

Finance, Performance and Resources Select Committee 19 December 2017

Agenda Item	Page No
<p data-bbox="132 577 1090 613">6 BUCKS SPORTS AND SOCIAL CLUB - CALL-IN UPDATE</p> <p data-bbox="233 616 1316 763">Purpose: The Committee will receive a progress report from the Cabinet Member for Resources following the Committee's decision at its meeting on 12th September 2017, to uphold the call-in of Cabinet Member decision R04.17 to close the Bucks Sports and Social Club.</p> <p data-bbox="233 801 440 837">Contributors:</p> <p data-bbox="233 840 970 909">Mr John Chilver, Cabinet Member for Resources Mrs Deb Clarke, Director of HR and OD</p> <p data-bbox="233 947 549 983">Background Papers:</p> <p data-bbox="233 985 1316 1055">Link to minutes of 12th September meeting and subsequent letter to the Cabinet Member</p> <p data-bbox="233 1093 1316 1238">https://democracy.buckscc.gov.uk/documents/g9781/Public%20minutes%2012th-Sep-2017%2014.00%20Finance%20Performance%20and%20Resources%20Select%20Committee.pdf?T=11</p>	3 - 26



Buckinghamshire County Council Select Committee

Finance, Performance and Resources Select Committee

Report to the Finance, Performance and Resources Select Committee

Title: Update	Bucks Sports and Social Club - Call-in
Committee date:	Tuesday 19 December 2017
Author:	Gillian Quinton
Contact officer:	Deb Clarke, 01296 382714, debclarke@buckscc.gov.uk
Cabinet Member sign-off:	John Chilver – Cabinet Member Resources

Purpose of Agenda Item

Information: Provided to enable the select committee to scrutinise a specific issue or inform the development of the work programme

Background

In July 2017, the Cabinet Member for Resources made a decision (R04.17) to 'close all buildings and external facilities of the Bucks Sports and Social Club'.

This decision was 'Called In' by Cllr Brian Roberts, supported by Cllr Niknam Hussain and Cllr Julie Ward for review.

A special Select Committee meeting was arranged at which the Committee Members reviewed the decision on Tuesday 12 September 2017.

As a result the Committee proposed that the Cabinet Member decision should

- **be referred back to the Cabinet Member for Resources for reconsideration and advocated that Option 3 (see below) in the original report should be revisited**
- **The Committee also proposed that the Cabinet Member for Resources should have further discussions with local Members and the Club Committee over a**



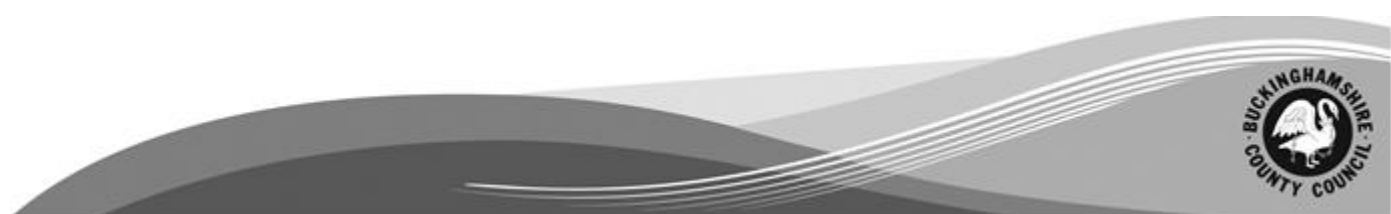
period of three months and then report back to the Select Committee on his decision.

- **The Cabinet Member for Resources agreed to this proposal.**

Under Option 3, the management of the club would transfer to an ‘alternative delivery vehicle’, in this case meaning a community group or company set up for the purpose of running the club such as a Community Interest Company or social enterprise.

A summary of issues raised at the meeting (taken from the minutes) held on 12th September 2017 is below and the action taken to respond to those issues (where reasonably practicable) is also below

<p>In September 2016, Brian Roberts attended a meeting to discuss possible reforms to the Bucks Sports and Social Club and a potential lease arrangement. By the end of November 2016, the lease should have been prepared but nothing happened.</p>	<p>These matters are an account of historical actions or inactions</p>
<p>In March 2017, club staff raised a number of concerns with Brian Roberts as their local County Councillor and he took these issues to the Cabinet Member and relevant officers and suggested a further meeting should be held. Mr Roberts continued to press for Officers to meet with Members and Club Members, but this didn't happen.</p>	
<p>Finally on 24th July 2017, two officers met with two club staff but the Cabinet Member decision recommending closure of the club had been published on 19th July, to be taken on or after 27th July.</p>	
<p>It appeared that a draft lease had been prepared and a business case had been put together with a view to turning the club's fortunes around and club members believed that this was being progressed.</p>	
<p>Whilst Mr Roberts fully acknowledged that Buckinghamshire County Council faced financial challenges, he believed that local residents were right to raise concerns about a lack of engagement and consultation around the possible closure of the Club. Stoke Mandeville Parish Council only heard about the possible closure on local radio station, Mix 96 which Mr Roberts felt was unacceptable. Over 800 people had signed a petition opposing the club's</p>	<p>A letter regarding the future of the club was sent to all identified stakeholders.</p> <p>The letter contained an invitation to make proposals regarding the future of the club. Two proposals were received and evaluated.</p> <p>Stoke Mandeville Parish Council</p>



closure.	was sent the letter but did not respond. SMPC was chased twice by phone.
There were a number of inaccuracies in the report, particularly around the membership figures. The report claimed there were only 56 members, but the level of representations made on this decision illustrated the number of people who use the club regularly, many of whom had been advised that they could not become members currently.	The current membership is only those members of staff of BCC who continue to pay membership fees. Each individual was sent the letter referred to above.
There had been no consultation with local Members or the Greater Aylesbury Local Area Forum ahead of the Cabinet Member Decision report being published and no public consultation feedback had been included in the Cabinet Member report, despite the report template clearly indicating that consultation feedback should be included. There was also no evidence that an Equalities Impact Assessment had been undertaken.	Cllr Roberts, the County Ward Member was consulted and communicated with throughout the consultation period and attended multiple meetings with officers and the Cabinet Member for Resources. Cllr Roberts is Chairman of the LAF. The deputy chairman of the LAF was also sent the letter, and was invited to meet with officers for a briefing in his role as Leader of the Opposition in the County Council. Unfortunately his diary did not allow. An Equalities Impact Assessment has been carried out and is appended to this report.
Wes and Mel Personal Training (WMPT Sparks) currently delivered their fitness classes at the Club and had been told that their bookings would be honoured to April 2018, although the Cabinet Member Decision stated bookings would only be honoured until 31 st October 2017.	This is a matter of record
There was a risk to the Council's reputation due to the lack of consultation.	The Cabinet Member for Resources has made every effort to consult with stakeholders on his decision.
Between 2003 and 2012, the Club was producing an average annual surplus of £24,500. In recent years, since the BCC Facilities Management team had been	This is a matter of record. The club has not been in surplus since it was taken over by the County Council.

<p>managing the Club, there had been a financial deficit of -£5,500 in 2015, - £25,000 in 2016 and -£64,500 in 2017.</p>	
<p>Club members recognised that it was not part of the Council's core business and agreed that the current situation was unacceptable. In 2016, two former County Councillors had offered to represent the Club Committee and put their case forward, which included offering to take on the lease of the club by forming a legal entity to allow this and a schedule of works for the site which included investing in new changing rooms. Subsequently it was discovered that the Councillors had not presented these ideas and had turned down an invitation to establish a Community Interest Company (CIC).</p>	<p>This is a matter of record.</p>
<p>Club Members had now incorporated as a CIC, lease terms had been drawn up and they had investigated options for new changing rooms. They believed that they could increase the membership and revenue the Club produced and asked for this opportunity, as set out in Option 3 of the Cabinet Member Decision report to be considered.</p>	<p>Members of the community and the club have put in a business case to run the Club, as they were invited to do.</p> <p>Unfortunately, it is believed that this bid represents too great a risk to the County Council of a continuing need for financial support.</p>
<p>The Localism Act 2011 allowed facilities to be registered as an Asset of Community Value. In 2015, Stoke Mandeville Parish Council wanted to nominate Bucks Sports and Social Club as an Asset of Community Value and was advised by Buckinghamshire County Council's (BCC) Estates department not to proceed. The Parish Council agreed to reconsider but ultimately decided to submit a bid, which was accepted by Aylesbury Vale District Council in May 2015 and BCC was notified.</p>	<p>This is a matter of record.</p> <p>When a site has been listed as an Asset of Community Value it is subject to certain regulations. If the owner decides to dispose of the asset either through freehold sale or granting a qualifying lease of 25 years or more, this would trigger a period of consultation. In this instance, BCC had not decided to dispose of the site.</p>
<p>On 21st July the Parish Council was alerted from a report on local radio that there was</p>	<p>As previously, all identified</p>

<p>a plan to close the Bucks Sports and Social Club. The Cabinet Member report was then obtained and Mrs Hunt, Chairman of Stoke Mandeville Parish Council contacted the Cabinet Member to make representations and to complain about lack of consultation. There has been plenty of opportunity to consult the Parish Council and the users of the Club. Mrs Hunt asserted that BCC had failed to follow Government guidelines on public consultation.</p>	<p>stakeholders including Stoke Mandeville Parish Council were sent the consultation letter.</p> <p>Stoke Mandeville Parish Council was contacted on two occasions subsequently to ascertain whether they wished to respond.</p>
<p>Mr Hussain advised that the green space of the Club site helped BCC with its duty around Health and Wellbeing and was well-used by the whole community, including Booker Park School who used the playing fields for their sports lessons.</p>	<p>Booker Park school did respond to the consultation so there has been a dialogue with the school about the reciprocal arrangements that exist. These will continue in the near future and discussions are continuing. They are not affected by a decision to close the club.</p>
<p>Mrs Ward reiterated concerns about reputational risk to the Council due to a lack of engagement around the proposal to close the Club, which was widely used.</p>	<p>As previous.</p>
<p>There had been mismanagement and miscommunication at the Club over the past couple of years, particularly in connection with diary management for bookings.</p>	<p>It is acknowledged that there have been issues with bookings and diary management and a system which puts all bookings through Facilities Management has been instituted.</p>
<p>400 people recently attended a Fun Day event at the Club, 190 people would like to become Members and the Committee was confident that if they could replace the changing rooms they could further increase the membership.</p>	<p>This is part of the communities' bid to take over management of the club.</p>
<p>Up to 2014, the Club had been run well and the Council published the Club's accounts up to this point. BCC took over the management of the Club in 2014, due to financial impropriety at the Club by a member of BCC staff who was no longer working there.</p>	<p>Not relevant to the current decision.</p>
<p>The Club had previously been open six</p>	

<p>nights a week and during the day at the weekends – this level of activity had reduced since BCC took over. The Air Ambulance landed there and clients from the Spinal Injuries unit at Stoke Mandeville also used the Club to socialise.</p>	<p>This is part of the communities' bid to take over management of the club.</p> <p>Discussions with Stoke Mandeville Hospital about the potential uses of the site are ongoing, but they are not affected by the decision to close the club</p>
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Cllr Chilver responded to the Call In decision by writing a letter which is Appended at A. to all key stakeholders and interested parties which included; BSSC Members; Local Councillors; Staff; Stoke Mandeville Parish Council; Booker Park School, the Chair and Vice Chair of the LAF, Suppliers and Users. A full list of those who were written to is appended at B.

The letter (appended at A) explained the purpose of the consultation and it gave stakeholders the opportunity to have meetings with Cllr Chilver, send through any questions or concerns to a dedicated Bucks Sports and Social Mailbox and asked for any viable proposals to keep the club from closure with responses required by Monday 20 November.

Over this period of time various meetings, telephone conversations and emails took place with the Cabinet Member for Resources. In the end, two organisations submitted proposals for the future of the club.

In addition, officers have discussed with Booker Park School the usage of the car parking facilities and field usage. This was a historic reciprocal arrangement established some years ago. Both parties now have an open channel to discuss any changes that affect usage in the future.

Stoke Mandeville Parish Council has also been contacted separately to ensure they had received the consultation letter and whether they required a specific meeting with the Cabinet Member for Resources to discuss their concerns however there was no request for further information.

With regard to the two proposals that were received, an independent evaluation panel consisting of Legal, Finance and Procurement professionals was established. The panel reviewed the proposals. They have provided a report on their expert opinion to Cllr Chilver.



Decision

Following this consultation and the advice of the evaluation panel, the Cabinet Member for Resources has concluded that his decision will still stand in regards to closing the Bucks Sports and Social Club.

In deciding that his decision will stand, the Cabinet Member for Resources has taken into account the following factors:

- Full consultation has been carried out
- The County Council has does not have responsibility for the provision of leisure and/or sports facilities
- The advice of the independent panel of experts that neither of the two plans put forward represented an acceptable level of risk to the County Council
- The financial circumstances of the Council
- The value of the total asset and the possible future uses of the site
- The equality impact assessment did not identify any detrimental impact to particular groups

Resource implications

The financial and resource implications are set out against all the options detailed in the report that was submitted for the 12th September 2017 Select Committee meeting.

Next steps

The Cabinet Member for Resources will confirm his decision to close the club.

Officers will discuss with members of the community and the local Member when this should take effect as there is a booking for a New Year's Eve party which could go ahead if wished. The club will close no later than January 15th 2018.

Appendix A – letter sent

To all stakeholders and interested parties in Bucks Sports and Social Club

I am writing to set out the next steps in relation to the Bucks Sports and Social Club.

As you are aware, I agreed with the request of the Select Committee which was as follows:

- The Committee unanimously agreed that the decision should be referred back to me for reconsideration and advocated that Option 3 in the original report should be revisited
- The Committee also proposed that I should have further discussions with local Members and the Club Committee over a period of three months and then report back to the Select Committee on his decision. I agreed to this proposal.

Under Option 3, the management of the club would transfer to an 'alternative delivery vehicle', in this case meaning a community group or company set up for the purpose of running the club such as a Community Interest Company or social enterprise.

During 2016 we invested a significant amount time supporting this option, however unfortunately an appropriate body was not formed before the deadline of April 2017 to which the Council could hand the club over to. This was due to a number of issues, which were outlined to committee in our report.

Our conclusion was that Option 3 was no longer considered feasible.

The County Council continues to face financial pressures and needs to ensure the effectiveness and efficiency of all its expenditure.

Delivery of community based sports and social facilities are not a statutory responsibility of the County Council. There is no option on the table to redevelop the site or any part of it – our advice is that this will not be viable in the short to medium term. So the Council must focus its attention on the future prospects of the site being developed in a sustainable and cost neutral way.

I know there is a strongly held view amongst key stakeholders that the club can be viable, but this has not yet translated into anything that could be relied upon to enable the Council to keep the club open and hand the management over.

This situation cannot be allowed to continue indefinitely, and therefore, in order for me to report back on my decision to the Select Committee in December I am consulting all interested parties and stakeholders with a view to understanding if there is any meaningful prospect of the club being able to sustain itself independently going forward.

However, if there is no such plan then regrettably I will have to confirm my decision to close the club.

I am available to discuss this matter with any individuals or groups who would find that helpful and officers will also be made available to ensure that there is full understanding of



what is being consulted on and what the options are. Of course, adequate notice will need to be given in order to make myself and/or officers available.

Councillor John Chilver

Executive Member for Resources



Appendix B – who the letter went to

Clients / Users:

- Archery
- Aylesbury Motorcycle Training
- Aylesbury Pigeon Club <;
- Badminton
- Badminton Wednesday ;
- Bucks Athletic Association
- Football
- Keep Fit
- Kids Club ;
- Whizz Kids ;
- Wingrave Swan
- WMPT Fight Club
- As well as 7 staff members

- 3 suppliers

- Booker Park School

- Stoke Mandeville Parish Council (who were also rung on a couple of occasions to see if there was any response)

- Cllr Brian Roberts
- Cllr Stephen Lambert

- about 40 members of staff who are paying subs from payroll

- Aylesbury Town Football Club



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Equalities Impact Assessment Proforma*

Title of strategy / policy / service being assessed:	Bucks Sports and Social Club
Contact Name and Telephone Number:	Deb Clarke
Date assessment completed:	14 November 2017
Signature and name of Head of Service signing off this impact assessment and equalities improvement plan.	Name: Deb Clarke
	Signature:
	Service: Director of HR and OD
<p>Good impact assessment can help us manage demand and be a more successful, efficient organisation.</p> <ul style="list-style-type: none"> • Understanding the impact of our actions will help us to deliver services fairly, target resources where they are most needed and avoid unintended negative impacts for residents, other parts of the council or other service providers. • Communities with wide inequalities are less likely to self-help and more likely to be higher users of public sector services. • Cohesive, resilient and integrated communities are able to cope better with economic and environmental crisis and more likely to be able to provide services, take over community assets or volunteer. <p>Impact assessment also helps us meet our legal duties under the Equality Act 2010, including the Public Sector Equality Duty. The Act says people should not be discriminated against because of one or more relevant protected characteristic(s), when using, or seeking to use, any service provided publicly or privately, whether that service is paid for or not. Neither should they be discriminated against in employment, when seeking employment, or when engaged in occupations or activities related to work because of the relevant protected characteristic(s):</p> <ul style="list-style-type: none"> <li style="width: 33%;">• Age (18+) <li style="width: 33%;">• Disability <li style="width: 33%;">• Gender Reassignment <li style="width: 33%;">• Pregnancy & maternity status <li style="width: 33%;">• Race <li style="width: 33%;">• Religion or belief <li style="width: 33%;">• Sex <li style="width: 33%;">• Sexual orientation <li style="width: 33%;">• Marriage and civil partnership (employment related only) 	
More detailed guidance has been produced to accompany this proforma see intranet under A to Z>Community Cohesion and Equalities.	

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Agenda Item 6 Appendix 1

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Section A. To Assess or Not to Assess

To determine whether an EIA is required, please read the questions below and indicate your answer by putting an X in the box to the right of the “Yes” or “No” at the end of each question.

Does the service affect the public or staff directly?	Yes	X	No	
Does it affect how other services are provided?	Yes		No	X
Is there information e.g. survey data or complaints that suggests that it is affecting particular groups of people?	Yes		No	X
Does it have employment implications?	Yes	x	No	

If you have answered “Yes” to one or more of the questions listed above, you will need to continue with a full equalities impact assessment (EIA).

However, if you have carried out an assessment of this strategy/policy or service in the past two years, for example, as part of the transformation programme, or there has been an external audit of the service, which has resulted in explicitly stated equalities outcomes, you will not need to continue with an in depth EIA. You will, instead, need to consider any gaps in relation to the groups identified under “Purpose” and agree actions/targets.

If you have answered “No” to all of the above the statements, you will not need to continue with a full EIA because it is not relevant to the strategy/policy or service.

Please send this document to Angie Sarchet, Manager, Community Engagement & Development Team, New County Offices or via email to asarchet@buckscc.gov.uk. Ensure you do this prior to final sign off by the Head of Service to enable the challenge process to be applied effectively.

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Section B. Reviewing the design	
Questions to consider	The Findings
<p>1. Why is the strategy/policy or service necessary? What are the key aims and objectives? What outcomes is it designed to achieve and for whom?</p>	<p>The reasons for reviewing the current Bucks Sports and Social Club provision are the following:</p> <ul style="list-style-type: none"> • Substantial budget pressure. • Insufficient income generation. • High level of management overheads. <p>Objectives:</p> <ul style="list-style-type: none"> • To remove the significant cost pressures that has arisen in the running costs of the premises. • Reduce additional pressures caused by allocating management time in operational input to the Bucks Sports and Social Club. • To allow exploration of potential alternative uses in the future. <p>The Bucks Sports and Social Club provides the community of Stoke Mandeville and the wider Aylesbury Vale community with facilities including; bar, hall hire and field usage however the financials indicate that it is making a significant loss which is subsumed into the council budget.</p>

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	<p>The provision of community leisure facilities is not a County Council duty or policy, and its closure is being considered in the context of significant financial pressures on core statutory council services.</p>
<p>2. Consider your answers at question 1. How have the needs of different groups of people, where relevant/appropriate, been taken into account? What does needs assessment data tell you about who should be benefitting from the strategy/policy or using the service? What else do you know about people’s needs or views? What information do you have from consultations/focus groups, national or local published research reports, satisfaction surveys, service monitoring data, benchmarking with other providers, demographic data or other information that has been used to formulate the design and delivery of the strategy/policy/ or service. Also refer to the council’s “Research” information on the website.</p> <p>If you identify a gap in information, for example, about the needs of a particular group of people, include this as an action point in the equalities improvement plan.</p>	<p>A consultation has taken place with the key stakeholders and interested parties including: the 41 Bucks Sports and Social Club Members; suppliers; the Greater Aylesbury Local Area Forums; Stoke Mandeville Parish Council, Aylesbury Football Club; Booker Park School and regular clients.</p> <p>Due to very low demand and usage, the club is not providing the income required to cover costs and break even. In fact the club is operating at a significant loss and therefore is not sustainable in the longer term.</p> <p>We do not anticipate that closing the club would discriminate against any of the 9 protected characteristics: age (18+), disability, gender reassignment, pregnancy & maternity status, sex, race, religion or belief, sexual orientation, marriage and civil partnership (employment related only)</p> <p>The clients using the facility have been informed of alternative locations available to them if the decision is made to close the club, including:</p> <ul style="list-style-type: none"> • Grange School • Aylesbury High School • Sir Henry Floyd Grammar School • Bedgrove Park • Meadowcroft Open Space Park

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- Edinburgh Playing Field Park
- Walton Court Community Centre
- Aylesbury Multicultural Centre.

A communications plan will be developed to ensure that users of the club are aware of similar facilities nearby.

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Questions to consider	The Findings
<p>3. Are other organisations responsible for delivering the strategy/policy or service? If yes, how have you incorporated the council's cohesion and equalities priorities into the procurement process or contractual arrangements? How is compliance monitored? What steps have you taken to reduce the council's legal liability where services are being delivered on our behalf? If not relevant, go on to question 4.</p>	No.
Section C. Reviewing the implementation/delivery	
<p>4. Does the strategy/policy need to be communicated to the public/our employees or does accessing the service depend on information being communicated to the public? If yes, how will this be achieved? Consider the information we already have about how our residents prefer us to communicate with them and consider the ways that different groups of people generally find out information. How do you or how will you ensure that communication is appropriate to meet the different communication needs of different groups of people? If not relevant, go to question 5.</p>	<p>The Council will ensure that the public, key stakeholders and other interested parties are informed accordingly in their preferred method.</p> <p>If there are any ongoing questions, these can be emailed to candlminorworks@bucksc.gov.uk or alternatively residents can call Facilities on 01296 382310</p>
<p>5. Is delivery of the strategy/policy or service dependent upon particular buildings, open space or mode of transport being used by the public? If yes, what facilities and transport access arrangements have been put in place to ensure that the needs of different groups of people have been addressed? See the EIA guidance notes for suggested issues that you need to think about. If not relevant, go to question 6.</p>	Alternative facilities are already available to residents.

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Questions to consider	The Findings
<p>6. Review any processes people need to go through to be able to use the service or to benefit from the strategy/policy. For example criteria that are applied to determine eligibility for receiving the service and the completion of forms. Do these processes/criteria effectively prevent groups of people of people from using the service or benefiting from the strategy/policy?</p> <p>(Ideally you should be aiming to only keep those processes and criteria that are essential to implementation/delivery, for example, because they are a legal requirement.)</p>	N/A
<p>7. What particular skills and knowledge will relevant staff need to ensure that the strategy/policy is properly implemented or that the service is delivered appropriately to meet people’s individual needs?</p>	N/A
<p>Section D. Assessing for differential impact and discrimination</p>	
<p>Consider the answers given in questions 1 through to 7 and assess whether the strategy/policy or service results, or could result, in differential impacts on particular groups of people. Essentially you are looking to identify and deal with any actual or potential unfairness, disadvantage or discrimination. (See the guidance notes for a more detailed explanation.)</p> <p>If you consider that there is a differential impact, or the potential for a differential impact, you will need to assess whether this constitutes discrimination (i.e. detrimental to a group or particular groups of people) and whether the impact is justifiable as a proportionate means of</p>	<p>On reviewing the questions above, it is anticipated that there will be no differential impacts on the 9 protected characteristics.</p>

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achieving a legitimate business aim. You are required to give your reasons for this.	
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If you have identified a differential impact that constitutes illegal discrimination, you are required to take action to remedy this immediately.

If you have identified a differential impact that is justifiable or legitimate, you may need to consider what actions are necessary to mitigate its affect on particular groups of people. This arises out of the duty to promote good relations between people of different groups and is in keeping with the Council’s approach to “Strong & Cohesive Communities in Bucks”.

Ensure that these actions are listed in the attached equalities improvement plan.

If you do not have the authority to take the action required, you will need to alert the relevant service manager to your findings.

Section E. Ensuring continuous improvement

Questions to consider	The Findings
<p>9. What measures will you be using to monitor the impact of the strategy/policy or service over the next three years?</p> <p>The council is committed to mainstreaming equalities, ensuring that it is integrated into our performance management frameworks and subject to continuous improvement through performance monitoring. We also have legal duties to ensure we are not discriminating against groups of people in the provision of goods, services and facilities or in our role as an employer.</p> <p>You should only expect to carry out an equalities impact assessment every three years (unless you are introducing a significant change in the interim). You will, therefore, need to have information systems in place that will enable you to analyse and interpret information to:</p>	<p>There will be a project closure plan in place which will identify all the key activities and next steps required including a review period.</p> <p>The project closure will form part of a project tracker so that it can be reviewed to ensure that this area is monitored.</p>

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- Show the numbers of particular groups using the services and what outcomes they experience
- Show under-use of a service by an equalities group
- Show over-use by an equalities group
- Reveal discrimination
- Demonstrate that services are not discriminatory
- Measure the effectiveness of service changes
- Identify the need for new or changed services

Please refer to the council’s equalities monitoring guidance (see intranet) or contact the Research Team to decide what type of monitoring is appropriate and what information you will need to gather.

Also consider whether you need have some targeted actions with particular groups of people to address the issues identified above.
Please ensure that these are listed in the attached equalities improvement plan.

Section F. Opportunities for community cohesion or promoting good relations between different groups of people

Community cohesion and equalities are priorities for Buckinghamshire County Council.

Community cohesion is the outcome of understanding and respect between different communities and a sense of identification with a wider community. In essence it’s about promoting a sense of connection, trust and belonging both within geographical communities and across groups of people. It is at risk where illegal discrimination exists, or is perceived to exist, when stereotypes and disinformation go unchallenged and where lack of knowledge about, or experience of, different groups of people leads to fearfulness and segregation.

Equalities in Buckinghamshire are at risk when we fail in our duty to provide an appropriate and professional service that takes account of the different needs of groups of people as a consequence of their colour, culture and ethnic origin, gender, disability, age, religion/belief or sexual orientation or as a result of living in a rural community, lower socio economic group or being a new group to this country and/or county (migrant worker, refugee or asylum seeker).

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Questions to consider	The Findings
<p>10. Consider what opportunities and risks to the Council’s community cohesion and equalities priorities could arise, for example:</p> <p>(a) Are there ways in which your service could bring different groups of people together, for example to develop future provision through consultation exercises?</p> <p>(b) Are there ways in which existing groups could interact with the service, for example, as part of ongoing monitoring of service provision?</p> <p>(c) Could the way you provide the service bring different groups of people together to use the service?</p> <p>(d) Does the way in which your service is provided have the potential to lead to resentment between different groups of people? How can you compensate for perceptions of preferential or differential treatment? Consider the role, or potential role, of the media and extremist groups when formulating your communication actions.</p> <p>(e) If the improvement plan identifies addressing a gap in the service for a particular group of people, have you also addressed the potential for perceptions of preferential treatment for the group? How will you ensure that people will understand the need for the actions proposed as a result of this impact assessment?</p> <p>Ensure that the actions you identify are put into the attached equalities improvement plan.</p>	<p>N/A</p>

EQUALITIES IMPROVEMENT PLAN

Please list all the equalities actions and targets that result from the Equalities Impact Assessment (continue on separate sheets as necessary). These also need to be integrated into the relevant service plan for mainstreaming and performance management purposes.

Equalities Targets/Actions	Officer responsible	By when
Ensure that the communication of the decision at Select Committee is timely and appropriate to key stakeholders and interested parties	Deb Clarke / Gill Smith	19 December 2017
Ensure that there is a clear closure project plan in place and communicate effectively and appropriately to the public by agreed methods liaising with BCC Communications Team.	Gill Smith	31 March 2018

Once the challenge process has been completed, please return the agreed Equalities Impact Assessment Form (signed by your Head of Service) and equalities improvement plan, to Angie Sarchet, Manager, Community Engagement & Development Team via email to asarchet@buckscc.gov.uk.

