

CAMDEN EQUALITY IMPACT ASSESSMENT FORM

Introduction to this form

This is Camden's Equality Impact Assessment (EqIA) template, which should be used for all EqIAs carried out across the Council on a project, activity, change or decision (hereafter, 'activity'). Unless agreed with the Equalities Service in advance, no other template should be used for carrying out an EqIA.

Most activities that affect Council stakeholders (including residents and officers) will require an EqIA when they are in the planning stage. Many will also require an EqIA to monitor their impact on equality over time or if there is a significant change that prompts a review, such as in local demographics.

EqIAs will usually be required when a new activity affecting people who share the protected characteristics is being developed and when reviewing or changing such activities. They will also be likely required for any staff re-organisations.

EqIAs help the Council to fulfil its legal obligations under the Equality Act's Public Sector Equality Duty (PSED). The duty requires the Council to have due regard¹ to the need to:

- Eliminate unlawful behaviour, such as discrimination, harassment and victimisation;
- Promote equality of opportunity between those who share a protected characteristic and those who don't; and
- Promote good relations between people who share a protected characteristic and those who don't.

EqIAs are our chosen method at Camden for demonstrating that we have given due regard to these three aims, and therefore that we are complying with the PSED.

An EqIA should be started at the beginning of a new activity and developed in parallel with it. Activities, during and following implementation, should also be regularly reviewed for their impact. As part of this process, EqIAs should be revisited and updated to determine whether any planned positive impacts have been achieved and whether any identified negative impacts have been mitigated.

Following each version of an EqIA, this should be signed off by the relevant sponsor, director or Head of Service.

For advice, support, or to request a review of your EqIA, please contact equalities@camden.gov.uk.

¹ 'Due regard' is a legal requirement and means that decision makers have to consider the equality implications of a proposal before a decision has been made that may affect people who share each of the protected characteristics. Paying 'due regard' means giving a proportionate amount of resource to this analytical exercise relevant to the potential impact on equality.

Title of the activity	
Procurement of two contractors to undertake void property repairs and refurbishment works.	
Officer accountable for the EqlA (e.g. director or project sponsor)	
Full name:	Gavin Haynes
Position:	Director of Property Management
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Lead person completing the EqlA (author)	
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Person reviewing the EqlA (reviewer)	
Full name:	Jack Kilker
Position:	Equality Impact Quality Assurance Lead
Directorate:	Homes and Communities
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Version number and date of version	
Version 2 28.05.26	

Section 1: Background

1.a. Is it a new activity or one that is being reviewed or changed?

- New
 Under review
 Being changed

1.b. Which groups are affected by this activity?

- Council staff
 Residents
 Contractors
 Other – please specify:

1.c. Which Directorate(s) does this activity fall under?

- Adults and Health
 Children and Learning
 Corporate Services
 Homes and Communities
 Investment, Place and Opportunity
 Multiple Directorates – please specify:

1.d. Outline the aims, objectives and scope of the activity

You should provide a summary rather than lots of detail copied from other reports or documents. This summary should always include at the least the following:

- Why is this work happening and why is it happening now?
- Is there any useful context about previous work linked to this activity which needs to be considered?
- Who will be impacted by this work? How, and why do we know this?
- What is going to happen as a result of the proposed activity?

The Homes and Communities Directorate is seeking approval to procure two new contracts that will deliver repairs and refurbishment to empty HRA (Council) homes.

The works are to properties that have been vacated by current tenants and require repairs and refurbishment to bring the property back up to the 'lettable standard'. The lettable standard is a defined set of attributes that an empty property must have before it is re-let. This is aligned to the Decent Homes standard and relevant housing health and safety requirements (HHSRS) under the Housing Act 2004. This includes statutory items such as a gas safety certificate and electrical safety certificate, as well as basic internal items such as a fit for purpose kitchen and bathroom, decorated walls and ceilings and secure windows and doors.

On average, 600 Council homes per year are vacated by their occupants. This could be because they move away from the area, move into other accommodation or pass away. The works are completed to each property as and when the property becomes empty.

Residents living next door or close-by to homes being refurbished may be directly affected by this work.

Households on the housing register will be directly affected by this because the quicker the Council and its partners repair and refurbish empty homes to the lettable standard, the quicker they can be re-let to households that need them.

The work will be co-ordinated by Camden officers and delivered by contractors. The current contracts for this work was issued in January 2022 and finishes in February 2027. The contracts are coming to their natural end, hence a new procurement is taking place. The new contracts are expected to last for 7 years. It will be non-exclusive and have a break clause.

The current contracts work reasonably well. From the point at which the Council's Repairs department receives the keys, to the point it is available to re-let, is 28 days on average for routine voids. We have established during the current contracts, a methodology for delivering works while respecting the dates and times of religious breaks, for example, we do not undertake drilling during 1pm – 2pm on Friday. This will also be a part of the mobilisation of the new contracts. Similarly, where officers know that a disabled resident needs access to the communal lift, we

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instruct contractors to avoid using lifts and use the stairs. The procurement will include project specific social value elements, which are set out below:

SV Commitment	Minimum Requirement (agreed at SV Panel)	Minimum Requirement (to be included in tender)
<p>Apprenticeships – 10 apprenticeships over the duration OR a donation, equal to the value of x10 a modern-day apprenticeship, to the apprenticeship team to support the delivery of a new apprenticeship or apprenticeship programme</p>	10 (5 north and 5 south)	10 (5 north and 5 south)
<p>Training – 1 onsite training opportunity per year including internships, NVQs, and short courses. 14 local employment opportunities / training placements over the duration of the contracts. The supplier should collaborate with GWC and Euston Skills Centre to identify suitable opportunities as early as possible.</p>	14 (7 north and 7 south)	14
<p>Unpaid work experience – 2 placement per year that can be identified by Euston Skills Centre as being suitable for this type of work. Min 2 weeks duration per placement– 28 placements over the duration of the contracts</p>	28 (14 north and 14 south)	28
<p>Paid work placements – 2 placement per year for residents that can be identified by Euston Skills Centre as being suitable for this type of work. Min 4 weeks duration per placement – 28 placements over the duration of the contracts</p>	28 (14 north and 14 south)	28 (14 north and 14 south)
<p>Spend with SMEs – A target of spending a minimum of 10% of overall spend on materials and equipment with local SME providers</p>	10%	10%
<p>Financial contribution - with a minimum value of £500 / year to support foodbanks to homeless/disadvantaged residents. E.g. To support Camden's Mission based approach each year the donation could go to one of the 4 Missions</p>	£7,000 (£3,500 north and £3,500 south).	£7,000 (£3,500 north and £3,500 south).
<p>Volunteering - A minimum of 2 days per year volunteering time provided to</p>	28 (14 north and 14 south)	28 (14 north and 14 south)

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support local community projects e.g. any building maintenance works that will support the library improvements in consultation with Library Services.		
Environment - Sign-up to Camden Climate Alliance within 2 months of starting. Also to donate 1 day per year (or monetary equivalent) to an environmental agenda activity such as resident workshop, schools workshop and / or social media learning piece	14 (7 north and 7 south)	14 (7 north and 7 south)

Section 2: Evidence and data

In this section you should outline the evidence or data available to support your assessment of the potential negative and positive impacts of the proposed activity.

This should be evidence or data which is specific to the protected characteristics and the additional characteristics identified as priorities by the Council. It should not be generic data which cannot be linked to any specific characteristics. The evidence or data used should include or be one of the following:

- Demographic or representation data (e.g. Census data)
- Engagement or participation data relevant to the activity (e.g. user data, data on registrations, etc.)
- Findings gathered through feedback or complaints from relevant stakeholder groups (e.g. resident complaints, public consultations, engagement surveys)
- Research publications, evidence or policy documentation produced by Government, charities or research organisations (e.g. a publication by Age UK)

2.a. Evidence and data linked to the protected characteristics in the Equality Act 2010:

Please select each of the protected characteristics you have evidence or data for, then set out this evidence or data in the field below.

If evidence or data is not currently available, use the action plan ('Section 6') to describe how you will ensure you hold relevant evidence or data in the future.

Select all characteristics where evidence or data has been identified:

- Age
- Disability²

² The Equality Act defines a disability as a condition or experience which has a significant impact on someone's ability to carry out day-to-day activities and which has a long-term impact (12 months or more over the course of a person's life). This includes a diverse range of people with physical, mental and sensory impairments, long-term health conditions, mental health conditions and / or

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- Gender reassignment³
- Marriage or civil partnership
- Pregnancy or maternity
- Race or ethnicity
- Religion or belief⁴
- Sex⁵
- Sexual orientation⁶

Age

6,481 council tenants (26% of all tenants) were aged 66 years old or older (66 is the state pension age). This is considerably higher than the representation of this age group in the wider borough, where those aged 60+ account for 16.3% of all Camden residents (taken from the Census 2021).

Disability

Data from the March 2021 census on disability published in January 2023 showed more than one in seven (15.2%) Camden residents with a long-term health problem or disability limiting day-to-day-activities in some way

Whilst the proposals have been designed to benefit everyone who lives in the Council's stock, measures such as a more direct management relationship and enhanced performance management are likely to benefit most those who at higher risk. This includes residents with disabilities and long-term health conditions as well as many of our older and more vulnerable residents.

Race or ethnicity

Data about ethnicity is only available for 60% of council tenants either because tenancies predate the date that this data began to be collected, because tenants did not wish to share this information or because the data was not collected for another reason. 8,614 tenants (67% of those for whom there are records) are recorded as Black, Asian, Mixed or 'Other', with the largest categories being Bangladeshi, Black African, other and Somali. This is a considerable overrepresentation compared to the population of the borough as a whole (Census 2021 showed that 40.5% of residents were from Black, Asian, Mixed or 'Other' ethnic backgrounds).

Individuals who are from Black, Asian and other ethnic backgrounds represent 69.9% of the Council's housing waiting list, compared with 40.5% of Camden residents overall, showing that people from these ethnic groups are overrepresented on the housing waiting list and so should benefit from any Council actions to improve the availability of housing stock.

neurodivergence. Carers who provide unpaid care for a person who is disabled are also included in the protections of this characteristic.

³ This is the legal term in the Equality Act. This is understood to apply to people who may describe themselves as trans or transgender, who have undergone, are undergoing or are planning to undergo a process of transitioning from the sex they were assigned at birth to another sex.

⁴ This characteristic covers religious or philosophical belief. The lack of religion or belief is also covered.

⁵ This characteristic protects from discrimination on the basis of biological sex, rather than certificated sex or gender identity – specifically, this would refer to female and male.

⁶ This characteristic refers to a persons sexual orientation toward a person of the same sex, opposite sex or either sex.

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Sex

63.3% of those on the Council's housing waiting list are female and 36.2% are male (this information is unknown for 0.5% of those on the waiting list), which is significantly different to the proportions of females (52.7%) and males (47.3%) in Camden in the 2021 Census. This means that female Camden residents are more likely to be positively impacted by Council actions to increase the availability of housing stock.

2.b. Evidence and data linked to the additional priority characteristics identified by Camden Council:

Please select each of the additional characteristics where relevant data has been identified and set out this evidence or data in the field below.

If evidence or data isn't currently available, use the action plan ('Section 6') to describe how you will ensure you hold relevant evidence or data in the future.

Select all characteristics where evidence or data has been identified:

- Foster carers
- Care-experienced young people⁷
- Low-income households
- Refugees and asylum seekers
- Parents / carers (of any gender, of young people aged under 18)
- People who are homeless
- Private rental tenants in deprived areas
- Single parent / carer households (of any gender, of young people aged under 18)
- Social housing tenants
- Any other (please specify):

On average the Council repairs and refurbishes 600 dwellings per year. Once refurbished, they are offered to households on the housing register which is often occupied those that are homeless or those on low incomes.

⁷ 'Care experienced' will apply to young people who have been 'looked after' at some point in their childhood and are entitled to receive services under the Children Act 1989, Leaving Care Act 2000 and the Children and Social Work Act 2017. As such, it does not include children who have been adopted as their support and services are covered under the Adoption and Children Act 2002.

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2.c. Evidence or data on intersectionality:

Please present here any evidence or data which indicates specific or different outcomes, experiences or opportunities arising for people who experience intersecting or overlapping forms of discrimination⁸.

This is not necessarily about collecting or presenting different evidence or data to that already set out above. It is about ensuring that your analysis of the available evidence or data takes account of intersectional experiences – for example, the specific experiences of Black women, disabled parents or LGBTQ+ people who are homeless.

The Council will advise contractors of instances where their work may impact on residents with multiple protected characteristics. For example, older disabled residents are more likely to be at home when an empty property in their block / or adjacent is refurbished. Where known considerations need to be made, the LB Camden contract manager will be responsible for liaising with the resident to agree how best to mitigate the impact and then to communicate that to the contractor. Importantly the contract manager will be responsible for monitoring the contractors and intervening if the agreed mitigations are not fulfilled.

Remember to use the action plan ('Section 6') to set out actions you will take to ensure that any gaps in the evidence or data you have available can be addressed and filled for future updates to this EqIA.

⁸ Intersectionality is “the interaction and cumulative effects of multiple forms of discrimination affecting the daily lives of individuals”. ([Britannica](#))

Section 3: Analysis of impact

You should use this section to outline the potential impacts you have identified which might occur for people on the basis of each of the protected and additional characteristics set out in this EqIA. Your analysis should be informed by the evidence and data considered and presented in ‘Section 2’ and you should clearly refer back to this evidence and data.

Potential impacts identified should only be those that are specific to any particular characteristics, rather than listing general positive or negative implications of the activity which would affect people regardless of their characteristics.

If you select ‘No impacts identified’ you must justify how you have reached this conclusion through your assessment. If you select ‘Insufficient evidence’, you should consider including an action in the action plan (‘Section 6’) to address this gap.

Protected characteristics (established by the Equality Act 2010)	Is there a potential positive or negative impact on this characteristic arising from the proposed activity? (Select all that apply)	Describe the potential <u>positive</u> impact(s) which have been identified (Please explain the evidence used to identify the positive impact(s))	Describe the potential <u>negative</u> impact(s) which have been identified (Please explain the evidence used to identify the negative impact(s))
Age	<input checked="" type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes younger adults who need affordable housing.	Older residents living close to properties being refurbished may experience some noise and disruption. This could have negative impacts for some older residents, particularly those who are also disabled.
Disability	<input checked="" type="checkbox"/> Potential positive impact <input checked="" type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes disabled residents who need adapted affordable housing.	Disabled residents living close to properties being refurbished may experience some noise and disruption. This could have negative impacts for some disabled residents.
Gender reassignment	<input type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input checked="" type="checkbox"/> No impacts identified <input checked="" type="checkbox"/> Insufficient evidence		

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Marriage or civil partnership	<input type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input checked="" type="checkbox"/> No impacts identified <input checked="" type="checkbox"/> Insufficient evidence		
Pregnancy or maternity	<input checked="" type="checkbox"/> Potential positive impact <input checked="" type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes pregnancy residents or residents who are on maternity or who have young babies, who may need affordable housing.	Pregnant residents or those on maternity or with young children, living close to properties being refurbished may experience some noise and disruption.
Race or ethnicity	<input type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input checked="" type="checkbox"/> No impacts identified <input checked="" type="checkbox"/> Insufficient evidence		
Religion or belief	<input type="checkbox"/> Potential positive impact <input checked="" type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence		There are possible negative impacts of undertaking voids refurbishment works during religious breaks e.g. Ramadan. Contractors will be asked to be flexible on working hours e.g. post 1pm on Friday and / or during prayer times.
Sex	<input type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input checked="" type="checkbox"/> No impacts identified <input checked="" type="checkbox"/> Insufficient evidence		
Sexual orientation	<input type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input checked="" type="checkbox"/> No impacts identified <input checked="" type="checkbox"/> Insufficient evidence		

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Additional characteristics (priorities for Camden Council)	Is there a potential positive or negative impact on this characteristic as a result of the proposed activity? (Select all that apply)	Describe the potential <u>positive</u> impact(s) which have been identified (Please explain the evidence used to identify the positive impact(s))	Describe the potential <u>negative</u> impact(s) which have been identified (Please explain the evidence used to identify the negative impact(s))
Foster carers	<input type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input checked="" type="checkbox"/> No impacts identified <input checked="" type="checkbox"/> Insufficient evidence		
Care-experienced young people	<input checked="" type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes care experienced young people who need affordable housing.	
Low-income households	<input checked="" type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes low-income households who need affordable housing.	
Refugees and asylum seekers	<input checked="" type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes refugee and asylum seekers who need affordable housing.	
Parents and / or carers	<input checked="" type="checkbox"/> Potential positive impact <input checked="" type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes parents and carers.	Parents or carers living close to properties being refurbished may experience some noise and disruption which may be particularly impactful or difficult to manage with young children or disabled children or adults in their care.

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People who are homeless	<input checked="" type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes homeless people who need affordable housing.	
Private rental tenants in deprived areas	<input type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input checked="" type="checkbox"/> No impacts identified <input checked="" type="checkbox"/> Insufficient evidence		
Single parent and / or carer households	<input checked="" type="checkbox"/> Potential positive impact <input checked="" type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes single parent households who need affordable housing.	Single parents or carers living close to properties being refurbished may experience some noise and disruption which may be particularly impactful or difficult to manage with young children or disabled children or adults in their care.
Social housing tenants	<input checked="" type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence	The faster a void property is refurbished and made available the faster those on the waiting list will be allocated a property. This includes social housing tenants awaiting a transfer to a more suitable home.	
Any other (please specify)	<input type="checkbox"/> Potential positive impact <input type="checkbox"/> Potential negative impact <input type="checkbox"/> No impacts identified <input type="checkbox"/> Insufficient evidence		

Please describe any potential positive or negative impacts you have identified as a result of the proposed activity on any intersectional groups

Please describe the intersectional groups, the potential impacts identified and the evidence or data used in your assessment.

The Council will advise contractors of instances where their work may impact on residents with multiple protected characteristics. For example, older disabled residents are more likely to be at home when an empty property is refurbished. In these instances, the LB Camden contract manager will be responsible for liaising with the resident to agree how best to mitigate the impact and then to communicate that to the contractor. Importantly the contract manager will be responsible for monitoring the contractors and intervening if the agreed mitigations are not fulfilled.

A positive impact exists for people from Black, Asian and other ethnic backgrounds and for females, both of whom are overrepresented on the Council's housing waiting list, meaning that females from Black, Asian and other ethnic backgrounds may be particularly positively impacted.

Section 4: Consultation and engagement

4.a. How have you consulted or engaged with those who will potentially be impacted by the activity (either directly or through engagement with organisations representing these groups)?

Consultation and engagement should be relevant to the specific activity being considered through this EqIA (although it may not have been carried out specifically because of the EqIA being carried out).

You should describe what the consultation process looked like, when it took place and how many people were involved. You should also be able to show how what you learned through this consultation or engagement has factored into your equalities thinking in this EqIA.

Group(s) engaged and details of engagement	Issues raised through the consultation or engagement, related to one or more protected or additional characteristics	Learning or impact for equalities thinking
<p>District Management Committees – general meeting consultation regarding repairs and maintenance activities. These meetings happen quarterly and void works is a standing agenda item.</p>	<p>A general concern that external contractors need to take into account neighbouring residents when any work is undertaken; either occupied or unoccupied homes.</p>	<p>Be considerate to residents with protected characteristics e.g. being aware of making excessive noise early morning, reducing the amount of dust created, disposing of waste materials so that very young children or those with health issues are not exposed to potentially dangerous items. Also taking into account religious beliefs and breaks.</p>

4.b. How have you engaged with other Council services or relevant external partners or suppliers who would be involved in the delivery of the activity?

This is essential where the mitigations for any potential negative impacts rely on the delivery of work by other teams.

The repairs and maintenance department works closely with the housing allocations team to ensure the works to empty properties meet the lettable standard and any other requirements of a potential new tenant.

The service is engaging with partner through the procurement process to ensure that equalities matters are embedded into delivery solutions. E.g. contractors must be aware of any characteristic that requires them to amend their working practices e.g. taking off shoes before entering a home.

Section 5: Assessment

At this point in the form, you should have considered the available evidence and whether there are any potential positive or negative impacts identified against each of the protected and additional characteristics, and on the basis of any intersectional identities and experiences.

Using the analysis you have done so far, you are now asked to determine which of the below outcomes is most appropriate for this activity.

You should provide a clear, brief rationale for the conclusion reached in this section and should use the action plan in 'Section 6' to set out mitigating actions that need to be taken in response to the outcome of this assessment.

Please select one of the below assessment outcomes:

Assessment outcomes	
<input type="checkbox"/>	1. Activity can continue as it is: No negative impacts have been identified, so the work can continue
<input checked="" type="checkbox"/>	2. Activity has justifiable negative impacts: Negative impacts have been identified but these can be justified as a proportionate means of achieving a legitimate aim
<input type="checkbox"/>	3. Activity has negative impacts that can be managed: Negative impacts have been identified but these can be balanced against identified positive impacts and / or can be addressed by changing the activity and / or introducing mitigating actions ('Section 6')
<input type="checkbox"/>	4. Activity cannot continue: Significant negative impacts have been identified, or mitigating actions cannot be taken, meaning the work must be stopped
Narrative / justification for the above selection	
<p>The negative impact of noise and dust on a resident that is a neighbour or lives close to a void property being refurbished is proportionate to the required activity. If the Council does not undertake the works, the property is unable to be re-let. This means households on the waiting list have a reduced chance of moving into an affordable home. The negative impacts can be mitigated by contractors modifying their working practices and the timing of their work to minimise the negative impacts experienced by existing residents.</p>	

Section 6: Action plan

Use the template action plan below to set out actions that will be taken to address any potential negative impacts identified through this EqIA, or to support any potential positive impacts which have been identified. Be as specific and detailed as possible about the actions needed and how these will be carried out.

If other teams, services or partners would be required to support or input into the delivery of any actions, please ensure they are consulted prior to the EqIA being signed-off.

You should also make it clear through your action plan how you will ensure there is appropriate governance and oversight of your EqIA and the actions in this action plan, including how the EqIA will continue to be reviewed and updated.

Action	Responsible lead(s)	Delivery timeframe	Expected impact / outcome / measures
Define requirements in specification clearly so that contractors know they are responsible for mitigating possible negative impacts before bidding.	Procurement team and business.	June-July 2026	Only competent business that can provide working solutions will bid.
Specification and desired outcomes communicated and documented during mobilisation.	Contract manager, contractors	December 2026-March 2027	The appointed contractors understand the detailed requirements set out in the scope issued at tender stage.
Contract manager to carefully monitor contractors' performance particularly around resident that have protected characteristics that might be affected.	Contract Manager	Life of contract	Contractors will amend their working practices to meet requirements, and rectification measures are implemented if they do not.

Section 7: Review and sign-off

Once you have completed your EqIA, use this section to confirm agreement and sign-off from relevant parties.

Once this section has been completed, this version of the EqIA is finalised. At this point it should be saved as a PDF and sent to equalities@camden.gov.uk for performance monitoring.

Lead person completing the EqIA (author)	
Full name:	Andy Cook
Position:	Consultant
Date of sign-off:	18.05.26
Person reviewing the EqIA (reviewer)	
Full name:	Jack Kilker
Position:	Equality Impact Quality Assurance Lead
Date of sign-off:	19.05.2026
Officer accountable for the EqIA (e.g. director or project sponsor)	
Full name:	Gavin Haynes
Position:	Director of Property Management
Date of sign-off:	20.05.2026
Expected date of next review	