



Derby City Council

Equality impact assessment form

Directorate: People Services

Service area: Integrated Commissioning

**Review of Funding for non statutory services
the Voluntary, Community and Faith Sector**

**Date of assessment: November – December
2015**

Signed off by: I Chennery

Date published on website:

Derby... *Achieving*

Equality impact assessment – please read this section first before you do the assessment

This is our equality impact assessment form to help you equality check what you are doing when you are about to produce a new policy, review an older one, write a strategy or plan or review your services and functions. In fact you need to do an equality impact assessment whenever a decision is needed that affects people and **before** that decision is made.

So why do we need to do equality impact assessments? Although the law does not require us to do them now, the courts still place significant weight on the existence of some form of documentary evidence of compliance with the **Public Sector Equality Duty** when determining judicial review cases. This method helps us to make our decisions fairly, taking into account any equality implications, so yes we still need to do them.

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have ‘**due regard**’ to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a ‘**relevant protected characteristic**’ and people who don’t.

Having ‘due regard’ means:

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- encouraging people with certain protected characteristics to participate in public life or in other activities where the participation is disproportionately low.

The protected characteristics are:

- age
- disability
- gender reassignment

- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

This completed form should be attached to any Chief Officer Group, Cabinet or Personnel Committee report to help elected members make their decisions by taking the equality implications into account. Equality impact assessments **must be done before** decisions are made. Include the Cabinet or Personnel Committee's decision on the front sheet when you know it.

You'll find that doing these assessments will help you to:

- understand your customers' and communities needs
- develop service improvements
- improve service satisfaction
- demonstrate that you have been fair and open and considered equality when working on re-structuring
- make sure you pay due regard to the requirements of the Public Sector Equality Duty.

Don't do the form by yourself, get a small team together and make sure you include key people in the team such as representatives from our Diversity Forums and employee networks and you could invite trade union representatives too – the more knowledge around the table the better. You also need to decide how and who you will consult with to help inform the equality impact assessment. Our Lead on Equality and Diversity can help with useful contacts – we have a team of people who are used to doing these assessments and can help with information on barriers facing particular groups and remedies to overcome these barriers.

You'll need to pull together all the information you can about how what you are assessing affects different groups of people and then examine this information to check whether some people will be negatively or positively affected. Then you'll need to look at ways of lessening any negative effects or making the service more accessible – this is where your assessment team is very useful and you can also use the wider community.

Agree an equality action plan with your assessment team, setting targets for dealing with any negative effects or gaps in information you may have found. Set up a way of monitoring these actions to make sure they are done and include them in your service business plans.

When you have completed the assessment, get it signed by your Head of Service or Service Director and send it to our Lead on Equality and Diversity for checking and to publish on our website. It is a public document so must not contain any jargon and be easy to understand.

Remember, we need to do these assessments as part of our everyday business, so we get our equality responsibilities right and stay within the law – Equality Act 2010.

Equality groups and protected characteristics

These are the equality groups of people we need to think about when we are doing equality impact assessments and these people can be our customers or our employees and job applicants...

- Age equality – the effects on younger and older people
- Disability equality – the effects on the whole range of disabled people, including Deaf people, hearing impaired people, visually impaired people, people with mental health issues, people with learning difficulties and people with physical impairments
- Gender reassignment – the effects on trans people
- Marriage and civil partnership equality
- Pregnancy and maternity equality - women who are pregnant or who have recently had a baby, including breast feeding mothers
- Race equality – the effects on minority ethnic communities, including newer communities, gypsies and travellers and the Roma community
- Religion and belief or non-belief equality – the effects on religious and cultural communities, customers and employees
- Sex equality – the effects on both men and women and boys and girls

- Sexual Orientation equality – the effects on lesbians, gay men and bisexual people

In addition, we have decided to look at the effects on families and people on low incomes too as we feel this is very important.

Contact for help

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The form

We use the term ‘policy’ as shorthand on this form for the full range of policies, practices, plans, reviews, activities and procedures.

Policies will usually fall into three main categories...

- Organisational policies and functions, such as recruitment, complaints procedures, re-structures
- Key decisions such as allocating funding to voluntary organisations, budget setting
- Policies that set criteria or guidelines for others to use, such as criteria about school admissions, procurement methods, disabled facilities grants, on street parking bays

If in doubt - do one! You never know when we may get a legal challenge and someone applies for Judicial Review.

The EIA Assessment

What’s the name of the policy you are assessing?

Review of funding for non-statutory services in the Voluntary, Community and Faith Sector.

The assessment team

Team leader's name and job title –

Adrian McNaney – Strategic Commissioning and Partnerships Officer

Other team members

Name	Job title	Organisation	Area of expertise
Ian Chennery	Strategic Commissioning and Partnerships Manager	Derby City Council	Knowledge of VCS, grant/contract processes, funded organisations and diversity issues
Adrian McNaney	Strategic Commissioning and Partnerships Officer	Derby City Council	Knowledge of VCS, grant/contract processes, funded organisations and diversity issues
Chris Wheeldon	Chair of 50+ Centre, National Pensioners Convention NPC	NPC Unison and Age UK	Experience in Older persons issues
Anne Mann	Secretary, Derby Shopmobility Limited	Derby Shopmobility Limited	Experience of the management of VCF service that supports people with disabilities and engagement in Council diversity consultation groups
Dan Whalley	Equality and Human Rights Lead	NHS Arden and Greater East Midlands Commissioning Support Unit	Experience of carrying out EIA's in Health settings.
Joyce Grundy	Manager and Secretary of Hadhari	Hadhari	Knowledge of BME older people. Experience in fundraising. Organising projects for the Heritage Lottery.
Pat Zadora	Executive Chairman The Padley Group	The Padley Group	Experience of the management of VCF service that supports people with disabilities and those experiencing homelessness
Peter Bowler	South Derbyshire Services Manager	Sight Support Derbyshire	Experience and knowledge of the issues faced by people with a visual impairment.
Ann Webster	Equality and Diversity Lead	Derby City Council	Experience (24yrs) of working with equality and diversity issues. Experience of working with a wide number of voluntary sector groups that provide services to people with a range of diversity issues. Strategic

			and local partnership working across the voluntary sector.
Matt Allbones	Partnership Coordinator	Citizens Advice and Law Centre	Experience of previous Derby city council EIA. Experience of Derby voluntary and Community Sector. Experience of socially excluded clients from all protected characteristics.

Step 1 – setting the scene

Make sure you have clear aims and objectives on what you are impact assessing – this way you keep to the purpose of the assessment and are less likely to get side tracked.

1 What are the main aims, objectives and purpose of the policy? How does it fit in with the wider aims of the Council and wider Derby Plan? Include here any links to the Council Plan, Derby Plan or your Directorate Service Plan.

This Equality Impact Assessment (EIA) is part of the decision making process for the proposed implementation of a reduction or termination in funding for non-statutory services in the Voluntary Community and Faith (VCF) sector. Appendix 2 of the main report has a list of the currently funded non-statutory services and the organisations that provide them and who may be affected by this decision. Appendix 2 includes a brief description of the service provided, customer group and their current funding.

The majority of these services are funded jointly by the Council and Health, through the NHS Southern Derbyshire Clinical Commissioning Group (SDCCG). Health commissioning representatives have indicated that there are no planned changes to their current funding levels for the budget they allocate to non-statutory services in the VCF sector. However, they may need to review the way the funding is used depending upon Council funding recommendations. Whether or not there are any changes in the total level of funding, the Council (and SDCCG) may opt to commission different services to support the updated outcomes for preventative services in the VCF sector. If a grant bidding or tender process was carried out, a further EIA would be required as part of the decision making process.

The Council is predicting significant cuts in the funding it receives in the future from Central Government and anticipates that this will create a gap between the funding available and the cost of providing services to local people. One of the options being considered by the Council is to reduce or cease the funding it provides for discretionary, non-statutory services within the Voluntary and Community Sector VCS. The EIA Assessment Team identified 3 possible options for them to consider, the impact of a standstill, reduction or termination in the funding allocated

The majority of the organisations outlined in Appendix 2 that are being considered as part of this EIA were funded through the Voluntary, Community and Faith Sector

Grant Aid Strategy 2011-2015. The generalist and legal advice service provided by Citizens Advice and Law Centre was arranged through a tender process in 2012-13.

These services in Appendix 2 provide early intervention and prevention and voluntary sector infrastructure services. They were commissioned to support social care outcomes of the Derby Plan 2015-18 which supports:-

- the Early Help and Prevention element of the Safe Derby Pledge
- the Health and Wellbeing element of the Strong Derby Pledge.

Early intervention and prevention is an important element of the Health and Wellbeing Strategy 2015-19 and the implementation of the Care Act and the Your Life Your Choice Strategy

The services listed in Appendix 2 are part of a wider framework of preventative services provided by private, statutory and VCF sector.

2 Who delivers/will deliver the policy, including any consultation on it and any outside organisations who deliver under procurement arrangements?

The funding for the organisations listed in Appendix 2 was allocated through either a joint Council and SDCCG grant bid process in 2011-12 or an open tender in 2012-13. Many of the grant funded projects receive both SDCCG and Council funding. The management of the funding agreements involves Council Officers from Integrated Commissioning in the People Services Directorate and officers from Arden and Greater East Midlands Commissioning Support Unit on behalf of Southern Derbyshire Clinical Commissioning Group (SDCCG). One project, the Padley Homeless Day Centre is managed by officers from the Council and from Public Health.

Commissioners from SDCCG will be involved in the decision making process alongside commissioners from within People Services and Public Health although there are no planned changes to the level of funding provided by SDCCG.

The decision on future funding for non-statutory services in the VCF sector will be informed by:

- A 10 week consultation process, that ended on the 13th November 2015, which sought the views of the funded organisations, service users, the public, Diversity Forums and other stakeholders who may be affected by changes in services these organisations provide.
- An analysis of a sample of the additional benefits gained, outside of the monitoring information funded projects provided, as a result of Council and SDCCG funding.
- Monitoring and other information provided by funded services.

- This Equalities Impact Assessment
- The support VCS organisations provide for the updated outcomes for preventative services that the Council and SDCCG consulted on in January 2015.

3 Who are the main customers, users, partners, employees or groups affected by this proposal?

Appendix 2 of the main report provides a list of the organisations considered in the consultation, the services that they provide and their main customer group. The customers and staff of these organisations may be affected by the proposal to review funding for non-statutory services in the VCF sector. Other organisations that work with these listed organisations or provide support to their customers may be affected by any changes in these services.

Appendix A provides a summary of the number of service users from affected within each equality group, the service types they receive support from and the current level of funding.

Note: service users is used to describe a range of customers types, from people who attend services weekly to customers who access the service on a one off basis.

Together the services affected by this proposal provide services for all sections of the adult population of Derby, and in particular those who may require support to maintain their health, wellbeing and independence, particularly where this may be due to health conditions, physical and age related impairments or other issues.

Appendix B gives a population summary of Derby city taken from the last census in March 2011. Key messages relating to the services in Appendix A are:

- an increase in the BME population between 2001 – 2011 from 15.7% to 24.7%, with the Pakistani community being the largest BME group.
- There has been an increase in all of the 60+, 75+ and 85+ age bands, of the 2011 total population of 248,752, approx. 20% (50,000) are over 60.

Appendix C shows the Health Profile of Derby for 2015. This indicates that the health of people in Derby is generally worse than the England average, with life expectancy lower than the England average for both men and women.

Appendix D provides further information on Derby's diverse population. Key findings are that,:

- between 2001 and 2011 the percentage of Derby's population from BME groups increased from 15.7% to 24.7%
- at least 40,775 people living in Derby were born outside the United Kingdom (or 15.3% of the Derby population). Within this, at least 11,540 people were born in Pakistan, India and Bangladesh and 11,170 people were born in the

A8 accession countries.

- Derby's community is made up of people who have been born in at least 180 different countries.

Step 2 – collecting information and assessing impact

4 Who have you consulted and engaged with so far about this policy, and what did they tell you? Who else do you plan to consult with? – tell us here how you did this consultation and how you made it accessible for the equality groups, such as accessible locations, interpreters and translations, accessible documents.

The consultation process has sought comments from service users, the organisations affected, the general public and stakeholders (other organisations and people who may be affected by the proposals).

The consultation involved:

- A mail out to currently funded organisations with an overview of the process, and questionnaires for the organisation, service users and public/stakeholders. This included links to the online information and questionnaires and hard copy information and questionnaires.
- A group discussion tool, provided to groups to assist them to gather comments from people who did not wish to use the online or paper questionnaires
- Visits to affected organisations (where requested), local network meetings and forums to provide additional support to organisations, service users and stakeholders to assist them to access the consultation
- Documentation has been translated, as requested by the organisations involved, into community languages and into Easy Read versions
- The consultation was open to receive responses in other formats, one

organisation developed their own questionnaires to assist access by people with a Learning Disability.

- The consultation has been promoted on the Council's and SDCCG's websites, through the Council's diversity forums, through the media, Community Action Derby and through other forums and networks.

5 Using the skills and knowledge in your assessment team, and from any consultation you have done, what do you already know about the equality impact of the policy on particular groups? Also, use any other information you know about such as any customer feedback, surveys, national research or data. Indicate by a tick for each equality group whether this is a negative impact, a positive one or if you are not sure

The EIA Assessment Team identified three potential outcomes from the decision, standstill, reduction and end of funding and assessed the potential impact of each of these options. Even if no change in the total level of funding for non-statutory services is decided the funders may opt to commission different services to meet the updated outcomes for preventative services. This may have an impact on particular equality groups.

a) Standstill, maintain current level of funding

Equality groups	What do you already know?	No impact	Positive impact	Negative impact	Not sure
Age	A number of organisations are funded to provide services to older people, and are already struggling from previous grant cuts				Even at a standstill position some negative impact will be felt when factoring in other changes such as possible future commissioning, welfare reform and financial pressures
Disability	A number of organisations are funded to provide services to Disabled people, and are already struggling from				Even at a standstill position some negative impact will be felt when factoring in other changes such as possible future commissioning, welfare reform and financial pressures

	previous grant cuts				
Gender reassignment - trans	The services of funded organisations are open to people undergoing gender reassignment and trans and these organisations are already struggling from previous grant cuts				Even at a standstill position some negative impact will be felt when factoring in other changes such as possible future commissioning, welfare reform and financial pressures
Marriage and civil partnership	The services of funded organisations are open to all people regardless of their marital status	No impact expected			
Pregnancy and maternity	The services of funded organisations are open to all people including those who are pregnant or on maternity	No impact expected			
Race	All funded organisations offer services to people of all races				Even at a standstill position some negative impact will be felt when factoring in other changes such as possible future commissioning, welfare reform and financial pressures
Religion or belief or none	All funded organisations offer services to people of all religions or no religion				Even at a standstill position some negative impact will be felt when factoring in other changes such as possible future commissioning, welfare reform and financial pressures

Sex	Men and women receive services from grant funded organisations				Even at a standstill position some negative impact will be felt when factoring in other changes such as possible future commissioning, welfare reform and financial pressures
Sexual Orientation	The services of funded organisations are open to all people regardless of their sexual orientation and organisations are already struggling from previous grant cuts				Even at a standstill position some negative impact will be felt when factoring in other changes such as possible future commissioning, welfare reform and financial pressures
People on low income	Families and people on low income are not excluded from the services of funded organisations and benefit greatly from these services				Even at a standstill position some negative impact will be felt when factoring in other changes such as possible future commissioning, welfare reform and financial pressures

b) Reduction in level of funding

Equality groups	What do you already know?	No impact	Positive impact	Negative impact	Not sure
Age	A number of organisations are funded to provide services to older people and any further cuts will have a devastating impact on the services			The level of negative impact will depend on the future allocation of funding.	
Disability	A number of organisations are funded to provide services to Disabled people and any further cuts will have			The level of negative impact will depend on the future allocation of	

	a devastating impact on the services			funding.	
Gender reassignment - trans	The services of funded organisations are open to people undergoing gender reassignment and trans, but further cuts will have a devastating impact on the services			The level of negative impact will depend on the future allocation of funding.	
Marriage and civil partnership	The services of funded organisations are open to all people regardless of their marital status	No impact expected			
Pregnancy and maternity	The services of funded organisations are open to all people including those who are pregnant or on maternity, but any further cuts will have a devastating impact on the services	No impact expected			
Race	All funded organisations offer services to people of all races but further cuts will have a devastating impact on the services			The level of negative impact will depend on the future allocation of funding.	
Religion or belief or none	All funded organisations offer services to people of all religions or no religion but further cuts will have a devastating impact on the services			The level of negative impact will depend on the future allocation of funding.	
Sex	Men and women use the services of grant funded organisations, but further cuts will have a devastating impact on the services			The level of negative impact will depend on the future allocation of funding.	
Sexual Orientation	The services of funded organisations are open to all people			The level of negative impact will	

	regardless of their sexual orientation but further cuts will have a devastating impact on the services			depend on the future allocation of funding.	
People on low income	Families and people on low income are not excluded from the services of funded organisations, further cuts will have a devastating impact			The level of negative impact will depend on the future allocation of funding.	

c) Cease funding for non-statutory services

Equality groups	What do you already know?	No impact	Positive impact	Negative impact	Not sure
Age	A number of organisations are funded to provide services to older people and any further cuts will have a devastating impact on the services			Negative impact on this equality group with the subsequent loss and reduction in early intervention and preventative services	
Disability	A number of organisations are funded to provide services to Disabled people and any further cuts will have a devastating impact on the services			Negative impact on this equality group with the subsequent loss and reduction in early intervention and preventative services	
Gender reassignment - trans	The services of funded organisations are open to people undergoing gender reassignment and trans but further cuts will have a devastating impact			Negative impact on this equality group with the subsequent loss and reduction in early intervention	

	on the services			and preventative services	
Marriage and civil partnership	The services of funded organisations are open to all people regardless of their marital status	No or little impact expected			
Pregnancy and maternity	The services of funded organisations are open to all people including those who are pregnant or on maternity but further cuts will have a devastating impact on the services	No or little impact expected			
Race	All funded organisations offer services to people of all races but further cuts will have a devastating impact on the services			Negative impact on this equality group with the subsequent loss and reduction in early intervention and preventative services	
Religion or belief or none	All funded organisations offer services to people of all religions or no religion but further cuts will have a devastating impact on the services			Negative impact on this equality group with the subsequent loss and reduction in early intervention and preventative services	
Sex	Men and women use the services of grant funded organisations but further cuts will have a devastating impact on the			Negative impact on this equality group with the subsequent loss and reduction in	

	services			early intervention and preventative services	
Sexual Orientation	The services of funded organisations are open to all people regardless of their sexual orientation but further cuts will have a devastating effect on the services			Negative impact on this equality group with the subsequent loss and reduction in early intervention and preventative services	
People on low income	Families and people on low income are not excluded from the services of funded organisations further cuts will have a devastating impact			Negative impact on this equality group with the subsequent loss and reduction in early intervention and preventative services	

Important - For any of the equality groups you don't have any information about, then make it an equality action at the end of this assessment to find out. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. You can get lots of information on reports done from organisations' websites such as the Equality and Human Rights Commission, Stonewall, Press for Change, Joseph Rowntree Trust and so on. Please don't put down that the impact affects 'everyone the same' – it never does!

6 From the information you have collected, how are you going to lessen any negative impact on any of the equality groups? How are you going to fill any gaps in information you have discovered?

To mitigate the impact on people from the Equality Groups arising from the final

decision of the Council it is recommended that:

The Council (and SDCCG) offer support to affected organisations that provide support to the identified equality groups to limit the impact of any reduction in funding. This support could include, in consultation with affected organisations:

- Support to explore alternative ways of meeting the needs of their service users
- Support to identify other ways of funding the services, fundraising, charging for services, working with other organisations to share buildings, staff and other costs
- Recommend groups to consult with their customers and stakeholders to identify priorities for a reduced level of service
- Ensure that any remaining grant aid funding provides value for money in the support it purchases for the Equality Groups
- Offer groups advice on how to support service users to adapt to any changes in services
- Increase the promotion of alternative preventative options

In the event of a reduction in funding, Council should explore prioritising any remaining grant budget to support organisations that are performing particularly well, have the most impact and deliver most robustly against the Council's and SDCCG's updated outcomes for preventative services

Step 3 – deciding on the outcome

7 What outcome does this assessment suggest you take? – You might find more than one applies. Please also tell us why you have come to this decision?

Outcome 1		No major change needed – the EIA hasn't identified any potential for discrimination or negative impact and all opportunities to advance equality have been taken
Outcome 2		Adjust the policy to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?
Outcome 3	X	Continue the policy despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: • sufficient plans to stop or minimise the negative impact • mitigating actions for any remaining negative

		impacts plans to monitor the actual impact.
Outcome 4		Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination

Our Assessment team has agreed Outcome number 3

The Assessment Team feel Outcome number 3 is the most appropriate outcome for all three options considered, (standstill, reduce or terminate funding) for non-statutory services in the VCF sector. All three options either have the potential to have a negative effect or will have a negative effect of a varying degree depending on the size of any reduction in funding.

The Assessment Team requests the Council considers the negative impact on the Equality Groups of the final decision on the funding level for the organisations and services they provide and that the final decision does not adversely impact upon any one Equality Group.

It is recognised that for some organisations that could experience a reduction or complete loss of Council funding it may be difficult to fully gauge the impact of such a decision if the organisation providing services no longer exists and does not have the capacity to assist with any impact study in the future.

Why did you come to this decision?

It has been recognised that there will be a negative impact of some level on most Equality Groups; however this negative impact will be across all the equality areas. The negative impact would be expected given that the aim of the policy was to reduce the level of funding, or cease funding allocated to non-statutory services in the VCF sector to meet the Council's budget commitments from April 2016 going forward.

Mitigating actions have been recommended to minimise the negative impact of any potential changes and to ensure these changes do not have an excessive impact on any particular Equality Group.

If you have decided on **Outcome 3**, then please tell us here the justification for continuing with the policy. You also need to make sure that there are actions in the Equality Action Plan to lessen the effect of the negative impact. This is really important and may face a legal challenge in the future.

If you have decided on **Outcome 4** then if the proposal continues, without any mitigating actions, it may be likely that we will face a legal challenge and possibly a Judicial Review on the process - it is really important that the equality impact assessment is done thoroughly, as this is what the Judge will consider.

Step 4 – equality action plan – setting targets and monitoring

8 Fill in the table (on the next page) with the equality actions you have come up with during the assessment. Indicate how you plan to monitor the equality impact of the proposals, once they have been implemented.

Should organisations experience a standstill or reduction in funding the negotiation of any new or updated grant agreements and the monitoring they provide will provide information on the impact of any changes on the equality groups. Funded organisations are all required to provide equalities monitoring information as part of their monitoring and annual review processes. These arrangements include:

- a) A requirement to provide data on the equalities groups organisations provide a service for
- b) A requirement for groups to annually review their equality performance and to agree an actions plan to improve their performance.

Monitoring information and feedback from the equality action plan will be gathered as part of the annual review of the grant funded organisations. This information is collated and fed back to the Council's Diversity Forums for comment and recommendations for future action. Further actions for organisations experiencing reduction or cessation of funding can be found in the Equality Action Plan below.

Equality action plan – setting targets and monitoring

What are we going to do to advance equality?	How are we going to do it?	When will we do it?	What difference will this make?	Lead officer	Monitoring arrangements
Minimise the impact of any changes on Equality Groups by supporting organisations to manage any reduction or termination in funding	Work with organisations to develop appropriate actions as set out in section 6 above to minimise the impact of any changes.	By Sep 2016	• Services people receive may be delivered in new ways using alternative models of delivery • Additional funding sources and reduced costs explored • Services prioritize support to their user group to maximise effectiveness and reduce impact from reduced funding • Services maximise value for money • ensure individuals from the protected characteristics receive support in different ways and through alternative delivery models	Strategic Commissioning and Partnerships Managers/Officers and in consultation with groups targeting those organisations most in need of this support	Existing Grant Aid Monitoring and equality review arrangements for ongoing services if standstill or reduction scenario. For all scenarios feedback to Diversity Forums especially on actions to support organisations whose funding ends Monitor any negative impacts and demonstrate actions to minimise the impact
Maximise the benefit and support that people in the Equality Groups receive from funded services commissioned in the future	Review the assessment process used for grant and contract applications to ensure that value for money and support for equality	By April 2017	Services will only be funded if they can demonstrate that their service users from Equality Groups will receive quantity and quality of services.	Strategic Commissioning and Partnerships Managers/Officers	Feedback to Diversity Forums Ensure appropriate community languages are used in promotion and support

	groups is a high priority. Consult with voluntary sector groups on how value for money is explained in grant funding information			Strategic Commissioning and Partnerships Managers/Officers and voluntary sector representatives	Adopt group friendly processes

Make sure you include these actions in your Directorate service business plans.