council staff. The council faces many financial pressures and risks and balancing the pandemic response, alongside core service delivery requirements, whilst delivering longer term change is acutely challenging. Delivering a resilient budget can only be achieved through difficult decisions, robust prioritisation and ambitious changes in the way we work if we are to continue to meet the needs of local people today and in the future.

The longstanding lack of clarity regarding medium term local government financing – including the challenge of adult social care financing – remains a significant challenge in providing resilient public services. We will be continuing to work closely with leaders across Local Government to continue to lobby for a fair and sustainable funding regime for local public services.

Are there any adverse impacts that can be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why.

N/A

Are there any other proposals or policies that you are aware of that could create a cumulative impact?

This is an impact that appears when you consider services or activities together. A change or activity in one area may create an impact somewhere else.

Any cumulative impacts of the MTFP proposals will be addressed in an upcoming officer report for cabinet in January 2022.

Based on your equality impact analysis, please indicate the outcome of this EqIA.

Please indicate the outcome of the EqIA and provide justification and / or changes planned as required.

A.	No major barriers identified, and there are no major changes required – proceed.	<input type="checkbox"/>
B.	Adjustments to remove barriers, promote equality and / or mitigate impact have been identified and are required – proceed.	<input checked="" type="checkbox"/>
C.	Positive impact for one or more of the groups justified on the grounds of equality – proceed.	<input type="checkbox"/>

D.	Barriers and impact identified, however having considered available options carefully, there appear to be no other proportionate ways to achieve the aim of the policy or practice – proceed with caution, knowing that this policy or practice may favour some people less than others. Strong justification for this decision is required.	<input checked="" type="checkbox"/>
E.	This policy identifies actual or potential unlawful discrimination – stop and rethink.	<input type="checkbox"/>
<p>Please describe briefly how this EqIA will be monitored.</p> <p>When will this be reviewed? What mitigating actions need to be implemented and when?</p>		
<p>Many of the proposals contained within this document are in their early stages. Therefore this will be a live document which is updated as each programme progresses in line with the milestones referenced within the business cases.</p>		