

Equality & Health Impact Assessment (EHIA)

Document control

Title of activity:	Commercial Strategy
Lead officer:	Azeezat Periola, National Management Trainee, Education Services
Approved by:	Trevor Cook – Assistant Director, Education Services
Version Number	V0.1
Date and Key Changes Made	
Scheduled date for next review:	September 2027

Did you seek advice from the Corporate Policy & Diversity team (READI Team)?	Yes
Did you seek advice from the Public Health team?	No
Does the EHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website? See Publishing Checklist.	No

1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact READI@havering.gov.uk for advice from either the Corporate Diversity or Public Health teams. Please refer to [this Guidance](#) on how to complete this form.

About your activity

1	Title of activity	Commercial Strategy		
2	Type of activity	Strategy		
3	Scope of activity	The Commercial Strategy will support the delivery of Commercial activities in the Council. It will be conducted within Havering's Governance process to enhance financial sustainability and service efficiency, optimising resource allocation to improve services.		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	If the answer to <u>either</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4b	Does this activity have the potential to impact (either positively or negatively) upon people from different backgrounds?	Yes		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes	<i>Please use the Screening tool before you answer this question.</i>	
			If you answer 'YES', please continue to question 5.	
5	If you answered YES:	Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.		
6	If you answered NO:			

Completed by:	Azeezat Periola, National Management Trainee, Education Services
Date:	04/07/2024

2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

Background/context:

The Commercial Strategy 2024 – 2029 outlines the Council’s commitment to support the delivery of commercial activities in the Council to enhance financial sustainability and service efficiency, optimising resource allocation to improve public services.

This Strategy is underpinned by four strategic priorities

1. **Governance:** A shared vision we are all working towards, with a clear framework, ensuring that services support greater commercial activity and opportunities.
2. **Commercial Capability:** Investing in people’s expertise to create a commercial culture and approach to knowledge sharing, going above and beyond to build our reputation for providing a high quality service.
3. **Communication & Marketing:** Understanding our customer’s needs, before they do, to develop existing high performing and high demand services to grow and increase their customer base.
4. **Data & Technology:** Leverage data and digital tools to innovate and enhance operational efficiency. Utilising data and digital intelligence, building our digital offer through the use of virtual technologies.

Who will be affected by the activity?

All Havering staff will embrace the Strategy and work to implement a commercial culture in service delivery. Elected Members, residents, internal and external partners will be affected and consulted where appropriate.

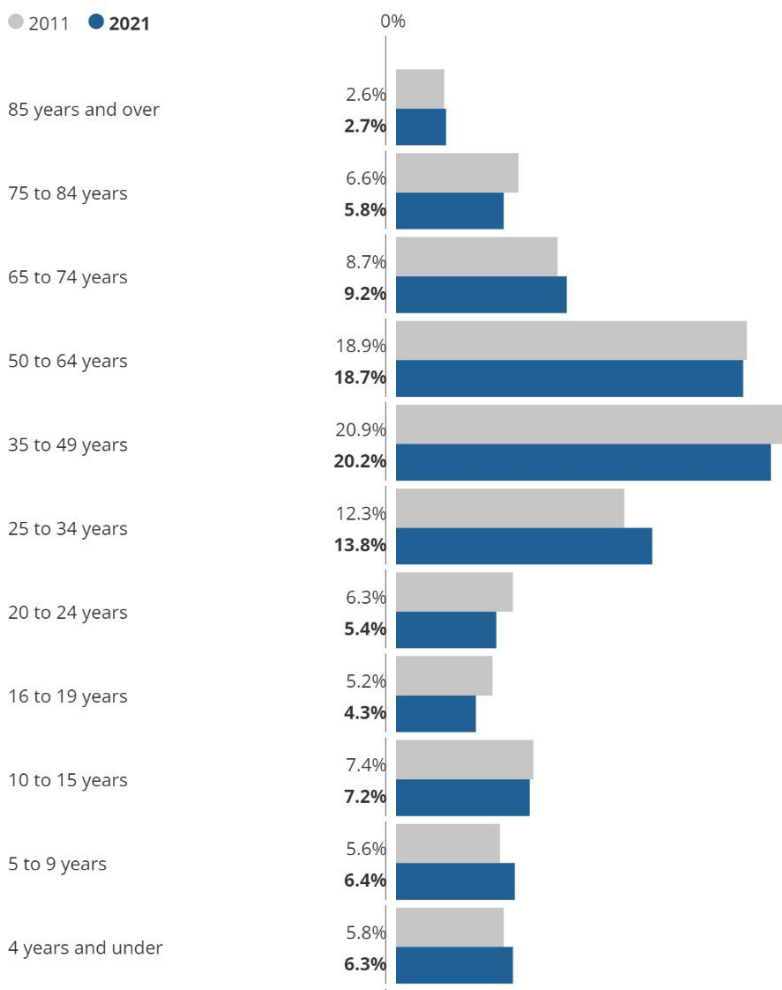
Protected Characteristic - Age: Consider the full range of age groups

<i>Please tick (✓) the relevant box:</i>		Overall impact: Havering has a diverse population across different age groups. By improving financial sustainability, the Council can continue to provide and potentially enhance services for both young and older residents. Innovative approaches to service delivery may lead to tailored services that better meet the specific needs of different age groups.
Positive	✓	
Neutral		
Negative		

Evidence:

Evidence from Havering’s demographic data from the 2021 ONS Census indicates an increase in demographic population across all age groups. Population growth was higher in Havering (10.5%) than across London (7.7%).

Percentage of usual residents by age group, **Havering**



Source: Office for National Statistics – 2011 Census and Census 2021

Sources used:

1. [How life has changed in Havering: Census 2021 \(ons.gov.uk\)](https://ons.gov.uk)
2. [Census-2021-Phase-1-results-first-release.pdf \(haveringdata.net\)](https://haveringdata.net)

Protected Characteristic - Disability: Consider the full range of disabilities; including physical, mental, sensory, progressive conditions and learning difficulties. Also consider

neurodivergent conditions e.g. dyslexia and autism.

Please tick (✓) the relevant box:

Positive ✓

Neutral

Negative

Overall impact:
 Havering Council has a small number of residents recognised as having a disability under the Equality Act. The strategy will be published electronically, ensuring full accessibility for people who are partially sighted or blind.

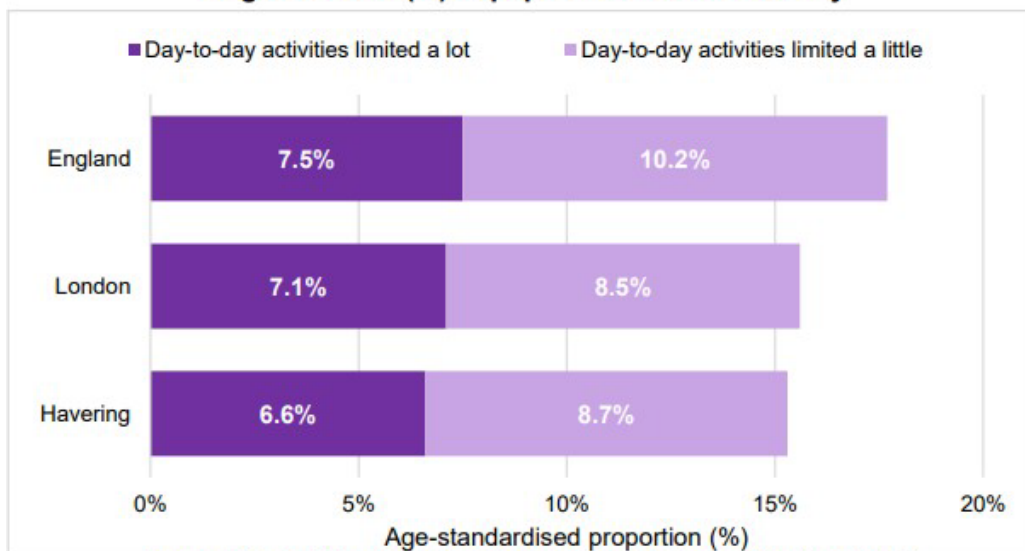
For the workforce, a Reasonable Adjustment policy and flexible working arrangements are in place to support staff who require accommodations.

Income from commercial activities have been re-invested to support frontline services, including those that meet the needs of residents with disabilities.

Evidence:

In Havering an estimated 38,449 residents reported having a disability in 2021. This is an age-standardised proportion (ASP) of 15.3%, which is slightly lower than London (15.6%) and lower than England (17.7%). In Havering, an ASP of 6.6% reported that their day-to-day activities were limited a lot and 8.7% reported their day-to-day activities were limited a little, due to a disability.

Figure 4: ASP (%) of population with a disability



Source: Office for National Statistics (ONS), Census 2021; Produced by: Havering PHI

Sources used:

- [Census-2021-Topic-Summary-Health-Disability-and-Unpaid-Care.pdf \(haveringdata.net\)](#)
- [LBH Workforce working arrangements](#)
- [LBH Reasonable and General Adjustments Guidance](#)

4. [LBH Reasonable Adjustment Fact Sheet](#)

Protected Characteristic – Sex / gender: Consider both men and women

Please tick (✓) the relevant box:

Positive

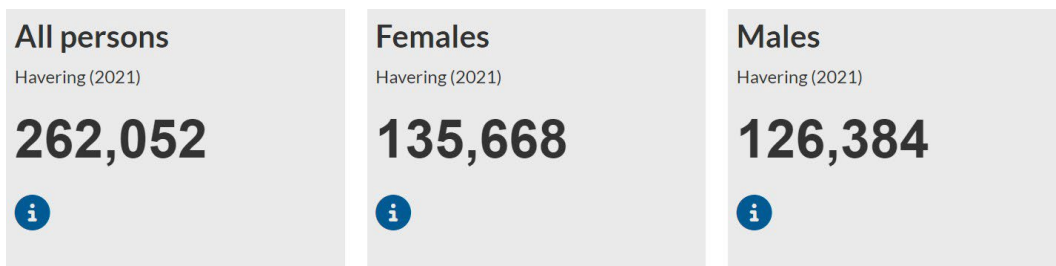
Neutral

Negative

Overall impact:

Commercial activities will support people irrespective of their sex/gender. The Commercial strategy is non-discriminatory hence, a person's sex/gender is unlikely to be affected.

Evidence:



Population by sex for Havering (2021)

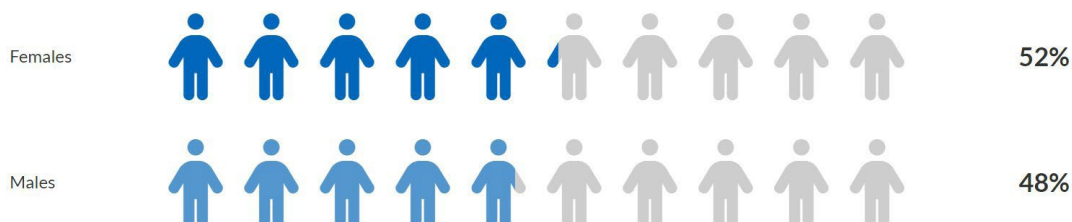


Figure 3: Detailed breakdown of gender identity in Havering for residents aged 16 and over

Gender Identity	Number	Percentage
Gender identity the same as sex registered at birth	196,462	93.67%
Gender identity different from sex registered at birth but no specific identity given	528	0.25%
Trans woman	228	0.11%
Trans man	212	0.10%
Non-binary	60	0.03%
All other gender identities	39	0.02%
Not answered	12,201	5.82%
Total	209,730	100.00%

Source: Office for National Statistics (ONS), Census 2021; Produced by: Havering PHI

Sources used:

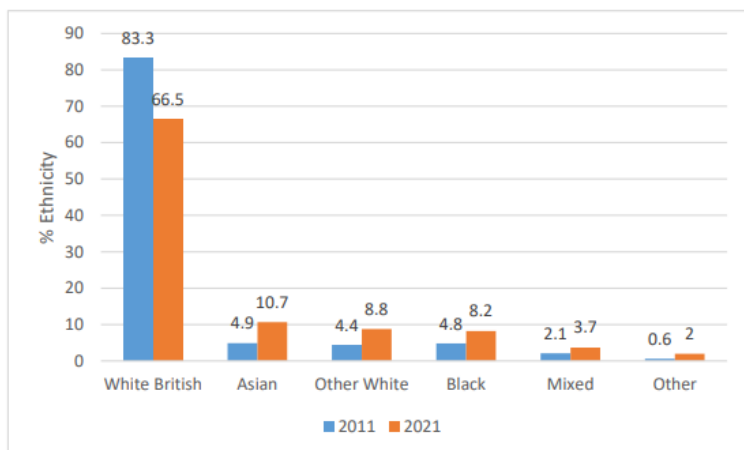
1. [Topic-Summary-Sexual-orientation-and-gender-identity.pdf \(haveringdata.net\)](#)
2. [Havering – Welcome to the Havering Data Intelligence Hub](#)
3. [Population - UTLA | Havering | Report Builder for ArcGIS \(haveringdata.net\)](#)

Protected Characteristic – Ethnicity / race / nationalities: Consider the impact on different minority ethnic groups and nationalities

<i>Please tick (✓) the relevant box:</i>		<p>Overall impact: Havering is a growing and diverse borough, and this diversity is reflected in our workforce. As an Employer of Choice, Havering Council strives to employ a workforce that mirrors the diverse communities we serve.</p> <p>This strategy is non-discriminatory and leverages the varied perspectives of our diverse workforce in decision-making processes. By considering the unique viewpoints of different minority ethnic groups, we ensure that our strategies and services are inclusive and equitable for all residents.</p>
Positive	✓	
Neutral		
Negative		

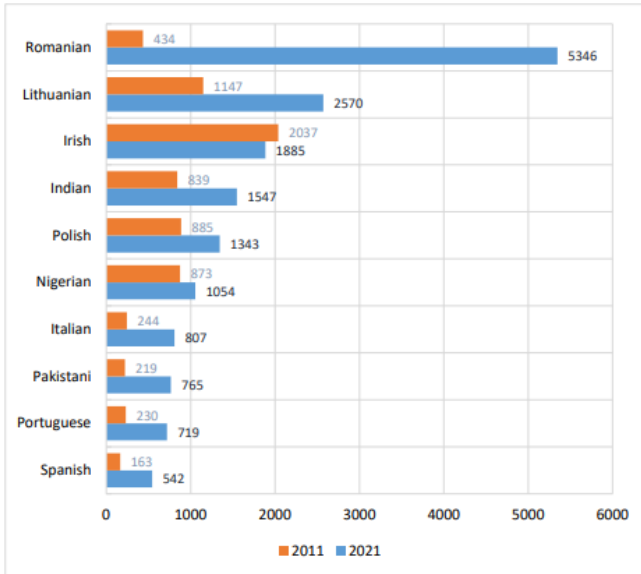
Evidence:

Figure 1 – Havering population in 2011 and 2021 by main ethnic group



Source: Office for National Statistics (ONS), Census 2011 & 2021; Produced by: Havering PHI

Figure 6 – Top 10 national identity excluding British



Sources used:

1. [Census-2021-Topic-Summary-Ethnic-group-national-identity-language-religion.pdf \(haveringdata.net\)](#)

Protected Characteristic – Religion / faith: Consider people from different religions or beliefs, including those with no religion or belief

Please tick (✓) the relevant box:

Positive	
Neutral	✓
Negative	

Overall impact:

Recognising that intersectionality plays out across protected characteristics, there are no known inequality impacts related to religion or belief based on the Commercial Strategy. Planned actions are inclusive of people from all religions or beliefs, including those with no religion or belief.

Evidence:

The religion question is voluntary in the Census. 94.5% of usual residents answered the question in 2021, compared to 93.3% in the 2011 Census.

The most commonly reported religion in Havering is Christian, with 52.2% of the total population in 2021 describing themselves as Christian. This is a reduction from 65.6% in 2011. No religion was the second most common response, with 30.6% identifying in this category, up from 22.6% in 2011. Other religions accounted for 11.7% of the total Havering population, which is an increase from 5.1% in 2011.

Sources used:

1. [Census-2021-Topic-Summary-Ethnic-group-national-identity-language-religion.pdf \(haveringdata.net\)](#)

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

<i>Please tick (✓) the relevant box:</i>		Overall impact: The Commercial Strategy will have a neutral impact on people of different sexual orientations. The Strategy is inclusive of people from all sexual orientations, therefore, there are no known inequality impacts associated with this protected characteristic group in this Strategy.
Positive		
Neutral	✓	
Negative		

Evidence:
The Census question on sexual orientation was a voluntary question asked of those aged 16 years and over.

The number of people responding was very high with 93% (195,099) Havering residents answering the question; similar to the national response rate of 92.5% and better than the London response rate of 90.5%.

In total, 91.07% (191,007) Havering residents identified as straight or heterosexual. In total, 1.95% (4,092) Havering residents identified as one of the LGB+ orientations (“Gay or Lesbian”, “Bisexual” or “Other sexual orientation”). In total, 6.98% (14,631) Havering residents did not answer the question.

Figure 1: Detailed breakdown of sexual orientation in Havering for residents aged 16 and over

Sexual Orientation	Number	Percentage
Straight or Heterosexual	191,007	91.07%
Gay or Lesbian	1,993	0.95%
Bisexual	1,540	0.73%
Pansexual	436	0.21%
Asexual	56	0.03%
Queer	21	0.01%
All other sexual orientations	46	0.02%
Not answered	14,631	6.98%
Total	209,730	100.00%

Source: Office for National Statistics (ONS), Census 2021; Produced by: Havering PHI

Sources used:

1. [Topic-Summary-Sexual-orientation-and-gender-identity.pdf \(haveringdata.net\)](#)

Protected Characteristic - Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth

<i>Please tick (✓) the relevant box:</i>		Overall impact: The Commercial Strategy will have neutral impact on people of different Gender Identify status. There are no known inequality impacts related to Gender reassignment based on the Commercial Strategy. Planned actions are inclusive of people from all Genders.
Positive	<input type="checkbox"/>	
Neutral	<input checked="" type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

Figure 3: Detailed breakdown of gender identity in Havering for residents aged 16 and over

Gender Identity	Number	Percentage
Gender identity the same as sex registered at birth	196,462	93.67%
Gender identity different from sex registered at birth but no specific identity given	528	0.25%
Trans woman	228	0.11%
Trans man	212	0.10%
Non-binary	60	0.03%
All other gender identities	39	0.02%
Not answered	12,201	5.82%
Total	209,730	100.00%

Source: Office for National Statistics (ONS), Census 2021; Produced by: Havering PHI

Sources used:

1. [Topic-Summary-Sexual-orientation-and-gender-identity.pdf \(haveringdata.net\)](#)

Protected Characteristic – Marriage / civil partnership: Consider people in a marriage or civil partnership

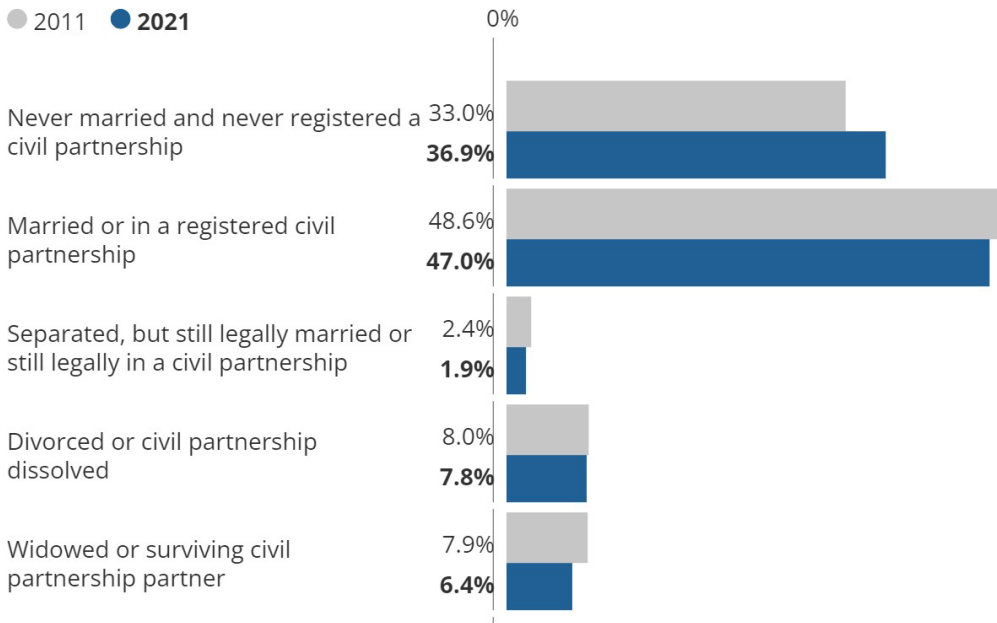
<i>Please tick (✓) the relevant box:</i>		Overall impact: The Commercial Strategy is inclusive of people of all relationship types. There are no known inequalities impacts related to this protected groups as related to the Strategy.
Positive	<input type="checkbox"/>	
Neutral	<input checked="" type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

Percentage of usual residents aged 16 years and over by legal partnership status,

Haverling

● 2011 ● 2021



Source: Office for National Statistics – 2011 Census and Census 2021

Sources used:

1. [How life has changed in Haverling: Census 2021 \(ons.gov.uk\)](https://ons.gov.uk)

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are taking maternity or paternity leave

Please tick (✓) the relevant box:

Positive	
Neutral	✓
Negative	

Overall impact:

This Strategy does not have specific impact on this protected characteristic groups. There are no known inequalities impacts related to this protected groups as related to the Strategy.

Evidence:
Not applicable

Sources used:
Not applicable

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

<i>Please tick (✓) the relevant box:</i>		Overall impact: The Strategy is expected to have a neutral impact on individuals from low-income or financially excluded backgrounds as there are equal access to services and this will mitigate any potential impacts related to socio-economic status.
Positive		
Neutral	✓	
Negative		

Evidence:

Table 1 Reasons for economic inactivity, Havering, London and England, 2021

Reason for economic inactivity	England and Wales	London	Havering
Economically inactive: Long-term sick or disabled	4.2%	3.6%	3.1%
Economically Inactive: Looking after home or family	4.8%	6.0%	5.1%
Economically inactive: Other	3.1%	4.1%	3.0%
Economically inactive: Retired	21.6%	12.9%	21.0%
Economically inactive: Student	5.6%	7.2%	4.6%

Source: Office for National Statistics (ONS), Census 2021; Produced by: Havering Insight Team

Sources used:

- [Topic-Summary-Economic-Activity-and-Travel-to-work-Final-Version.pdf \(haveringdata.net\)](#)

Health & Wellbeing Impact:

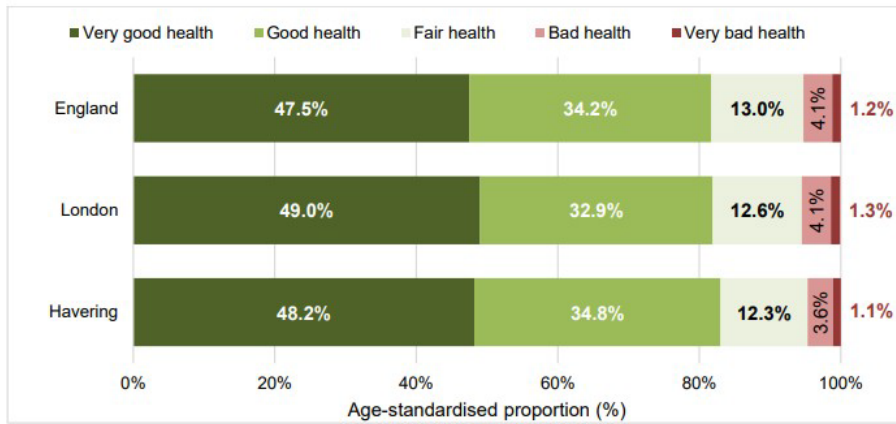
Consider both short and long-term impacts of the activity on a person's physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity?

<i>Please tick (✓) all the relevant boxes that apply:</i>		Overall impact: The Commercial Strategy has the potential to positively impact health and wellbeing through enhanced service delivery. Income from commercial activities have been re-invested to support frontline services, such as social care which in turn reduce stress and improve the quality of life for vulnerable and at-risk groups. Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Positive	✓	
Neutral		
Negative		

Evidence:

In Havering an estimated 219,777 residents had 'good' or 'very good' health in 2021. This is an age-standardised proportion (ASP) of 83.0%, which is higher than London (81.9%) and England (81.7%). However, in Havering, an ASP of 48.2% residents had 'very good' health compared to 49% in London.

Figure 1: ASP (%) reported health of the population



Source: Office for National Statistics (ONS), Census 2021; Produced by: Havering PHI

Sources used:

1. [Census-2021-Topic-Summary-Health-Disability-and-Unpaid-Care.pdf \(haveringdata.net\)](#)

3. Health & Wellbeing Screening Tool

Will the activity / service / policy / procedure affect any of the following characteristics? Please tick/check the boxes below

The following are a range of considerations that might help you to complete the assessment.

Lifestyle YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	Personal circumstances YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	Access to services/facilities/amenities YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
<input type="checkbox"/> Diet <input type="checkbox"/> Exercise and physical activity <input type="checkbox"/> Smoking <input type="checkbox"/> Exposure to passive smoking <input type="checkbox"/> Alcohol intake <input type="checkbox"/> Dependency on prescription drugs <input type="checkbox"/> Illicit drug and substance use <input type="checkbox"/> Risky Sexual behaviour <input type="checkbox"/> Other health-related behaviours, such as tooth-brushing, bathing, and wound care	<input type="checkbox"/> Structure and cohesion of family unit <input type="checkbox"/> Parenting <input type="checkbox"/> Childhood development <input type="checkbox"/> Life skills <input type="checkbox"/> Personal safety <input type="checkbox"/> Employment status <input type="checkbox"/> Working conditions <input type="checkbox"/> Level of income, including benefits <input type="checkbox"/> Level of disposable income <input type="checkbox"/> Housing tenure <input type="checkbox"/> Housing conditions <input type="checkbox"/> Educational attainment <input type="checkbox"/> Skills levels including literacy and numeracy	<input type="checkbox"/> to Employment opportunities <input type="checkbox"/> to Workplaces <input type="checkbox"/> to Housing <input type="checkbox"/> to Shops (to supply basic needs) <input type="checkbox"/> to Community facilities <input type="checkbox"/> to Public transport <input type="checkbox"/> to Education <input checked="" type="checkbox"/> to Training and skills development <input type="checkbox"/> to Healthcare <input type="checkbox"/> to Social services <input type="checkbox"/> to Childcare <input type="checkbox"/> to Respite care <input type="checkbox"/> to Leisure and recreation services and facilities
Social Factors YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	Economic Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Environmental Factors YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
<input type="checkbox"/> Social contact <input type="checkbox"/> Social support <input type="checkbox"/> Neighbourliness <input type="checkbox"/> Participation in the community <input type="checkbox"/> Membership of community groups <input type="checkbox"/> Reputation of community/area <input type="checkbox"/> Participation in public affairs <input type="checkbox"/> Level of crime and disorder <input type="checkbox"/> Fear of crime and disorder <input type="checkbox"/> Level of antisocial behaviour <input type="checkbox"/> Fear of antisocial behaviour <input type="checkbox"/> Discrimination <input type="checkbox"/> Fear of discrimination <input type="checkbox"/> Public safety measures <input type="checkbox"/> Road safety measures	<input type="checkbox"/> Creation of wealth <input type="checkbox"/> Distribution of wealth <input checked="" type="checkbox"/> Retention of wealth in local area/economy <input type="checkbox"/> Distribution of income <input checked="" type="checkbox"/> Business activity <input checked="" type="checkbox"/> Job creation <input type="checkbox"/> Availability of employment opportunities <input type="checkbox"/> Quality of employment opportunities <input type="checkbox"/> Availability of education opportunities <input type="checkbox"/> Quality of education opportunities <input checked="" type="checkbox"/> Availability of training and skills development opportunities <input checked="" type="checkbox"/> Quality of training and skills development opportunities <input checked="" type="checkbox"/> Technological development <input type="checkbox"/> Amount of traffic congestion	<input type="checkbox"/> Air quality <input type="checkbox"/> Water quality <input type="checkbox"/> Soil quality/Level of contamination/Odour <input type="checkbox"/> Noise levels <input type="checkbox"/> Vibration <input type="checkbox"/> Hazards <input type="checkbox"/> Land use <input type="checkbox"/> Natural habitats <input type="checkbox"/> Biodiversity <input type="checkbox"/> Landscape, including green and open spaces <input type="checkbox"/> Townscape, including civic areas and public realm <input type="checkbox"/> Use/consumption of natural resources <input type="checkbox"/> Energy use: CO2/other greenhouse gas emissions <input type="checkbox"/> Solid waste management <input type="checkbox"/> Public transport infrastructure

4. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

✓	<p>1. The initial screening exercise showed a strong indication that there will be no impacts on people and need to carry out an EqHIA.</p> <p>2. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u></p>	➔	<p>Proceed with implementation of your activity</p>
	<p>3. The EqHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u></p>	➔	<p>COMPLETE SECTION 5: Complete action plan with measures to mitigate the and finalise the EqHIA</p>
	<p>4. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level</p>	➔	<p>Stop and remove the activity or revise the activity thoroughly. Complete an EqHIA on the revised proposal.</p>

5. Action Plan

The real value of completing an EqHIA comes from identifying the actions that can be taken to eliminate/minimise **negative** impacts and enhance/optimize positive impacts. In this section you should list the specific actions that set out how you will mitigate or reduce any **negative** equality and/or health & wellbeing impacts, identified in this assessment. Please ensure that your action plan is: more than just a list of proposals and good intentions; if required, will amend the scope and direction of the change; sets ambitious yet achievable outcomes and timescales; and is clear about resource implications.

Based on the completed EHIA assessment, no negative impacts have been identified regarding the Council's Commercial Strategy. The strategy has been carefully designed to be inclusive and equitable, taking into consideration all protected characteristics under the Equality Act. **As a result, no specific action plan is required to mitigate negative impacts.**

However, this does not mean that the monitoring of the strategy against protected characteristics will be ignored. Continuous monitoring and evaluation will be essential to ensure that the strategy remains inclusive and equitable.

6. Review

In this section you should identify how frequently the EHIA will be reviewed; the date for next review; and who will be reviewing it.

Review:

There will be a continually review of the EHIA as the Strategy Action Plan progresses by the Commercial Boards.

Scheduled date of review: September 2027

Lead Officer conducting the review: Appropriate officer in post when the review is scheduled.